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September 16, 2011

Mary Tavegia, Issuing Officer
Iowa Department of Human Services
Iowa Medicaid Enterprise
200 Army Post Road, Suite 2
Des Moines, Iowa 50315

RE: Transmittal Letter – RFP MED-12-001, Iowa Medicaid Enterprise (IME) System Services Procurement – MMIS and Core MMIS Operations

Dear Ms. Tavegia:

Noridian Administrative Services, LLC (Noridian) is submitting this fully compliant proposal in response to the MMIS and Core MMIS Operations component of the IME System Services request for proposal (RFP).

The future of health care continues to be uncertain as Congress works to reduce the federal deficit through cuts to the Medicaid programs, while provisions of the Patient Protection and Affordable Care Act (PPACA) are expected to add an estimated 80,000 to 100,000 Iowans into the Medicaid program.

Public health care spending totaled more than $1 trillion last year, and will continue to rise sharply in years to come. This burden of rising public health care cost, eligible population growth, and mandated services expansion will be placed on state governments. The proportion of spending for Medicare and Medicaid in the health system is expected to rise making it the principal driving force behind increases in federal spending in the decades to come.

Noridian, as your current Core MMIS contractor, is committed to helping the IME address these challenges by:

- Creating an innovative, high-value Medicaid technology infrastructure for consumers and health care providers
- Providing technology that provides flexibility, scalability, sustainability, and interoperability to other state enterprise-wide applications
- Bringing a CMS-certified new MMIS solution developed specifically for Medicaid, completely aligned with Medicaid Information Technology Architecture (MITA) and service-oriented architecture (SOA) principles
- Providing committed, dedicated people that have a clear understanding of the IME structure, the stakeholders, and your expectations
- Providing fiscal intermediary experience and leading-edge operational capabilities with a proven ability to work successfully within the IME and has faithfully served the Department since the inception of the IME

Our team—Team Noridian—is headed by Noridian as the prime contractor. We are your current Core MMIS contractor, as well as a premier fiscal agent contractor for federal, state, and commercial health care industries. As a known commodity and a dedicated partner to the IME, our knowledge, experience, and commitment has been successfully and visibly proven to the IME for the past six years.

Our subcontractor, Client Network Services Inc. (CNSI), was founded in 1994 and has nearly 12 consecutive years of experience with the design, development, and implementation (DDI) of the most business-flexible and innovative claims administrations systems in Medicaid. CNSI has excelled in developing and deploying CMS-certified MMIS' under a philosophy of delivering "innovative solutions driven by our customers' needs".

We are excited about collaboratively engaging with the Department to continue the successful relationship with the IME and the other component contractors by introducing a state-of-the-art MMIS solution that will enable us to overcome the challenges we all are currently facing, and better position the IME to meet its future goals and objectives. Team Noridian is well prepared to enter into a contract with the Department and continue to serve as a true partner to ensure the Department's success in this impressive pursuit.

Per the requirements of RFP Section 9.2.2, we are providing the following information:

Bidder's Mailing Address

RFP Section 9.2.2, Requirement a

Noridian's mailing address is:

Noridian Administrative Services, LLC
900 42nd Street South
Fargo, ND 58103

Contact Information

RFP Section 9.2.2, Requirement b

President and Chief Executive Officer Mike Hamerlik is the authorized signer for this proposal, and Account Manager Scott Hruska is the designated point of contact. Their contact information is included in the table that follows.

Authorized Signer	Designated Point of Contact
Mike Hamerlik, President and CEO E-mail: mike.hamerlik@noridian.com Fax: (701) 277-5150 Telephone: (701) 282-1868	Scott Hruska, Account Manager E-mail: scott.hruska@noridian.com Fax: (701) 277-5150 Telephone: (515) 313-1339

Legal Form of Bidder

RFP Section 9.2.2, Requirement c

Noridian is a limited liability company.

We are proposing the use of a subcontractor, CNSI, for this contract. CNSI will be responsible for 34.5 percent of the total contract price. The remaining 65.5 percent will be completed by Noridian.

The Technical Proposal does not include actual price information.

Registered To Do Business in Iowa

RFP Section 9.2.2, Requirement d

As the Core Contractor for IME, we are already registered to do business in Iowa. Our charter number is 388754. Our subcontractor, CNSI, is licensed to work in Iowa. CNSI received its certificate of authority, dated June 28, 2011, with number W00741268.

Federal Tax Identification Number

RFP Section 9.2.2, Requirement e

Noridian's Federal Tax ID is 45-0173185.

Complying with Contract Terms and Conditions

RFP Section 9.2.2, Requirement f

We will comply with all contract terms and conditions as indicated in the RFP.

No Attempts to Induce Proposal Submission

RFP Section 9.2.2, Requirement g

Noridian has made no attempts and will not make any attempts to induce any other person or firm to submit or not to submit a proposal in response to RFP MED-12-001.

Affirmative Action

RFP Section 9.2.2, Requirement h

Noridian recognizes its continued success as a company depends on the development and utilization of the full range of human resources. At the foundation of this precept is equal employment opportunity. It is the continuing policy of Noridian to afford equal employment opportunity to qualified individuals regardless of their race, color, religion, sex, national origin, age, marital status, political affiliation, or physical or mental handicap, and to conform to applicable laws and regulations. This policy of equal opportunity pertains to all aspects of the employment relationship, including application and initial employment, promotion and transfer, selection for training opportunity, wage and salary administration, and the application of service, retirement, seniority and employee benefit plan policies.

Cost or Pricing Information

RFP Section 9.2.2, Requirement i

We have not included cost or pricing information in this letter or the Technical Proposal.

Amendments

RFP Section 9.2.2, Requirement j

We have included all Department issued amendments, along with the release of questions and answers, to RFP MED-12-001.

Amendment Number	Date of Receipt
Questions and Answers	06/28/2011
Amendment 1	06/29/2011
Updated Questions and Answers	07/27/2011
Amendment 2	07/27/2011
Department Clarifications	08/12/2011
Amendment 3	08/12/2011
Amendment 4	09/13/2011

Pricing Certification

RFP Section 9.2.2, Requirement k

In connection with RFP MED-12-001, we certify proposed prices have been arrived at independently, without consultation, communication, or agreement, as to any matter relating to such prices with any other bidder or with any competitor for the purpose of restricting competition.

In connection with RFP MED-12-001, we certify quoted prices have not been knowingly disclosed by the bidder prior to award, directly or indirectly, to any other bidder or to any competitor.

Pricing Authorization

RFP Section 9.2.2, Requirement l

I, Mike Hamerlik, certify I am the person at Noridian responsible for or authorized to make decisions regarding the prices quoted and that I have not participated and will not participate in any action contrary to arriving at the prices independently.

Subcontractor Statement

RFP Section 9.2.2, Requirement m

A statement from our subcontractor, CNSI, is appended to the transmittal letter and is signed by Chief Executive Officer B. Chatterjee, an individual authorized to legally bind CNSI.

Request for Confidential Treatment of Information

RFP Section 9.2.2, Requirement n

We have opted not to mark any information in our response as confidential.

Authorized Individual for Response to Confidential Nature of Information

RFP Section 9.2.2, Requirement o

The individual authorized to respond to the Department about the confidential nature of the information is Vice President and General Counsel Greg Gullickson, whose contact information follows:

Name: Greg Gullickson
Address: 900 42nd Street South, Fargo, ND 58103
Telephone number: (701) 282-1375

Bid Proposal Security Statement

RFP Section 9.2.2, Requirement p

The submitted bid proposal security guarantees the availability of the services as described throughout the bid proposal.

Acceptance of All Terms and Conditions

RFP Section 9.2.2, Requirement q

According to RFP Section 6.3, Noridian is requesting prior approval for start-up and implementation activities performed at the temporary facility in Des Moines We would like the Department to consider allowing some activities of start-up and implementation to be completed at CNSI's permanent facility in Gaithersburg, MD. Our solution is based on the common and highly configurable eCAMS platform. The core components of the platform are shared across projects that include multiple MMIS, Medicaid Incentive Payment Program, and Health Insurance Exchange implementations. A centralized team conducts maintenance and support for the common eCAMS platform. We would like to keep this centralized team approach for bringing reusable components to this project as well; this model provides cost savings for both Team Noridian and its customers. This team would consist of:

- Applications Support: maintains core application code and application programming interfaces (API)
- Database Support: performs database management and administrative support
- Systems Infrastructure Support: maintains and administers server settings, releases, and configuration management of standardized components

Start-up and implementation phase activities related directly to the scope of work will be conducted by staff in Des Moines.

We would also like to seek approval to continue printing in Fargo, ND. Noridian has a complete print and mail center at its corporate headquarters in Fargo, ND. This facility has the proper printing, insertion, and mailing equipment for running high volume print jobs at a substantial cost savings over localized print. The facility has enhanced security and strict procedures to protect print, including checks. For regular print jobs, such as checks, and higher volumes such as 1099's and the monthly random sampling of EOMBs, Noridian is proposing to use this Fargo, ND facility. The use of the existing print facility, as we have used for this work for the past six years, will provide the best overall value proposition for the Department. For regular IME outbound print and mail, we still propose to the use of local networked printers in the IME and will have staff who handle the insertion and mailing within the IME building. As noted, Team Noridian is also prepared to send print files to a print contractor if the Department so decides.

Noridian accepts all other terms and conditions stated in RFP MED-12-001.

Noridian looks forward to the opportunity to continue to work with the Department on providing exceptional services to the Iowa Medicaid community.

Sincerely,

Michael F. Hamerlik

Michael F Hamerlik, President and Chief Executive Officer
Noridian Administrative Services, LLC

September 16, 2011

Mary Tavegia, Issuing Officer
Contract Administrator
Iowa Department of Human Services
Iowa Medicaid Enterprise
200 Army Post Road, Suite 2
Des Moines, Iowa 50315

Subject: Transmittal Letter – Subcontractor Statement

RE: RFP MED-12-001

Dear Ms. Tavegia:

Client Network Services Inc. (CNSI) is pleased to be a part of Noridian Administrative Services LLC's team (Team Noridian) in developing a solution to the Iowa Medicaid Enterprise System Services Procurement. As CNSI's Chief Executive Officer (CEO), I am authorized to legally bind the company and am submitting this signed statement in accordance with the requirements set forth in section 9.2.2.

In accordance with the general scope of work set forth in the RFP for the Core MMIS (systems and operations), the primary work to be performed by CNSI on this procurement is the design, development, and implementation of the new Medicaid Management Information System (MMIS) for the Iowa Department of Human Services (referred to as the Department). In addition, CNSI will provide support during operations.

CNSI is fully prepared and committed to deliver the required services under the Core MMIS scope of work as related to systems, specifically the design, development, and implementation of the new MMIS (including deployment in the Iowa data center), as well as operations and maintenance support (for software and hardware) until one month after system certification is achieved, and longer, based on the Department's option.

CNSI does not discriminate in employment practices with regards to race, color, religion, age (except as provided by law), gender, marital status, political affiliation, national origin, or handicap.

Thank you for this opportunity, and we look forward to supporting Team Noridian in providing the required system services to the Department in support of the Iowa Medicaid Enterprise. Please contact me at 301-634-4600 or via email at chatterjee@cns-inc.com if you have any questions.

Sincerely,

B. Chatterjee
CEO

Tab 3 - Checklist and Cross-References

RFP Section 9.2.3

As required in the request for proposal (RFP), Team Noridian has completed the three attachments in this proposal to confirm its responsiveness to the requirements.

- Bid Proposal Mandatory Requirements Checklist
- General Requirements Cross-Reference
- MMIS System Services Requirements Cross-Reference

These forms are located in their respective tabs that follow.

NORIDIAN®
Administrative Services LLC

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Bid Proposal Mandatory Requirements Checklist

RFP Section 9.2.3.1

Attachment L: Bid Proposal Requirements Checklist

The Department has provided the following template to submit with the Technical Proposal. Bidders are required to confirm compliance by marking the "Yes" box in the "Bidder Check" column. Upon receipt of bid proposals, the Department will confirm compliance by marking "Yes" in the "Department Check" column. Bidders' failure to complete the requirements will result in the bidders' disqualification for this procurement as described in RFP Section 2.15 Disqualification.

Technical Proposal Content		
Bidder Check	Requirement	Confirmed by the Department
☒ Yes ☐ No	1. Did the issuing officer receive the bid proposal by 3:00 p.m., Central Time, on the date specified in RFP Section 2.1 Procurement Timetable?	☐ Yes ☐ No
☒ Yes ☐ No	2. Does each bid proposal consist of three distinct parts? a. Technical Proposal b. Cost Proposal c. Company Financial Information	☐ Yes ☐ No
☒ Yes ☐ No	3. Is each bid proposal sealed in a box (or boxes), with the Cost Proposal and Company Financial Information volumes sealed in separate, labeled envelopes inside the same box or boxes?	☐ Yes ☐ No
☒ Yes ☐ No	4. Are packing boxes numbered in the following fashion: 1 of 4, 2 of 4 and so forth for each bid proposal that consists of multiple boxes?	☐ Yes ☐ No
☒ Yes ☐ No	5. Are all boxes containing bids labeled with the following information? a. Bidder's name and address b. Issuing officer name and delivery address as identified by RFP Section 9.1.d.2 c. RFP title (Iowa Medicaid Enterprise System Services Procurement) and RFP reference number (MED-12-001) d. RFP for which the bid proposal is being submitted for consideration whether for the MMIS or POS	☐ Yes ☐ No
☒ Yes ☐ No	6. Are separate boxes utilized for each bid proposal if submitting bid proposals for more than one of the individual contract awards?	☐ Yes ☐ No
☒ Yes ☐ No	7. Are all bid proposal materials printed on 8.5" x 11" paper (two-sided)?	☐ Yes ☐ No
☒ Yes ☐ No	8. Is Technical Proposal presented in a spiral, comb, or pasteboard binder separate from the sealed Cost Proposal and Company Financial Information volumes? (Note: Technical Proposals in 3-ring binders will not be accepted.)	☐ Yes ☐ No
☒ Yes ☐ No	9. Is each Cost Proposal in a spiral, comb or pasteboard binder separate from the sealed Technical Proposal and Company Financial Information volumes? (Note: This status will be determined when Cost Proposals are opened after Technical Proposals have been evaluated. 3-ring binders will not be accepted.)	☐ Yes ☐ No
☒ Yes ☐ No	10. Is each Company Financial Information in a spiral binder, or comb or pasteboard binder separate from the sealed Technical Proposal and Cost Proposal volumes? (Note: This status will be determined when Company Financial Information volumes are opened for the financial viability screening. 3-ring binders will not be accepted.)	☐ Yes ☐ No
☒ Yes ☐ No	11. Is one sanitized copy of the proposal volumes and Company Financial Information included if any bid proposal information is designated as confidential? (Note: Bidders cannot designate their entire proposal as confidential or proprietary.)	☐ Yes ☐ No

Technical Proposal Content		
Bidder Check	Requirement	Confirmed by the Department
☒ Yes ☐ No	12. Does each Technical Proposal package include: a. One original b. Ten copies c. One sanitized copy (if applicable) in a separate binder (or set of binders) d. Are the original, copies and sanitized copy correctly marked?	☐ Yes ☐ No
☒ Yes ☐ No	13. Does each Cost Proposal package include: a. One original b. Ten copies c. One sanitized copy of Cost Proposal in separate, sealed envelope ** d. Are the original, copies and sanitized copy correctly marked? **Per RFP Section 9.1, requirement "i", bidders cannot designate cost proposals as confidential. Therefore, a sanitized copy of the Cost Proposal is not submitted in a separate, sealed envelope.	☐ Yes ☐ No
☒ Yes ☐ No	14. Does each Company Financial Information package contain one original and three copies of Company Financial Information (in a separate sealed envelope)? (Note: This status will be determined when Company Financial Information volumes are opened for the financial viability screening.)	☐ Yes ☐ No
☒ Yes ☐ No	15. Are all bid proposals also submitted on CD-ROM or DVD?	☐ Yes ☐ No
☒ Yes ☐ No	16. Does one submitted CD-ROM or DVD contain one full version of the Technical Proposal and Cost Proposal and the other submitted CD-ROM or DVD contain one sanitized version of the Technical Proposal?	☐ Yes ☐ No
☒ Yes ☐ No	17. Are all electronic files in read-only PDF format?	☐ Yes ☐ No
☒ Yes ☐ No	18. Are all electronic files individually identified by: a. Component name b. Bid proposal volume title (technical or cost) c. Status (original, copy or sanitized)	☐ Yes ☐ No
☒ Yes ☐ No	19. Does each Technical Proposal consist of the following sections separated by tabs with associated documents and responses presented in the following order? a. Table of Contents (Tab 1) b. Transmittal Letter (Tab 2) c. Checklists and Cross-References (Tab 3) d. Executive Summary (Tab 4) e. Corporate Qualifications (Tab 5) f. Project Management (Tab 6) g. General Requirements(Tab 7) h. Start-Up and Implementation Phases (Tab8) i.. MMIS and POS System Requirements (Tab 9) j. MMIS and POS Operational Requirements (Tab 10) k. Certification Phase (Tab 11) l. Turnover Phase (Tab 12)	☐ Yes ☐ No
☒ Yes ☐ No	20. Does the Table of Contents in Tab 1 of the Technical Proposal identify all sections, subsections and corresponding page numbers?	☐ Yes ☐ No
☒ Yes ☐ No	21. Does the Transmittal Letter in Tab 2 include the following? a. The bidder's mailing address b. Electronic mail address, fax number and telephone number for both the authorized signer and the point of contact designated by the bidder c. A statement indicating that the bidder is a corporation or other legal entity d. Identification of all subcontractors and a statement included that indicates the exact amount of work to be done by the prime contractor and each subcontractor, as measured by a percentage of the total work e. Technical proposal must not include actual price information f. A statement confirming that the prime contractor is registered or agrees to register to do business in Iowa and providing the corporate charter number (if currently issued), along with assurances that any subcontractor proposed is also licensed or will become licensed to work in Iowa g. A statement identifying the bidder's federal tax identification number	☐ Yes ☐ No

Technical Proposal Content		
Bidder Check	Requirement	Confirmed by the Department
	h. A statement that the bidder will comply with all contract terms and conditions as indicated in this RFP i. A statement that no attempt has been made or will be made by the bidder to induce any other person or firm to submit or not to submit a proposal j. A statement of affirmative action that the bidder does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), gender, marital status, political affiliation, national origin or handicap k. A statement that no cost or pricing information has been included in this letter or the Technical Proposal l. A statement identifying all amendments to the RFP issued by the state and received by the bidder. (Note: If no amendments have been received, a statement to that effect shall be included.) m. A statement that the bidder certifies in connection with this procurement that: 1. The prices proposed have been arrived at independently, with consultation, communication or agreement, as to any matter relating to such prices with any other bidder or any competitor for the purpose of restricting competition; and 2. Unless otherwise required by law, the prices quoted have not been knowingly disclosed by the bidder prior to award, directly or indirectly, to any other bidder or to any competitor 3. A statement that the person signing this proposal certifies that he and or she is the person in the bidder's organization responsible for or authorized to make decisions regarding the prices quoted and that he and or she has not participated and will not participate in any action contrary to items 1, 2 and 3 n. A statement that the submitted Bid Proposal Security shall guarantee the availability of the services as described throughout the bid proposal o. A statement that the bidder acknowledges the acceptance of all terms and conditions stated in the RFP	
☒ Yes ☐ No	22. If the use of subcontractors is proposed, a statement from each subcontractor must be appended to the transmittal letter signed by an individual authorized to legally bind the subcontractor stating: a. The general scope of work to be performed by the subcontractor b. The subcontractor's willingness to perform the work indicated; and c. The subcontractor's assertion that it does not discriminate in employment practices with regard to race, color, religion, age (except as provided by law), gender, marital status, political affiliation, national origin or handicap	☐ Yes ☐ No
☒ Yes ☐ No	23. Any request for confidential treatment of information shall also be identified in the transmittal letter, in addition to the specific statutory basis supporting the request and an explanation why disclosure of the information is not in the best interest of the public	☐ Yes ☐ No
☒ Yes ☐ No	24. The name, address and telephone number of the individual authorized to respond to the Department about the confidential nature of the information (if applicable)	☐ Yes ☐ No
☒ Yes ☐ No	25. Is a completed copy of the Checklist and Cross-References included in Tab 3? a. Requirements Checklist b. General Requirements Cross-Reference c. MMIS and POS System Services Requirements Cross-Reference	☐ Yes ☐ No
☒ Yes ☐ No	26. Is a General Requirements Cross-Reference in Tab 3 included for each Technical Proposal under consideration based upon the sample provided in RFP Section 5?	☐ Yes ☐ No
☒ Yes ☐ No	27. Is a MMIS or POS System Services Requirements Cross-Reference in Tab 3 included for each Technical Proposal under consideration?	☐ Yes ☐ No
☒ Yes ☐ No	28. Are requirements numbers listed above the paragraph or set of paragraphs for all addressed requirements in?	☐ Yes ☐ No
☒ Yes ☐ No	29. Does information in Corporate Qualifications (Tab 5) include the following? a. Description of the Corporate Organization (section 9.2.51) b. Description of the Corporate Experience (section 9.2.5.2) c. Corporate References (section 9.2.5.3) d. A signed copy of each of Attachments B through J inclusive with signature from an individual authorized to bind the company (section 9.2.5.5) e. Felony Disclosure (section 9.2.5.4)	☐ Yes ☐ No
☒ Yes ☐ No	30. Does information in MMIS and POS System Requirements (Tab 9) include the following from Section 7: a. Is each contract function addressed as referenced in section 7 b. Indication if each capability is an existing capability of the system being proposed c. Indication if a requirement will be met with system modification (SM) or COTS solution. (Required entry for any Requirement with a "No" in Column B) d. Estimated number of hours required to develop capability. (Required entry for any Requirement with a "No" in Column B)	☐ Yes ☐ No

Cost Proposal Content		
Bidder Check	**Requirement**	**Confirmed by the Department**
☒ Yes ☐ No	31. Does the Cost Proposal include the following sections: a. Table of Contents (Tab 1) b. Bid Proposal Security (Tab 2) c. Pricing Schedules (Tab 3)	☐ Yes ☐ No
☒ Yes ☐ No	32. Does Tab 1 include a Table of Contents of the Cost Proposal?	☐ Yes ☐ No
☒ Yes ☐ No	33. Does the Table of Contents identify all sections, subsections and corresponding page numbers?	☐ Yes ☐ No
☒ Yes ☐ No	34. Is a proposal bid bond or proposal guarantee in the form of a cashier's check, certified check, bank draft, treasurer's check, bond or a original letter of credit payable to the Department in an amount equal to five percent of the total implementation and operations costs identified by Pricing Schedule N of the Cost Proposal included in Tab 2?	☐ Yes ☐ No
☒ Yes ☐ No	35. Are copies of the proposal bid bond included in Tab 2 in all other copies of the Cost Proposal submitted by the bidder?	☐ Yes ☐ No
☒ Yes ☐ No	36. If a bond is used, is it issued by a surety licensed to do business in Iowa?	☐ Yes ☐ No
☒ Yes ☐ No	37. Are pricing schedules as specified in the RFP included in Tab 3?	☐ Yes ☐ No
☒ Yes ☐ No	38. Does the Company Financial Information include audited financial statements (annual reports) for the last 3 years?	☐ Yes ☐ No
☒ Yes ☐ No	39. Does the Company Financial Information include at least three financial references (such as letters from creditors, letters from banking institutions, Dun & Bradstreet supplier reports)?	☐ Yes ☐ No
☒ Yes ☐ No	40. Does the Company Financial Information include a description of other contracts or projects currently undertaken by the bidder?	☐ Yes ☐ No
☒ Yes ☐ No	41. Does the Company Financial Information include a summary of any pending or threatened litigation, administrative or regulatory proceedings or similar matters that could affect the ability of the bidder to perform the required services?	☐ Yes ☐ No
☒ Yes ☐ No	42. Does the Company Financial Information include a disclosure of any contracts during the preceding five year period, in which the bidder or any subcontractor identified in the bid proposal has defaulted? Does it list all such contracts and provide a brief description of the incident, the name of the contract, a contact person and telephone number for the other party to the contract?	☐ Yes ☐ No
☒ Yes ☐ No	43. Does the Company Financial Information include a disclosure of any contracts during the preceding five-year period in which the bidder or any subcontractor identified in the bid proposal has terminated a contract prior to its stated term or has had a contract terminated by the other party prior to its stated term.?	☐ Yes ☐ No
☒ Yes ☐ No	44. Does the Company Financial Information include the company's five-year business plan that would include the award of the state's contract as part of the work plan?	☐ Yes ☐ No

General Requirements Cross-Reference

RFP Section 9.2.3.2

As requested, Team Noridian has completed a General Requirements Cross-Reference for all RFP Section 5 general requirements.

RFP Requirement	Location of Response in Bid Proposal
Section 5	Tab 7
5.1	Tab 7, Section 7.1, page 2
5.1, Requirement a	Tab 7, Section 7.1.1, page 2 and 3
5.1, Requirement b	Tab 7, Section 7.1.2, page 3
5.1, Requirement c	Tab 7, Section 7.1.3, pages 4 through 6
5.1, Requirement d	Tab 7, Section 7.1.4, pages 6 through 8
5.1, Requirement e	Tab 7, Section 7.1.4, pages 6 through 8
5.1, Requirement f	Tab 7, Section 7.1.4, pages 6 through 8
5.1, Requirement g	Tab 7, Section 7.1.5, page 8
5.1, Requirement h	Tab 7, Section 7.1.5, page 8
5.1, Requirement i	Tab 7, Section 7.1.5, page 8
5.1, Requirement j	Tab 7, Section 7.1.2, page 3
5.1, Requirement k	Tab 7, Section 7.1.6, pages 9 and 10
5.1, Requirement l	Tab 7, Section 7.1.6, pages 9 and 10
5.1, Requirement m	Tab 7, Section 7.1.6, pages 9 and 10
5.1, Requirement n	Tab 7, Section 7.1.5, page 8
5.1, Requirement o	Tab 7, Section 7.1.4, pages 6 through 8
5.2	Tab 7, Section 7.2, page 11
5.2.1	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement a	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement b	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement c	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement d	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement e	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement f	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement g	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement h	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement i	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement j	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement k	Tab 7, Section 7.2.1, pages 11 and 12
5.2.1, Requirement l	Tab 7, Section 7.2.1, pages 11 and 12
5.2.2	Tab 7, Section 7.2.1, pages 11 and 12
5.2.2, Requirement a	Tab 7, Section 7.2.1, pages 11 and 12
5.2.2, Requirement b	Tab 7, Section 7.2.1, pages 11 and 12
5.2.2, Requirement c	Tab 7, Section 7.2.1, pages 11 and 12
5.2.3	Tab 7, Section 7.2.1, pages 11 and 12
5.2.3, Requirement a	Tab 7, Section 7.2.1, pages 11 and 12
5.2.3, Requirement b	Tab 7, Section 7.2.1, pages 11 and 12

RFP Requirement	Location of Response in Bid Proposal
5.2.3, Requirement c	Tab 7, Section 7.2.1, pages 11 and 12
5.2.3, Requirement d	Tab 7, Section 7.2.1, pages 11 and 12
5.2.4	Tab 7, Section 7.2.1, pages 11 and 12
5.2.4, Requirement a	Tab 7, Section 7.2.1, pages 11 and 12
5.2.4, Requirement b	Tab 7, Section 7.2.1, pages 11 and 12
5.2.4, Requirement c	Tab 7, Section 7.2.1, pages 11 and 12
5.2.4, Requirement d	Tab 7, Section 7.2.1, pages 11 and 12
5.2.4, Requirement e	Tab 7, Section 7.2.1, pages 11 and 12
5.2.4, Requirement f	Tab 7, Section 7.2.1, pages 11 and 12
5.2.5	Tab 7, Section 7.2.1, pages 11 and 12
5.2.6	Tab 7, Section 7.2.2, page 12
5.2.6, Requirement a	Tab 7, Section 7.2.2, page 12
5.2.6, Requirement b	Tab 7, Section 7.2.2, page 12
5.2.6, Requirement c	Tab 7, Section 7.2.2, page 12
5.2.6, Requirement d	Tab 7, Section 7.2.2, page 12
5.2.7	Tab 7, Section 7.2.3, page 12 and 13
5.2.7, Requirement a	Tab 7, Section 7.2.3, page 12 and 13
5.2.7, Requirement b	Tab 7, Section 7.2.3, page 12 and 13
5.2.8	Tab 7, Section 7.2.4, page 13
5.2.9	Tab 7, Section 7.2.5, page 14
5.2.10	Tab 7, Section 7.2.6, page 14
5.2.11	Tab 7, Section 7.2.7, page 15
5.2.12	Tab 7, Section 7.2.8, page 15
5.2.13	Tab 7, Section 7.2.9, pages 15 and 16
5.2.14	Tab 7, Section 7.2.10, page 16
5.2.15	Tab 7, Section 7.2.11, page 16
5.3	Tab 7, Section 7.3, page 16
5.3.1	Tab 7, Section 7.3.1, page 17
5.3.1, Requirement a	Tab 7, Section 7.3.1.1, pages 17 through 19
5.3.1, Requirement b	Tab 7, Section 7.3.1.2, pages 19 and 20
5.3.2	Tab 7, Section 7.3.2, page 25
5.3.2, Requirements a through n	Tab 7, Section 7.3.2, page 25
5.3.3	Tab 7, Section 7.3.3, page 25
5.3.3, Requirement a	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement b	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement c	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement d	Tab 7, Section 7.3.3.2, page 27
5.3.3, Requirement e	Tab 7, Section 7.3.3.2, page 27
5.3.3, Requirement f	Tab 7, Section 7.3.3.2, page 27
5.3.3, Requirement g	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement h	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement i	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement j	Tab 7, Section 7.3.3.4, pages 28 and 29

RFP Requirement	Location of Response in Bid Proposal
5.3.3, Requirement k	Tab 7, Section 7.3.3.5, pages 29 and 30
5.3.3, Requirement l	Tab 7, Section 7.3.3.3, pages 27 and 28
5.3.3, Requirement m	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement n	Tab 7, Section 7.3.3.5, pages 29 and 30
5.3.3, Requirement o	Tab 7, Section 7.3.3.5, pages 29 and 30
5.3.3, Requirement p	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement q	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement r	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.3, Requirement s	Tab 7, Section 7.3.3.1, pages 25 through 27
5.3.4	Tab 7, Section 7.3.4, page 30
5.3.4, Requirement a	Tab 7, Section 7.3.4, page 30
5.3.4, Requirement b	Tab 7, Section 7.3.4, page 30
5.3.4, Requirement c	Tab 7, Section 7.3.4, page 30
5.3.4, Requirement d	Tab 7, Section 7.3.4, page 30
5.3.4, Requirement e	Tab 7, Section 7.3.4, page 30
5.3.4, Requirement f	Tab 7, Section 7.3.4, page 30
5.3.4, Requirement g	Tab 7, Section 7.3.4, page 30
5.4	Tab 7, Section 7.4, page 30
5.4.1	Tab 7, Section 7.4.1, pages 30 and 31
5.5	Tab 7, Section 7.5, page 31
5.5, Requirement a	Tab 7, Section 7.5.1, pages 31 and 32
5.5, Requirement b	Tab 7, Section 7.5.2, pages 32 and 33
5.5, Requirement c	Tab 7, Section 7.5.2, pages 32 and 33
5.5, Requirement d	Tab 7, Section 7.5.4, page 33
5.5, Requirement e	Tab 7, Section 7.5.1, pages 31 and 32
5.6	Tab 7, Section 7.6, page 33
5.6, Requirement a	Tab 7, Section 7.6.1, pages 34 through 36
5.6, Requirement b	Tab 7, Section 7.6.1, pages 34 through 36
5.6, Requirement c	Tab 7, Section 7.6.1, pages 34 through 36
5.6, Requirement d	Tab 7, Section 7.6.1, pages 34 through 36
5.6, Requirement e	Tab 7, Section 7.6.1, pages 34 through 36
5.7	Tab 7, Section 7.7, page 36
5.7, Requirement a	Tab 7, Section 7.7.1, pages 37 and 38
5.7, Requirement b	Tab 7, Section 7.7.2, page 38
5.7, Requirement c	Tab 7, Section 7.7.3, page 38
5.7, Requirement d	Tab 7, Section 7.7.4, pages 38 and 39
5.7, Requirement e	Tab 7, Section 7.7.5, page 40
5.7, Requirement f	Tab 7, Section 7.7.6, pages 40 and 41
5.8	Tab 7, Section 7.8, pages 41
5.8, Requirement a	Tab 7, Section 7.8.1, pages 42 and 43
5.8, Requirement b	Tab 7, Section 7.8.1, pages 42 and 43

RFP Requirement	Location of Response in Bid Proposal
5.8, Requirement c	▪ Tab 7, Section 7.8.1, pages 42 and 43 ▪ Tab 7, Section 7.8.2, pages 43 through 48 ▪ Tab 7, Section 7.8.3, pages 48 and 49 ▪ Tab 7, Section 7.8.4, page 49
5.8, Requirement d	Tab 7, Section 7.8.4, page 49
5.8.1	Tab 7, Section 7.8.5, pages 49 through 51
5.9	Tab 7, Section 7.9, page 51
5.9, Requirement a	Tab 7, Section 7.9, pages 51 and 52
5.9, Requirement b	Tab 7, Section 7.9, pages 51 and 52
5.10	Tab 7, Section 7.10, page 52
5.10, Requirement a	Tab 7, Section 7.10.1, pages 53 and 54
5.10, Requirement b	Tab 7, Section 7.10.1, page 55
5.10, Requirement c	Tab 7, Section 7.10.1, page 55
5.11	Tab 7, Section 7.11, page 55
5.11, Requirement a	Tab 7, Section 7.11, pages 55 through 57
5.11, Requirement b	Tab 7, Section 7.11, pages 55 through 57
5.12	Tab 7, Section 7.12, page 57
5.13	Tab 7, Section 7.13, page 58
5.13, Requirement a	Tab 7, Section 7.13.1, pages 58 through 60
5.13, Requirement b	Tab 7, Section 7.13.1, pages 60 and 61
5.14	Tab 7, Section 7.14, page 61
5.15	Tab 7, Section 7.15, page 61
5.15, Requirement a	Tab 7, Section 7.15, page 61
5.15, Requirement b	Tab 7, Section 7.15, page 61
5.15, Requirement c	Tab 7, Section 7.15, page 61
5.15, Requirement d	Tab 7, Section 7.15, page 61
5.16	Tab 7, Section 7.16, page 61
5.16, Requirement a	Tab 7, Section 7.16, page 61
5.16, Requirement b	Tab 7, Section 7.16, page 61

MMIS System Services Requirements Cross-Reference

RFP Section 9.2.3.3

As requested, Team Noridian has completed a System Services Requirements Cross-Reference for RFP Section 7. As we are only bidding the MMIS and Core MMIS operations contract, we are not including a cross-reference for the Pharmacy Point-of-Sale system requirements.

RFP Requirement	Location of Response in Bid Proposal
Section 7, MMIS and POS System Requirements	Tab 9
7.1, Requirements Instructions	Tab 9
7.1.1, Table Descriptions	Tab 9
7.1.2, MMIS System Requirements	Tab 9, Section 9.1
7.1.2, Member Management (BE)	Tab 9, Section 9.1.1.1
7.1.2, Provider Management (PR)	Tab 9, Section 9.1.2.1
7.1.2, Claims Receipt (CR)	Tab 9, Section 9.1.3.1
7.1.2, Claims Adjudication (CA)	Tab 9, Section 9.1.3.2
7.1.2, Prior Authorization (CA)	Tab 9, Section 9.1.3.3
7.1.2, Reference Data Management (RF)	Tab 9, Section 9.1.3.4
7.1.2, Third-Partly Liability Management (TP)	Tab 9, Section 9.1.3.5
7.1.2, Health Insurance Premium Payment (HP)	Tab 9, Section 9.1.3.6
7.1.2, Program Management Reporting (PM)	Tab 9, Section 9.1.4.1
7.1.2, Federal Reporting (FR)	Tab 9, Section 9.1.4.2
7.1.2, Financial Management (FI)	Tab 9, Section 9.1.4.3
7.1.2, Program Integrity Management (PI)	Tab 9, Section 9.1.5.1
7.1.2, Managed Care (MC, ME, MG)	Tab 9, Sections 9.1.6.1, 9.1.6.2, and 9.1.6.3
7.1.2, Waiver, Facility and Enhanced State Plan Services Management (WA)	Tab 9, Section 9.1.6.4
7.1.2, Optional Waiver, Facility and Enhanced State Plan Services Management for the ISIS Replacement System (OWA.SS)	Tab 9, Section 9.1.6.5
7.1.2, Immunization Registry Interface (RI)	Tab 9, Section 9.1.6.6
7.1.3, MMIS and POS Infrastructure Requirements	Tab 9, Section 9.2
7.1.3, Rules Engine System Requirements (RE)	Tab 9, Section 9.2.1
7.1.3, General Architectural Requirements (AR)	Tab 9, Section 9.2.2
7.1.3, HIPAA Transaction Requirements (HP)	Tab 9, Section 9.2.3
7.1.3, MITA Technical Requirements (MT)	Tab 9, Section 9.2.4
7.1.3, Service Oriented Architecture Requirements (SOA)	Tab 9, Section 9.2.5
7.1.3, Programming Language Requirements (PL)	Tab 9, Section 9.2.6
7.1.3, Security and Privacy Requirements (SP)	Tab 9, Section 9.2.7
7.1.3, Software Licenses and Maintenance Requirements (SL)	Tab 9, Section 9.2.8
7.1.3, Data Quality Control Requirements (DQ)	Tab 9, Section 9.2.9
7.1.3, Environment Requirements (EV)	Tab 9, Section 9.2.10
7.1.4, MMIS Infrastructure Requirements	Tab 9, Section 9.2
7.1.4, Web Portal (WP)	Tab 9, Section 9.2.11
7.1.4, Workflow Requirements (WM)	Tab 9, Section 9.2.12

RFP Requirement	Location of Response in Bid Proposal
7.1.4, Electronic Data Management (ED)	Tab 9, Section 9.2.13
7.1.4, Automatic Letter Generation Requirements (ED)	Tab 9, Section 9.2.14
7.1.5, Current MMIS External Interfaces	Tab 9, Section 9.3
7.1.6, Pharmacy Point-of-Sale (POS) System Requirements	N/A

Tab 4 - Executive Summary

RFP Section 9.2.4

The state of Iowa has established a clear set of objectives to improve health outcomes and deliver high quality health care services to Iowans in a way that promotes sound stewardship of state resources. Through a dedicated partnership with Team Noridian, this mission is achievable. This unique team brings reliable IME-tested business processes, proven next-generation MMIS technology, an experienced team, and the desire to help the Department succeed.

For the past six years, Noridian has been a partner with the Iowa Medicaid Enterprise (IME) component contractors in supporting the Department as the Department itself has successfully navigated changes to this critical program. The strength of our past relationship and our proven performance provides the Department with confidence in our collective ability to address future changes as well.

The future of health care continues to be uncertain. As Congress works to cut the federal deficit, additional cuts to the Medicaid program are likely. At the same time, provisions of the Patient Protection and Affordable Care Act (PPACA) are expected to take effect in 2014, which means an estimated 80,000 to 100,000 Iowans will move from being uninsured or having private coverage into Medicaid.

Team Noridian Advantage

Team Noridian's solution will provide you with:

- Best economic value to Iowa with a "best of breed" approach that brings significant Medicaid experience and ability to ensure continuity of operations.
- A successful implementation to a state-of-the art MITA aligned MMIS to improve stakholder satisfaction, exceed operational benchmarks, and reduce the need for costly change orders.
- A highly configurable, user driven, and rules-based MMIS that facilitates rapid policy implementation and minimizes costly manual operator intervention.
- A proven partner that is low cost, consistent, dependable, and operationally excellent; a partner that is low risk and a known commodity to the IME and has provided years of reliable service.
- A technological core featuring eCAMS — a functionally rich MMIS that is web-based, reliable, and secure — as well as EXACT, OnBase, and Transform.

Public health care spending totaled more than $1 trillion last year and will continue to rise sharply in years to come. This burden of rising public health care cost, eligible population growth, and mandated services expansion will be placed on state governments. The proportion of spending for Medicare and Medicaid in the health system is expected to rise, making it the principal driving force behind increases in federal spending in the decades to come.

As your incumbent Core Unit contractor, Noridian has not only demonstrated that its values match the Department's values, but equally importantly, we have demonstrated our commitment to the Department's vision to make a positive difference in the lives of the Iowans we serve. Your guiding principles of customer focus, excellence, accountability, and teamwork closely parallel our own corporate values. In a similar manner, you have also experienced, first hand, our commitment to promoting a collaborative environment that fosters the necessary teamwork within the IME. Noridian and the IME, both in collaboration supporting the Iowa Medicaid program, as well as individual health care administration organizations, face the same challenges in meeting the requirements of PPACA and the rising cost of health care. Throughout more than 70 years of health care experience in commercial, federal, and state programs, our focus has always been, and will continue to be, on providing high quality, high-value service and support for our customers, provider communities, and the programs they support.

To achieve your vision and meet the potential challenges of PPACA and budgetary pressures, the Department needs a proven solution and a contractor that has a proven ability to deliver. Since 2005, as your Core Unit contractor, Noridian has brought that proven approach to the Department's short-term and long-term business objectives. Over the past six years, you have observed our constant commitment to improving not only business processes and operational efficiency within the Core and the other IME

operational units, but you have also participated with us in the introduction of technologies and systems, such as OnBase and Transform, to support these business processes. We not only firmly believe that information technology innovation facilitates business innovation, but we have demonstrated that directly with the IME. We focus on the Department's desired business outcomes and then collaboratively apply technology to achieve those outcomes. This proven approach will ensure that the Department has an industry-leading health care processing organization and the tools to deliver sustainable health care services.

Additionally, Noridian counts among its strengths the ability to identify and collaborate with excellent partners to deliver the right solutions, and then continue to innovate and grow with clients over the long term. For your MMIS and Core MMIS operations project, Noridian is working with CNSI to bring you the only next-generation, Web-centric MMIS in production today—**a system that is CMS-certified in two states**. We call this collaborative effort of Noridian and CNSI…a pairing of two industry leaders with proven capabilities—Team Noridian.

With Team Noridian, you can ensure seamless delivery of service for providers and members. CNSI brings you a mature system, already in use, built for Medicaid, and certified by CMS. That system will be run by familiar Noridian staff members that have demonstrated their knowledge and experience with the intricacies and uniqueness of the IME, as well as in-depth knowledge and experience in supporting the critical support technologies of OnBase, Transform, and the EXACT service oriented architecture (SOA) framework.

Iowa Medicaid Enterprise: Transforming Challenges into Opportunities

The Iowa MMIS originated in the 1970's, and the current Iowa MMIS has been in operation since 1995; the result is inflexible in meeting changing program needs and does not adhere to principles that make it a sustainable solution. The Department desires a system that will support future requirements and that can readily solve short-term and long-term program objectives.

To support these efforts, the Department needs seamless and integrated systems that communicate effectively to achieve common Medicaid goals through interoperability and common standards. The new solution needs to support the needs of the entire enterprise with the ability to integrate across the health care spectrum to coordinate with public and private partners, and ultimately integrate health outcomes within the Medicaid community.

The Department requires systems that can adapt to program changes and advancing technology, with the need to change rapidly, without the undue burden of lengthy and costly application development lifecycles. At the same time, easy access to the data required to support decision-making is also critical in responding to the needs of the program, measuring its performance, and planning for the future.

The challenge to finding a solution that meets these requirements is the marketplace is cluttered with hyperbole about MITA alignment and confusing exaggeration about product status and project success. Team Noridian will take a transparent approach to this proposal and to our work with the Department in providing a solution that meets your challenges.

Specifically, the core components of our solution, graphically depicted in Figure 4-1, are:

- A proven rules-based claims processing system, eCAMS, is CMS certified in two states and founded on the MITA principles of adaptability, interoperability, and extensibility
- An enterprise-class SOA framework, EXACT, proven within Noridian's own environment and as a commercial product in the marketplace
- The OnBase electronic document management system implemented by Noridian in the IME, a proven workflow engine supporting today's environment
- Proven peripheral systems for document capture, OCR, EDI collection, and other supporting components

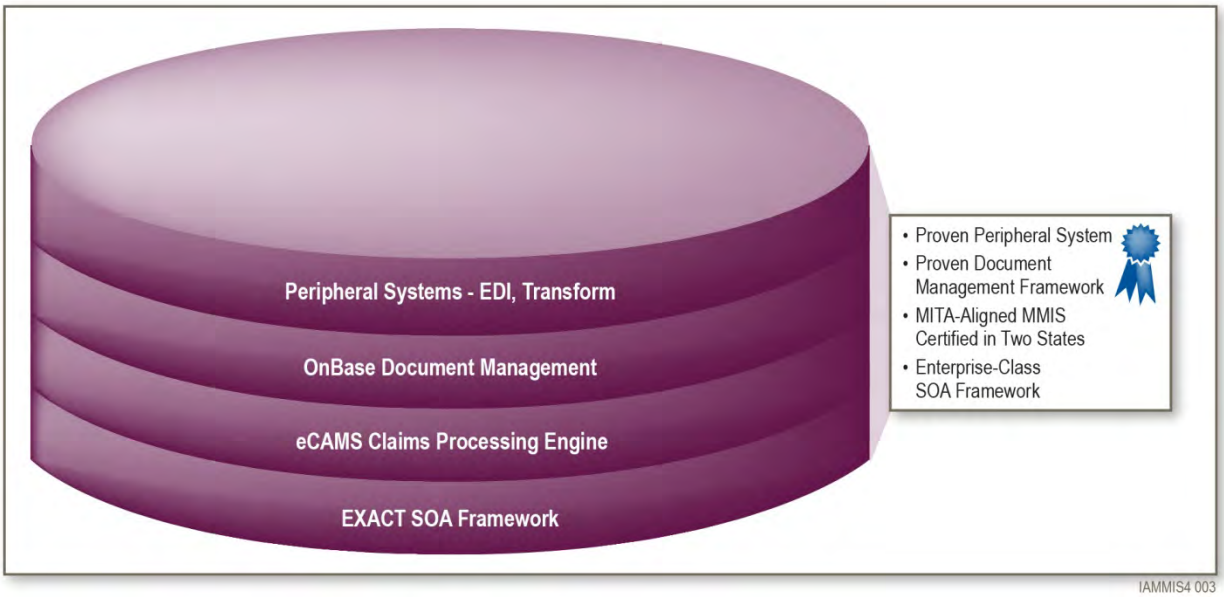

Figure 4-1. Team Noridian Technology Stack. Our technologies are proven in large-scale Medicaid and Medicare claims processing environments.

It Takes Proven Experience …

… to meet the diverse set of challenges with an enterprise-wide project like the MMIS replacement system services and operations. The technology is merely a tool to enable the Department in meeting challenges, but like any tool, the technology becomes a real solution when applied by the right craftsman and used correctly.

Team Noridian, represented by best-of-breed industry leaders, brings an exceptional combination of experience, systems, tools, and capabilities in support of the Iowa MMIS.

- Noridian Administrative Services - A large, proven provider of health care administrative services.
- CNSI - A leading-edge MMIS solution provider, creator of eCAMS.

In a manner similar to which the Department has brought together best-of-breed contractors to fulfill roles within the IME, Team Noridian has combined two organizations that have partnered for the last four years on Medicaid opportunities. Each of our organizations, Noridian and CNSI, have clearly defined roles within the team that complement each other to provide a blend of DDI and system experience with business process and operational expertise.

Team Noridian has the unique ability to offer the only next-generation, Web-centric, CMS-certified MMIS in production today along with more than 40 years of fiscal intermediary operations experience and staff with experience as the IME Core MMIS contractor. Team Noridian offers start-up and implementation staff with experience implementing and certifying the product in two states.

Team Noridian's partner, CNSI, brings the next generation MMIS, eCAMS, to the IME. eCAMS debuted in Maine in 2005 and has been significantly enhanced over the last six years with a new richness of the user interface and supported business processes. The recent successful implementations of eCAMS in the states of Michigan (2009) and Washington (2010) and subsequent certification in both states (2011) highlight not only the maturity of this platform, but also the skill, knowledge, and experience of CNSI's implementation team and project management capabilities.

Comments from Heidi Robbins Brown, Deputy Director of the Health Care Authority in Washington State provide anecdotal evidence of why Team Noridian is confident in providing the IME a low risk, high performing MMIS. After the notice of CMS-certification of eCAMS in Washington, Ms. Robbins Brown stated, *"The new system is faster and more accurate than the 25-year-old legacy mainframe it*

replaced. The system is able to catch billing mistakes and fraudulent claims before payment is made, saving the state from chasing down and trying to recover overbillings afterwards. ProviderOne [eCAMS] also performs detailed adjudication of billings, automating many of the providers' administrative tasks, and organizing a wealth of data that will provide much stronger decision support for tax-saving initiatives and health care planning." She goes on to say, *"The system also may have set a record for receiving certification without a single official finding."*

As you have experienced since the beginning of the IME, Noridian has a proven ability to deliver exceptional value consistently by bringing comprehensive solutions on time and on budget. In the course of our combined years of experience in health care administration and systems development, Team Noridian has undertaken 22 significant sized systems and operations takeovers and more than 60 system implementation projects for government and commercial clients, primarily in Medicaid and Medicare. Further, Noridian and CNSI have successfully completed these implementations without missing a payment cycle, including Noridian's implementation of the IME in 2005. Team Noridian's unparalleled implementation experience will again provide Iowa with demonstrated assurance of a low-risk, on time, on-budget implementation. Figure 4-2 details Team Noridian's implementation experience over the last 15 years.

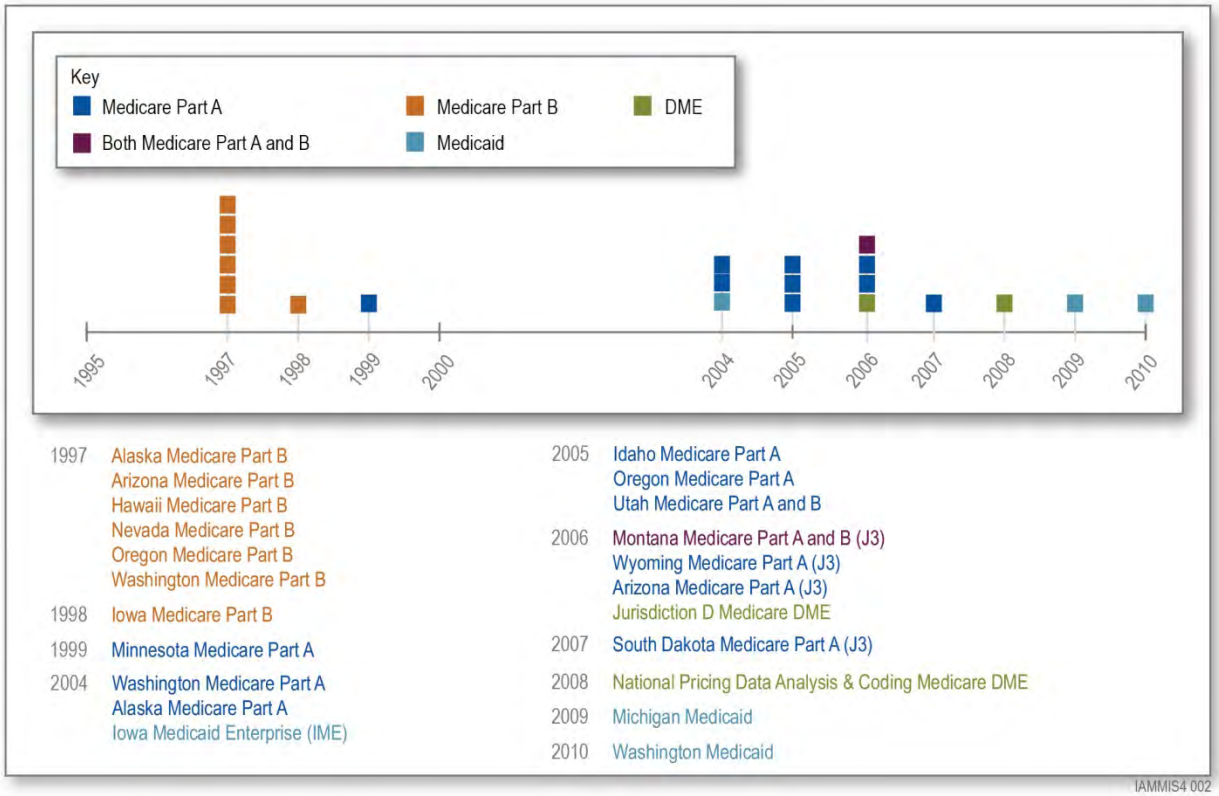

Figure 4-2. Team Noridian's Implementation Experience. Team Noridian has successfully completed 22 workload takeovers and implementations in the past 15 years.

Through workload and contract takeovers, implementations, and system conversions, Noridian has grown from a single state Medicare contractor with an annual claim volume of 1.2 million to a 19 state contractor with an estimated annual Medicare claims volume of more than 100 million claims for the year 2010. Additionally, CNSI's eCAMS system processes more than 100 million claims and encounters each year.

Team Noridian's claims processing and implementation experience are important on their own, but much more valuable when paired with experienced staff — staff that understand the structure and operational model of the IME, the component contractors and how they work together, and unique Iowa Medicaid policies. We have been with you since the inception of the IME and Team Noridian has the ability and experience to transform your vision into reality.

Team Noridian brings a known set of key personnel, experienced staff who know the IME, and subject matter experts who know implementations. Because Noridian, the prime contractor, is currently operating the Core MMIS contract, we already have staff experienced with Core operations and the IME best-of-breed structure. Our in-depth experience in the IME and our ability to work collaboratively with its services contractors has allowed us to develop first-hand knowledge of the key details necessary to successfully execute the implementation and operations phases. In addition, with the implementation of your new MMIS, we will bring new expert technology resources to the Core staff. Those resources have worked with start-up and implementation of eCAMS and the other technologies we propose for the MMIS and Core MMIS operations contract. By adding experts in our proposed technology to the group of individuals who make up our current core staff, we will be able to provide and maintain the best possible, qualified mix of all required staff. This combination of staff, depicted in Figure 4-3, provides the real "core" of the Core unit.

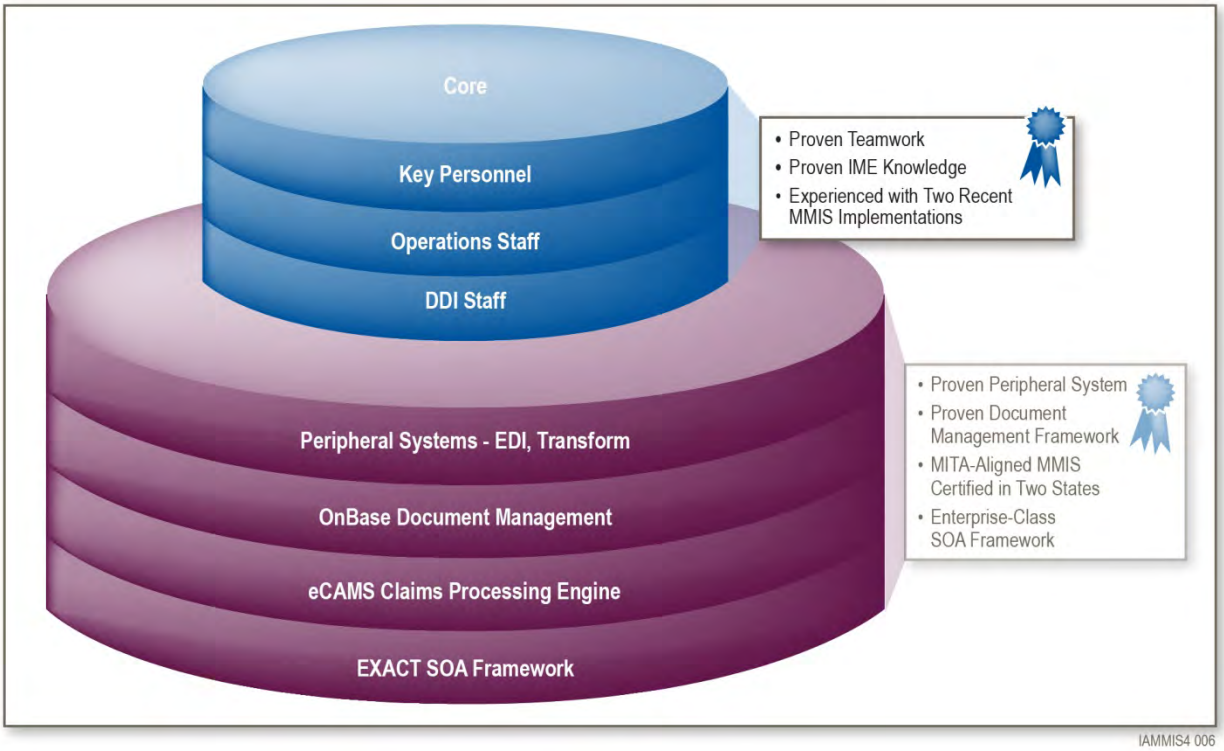

Figure 4-3. Proven Experience. Team Noridian's proven teamwork, experience with IME operations, and implementation experience provide assurance of implementation and operational success.

Leading Team Noridian as account manager is Mr. Scott Hruska. He is a familiar face within the IME as he has been Noridian's account manager for the Core MMIS contract for nearly five years. The Department and the IME component contractors know Mr. Hruska as a man of high integrity and accountability with a results-oriented and customer-focused management style. With Mr. Hruska in the account manager position, augmented by knowledgeable implementation and operational leadership, the Department and the IME component contractors can enjoy the security of moving through a time of transition with known and trusted leadership already having a vested interest in the success of the IME.

This combination of highly experienced Medicaid organizations, in conjunction with industry leading project management expertise, will deliver a proven 21st Century health care platform to meet the Department's current and future needs.

Experienced management and leadership have been critical components of Team Noridian's proven record of consistent implementation and operations success. Our success is no accident. It is by design and the result of effective management; careful and detailed planning; accounting for customer requirements; application of appropriate resources, proper governance and controls; timely identification of risks, creating and following realistic risk avoidance and mitigation plans; and disciplined execution of the project plans by our skilled staff. For the past six years, Noridian has been an experienced and dedicated partner to the IME and the Medicaid program, providing committed, dedicated people who have a clear understanding of the IME structure, the stakeholders, and your expectations. The result of this experience is an incomparable record of successful implementation and operations projects, and a body of knowledge and experience directly applicable to the Iowa MMIS project.

It Takes the Right Capabilities…

… to meet the requirements of a complex implementation and to meet the ongoing operational needs of the IME. Team Noridian is comprised of two contractors with complementary corporate experience and qualifications in implementations and operations and expertise overlapping in experience areas such as claims processing. Our overlapping claims processing experience is illustrated in Figure 4-4.

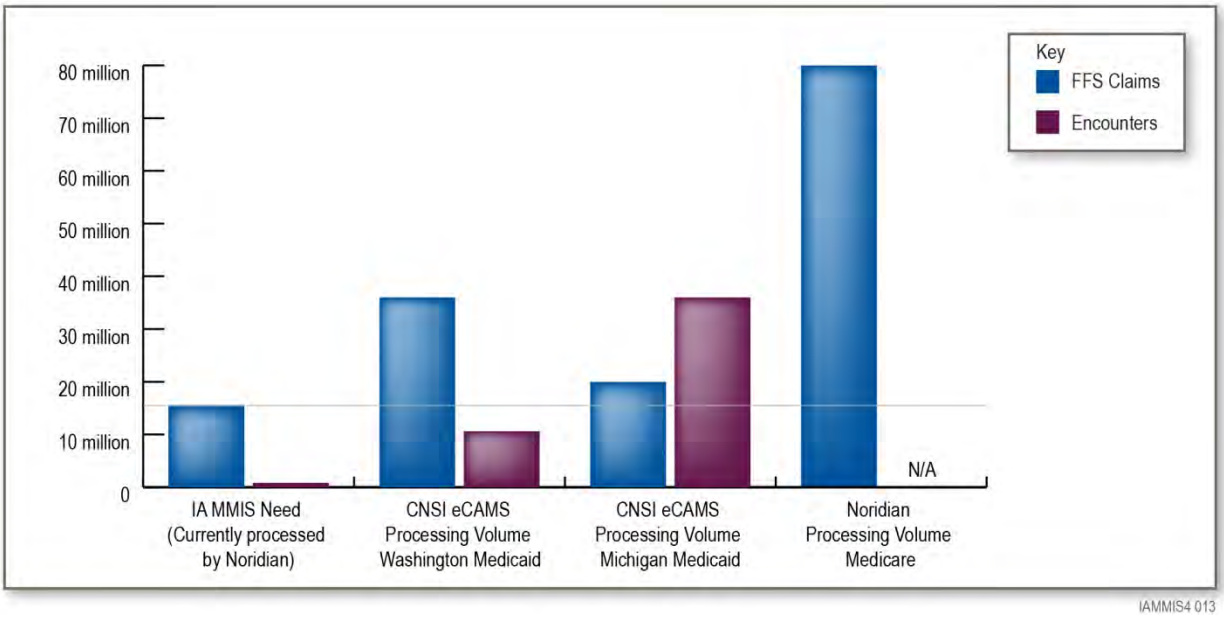

Figure 4-4. Team Noridian Annual Claims Processing Volume. Team Noridian's systems and operations staff are prepared to meet the needs of the IME in processing high volumes of claims.

Noridian, a subsidiary of Noridian Mutual Insurance Company (dba Blue Cross Blue Shield of North Dakota), is the prime contractor of Team Noridian. Noridian is a successful fiscal intermediary and contractor in federal, state, and commercial health care industries.

Noridian brings more than 70 years of experience in health care administration, including Medicare, Medicaid, and Blue Cross Blue Shield (BCBS) plans, and has repeatedly demonstrated exceptional competence with operational performance. Today, Noridian covers nearly 13.9 million lives across 189,000 providers, and processes more than 100 million claims per year, bringing extensive health care

knowledge and experience as the fiscal intermediary to the MMIS and Core MMIS operations contract. As a major health care administration organization supporting health care stakeholders within state, federal, and commercial programs, Noridian has extensive access to—and involvement in—national Policy Development Task Forces for addressing health care issues affecting stakeholders at all levels. We also have broad clinical experts on staff with established medical policies throughout a large part of the United States. Noridian brings extensive and successful experience in collaborating with medical providers, suppliers, and institutions in developing sound, cost effective, and universally accepted medical policy and health care administration practices.

> "The WSMA has found consistently that Noridian's leadership and its staff members have been very responsive to our inquiries and communications on behalf of our member physicians. We take this opportunity to call your attention to these points to underscore the thorough level of service that Noridian has Provided, and how that service has been crucial to the administration of the Medicare Program."
>
> Cynthia A. Markus, MD
> President, Washington State Medical Association

Noridian's infrastructure and operations skills span the fiscal intermediary spectrum, with extensive facilities, networks, data center, print, mail, information technology, and comprehensive operations capabilities. We bring industry-leading implementation experience so highly valued that CMS used Noridian's documented procedures in establishing contractor takeover guidelines. We have served on strategic CMS EDI workgroups. We also work directly with CMS on the Medicare Technical Advisory Group (TAG) as well as the MITA Technical Architecture Committee (TAC). Noridian actively participates in the Council for Affordable Quality Healthcare (CAQH) Committee on the Operating Rules and Information Exchange (CORE) initiative. CAQH CORE consists of over 80 organizations (payers, providers, clearinghouses, and vendors) committed to bringing true interoperability to HIPAA.

With a long, successful history of managing workload transitions and system takeovers involving the start-up of new operations, and taking on additional operations, Noridian not only brings practical implementation experience, but also a thorough understanding of operational challenges to be anticipated and addressed. In addition, Noridian brings specific knowledge of the unique IME structure and the need for communication and collaboration within that multi-contractor, best-of-breed environment.

Noridian has completed implementations requiring both operations and systems. System implementations have involved multiple states (the Jurisdiction 3 implementation involved six states), and the Medicare Part A and Part B (A/B) MAC implementations require the transition of two systems for each state. Noridian's Medicare implementations have involved numerous stakeholders, including CMS, providers, and members, along with collaboration with outgoing contractors, data centers, system maintainers, specialty contractors (beneficiary call centers, Medicare Secondary Payer contractors, and program safeguard contractors), providers, hospitals, EDI submitters, and clearinghouses.

In implementations spanning 15 years (as shown in Figure 4-5), Noridian has completed 60 workload takeovers and operational implementations with 100 percent completed timely. We implemented the IME Core MMIS contract in 12 months, which involved more than 60 enhancements to the MMIS. We also implemented the OnBase electronic document management system with automated workflow for all IME units. Both the MMIS enhancements and the OnBase implementation were successful, with no interruption to providers or Medicaid members. We completed the CMS certification process for the IME on schedule and with zero findings.

As the prime contractor in Team Noridian, we are responsible for our quality performance, as well as that of CNSI, providing you with clear accountability for your project. As the prime, Noridian will be responsible for final delivery of the new MMIS and smooth on-going operations.

Benefit to Iowa: Noridian is familiar with the IME and understands how it operates and how to be an effective, collaborative team member within its best-of-breed environment. The continuity of key personnel and staff provides program knowledge and a degree of stability in the face of change. This unparalleled Core Unit operational experience provides an important backdrop to the implementation of IME business rules in the new MMIS. Using our implementation experience, coupled with our operational and program knowledge, we provide the basis for a low-risk implementation. At all times, our staff will capitalize on the effective communication protocols currently in use within the IME.

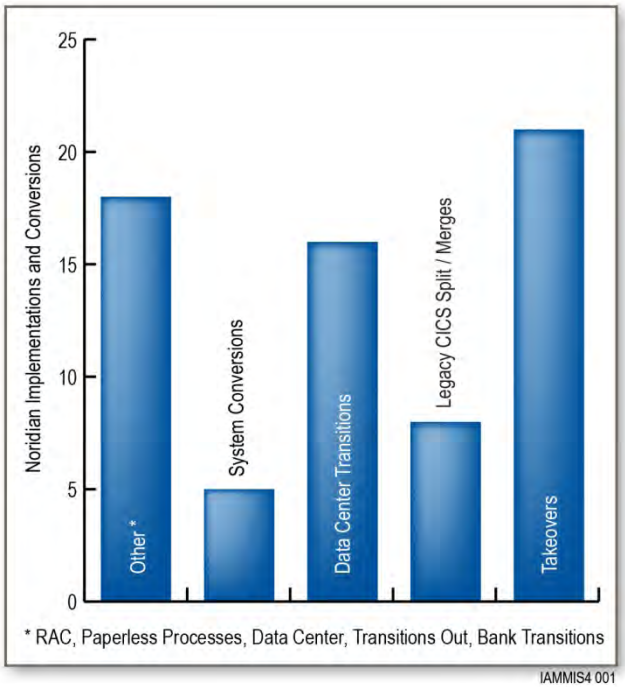

Figure 4-5. Noridian Implementations and Conversions. Noridian's experience spans more than 15 years of timely implementations.

CNSI, bringing the new MMIS for this contract, has firmly established itself as the "next generation" Medicaid solution provider over the past 12 years. The CNSI health care leadership team has participated in the CMS MITA Technical Architecture Group for the past five years. In addition, through their participation in health care enrollment groups and collaboration with partners such as George Washington University and the Gartner group, CNSI remains on the leading edge of public health care service and policy changes. CNSI is considered a "Change Agent" in the MMIS market based on industry-expertise and leading edge technology capabilities.

With two recent successful implementations, Michigan (2009) and Washington (2010), CNSI has developed and implemented – and will bring to Iowa – the most innovative system solution in the MMIS market today. CNSI's eCAMS platform is a fully implemented MMIS, certified in both Michigan and Washington in 2011. In eCAMS, CNSI has the only platform in operation today that adheres to currently known MITA standards and service oriented architecture concepts. These factors provide us the ability to offer the only next generation, CMS-certified MMIS system in production today.

eCAMS has evolved and matured as a platform over the last 10 years and is currently in its third major release. The system has incorporated real production feedback, bringing significant usability changes and performance improvements. This is a significant risk reducer for the Department, since systems in their initial releases are bound to encounter significant implementation challenges.

Another key aspect is the product approach CNSI has undertaken with eCAMS, which enables cost savings to the Department for common federal initiatives. Recently for the electronic health record (EHR) Medicaid Incentive Payment Program (MIPP) initiative, CNSI's modular product approach enabled their client states to save 50 percent of their implementation costs for this federal mandate. Unlike other companies that will retrofit their system around the Medicaid business process model,

CNSI's core MMIS solution, from the outset, was driven from the business process model enabling business instead of constraining it.

As a 17-year-old business transformation company, CNSI also has the proven ability to manage implementations in health care and financial verticals with various federal agencies including the Federal Aviation Administration, Department of Labor's Miners Safety Health Administration (MSHA), Department of Commerce, and Department of Energy. CNSI is known for its ability to collaborate with states, analyze state-specific Medicaid requirements, and configure a solution to client-specific needs, as CNSI has successfully accomplished in the states of Washington and Michigan. In addition to these clients, CNSI has been providing operations and maintenance support for Maryland's Medicaid program for over a decade. CNSI's performance in Maryland clearly played a part in Computer Science Corporation's recent win of that state's Medicaid contract, where CNSI will provide the replacement MMIS. CNSI has the proven business and policy insight, knowledge, and experience to implement the new MMIS for the IME.

CNSI clearly understands the maximum benefit from any "industry-leading" solution is only derived when delivered with minimal technical and management risks. CNSI has successfully used proven and mature techniques to manage work, monitor performance, and communicate effectively within the team and with their customers. This understanding was paramount to Noridian's consideration when selecting the right subcontractor to form Team Noridian — the ability to meet the needs of the Department combined with exceptional experience, system, tools, and capabilities in support of the Iowa MMIS.

Through CNSI's experienced project management office (PMO) manager and established information system development methodologies (ISDM), CNSI brings the knowledge, experience, quality assurance processes, and necessary governance to ensure the successful delivery, implementation, and configuration of the only next-generation MMIS in production today, eCAMS.

Benefit to Iowa: CNSI brings eCAMS—the only proven 21st century MMIS platform with its highly-configurable rules-based approach to lower the risk of implementation. CNSI's solution is not only innovative, but also provides the Department with the flexibility to efficiently accommodate programmatic changes, as well as adapt to the impacts of legislation and policy changes as a result of health reform. eCAMS' user-controlled editing and business rules-driven engine allows editing and auditing at a granular level for the application of these new policies and regulations. eCAMS is a mature system, already in use, customized for Medicaid, and aligned with the interoperability requirements of the MITA framework.

It Takes Focus on Iowa…

…not a "one-size-fits-all" vendor. Your IME structure is a unique best-of-breed approach born from your desire and commitment to provide the very best service possible to the people of Iowa. With Noridian as prime, you can continue working with people who have a clear understanding of the IME structure, the stakeholders, and your expectations—an understanding based on years of experience as part of the IME.

Noridian is fortunate as a Medicaid operational contractor and as a claims processing expert to have the ability to recommend and bring forward technology solutions for the IME. Noridian has spent considerable effort evaluating Medicaid and commercial claims processing solutions which will most effectively meet the short and long-term objectives of the Department. Noridian's experience with, and understanding of, the IME combined with experiences in our own environment gave us the confidence to select eCAMS as a solution that will bring sustainability, flexibility, and a seamless implementation to the Iowa Medicaid program.

That same confidence extends to CNSI as a partner that can be relied upon to continue their implementation and certification track record. Noridian recognizes CNSI is committed to the Medicaid

market and demonstrate in their product their understanding of MITA, the needs of state Medicaid programs, and the impacts of health care landscape changes.

CNSI's passion and commitment in providing quality, innovative Medicaid solutions mirrors our own level of passion and commitment to the Iowa Medicaid program. Collectively, Team Noridian will ensure successful design, development, implementation, and operation of a next-generation MMIS platform for the Department with minimal risk and best value. We are offering the Department a complete MMIS solution with the capability to bring results.

Team Noridian understands the importance of the Department's goal to maintain a seamless delivery of MMIS services for the Medicaid program; we have taken steps in our planning and solution design to meet that goal. We recognize the importance of provider satisfaction, and have proposed an early implementation of the eCAMS provider portal approximately one year prior to the start of the operations phase. Team Noridian's early roll out of the provider portal solution allows the IME Provider Services contractor and the provider community an earlier exposure and training of the new MMIS, easing the transition from the existing system. The eCAMS web portal is a fully-integrated, feature-rich set of online capabilities, augmented with detailed help features to promote web usage and maintain provider satisfaction.

Team Noridian recognizes the effectiveness of the IME hinges on the ability of all component contractors to work closely together in a collaborative environment, illustrated in Figure 4-6. Our knowledge of the environment, relationships with unit managers, and relationships with the Department and other contractors, will provide continuity of communication and support the teamwork necessary for the IME to be successful. Team Noridian's knowledge of inter-unit business flows and contractor responsibilities, developed in part through our experience supporting OnBase and the MMIS, provides necessary background to work effectively together. Finally, our commitment to customer satisfaction drives us to maintain and build on positive relationships with the Department, the IME units, and collaborating agencies and stakeholders.

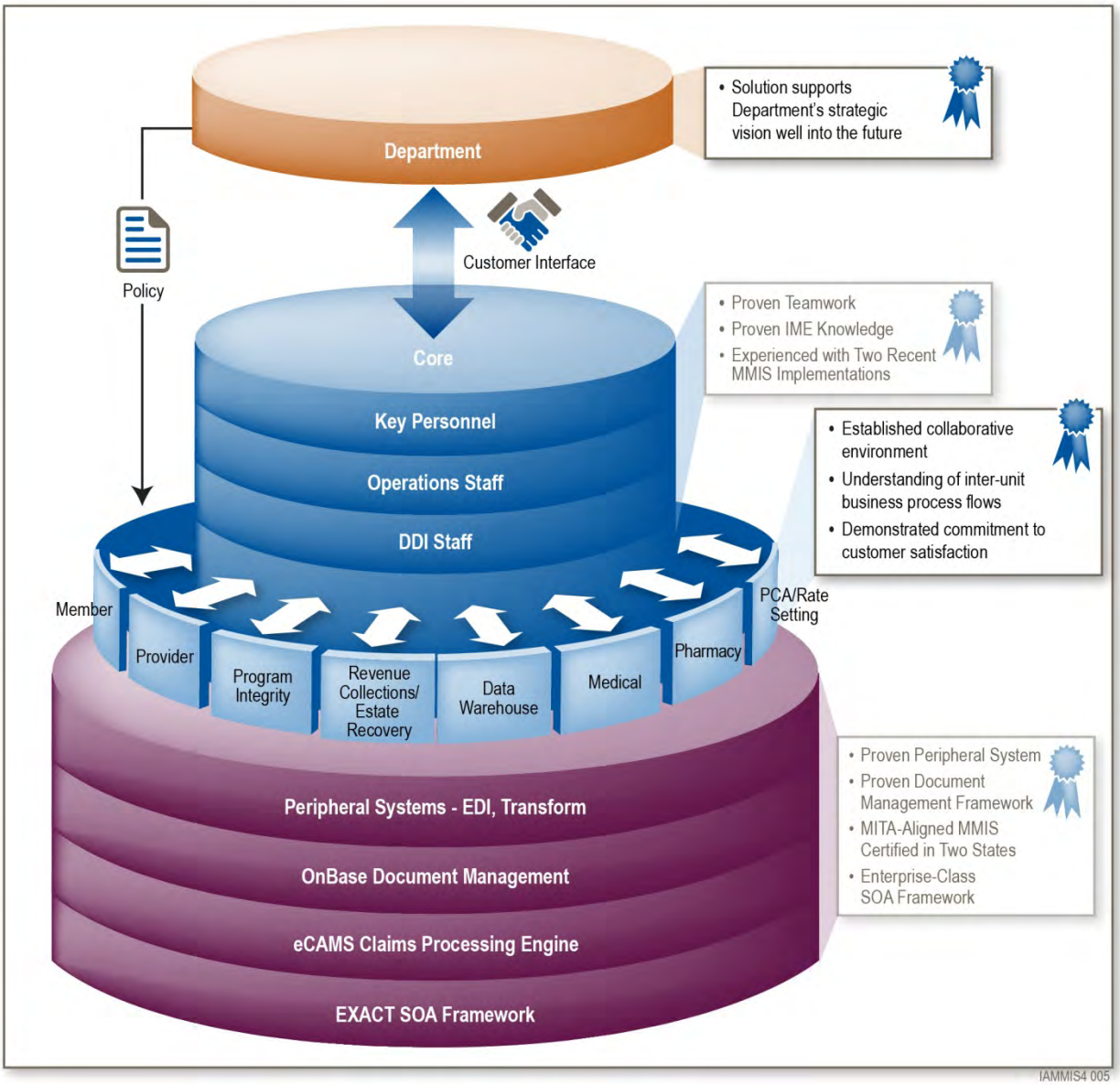

Figure 4-6. IME Collaboration. Team Noridian has the knowledge, experience, and commitment to foster a collaborative environment within the IME.

Benefit to Iowa: Team Noridian's proposed MMIS solution was picked for a purpose—to help the Department meet its goals and bring its vision into reality. We have selected a product and a team that aligns with desired capabilities, is flexible, and is responsive to change. The team, as a whole, provides the knowledge, skill, and teamwork needed to successfully implement the new MMIS. With Team Noridian, the Department gets a nimble, responsive organization and management with a proven account leader, Scott Hruska. That continuity of knowledge and operations, coupled with proven communication skills and collaborative attitude, provides a low risk option for implementation and ongoing operations.

It Takes the Right Solution…

…a solution crafted specifically for Iowa. The solution we offer is uniquely crafted for Iowa. We do not take a one size fits all approach that is often seen in the marketplace. Our approach and 21st Century solution is custom tailored for the state of Iowa.

Team Noridian is the result of a best-of-breed approach to meet the Department's RFP requirements and deliver a leading-edge MMIS. We have the unique ability to offer the only certified Web-centric MMIS that is in production today—and staff the project with an experienced team that understands the intricacies and uniqueness of the IME. With this combination of experience, plus industry-leading project management expertise, Team Noridian will deliver a proven 21st Century health care platform to meet the Department's current and future needs.

Team Noridian's proposed new MMIS solution is the innovative electronic eCAMS, developed specifically for Medicaid marketplace. As a Web-centric solution, it is completely aligned with MITA and SOA principles, and it has been certified by CMS in both Michigan and Washington. Our proven solution will enhance current MMIS operations across the IME.

Team Noridian's teammate, CNSI, has designed, developed, and recently implemented its next-generation MMIS solution, based on eCAMS at its core, for two states—Washington and Michigan. The Department can be assured it is procuring the most modern and effective MMIS solution in the country. While many states are handicapped by their MMIS solutions as a result of old technologies, unaware of or unable to leverage recent advances technology has brought to software development, CNSI brought its innovative thinking to MMIS implementations in Washington and Michigan, learning valuable lessons along the way and developing the expertise to produce the most technologically advanced MMIS available today. eCAMS aligns with the CMS MITA framework, and its architecture has the capability to align with future generations.

eCAMS' success is attributable to its robust system design, which handles the constantly morphing health care delivery management paradigms and skyrocketing cost growth experienced by states' Medicaid systems. While its solid design has been integral to eCAMS flexibility and efficiency, it is the lessons learned applied by CNSI over the course of each implementation that have benefitted states. The state of Michigan alone realized the results of operational efficiencies, policy enforcement, prevention of misuse, and direct labor reduction—for a total of more than $40 million in cost savings in less than two years.

Today, we must measure the success of an MMIS not only in claims throughput and accuracy, but also by the ability of the system to support initiatives to meet evolving Medicaid program needs. In order to ensure the sustainability of the program, while continuing to meet the needs of the Medicaid population, Team Noridian offers a solution taking into account the state's issues related to eligibility, available benefits, cost sharing, the role of personal responsibility, and potential alternatives to Medicaid for some portions of the population currently receiving benefits. Team Noridian's solution provides Iowa with an MMIS that not only accurately pays claims, but also provides the flexibility to create and administer new programs and offers a solid foundation to support reform initiatives.

Figure 4-7 reflects the planned technology path for eCAMS development. Team Noridian will work with the Department to identify ways to incorporate these initiatives to enable health care transformation.

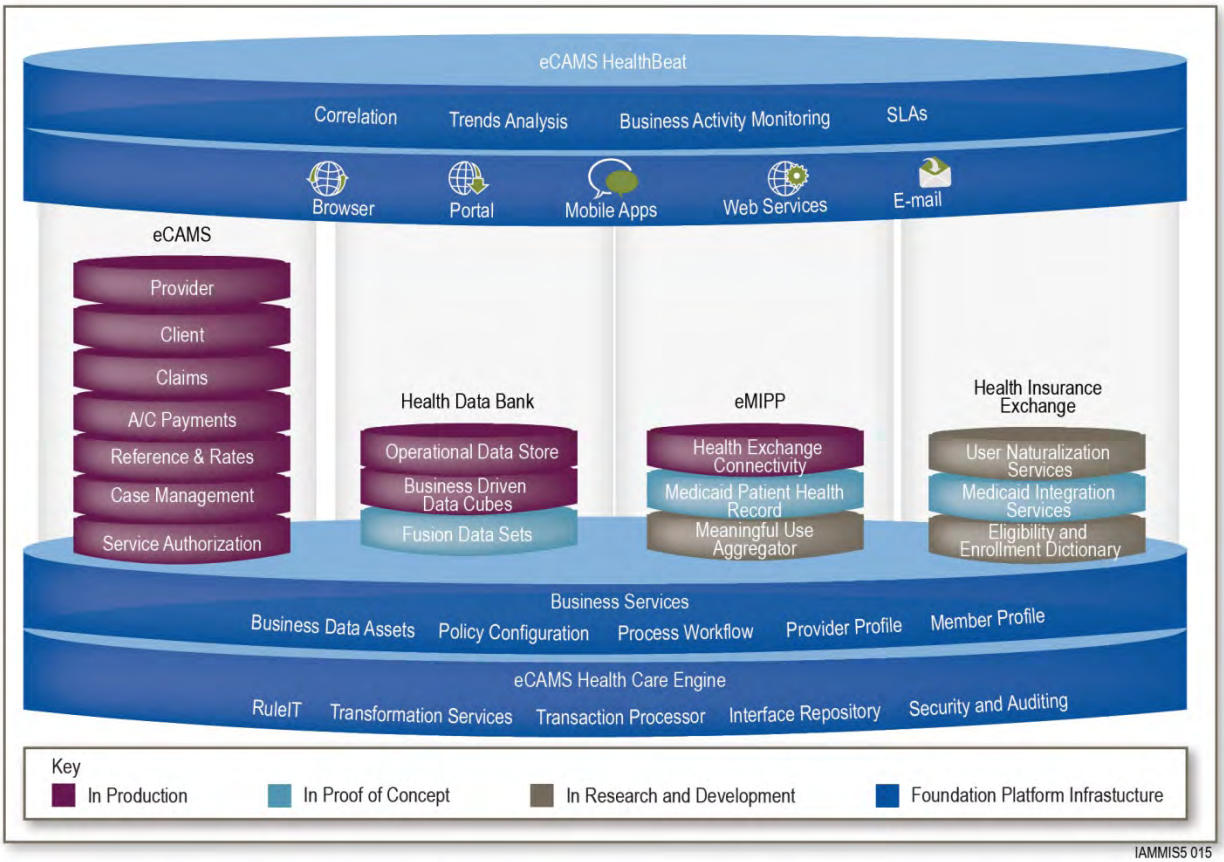

Figure 4-7. eCAMS Technology Path. Team Noridian's solution meets the Department's challenges with technology and processes precisely tailored to achieve superior business benefits—now and in the future.

Over the past six years, Noridian has provided the IME with efficient, cost-effective, and tremendously reliable service and support. Despite the inherent limitations presented by a legacy MMIS, Noridian has been able to integrate value-added services and capabilities to maximize the performance of all component contractors. Noridian's propensity for identifying and integrating leading-edge technologies, such as Transform and OnBase, was able to raise the technological bar within the entire IME.

We believe Team Noridian is uniquely positioned to deliver on those expectations again due in large part to our intimate knowledge of IME operations, our understanding of workflows and interactions between IME contractors and OnBase operations, and our leading CMS certified eCAMS capabilities.

The Department can be assured of technological advancements that are truly revolutionary by:

- Introduction of enhanced OnBase capabilities
- Continued refinement of existing OnBase workflows
- Introducing the full gamut of eCAMS system capabilities
- Integration of the EXACT SOA framework

Team Noridian recognizes first-hand the success of OnBase as the document imaging, electronic document management, records management, and workflow tool for the IME since our initial implementation in 2005. Noridian's introduction, implementation, and refinement of its OnBase document management and workflow processes has been instrumental in creating a cohesive environment in which all component contractors have been able to effortlessly interact and support the IME operational

> Team Noridian has extensive workflow experience in the IME. Team Noridian implemented and supports over 100 business process workflows in the IME today.

objectives. With over six years of continual interaction within the IME and with its component contractors, Noridian has used our extensive OnBase knowledge and proven workflow processes to create efficiencies in even a legacy system environment. This experience and demonstrated ability will be even more apparent when coupled with the rules-driven, SOA oriented capabilities of a modern, next-generation MMS.

Our EXACT SOA framework is a foundational aspect of our solution, fully supporting the decoupling of business rules and data exchange services. It is through these advanced services that we will be able to fully support the transparent exchange of data, not only between the various IME contractors, but with external entities now, and in the future. Our flexible SOA capabilities provided through the EXACT SOA framework simplify and manage external systems and data integration. EXACT is currently in production use in the IME, providing business process automation capabilities to supplement the legacy system.

SOA Solution Advantage

- Proven solution and technology platform.
- Rich portfolio of Medicaid-centric business and technical services to provide IME with flexibility for future changes.
- Use of open source technology minimizing risk of vendor lock in.
- Team Noridian's mature governance approach that addresses the practical consideration of services rollout to ensure a successful implementation.

Team Noridian fully recognizes the benefits of a service-oriented framework, but we balance the industry optimism with practical implementation considerations of performance, scalability, security, and realistic challenges of evolving though not yet universally accepted standards. Our mature governance approach is critical to balancing these misaligned considerations and to ensure a successful rollout of a SOA.

The EXACT SOA framework is not merely a vendor tool promising lavish "out of the box" functionality that ultimately requires considerable configuration and retooling, nor is it a hastily thrown together collection of parts with no concern for sustainability. It is a time tested, production proven SOA infrastructure framework which enables Team Noridian's new MMIS to deliver unparalleled flexibility, adaptability, and scalability to meet the challenges of the rapidly evolving Medicaid services environment.

Team Noridian uses the EXACT SOA infrastructure framework to manage the messaging between the new MMIS' modules and other systems, rather than rely solely on a stand-alone enterprise service bus (ESB). In addition to providing all of the messaging functionality of an ESB, the EXACT framework delivers additional capabilities:

- **Intelligent Integration Services.** Using EXACT's integration services layer allows a consistent and comprehensive approach to integrating other modules, systems, components, and solution accelerators to provide unparalleled functionality, such as rules services which can enable the use and sharing of Department rules engines, such as the eCAMS RuleIT health care rules engine.
- **Industry leading translation and transformation services.** To support the complex data transformations necessary to support the Department, EXACT incorporates the industry leading WebSphere Transformation Extender (WTX) product from IBM. The WTX translation module provides several benefits, including code-free design and deployment, in-process validation, and high throughput execution of complex transformations and enhancements.
- **Enhanced orchestration services.** EXACT enables the rapid development and deployment of new services through its business process execution language (BPEL) component and orchestration services. EXACT's orchestration services leverages the BPEL engine to accelerate the assembling of services, applications, and COTS products, to create new business process and services. EXACT also enables the new MMIS to comply with the forthcoming MITA 3.0 framework artifacts, which accelerate the Department's ability to use standard business processes in the overall new MMIS framework.

Mixed with Value-Added Services…

…enhancing Team Noridian's ability to provide excellent service as well as offer the Department additional capabilities. Our complete offering, shown in Figure 4-8, includes several value-added components which can accomplish these goals.

- An enterprise level SOA foundation that could be extended to the Iowa statewide enterprise
- Early rollout of a comprehensive, integrated provider portal and provider function
- An innovative self-service training tool to educate stakeholders during start-up and implementation, and through operations
- A comprehensive business activity monitoring tool which could be used by the Department to monitor the success and performance of the overall program

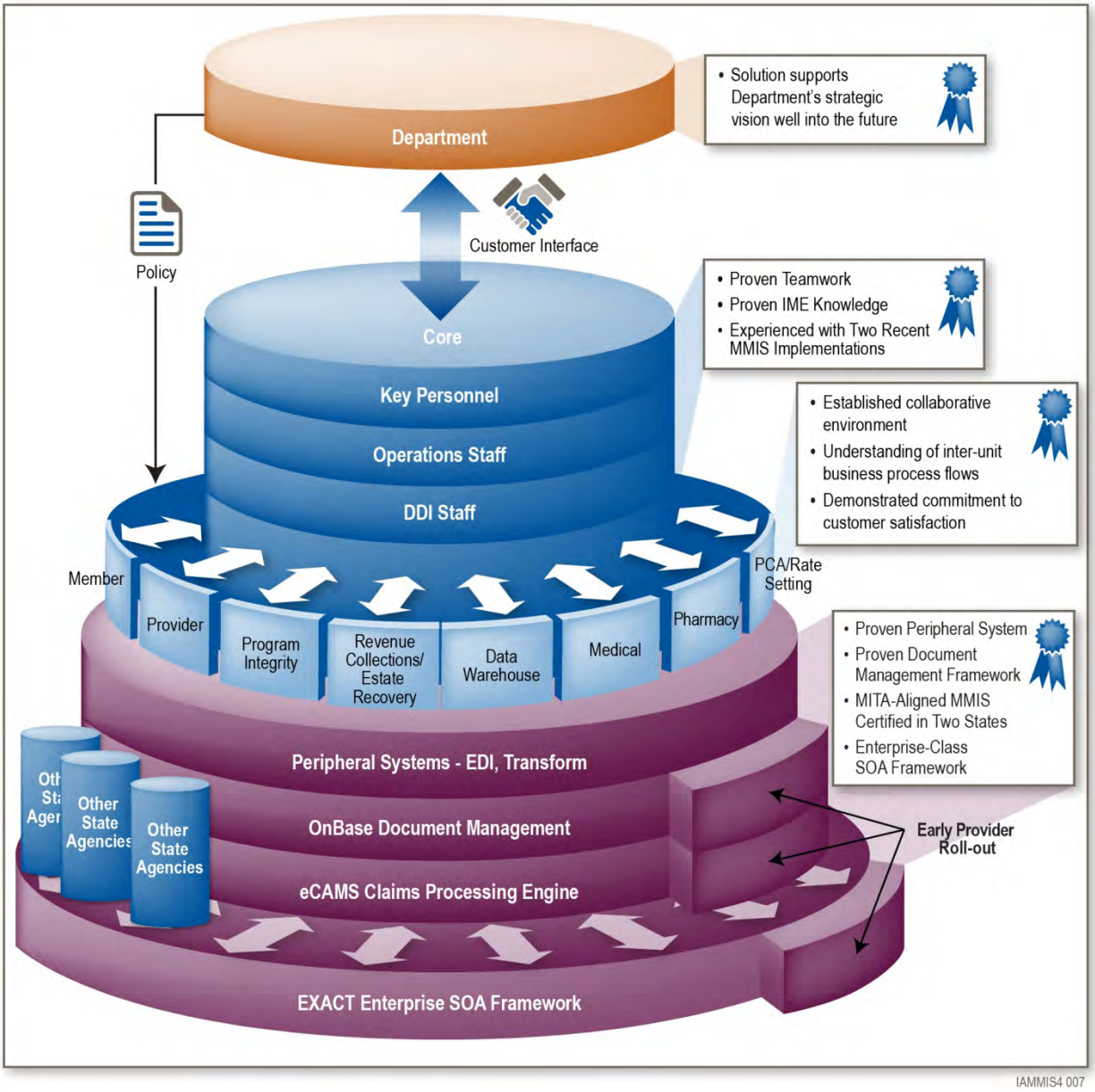

Figure 4-8. Team Noridian's Solution. Team Noridian's complete solution provides many values to the Department, including value-added options to support the Department's goals.

Enterprise SOA Framework

In response to the Department's requirement for a SOA solution, Team Noridian proposes to use EXACT as its SOA framework for the new MMIS. The modular, interoperable environment of the new MMIS enabled by EXACT can be extended to encompass other state assets while delivering an infrastructure capable of enabling other agencies' IT infrastructure.

The EXACT SOA framework provides the integration and interoperability between business applications, state systems, federal systems, and the Department's assembled assets. EXACT avoids single-vendor or technology dependence via a philosophy of selecting best-of-breed underlying components that minimize the impact of any one vendor on the overall integration framework. EXACT's technology stack is brand independent and has the ability to support various brands of all key components and allow the client to choose components such as rules engines, business process, data transformation engines, and other components that meet the client's business and technology request. By allowing technical components from multiple vendors to coexist, we apply the strengths of each vendor to achieve a true best-of-breed assembled framework. EXACT controls the data flow and interfaces to vendor-supplied components. Should any one vendor change direction, another vendor component can be replaced without impacting other vendors or applications.

EXACT provides a number of features that enables the framework to rapidly deploy solutions, including:

- **Business Process Execution Language (BPEL) Engine.** Orchestrates services and events that have been assembled and sequenced to perform a process.
- **Enterprise Service Bus.** Allows for interfaces with external and internal services and applications.
- **Data Translation.** Enables disparate services and applications to receive data in the desired format, regardless of how it is sent.
- **Rules Engine.** Applies user-configured IF-THEN-ELSE logic to manage a variety of business processes.
- **Dashboard.** Lets users easily administer, view, and monitor transactions, systems, business processes, and performance measurements.
- **Solutions Accelerator.** Allows for the rapid development of interfaces between systems, as they repurpose portions of past connectivity methods, eliminating the need to reinvent the connectivity wheel for each initiative.
- **Security Services.** EXACT supports SSL encryption, ensuring compliance with security policies by enabling secure transmission of sensitive information outside of the Department's firewall. EXACT also integrates well with existing security infrastructure, such as LDAP-based directories and firewalls, to leverage existing security investments and authentication methods.

EXACT's foundation is an *n*-tier architecture consisting of independent, loosely coupled services. The relationship between these various components is facilitated and managed by the EXACT Services Registry, Mediation Services, and ESB. The EXACT SOA framework, shown in Figure 4-9, provides an illustration of EXACT's *n*-tier architecture. The tiers include:

- **Presentation Layer.** The presentation layer supports the user interface logic. Multiple channels are supported which include Web-browsers, voice response systems, Electronic Data Interchange (EDI) and batch file interfaces. The presentation abstraction layer includes interfaces to security components, content management, workflow, Web page presentation look and feel, and customization options. This layer provides role-based delivery of content to the presentation tier.
- **Business Process/Logic Layer.** This layer encapsulates the orchestration of business processes exposed as services. Business process orchestration involves well-defined execution of services and components using Business Process Execution Language (BPEL).

- **Services Layer.** The services layer contains "composite services", such as EXACT's Solution Accelerators built by combining separate, reusable business services to reduce complexities and to reduce coding efforts. These are coarser business services, which in turn mediate with specific business services to accomplish a broader business function.
- **Components Layer.** This layer contains EXACT's custom-developed and COTS components which support process, rules, translation, Extract-Transform-Load (ETL), security services, among others. The components in this layer have a loosely coupled relationship within EXACT, thus allowing the flexibility to exchange one brand of a specific component for another. "Brand" independence has been a guiding principle of the EXACT framework since its inception. This layer within EXACT contains the components utilized to support EXACT's integration and services deliver functionality.

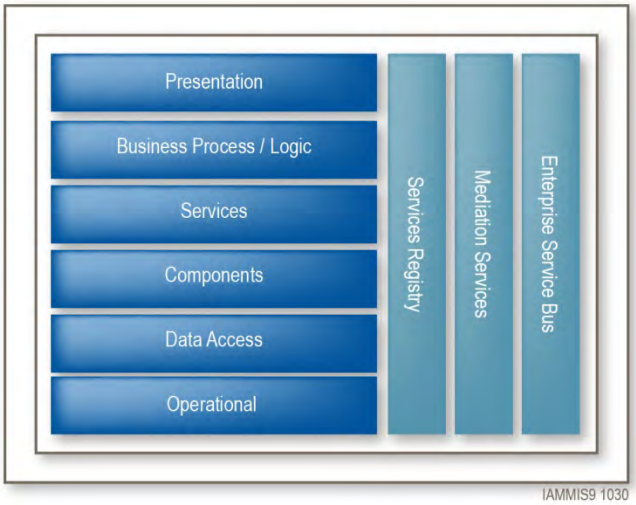

Figure 4-9. EXACT SOA Framework. EXACT's SOA framework is an n-tier architecture.

- **Data Layer.** The data access layer implements the components accessing the data from the database and help maintain the state of the data across the various layers. The data access components abstract the data storage from the services as well as business logic components. For receiving, sending and translation of batch files industry leading ETL products are used for data transformation and loading of the operational and decision support data stores. The performance abilities must allow for large volumes of data to flow through the ETL process without adversely affecting other system functions.
- **Operational Layer.** The operational systems layer is represented by external systems or COTS applications integrated with the Core MMIS applications through the ESB.

This infrastructure will be in place to support Team Noridian's new MMIS solution, but is available as an option for the state to expand to include other state agencies.

Early Rollout of Provider Function

Team Noridian will introduce the provider portal approximately one year prior to the start of the operations phase. Providers will be able to enroll or update their information, including their demographics and personal information. Benefits brought by Team Noridian's early roll out of proposed solution includes giving the IME provider services contractor and the provider community an earlier exposure and training of the new MMIS, which will foster improved provider satisfaction sooner. The Department will realize a quicker return on investment as there will be a reduction in effort to maintain and support the current provider portal, Iowa Medicaid Portal Application (IMPA). Interfaces with the legacy provider system will occur via EXACT. The remaining IMPA functionalities will be replaced at operational start up. Our approach mitigates transition risk by introducing the provider community to the portal, along with the associated workload, over time rather than all at once.

Team Noridian's solution for the Web Portal is implemented via eCAMS and the Magnolia Content Management System. eCAMS delivers the secured portal for providers and members, and Magnolia is used to manage the static Medicaid content for the public. This integrated solution provides key features in providing static and dynamic content to familiarize providers with the portal prior to the start of operations.

eCAMS is the only intrinsically Web-centric MMIS designed from the ground up to use the best of today's technical solutions, including rules engines, stakeholder portals, service-oriented components, and reusable applications. These features combine to produce a truly user configurable system designed with ease of use in mind. Most other MMIS' in operation today have evolved from legacy applications surrounded by middleware, translators, and user interface technology that attempt to address the Web service needs of customers such as IME. Only eCAMS incorporates these features natively in its design.

The static portal provides the following key features for providers during the early rollout period:

- Providers can download different forms and fee schedule information via links.
- Providers can initiate new enrollment processes from the Web Portal.
- Providers can access FAQs and bulletins, which will be determined with the Department.

The dynamic features in the Web Portal for providers include the following:

- Providers can use the claims management section provides functions where they can inquire on claims, submit a claim using online data entry, submit claims as a batch, and resubmit denied/ void claims.
- Providers can access the service authorization section that allows them to submit prior authorization requests and inquire on the status of existing requests.
- Providers can submit HIPAA batch transactions and see the responses using the links available.
- Providers can see the existing invoices and validate the invoices.
- Providers can see the payment status, account receivables information, and make payments using the links available under this section.
- Providers can view other useful Medicaid information links like fee schedules, provider manuals, Medicaid policy information, and Medicaid eligibility manuals.
- Providers can maintain the users under the provider's domain, change their own password, and initiate new enrollment.
- Providers can inquire about member's benefits limit.
- Providers can do "Live Chat" with customer support using the link in this section, if feasible.

Self-Service Training

Team Noridian has proposed an innovative learning management system and interactive Web-based training content to effectively reach a dispersed workforce of county workers, remote department staff, and others in a distributed environment.

Team Noridian has proposed the use of Brainshark, a cloud-based solution that allows a complete curriculum to be developed, based on the trainee's needs. Content will be completely seamless with the Team Noridian portal solution. Courses and classes managed through an Internet management console. The portal also allows complete tracking and viewing of completed courses.

The Team Noridian training solution allows us to easily transform static content, such as PowerPoint documents, into voice-enriched video presentations that can be accessed anytime, on-demand. Additionally, we can create and share video presentations knowing that our audiences can not only view the presentations on their desktop or laptop computer, but also on mobile devices. With more and more people accessing web-based information from their Smartphone and tablet computers, we can ensure your message is received whenever and wherever it is most convenient.

Business Activity Monitoring

The Department has requested we provide a means of sufficient record keeping to provide data for planning, monitoring, and evaluating the program and Team Noridian's performance. The Department has also outlined many performance standards and requirements for the contractor to provide statistics on how we meet those performance requirements. Team Noridian's ability to meet those requirements and provide

related value-added functionality is enabled by the eCAMS HealthBeat business activity monitoring solution. In addition to the ability to report on and monitor the data required by the Department, HealthBeat will allow us to provide historical tracking and trending, better positioning Team Noridian and the Department to proactively assess the need for process improvements or staffing changes.

If the Department desires, HealthBeat also provides the ability to gather statistics across the IME, including inputs from the POS system or other components such as the call center or IVR. This would allow the Department to monitor the success of the overall program.

It Takes Mature, Proven, and Flexible Project Management…

…to meet your project goals. By integrating quality into each process, identifying and addressing obstacles, and communicating change to keep you in control of your implementation and operation, we deliver an on-time, within budget implementation and ongoing operations.

Team Noridian's Iowa MMIS project management approach incorporates the best practices of its team members, Noridian and CNSI, following and incorporating evolving project management techniques and the refined processes embodied in the Project Management Body of Knowledge (PMBOK), Capability Maturity Model Integration (CMMI), and Institute of Electrical and Electronics Engineers (IEEE) standards, and just as importantly, capitalizing on lessons learned from completed projects.

In addition to industry-accepted project management approaches, Team Noridian has also instituted an extensive quality assurance program which is based on the Government Accountability Office's (GAO) guidance for Standards of Internal Controls and meets the requirements of the International Organization of Standardization (ISO) 9001:2000 standard for quality management programs. Inclusion of this type of institutional discipline with a flexible project management approach will provide the IME reassurance of successful implementation execution and exceptional operational performance.

Some management processes are specific to implementation and certification, operations or turnover, while others are critical to all phases of the project and should be approached as consistent and comprehensive processes, without which the project cannot be successful. These cradle-to-grave processes include:

- Communications management
- Quality management
- Risk management
- Time management

Approach to Communications Management

The goal of our communication process is to develop a framework that provides communication paths and decision processes for stakeholders in the success of implementation and ongoing operations. The processes include an input as well as feedback mechanisms to help involved parties embrace changes affecting people, work processes, and the environment.

Approach to Quality Management

Our quality principle is based on the prime contractor, Noridian's, corporate values and ensures Team Noridian's commitment to quality is at all levels of the organization. Our quality practices meet the requirements of the International Organization of Standardization (ISO) 9001:2000 standard for quality management programs and stem from an ongoing focus on quality that has evolved in over 70 years of health care administrative services. Team member CNSI's management and quality processes have been externally assessed at Capability Maturity Model Integrated (CMMI) Level 2 and are compliant with Level 3, with the official assessment at Level 3 expected in 2012.

Approach to Risk Management

Our approach to risk management is to establish the processes to identify risks and issues, assess them, and develop and review plans to address risks. Team Noridian will use the risk assessment board, in conjunction with the PMO during implementation and certification, to assess, manage, and track risks. The risk assessment board will be comprised of key Department and Team Noridian project members, and the membership will change with each phase of the project to include the manager(s) for that phase. Risks are tracked in the risk section of the Project Portal.

Approach to Time Management

Team Noridian's approach to time management encompasses two key management areas; work plan management and staff management. Team Noridian's project work plans are rooted in experience and are the result of our detailed review of the RFP requirements, our knowledge of the current IME program, our start-up and implementation history in implementing large-scale health care systems including new MMIS', and our health care administration experience.

Our staff management approach is about skills identification, knowledge management, performance evaluation, and recognition and rewards. Noridian, the prime vendor for this proposal, has developed, tested, and improved HR policies and processes over many years on large programs. Team Noridian's staffing management plan provides details on our processes for staff recruitment and hiring, development, staff retention, and staff organization.

Start-Up, Implementation, and Transition to Operations Approach

Team Noridian's plans-driven approach to implementation is based on proven practices that have been honed over millions of person-hours of analysis, design, configuration, development, and testing of rules based systems for Medicaid, Medicare, and other health information systems. We have experience with every tool, method, process, and procedure proposed and described in our proposal to be confident in delivering an early provider release and the new MMIS release per the schedules defined in our project work plans. Figure 4-10 provides a high-level overview of the timeline of our start-up, implementation, transition to operations, certification, and turnover.

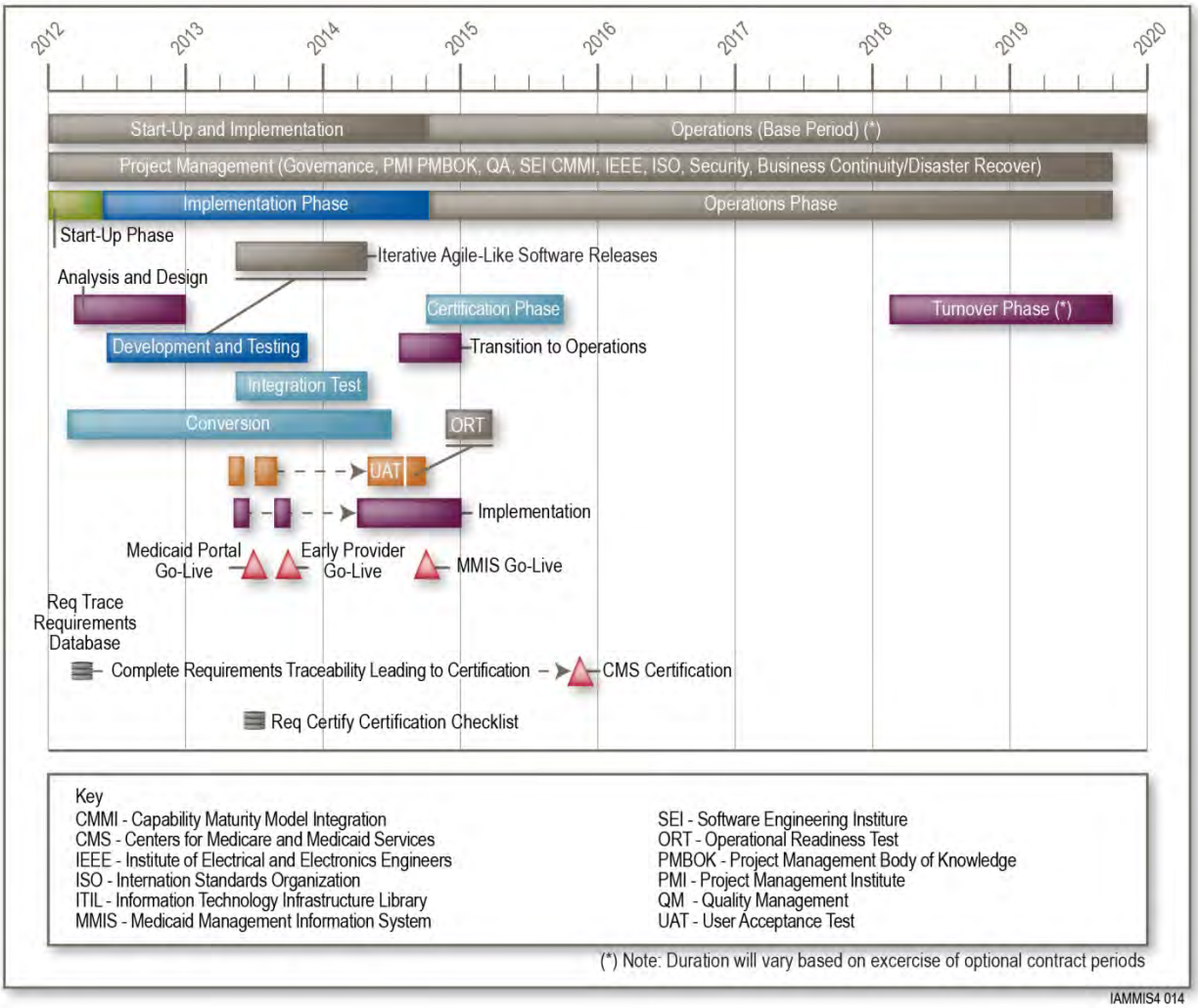

Figure 4-10. Overall Project Schedule. Team Noridian's overall schedule summarizes the project and is based on the detailed project schedule provided with this proposal.

Our value-added early provider release will be made available in September 2013 and will enable early outreach and training with providers. This early release will include functionality to allow providers to manage their information through the Web Portal. It will also enable the provider management services contractor to begin to improve the quality of provider data. With this release, the system of record for provider data will continue to be the legacy system with updates provided from the early provider release. The early provider release makes use of the Web Portal to support outreach activities.

The new MMIS release will go-live in September 2014 after a period of systematic and thorough integration, user acceptance, and operational readiness testing.

The flexibility of our new MMIS solution provides an opportunity for Team Noridian and the Department to establish a proactive approach to managing the project to ensure goals and objectives are aligned with the Department's vision and to achieve rapid success through early implementation of functionality. eCAMS, the foundation of the new MMIS, is CMS certified in two states under the new checklist. Team Noridian's proposal describes in detail how the new MMIS will be implemented to comply with the department's requirements outlined in the RFP. Our detailed approach to implementation, development, architecture, testing, transition to operations, and documentation is based on six years of successful

implementation experience working in Iowa on the IME and lessons learned from our 81 combined years delivering healthcare systems and services.

The following provides key highlights of our approach and methodologies:

- Real-time updating of traceability information during JAD sessions using Team Noridian's ReqTrace requirements database supports requirements validation.
- Certification readiness starts in parallel with Requirements Validation given our approach to "keep the end in mind," By doing so, our entire team is oriented towards successful implementation and CMS certification.
- Our iVision360 ISDM provides an agile-like methodology to place working interim software in end users hands earlier than traditional approaches of our competitors.
- Conversion planning and activities begin early to drive towards providing converted data as early as module and rules testing. Our approach minimizes risk given our detailed knowledge of the source data in the legacy MMIS and the target structure of our proposed eCAMS platform.
- Testing is conducted "early and often" to increase the maturity of our software releases and to avoid surprises at later stages of the ISDM.

It Takes Risk Mitigation…

…to provide for continuity of operations and provider satisfaction, which is of the highest concern for your MMIS implementation. By contracting with Team Noridian, you get our wealth of experience in implementations to mitigate your risk. Plus, you gain a huge advantage over risk that no other contractor can offer—an advantage that positions the MMIS implementation to be successful from the start—an advantage that comes from Noridian's six years of experience in your unique IME environment.

Our approach to risk management is to establish the processes to identify risks and issues, assess them, and develop and review plans to address risks. Team Noridian will use a risk assessment process, in conjunction with the PMO during implementation and certification, to assess, manage, and track risks. Risks are tracked in the risk section of the Project Portal.

We began the process of risk identification during the proposal process by producing a preliminary risk assessment based on our experience with similar large-scale undertakings and our knowledge of the IME. The risk assessment looks at all operational areas in addition to general project-wide possible risks which in theory, are inherent in any complex, large-scale project. As we progress through implementation, the managers, supervisors, system engineers, and subject matter experts for each MMIS development and business process area, together with input from the Department and the IV&V and QA Service vendors, add their contributions to the initial risk assessment.

Team Noridian has developed a risk register from similar scale projects and has built the mitigation of those risks into our approach for start-up, implementation and operations phases. Each risk is developed with associated trigger events to assure mitigation activities are implemented prior to risks developing into issues.

Key areas of risk during start-up and implementation include topics such as:

- Staffing
- Availability of Department resources
- Project schedule
- Scope management
- Areas with changes in scope or timeline since proposal submission
- Areas of new development
- Areas where current systems or functionality outside the MMIS are to be integrated into the MMIS
- Conversion

In Figure 4-11, Team Noridian has documented several implementation risks and an approach to mitigation for each.

Risk	Mitigation Approach
New contractor to the IME has difficulty adapting to the unique environment inherent to a multi-vendor, best-of-breed enterprise, causing a breakdown in communication and difficulty translating business unit needs into accurate and complete system requirements.	As the incumbent Core contractor, Team Noridian has the communication processes and relationships in place to continue working effectively with the other units.
Inability to hire and train appropriately qualified staff could negatively affect the ability to perform DDI activities and could negatively influence transition to operations.	This is a typical risk in any large-scale, complex implementation. Our mitigation approach is addressed through two concepts: Team Noridian will use existing Noridian staff who are knowledgeable of IME policy and processes, therefore risk to hiring and training are reduced. Team Noridian will use CNSI resources for DDI, bringing people from past implementations, supplemented by the knowledge from our systems staff
Concurrent replacement projects for the MMIS, POS, and eligibility system could cause delays in integration and user acceptance testing.	Communication is the key to mitigating risk when multiple systems are implemented. Team Noridian will keep all stakeholders informed of project plans and upcoming milestones where inter-system dependencies have been identified. Our communication plan, risk register, and other project management artifacts will be made available to stakeholders so that ample time is allowed for issue resolution.
Development of ICD-10 policies and claims adjudication rules may not be available during system design, which could impact the ability to implement IA ICD-10 rules, causing a delay in testing.	Team Noridian would review potential ICD-10 rules and evaluate how to retrofit them into the system after the initial system design.
IME business units are not timely in adapting their business processes to match system functionality or have not actively participated in training opportunities, causing negative impact to customer service	Team Noridian's training approach features several risk mitigations: ▪ Multiple training sessions will be offered to accommodate various staff schedules and availability ▪ Offers "Train the Trainer" approach, allowing business units to train their own staff ▪ Offer self-paced, online interactive tutorials and webinars along with effective course management to ensure participation and comprehension of training materials
State does achieve their desired level of MITA maturity because IME business units are reluctant to change their business processes to match our proposed solution, e.g., business units must use electronic transactions that will be native to eCAMS, whereas it currently converts them to a paper version to be processed using OnBase	Team Noridian has a cultural change management and knowledge transfer process, along with knowledge of current business processes, to effectively communicate with the business units to adopt new processes.

Figure 4-11. Implementation Risks. Team Noridian has successfully developed and executed risk management plans and mitigation strategies through 22 large-scale implementations over the last 15 years.

During start-up, Team Noridian will build the initial risk matrix and perform the initial assessment of risks related to implementation, which will be presented to the Department for review as part of the Risk Management Plan. Team Noridian uses lessons learned from past projects and a thorough risk assessment of the RFP, response, project plan, and contract to develop risks.

In the event an issue related to performance does arise during operations, identification of nonconformance and deficiencies begins with workload monitoring, as acceptable inventory and workload levels are essential to meeting performance expectations. All operational supervisors and their respective managers regularly review the eCAMS HealthBeat performance dashboard. Through this review, management identifies and addresses workload performance issues early and immediately through a structured corrective action plan. In addition to monitoring workloads, supervisors, managers, executive management, and PMO leadership continuously monitor performance against project standards and provide necessary intervention and corrective action to resolve performance issues in the normal course of operations. Our risk management approach prepares Team Noridian for disaster recovery and business continuity as well as risks and issues evolving from other sources. Our proactive methods for monitoring and mitigating risks ensure the Department objectives will be achieved despite adverse situations.

Team Noridian management determines the most effective method to correct and prevent reoccurrence of performance issues and defines the necessary actions to take. These actions are framed by outlining the actionable steps, the projected impact of those steps, and the projected resolution period. The management of the operational area provides updates and progress reports concerning the corrective action plan to the PMO during regular Team Noridian management meetings. Status of resolution will be shared with Department via regular weekly project reporting, and more frequently as required by the magnitude of the issue. Once the issue is corrected, an evaluation of the corrective action plan is conducted to identify lessons learned in order to proactively mitigate future issues.

Team Noridian's quality monitoring and control unit evaluates corrective action plans to assure steps are built into each impacted unit's operational procedures.

Why Team Noridian?

Our innovative team, armed with proven processes, methodologies, technologies, and Iowa Medicaid knowledge, has what it takes to support the Department's MMIS implementation and operation. Team Noridian brings a business philosophy encouraging collaboration, accountability, and promoting visibility into our operations. We also bring:

- **An innovative MITA-aligned solution.** Built on SOA principles and support by the EXACT enterprise SOA framework, our rules-driven replacement system, eCAMS, is ready, proven, and designed for the dynamic needs of Iowa. It is the only fully Web-based, configurable, and rules-based system in production today. We constantly evolve system capability and capacity to stay MITA-current and IT-optimized.
- **A nimble, responsive organization and management.** Team Noridian provides an effective organizational structure, led by our existing account manager, Scott Hruska, who is fully empowered to make decisions in support of the IME. We also offer the added ability to reach out to company executives if the need arises.
- **A known, trusted, and proven partner to the IME.** We have demonstrated our commitment to the Department and to the Iowa Medicaid program for the past six years and will continue to provide the same high quality and predictable service into the future.
- **A low risk implementation.** Team Noridian is exceptionally successful in on-time health care takeovers and implementations. With Noridian as the current Core contractor, we provide continuity of knowledge and operations while lowering risk.
- **Proven approaches, technology, and services.** We will ensure the Department has an industry-leading health care processing organization, and the tools to deliver sustainable health care services in this uncertain and changing environment.

Team Noridian brings the right mix of expertise, experience, and innovation to meet the challenges faced by the Iowa Medicaid program. Team Noridian will help the Department make the transition from their legacy system to an MMIS of the future.

Tab 5 - Corporate Qualifications

RFP Section 9.2.5

Noridian's longevity and growth in the health care arena, and CNSI's premier position in health care solution design, development, and implementation, make Team Noridian a highly desirable choice for DDI and operation of the Department's new MMIS. In addition to that, Noridian's experience with, knowledge of, and respect for the Department and the IME structure, combined with CNSI's customer-focused approach, make Team Noridian the right choice for Iowa's unique needs.

Finding the right contractor—a contractor with similar values, a contractor with experience, and a contractor that feels like the right fit—is a difficult undertaking with high stakes. We understand that the Iowa Department of Human Services (Department) wants a contractor it can trust to give full transparency into a successful implementation and operation of an MMIS that meets the needs of today and the future…a contractor who values excellent customer service…a contractor that will work with and for the Department instead of pushing its own agenda. As presented throughout this corporate qualifications section, Team Noridian has the right qualifications for the type of contractor the Department is seeking.

Team Noridian Advantage

Pulling the best-of-breed capabilities of Noridian and CNSI together as Team Noridian, we offer these advantages:

A respected prime contractor with…

- an organizational structure that clearly shows the importance of Medicaid—and your specific project—to it
- an organizational history grounded in decades of relevant experience with health care claims processing operations and systems
- direct and immediate experience supporting the state of Iowa as the core contractor for Department's current MMIS contract

A proposed MMIS solution that is…

- CMS certified in two states--Washington and Michigan
- closely aligned with the seven conditions and standards of MITA
- comprised of the latest technology offering--web-based, loosely coupled, scalable, rules-engine based
- backed with industry-leading project management experience

Team Noridian is a best-of-breed approach to meet the Department's RFP requirements and deliver a leading-edge MMIS. Team Noridian has the unique ability to offer the only certified, next-generation, Web-centric Medicaid Management Information System (MMIS) in production today being run by staff that have first-hand experience working within the intricacies and uniqueness of the IME. With this combination of experience, plus industry-leading project management expertise, Team Noridian will deliver a proven 21st Century health care platform to meet the Department's current and future needs.

Team Noridian is headed by Noridian Administrative Services, LLC (Noridian) as the prime contractor. A subsidiary of Noridian Mutual Insurance Company (Blue Cross Blue Shield of North Dakota), Noridian is a premier fiscal agent contractor for federal, state, and commercial health care industries. It's presence in the Medicaid industry today is built upon more than 40 years of state business and more than 70 years of federal health care contracting. Noridian's fiscal intermediary experience and leading-edge operational capabilities, plus its proven ability to work successfully within the unique structure of the IME, will continue to serve the Department and its goals well.

Noridian brings Client Network Services Inc. (CNSI) as its subcontractor. With more than 12 years of state Medicaid project management experience, CNSI will leverage the innovative electronic Claims Administration Management System (eCAMS®) - the core component of its MMIS solution. eCAMS was developed specifically for Medicaid, and it is completely aligned with Medicaid Information Technology Architecture (MITA) and Service-oriented Architecture (SOA) principles, and it has been found by CMS to meet all of the certification requirements. This proven

21st Century MMIS solution will enhance current operations, consolidate business functions, provide seamless services for management oversight, and allow for real-time system updates.

Working with Team Noridian, the Department will be implementing a state-of-the-art MMIS that was the first Web-centric solution successfully implemented in production in the Medicaid environment. eCAMS debuted in Maine in 2005 and has been significantly enhanced over the last six years with a new richness of the user interface and supported business processes. The recent successful implementations of eCAMS in the states of Michigan (2009) and Washington (2010) highlight the maturity of this platform, as does the certification of it by CMS in both of those states.

> "Based upon our review of the documentation provided by the State, many discussions with State and contractor staff, and our on-site analysis of the system's performance relative to the previous mentioned federal requirements, we have concluded that the Washington MMIS meets all of the certification requirements."
>
> Certification Letter from CMS
> July 19, 2011

5.1 Corporate Organization

RFP Section 9.2.5.1

With Team Noridian, the Department will be working with Noridian as the prime contractor. Noridian, a well-established, respected contractor, has been demonstrating its full commitment to the Iowa Medicaid Enterprise since receiving the IME Core MMIS contract seven years ago. The stability, accountability, and experience of Noridian as a prime contractor all point to benefits that mean low risk for the Department, as shown in Figure 5-1.

Feature	Benefit
A prime contractor that is organizationally structured in a way that clearly shows the importance of the Medicaid line of business—and your specific project—to it.	The stability, accountability, and focused attention needed to provide for continuity of service.
A prime contractor with an organizational history that is grounded in decades of relevant experience.	The peace of mind that comes from working with a well-established organization.
Capable, experienced, and dedicated prime contractor staff who will work with the Department for the Department's vision and goals.	Dependability and clear accountability for the success of this project.
A prime contractor with a legal structure that positions it as a wholly-owned subsidiary of Noridian Mutual Insurance Company, bringing a wealth of experience, expanded services, and financial security.	The reduction of risk that comes from working with a financially secure organization.
A prime contractor with an established presence in the community of Iowa and a corporate value of improving life for the people in that community.	Commitment, not just to the Department, but also to the people of Iowa, which fosters good will in the community.
A prime contractor with relevant experience with health care claims processing operations and systems.	Confidence in Team Noridian's ability to provide for continuity of operations.
A prime contractor with a proven ability to manage multiple projects without problems.	The implementation experience needed to ensure continuity of operations.

Figure 5-1. Noridian's Strengths. As the prime contractor, Noridian has specific, relevant strengths that bring meaningful benefits to the Department.

Noridian's relationship with the Department is the cornerstone of its Medicaid work. As such, this project will receive Noridian's full attention and dedication from the highest levels of the organization--just as it already does today. With Noridian's clearly defined organization structure, the positions and names of those accountable for this project are fully available to the Department, enabling the Department to know exactly who to go to, at all times, to make sure questions and needs are fully addressed.

As shown in Figure 5-2, this project will be under the direct oversight of the account manager, Scott Hruska. Mr. Hruska already has more than four years of experience as the Core MMIS account manager for the Iowa Medicaid Enterprise, and five years of experience with Core MMIS operations for the IME overall. As the Department knows, Mr. Hruska has strong customer service skills grounded in a deep

commitment to integrity, accountability, and delivering on commitments. He has a proven ability to lead staff through and help them adapt to change while maintaining a clear strategic direction and commitment to achieving customer-oriented results.

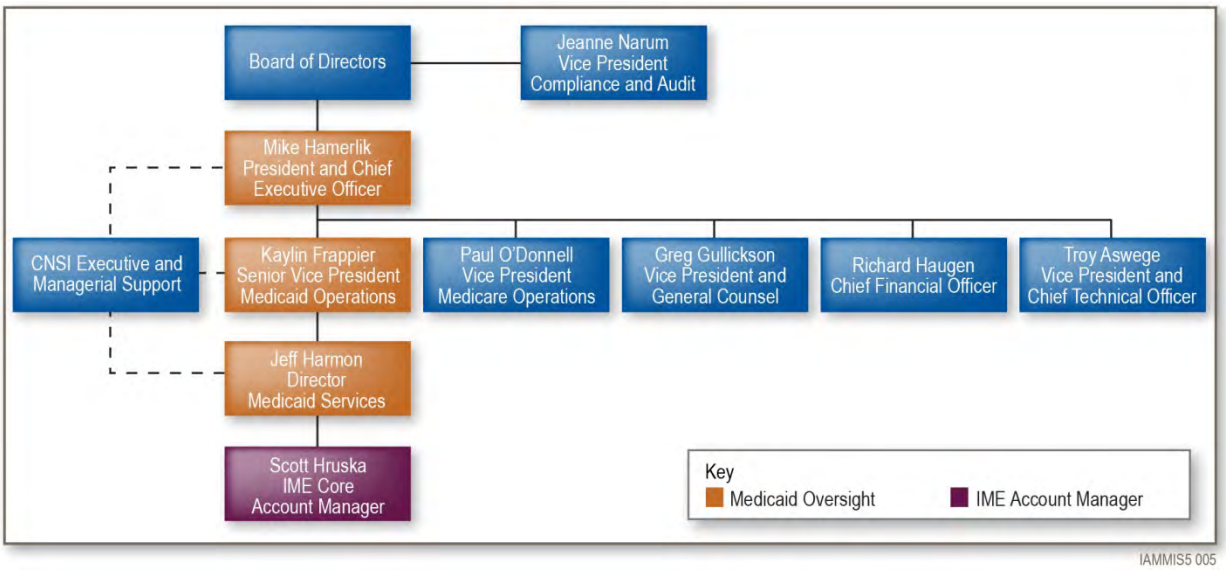

Figure 5-2. Noridian's Organizational Structure. The Team Noridian prime contractor, Noridian, has an organizational structure that shows corporate dedication to the Medicaid line of business. This project is a corporate priority.

Mr. Hamerlik, the CEO and president of Noridian, will be responsible for signing the IME MMIS and Core MMIS Operations contract.

5.1.1 History of the Organization

RFP Section 9.2.5.1, Requirement a

> "Most 'innovations' are usually themes of an effort that have already been considered and attempted; with this idea, Noridian truly went 'outside the box' and developed a strategy that, in the future, should be very useful to all MACs."
>
> Jurisdiction D Option Year 3 Award Fee Letter
> April 14, 2010
>
> IAMMIS5 009

Rooted firmly in the health care industry, Noridian, the Team Noridian prime contractor, originated in 1966 as a division of Blue Cross and Blue Shield of North Dakota (BCBSND) for the sole purpose of providing government funded health care administration. Today as a wholly-owned subsidiary of Noridian Mutual Insurance Company (NMIC) dba BCBSND, Noridian has positioned itself as a leader in providing administrative services to government entities. Strong corporate values—a dynamic workplace, integrity, customer satisfaction, and excellence—drive Noridian to deliver innovative solutions that surpass the expectations of its customers.

Figure 5-3 illustrates Noridian's organizational history.

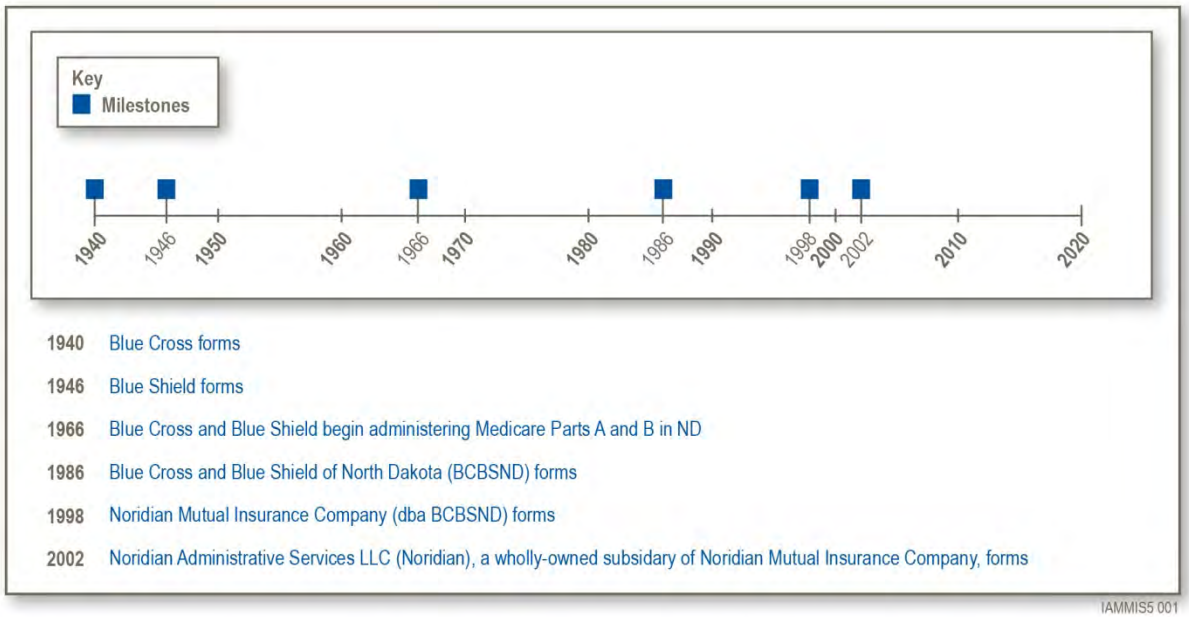

Figure 5-3. Noridian History. Today, operating as a wholly owned subsidiary of Noridian Mutual Insurance Company (NMIC), Noridian specializes in providing high-quality administrative services for federal, state, and commercial health care contracts.

With more than four decades of fiscal agent experience for satisfied governmental and commercial clients, Noridian's experience features seven years of fiscal agent service to the Iowa Department of Human Services, who in 2004 selected Noridian as its Core MMIS contractor. DHS entrusted to Noridian the operation and maintenance of the core features of its Iowa Medicaid Enterprise: the Medicaid Management Information System (MMIS) claims processing system, Electronic Document Management System (EDMS), claims adjudication, and mailroom.

Noridian's experience in Medicaid rests on a solid corporate foundation of excellent administrative service to the Centers for Medicare & Medicaid Services (CMS), an agency of the Department of Health and Human Services. After administering the Medicare Part A and B programs in multiple states for decades, Noridian was awarded the first ever A/B Medicare Administrative Contractor (MAC) contract. Around that same time, CMS also awarded Noridian the first ever MAC contract for durable medical equipment (DME). Either one of those awards alone is a huge testament to CMS' confidence in Noridian's ability to administer a program through an unprecedented re-organization. The fact that CMS chose Noridian as the first to implement two new organizations, at essentially the same time, speaks volumes about CMS' respect for Noridian. Since those implementations, CMS has selected Noridian for additional workload including the administration of the Pricing Data Analysis & Coding Contract, as well as several pilot projects. Just recently CMS announced the award of a second A/B MAC jurisdiction, Jurisdiction F, to Noridian. In addition to those programs, Noridian continues to administer legacy Medicare contracts for six Part A states and three Part B states.

With more than 70 total years of experience in the health care industry, Noridian consistently receives high performance marks from its clients across all areas of performance criteria including contract administration, customer service, financial management, and innovation. Noridian is a contractor who works to improve customer service and trend costs downward through identifying and implementing efficiencies—a corporate philosophy that serves its clients, and their constituents, well.

Noridian's origin, longevity, and growth is a testament to its commitment to health care and its customers, as well as proof that its clients view Noridian as a trusted contractor--a contractor who works well with

others and listens to its customers, putting the customer's needs first. With decades of experience administering government health programs, Noridian is a prime contractor that offers the Department its full attention, complete dedication, and respected work ethic.

5.1.2 Executive, Management, and Other Staff Assigned to Oversight of this Project

RFP Section 9.2.5.1, Requirement b

In working with the executives and managers who will oversee this project, the Department will find them to be capable and dedicated people who will continue to focus on working with the Department for the Department's vision and goals. These people are already ready to oversee the implementation and operation of an MMIS that serves the Iowa provider community, and ultimately Iowa beneficiaries, well today and into the future.

Figure 5-4 lists the roles and experience of the familiar faces who Noridian has assigned to oversee this project. These executives and managers are the same ones who have been committed to Noridian's relationship with IME from the very beginning, seven years ago.

Name	Title	Project Role	Relevant Experience	Tenure with Noridian
Scott Hruska	Account Manager	Account management	3+ years as the IME Core MMIS account manager	5 years with Noridian
Jeff Harmon	Assistant Vice President of Medicaid Services	Contract administration	Leadership and management roles supporting Medicaid, Medicare, and commercial lines of business	26 years with Noridian
Kaylin Frappier	Senior Vice President of Medicaid Operations	Executive leadership	Executive and operational oversight of Medicaid and Medicare Part A and B operational functions	24 years with Noridian
Mike Hamerlik	President and CEO	Corporate leadership		

Figure 5-4. Prime Contractor Executive Oversight of the Project. This project has the full backing of Noridian, as shown clearly by fully capable and dedicated executive oversight.

5.1.3 Noridian's Legal Structure and Executives

RFP Section 9.2.5.1, Requirement c

Formed as a limited liability company in the state of Delaware in 2002, Noridian is a well-established organization led by talented, experienced, and dedicated executives.

President and Chief Executive Officer Michael F. Hamerlik. Mr. Hamerlik received his undergraduate and law degrees from the University of North Dakota in Grand Forks, ND. Mr. Hamerlik joined Noridian in 1989 and has served in several legal counsel and executive capacities during that time. Mr. Hamerlik previously practiced law with Lewis and Roca in Phoenix, Arizona, and also served as a member of the North Dakota House of Representatives from 1982 to 1988.

Executive Vice President and Chief Administrative Officer Craig Campbell. Mr. Campbell is a 1976 graduate of University of North Dakota in Grand Forks, ND, with an undergraduate degree in public administration. He acquired his law degree from the University of North Dakota in 1981 and practiced law for 24 years prior to joining Noridian in 2005. His practice included litigation in the field of health care fraud and abuse. He is responsible for all Noridian administrative activities and has organizational oversight of Noridian's health care activity in China through Noridian's subsidiary, Healthcare Administration Association of America (HAAA).

Vice President and General Counsel Greg Gullickson. Mr. Gullickson is vice president and general counsel at Noridian and is responsible for providing direction and support on legal matters for all lines of business. Mr. Gullickson received his undergraduate degree in business administration from Moorhead State University, Moorhead, MN, and earned his Juris Doctorate from the University of North Dakota,

Grand Forks, ND. Mr. Gullickson has been employed with Noridian since 1997 and has held positions of associate general counsel and general counsel.

Senior Vice President Medicaid Operations Kaylin Frappier. Mr. Frappier is a graduate of Mayville State University, Mayville, ND, with a bachelor of science degree in computer science and a concentration in mathematics. Mr. Frappier has been a Noridian employee for over 24 years and has held management and executive positions in both the Noridian Medicare and Medicaid operations for the past 15 years. He also leads the procurement, sales, and marketing efforts for Noridian.

Senior Vice President and Chief Financial Officer Richard Haugen. Mr. Haugen has 22 years of experience successfully managing multi-million dollar government contracts, working with CMS, and applying his knowledge of the Federal Acquisition Regulations (FAR).He has been a Noridian employee for more than five years, and he holds a bachelor of science in accounting and a current CPA license,.

Vice President and Chief Technology Officer Troy Aswege. Mr. Aswege is a graduate of Moorhead State University, Moorhead, MN, with a bachelor of science degree in computer science and a concentration in mathematics. As vice president and CTO, Mr. Aswege is responsible for information technology strategies and information security. He has over 20 years of Noridian experience in information technology and health care.

Senior Vice President Medicare Operations Paul O'Donnell. Mr. O'Donnell is vice president and project manager for Noridian's Medicare Administrative Contractor (MAC) Jurisdiction 3 contract. He is responsible for Medicare Part A and Part B operational activities for the six states comprised within the jurisdiction. He is also responsible for the performance of Noridian's legacy Medicare operations. Mr. O'Donnell has over 15 years of Noridian experience and over 20 years of experience in health care. He is a graduate of Christendom College, Front Royal, VA, with a bachelor of arts degree.

5.1.4 Evidence of Iowa Business License

RFP Section 9.2.5.1, Requirement d

Noridian has a current license to do business in the state of Iowa (charter #388754). A copy of our business license is included directly following this page.

IOWA

SECRETARY OF STATE

No: W00642325
Date: 11/06/2009

489FLC-388754
NORIDIAN ADMINISTRATIVE SERVICES, LLC

ACKNOWLEDGEMENT OF DOCUMENT FILED

The Secretary of State acknowledges receipt of the following document:

Certificate of Authority

The document was filed on Nov 5 2009 10:11AM, to be effective as of Nov 5 2009 10:11AM.

The amount of $100.00 was received in full payment of the filing fee.

STATE OF IOWA SECRETARY OF STATE SEAL 1838 1846

Michael A. Mauro

MICHAEL A. MAURO SECRETARY OF STATE

Printed on Recycled Paper

5.1.5 Established Partnership Relationships with the Community

RFP Section 9.2.5.1, Requirement e

Noridian is a prime contractor that values the communities in which it works, and because of that, Noridian uses its presence to build relationships that improve the lives of people within those communities.

Noridian's EDI Support Services works with Iowa providers to help them successfully submit Medicaid electronic media claims for payment. Although this is outside the scope of Noridian's IME Core MMIS contract, Noridian offered this EDI service to the IME Provider Services contractor. As a result, Noridian has assisted, and is currently assisting, the Provider Services contractor with customer support to Iowa Medicaid providers in these ways:

- Providing help desk support to assist providers with electronic transactions, with use of PC-ACE Pro32, and with use of the Iowa Web portal for electronic transactions
- Offering train-the-trainer opportunities to Provider Services contractor staff
- Producing training documentation and manuals on electronic transactions, PC-ACE Pro32, and the Web portal
- Conducting outreach to Iowa Medicaid providers in an effort to reduce paper claims

As another example of Noridian's commitment to the people of Iowa, Noridian works with Mainstream Living to employ persons with special needs within the IME mailroom. Individuals receiving services from Mainstream Living collate and mail healthy start packages. Noridian has worked with Mainstream Living since the start of its IME contract in June of 2005.

5.1.6 Other Projects with Similar Services

RFP Section 9.2.5.1, Requirement f

Continuity of service is of the utmost priority when implementing a new claims processing system. To provide the Department with the best possible scenario for the success of its new MMIS, Noridian is taking a best-of-breed approach--that approach is Team Noridian.

As Team Noridian, we are bringing together Noridian's IME MMIS operations and support experience, as well as its vast fiscal intermediary experience, with CNSI's Medicaid-centric project management experience and innovative implementation of Web-based and SOA-based MMIS architecture. The two organizations have clearly defined roles in the execution and delivery of the IME MMIS replacement project. Noridian is the prime contractor and single point of contact for the project, while CNSI brings eCAMS as the MMIS solution.

Because Noridian and CNSI have successfully provided services that are similar to those required by your current RFP, Team Noridian is a good fit for the Department's MMIS replacement and operations goals. Team Noridian combines the fiscal intermediary experience of Noridian with the proven ability of CNSI to develop, design, and implement MMIS solutions. In fact, the state of Louisiana has recognized the combined capabilities and experience of Noridian and CNSI as the right solution for its new MMIS. The two companies received notice in June 2011 from the state of Louisiana regarding its intent to award a contract for the Medicaid Management Information System Replacement and Fiscal Intermediary Services. Our proposed solution for Louisiana is based on the same core product, eCAMS, and the same fiscal intermediary service offering to the Department.

5.1.6.1 Noridian's Contracts

Noridian has held fiscal intermediary health care contracts for the past 45 years. In that time, Noridian has worked with new technology, bringing process improvements, innovation, and new ways of thinking to make things better for its clients--for the benefit of providers and ultimately members. Noridian will bring that same spirit of fiscal responsibility and quality improvement to this contract.

5.1.6.1.1 IME Core MMIS and Medicaid Claims Payment and Support Services

Noridian was responsible for the operational takeover of the existing MMIS, including implementing more than 60 system enhancements during the takeover period. Noridian integrated ancillary components (Member Services, Provider Services, Pharmacy, SURS, Revenue Collection, Provider Audits and Rate Settings) with the Core's base MMIS, mailroom operations, and claims adjudication processes. The IME Core MMIS and Medicaid Claims Payment and Support Services contract information is included in Figure 5-6.

Noridian's system responsibilities include:

- Supporting DHS and multiple other contractors with data processing and system development projects on an IBM mainframe MMIS
- Supporting multi-tiered mainframe and non-mainframe system architectures, communications and complex data processing, and systems enhancements and modifications

Noridian's operations responsibilities include:

- Management of incoming mail and other mailroom operations
- Original implementation and ongoing maintenance, enhancement, and support of the document imaging system
- Original implementation and ongoing maintenance, enhancement, and support of the optical character recognition systems for paper claims and correspondence
- Original implementation and ongoing support of the automated document management and workflow system
- Management of all Electronic Data Interchange activities including submitter enrollment, claims collection, translation, and phone customer service
- Management of all claims processing functions
- Support of numerous relational databases, client/server platforms, and portals
- Support of provider payment processes and provision of data to decision support systems

Noridian's ongoing support activities include:

- Assurance that the IME meets or exceeds all HIPAA requirements
- Implementation of the ability for providers to be self-serviced for EDI enrollment and testing
- Implementation of new COBC contractor interfaces
- Full implementation of NPI

Contract Name	IME Core MMIS and Medicaid Claims Payment and Support Services
Contracting Entity	Iowa's Department of Human Services
Contract Status	Active
Contracting Officer	Mary Tavegia 515-256-4645 mtavegia@dhs.state.ia.us

Figure 5-6. IME Core MMIS and Medicaid Claims Payment and Support Services. Contract information for the IME Core MMIS and Medicaid Claims Payment and Support Services.

5.1.6.1.2 A/B MAC Jurisdiction 3

> "...exemplary performance...exceeded many statement of work requirements...exhibited a commitment to strive for innovative ways to perform their requirements, serve providers, and reduce the cost and effort for CMS."
>
> Option Year 3 Award Fee Letter from CMS
> Period of Performance: July 31, 2009 through July 30, 2010

The Jurisdiction 3 contract was the first A/B MAC award of the full and open MAC competitions mandated under the Medicare Prescription Drug, Improvement, and Modernization Act of 2003 contracting reform provisions. The purpose of this contract is to provide specified health insurance benefit administration services, including Medicare claims processing, medical review, appeals, and payment services, in support of the Medicare program. This contract is for the MAC serving beneficiaries and providers in J3, which comprises the states of AZ, MT, ND, SD, UT,

and WY. The J3 contract also includes the personal health records (PHR) pilot. The A/B MAC Jurisdiction 3 contract information is included in Figure 5-7.

Noridian performs all aspects of J3 A/B MAC claims processing and benefit administration such as:

- Mailroom and scanning activities for processing Medicare paperwork
- Optical character recognition activities for converting paper claims to electronic claims
- Front-end and back-end electronic data interchange activities including submitter enrollment, claims collection, translation, and phone customer service
- Claims adjudication
- Pre-pay medical review
- Provider enrollment activities
- Provider customer service support
- Provider education, outreach, and training
- Appeals processing
- Provider audit and reimbursement activities
- Medical policy development
- Reference file configuration/testing
- Medicare Secondary Payer (MSP, TPL)
- Print fulfillment and outgoing mail
- Claims crossovers
- Patient Health Record (PHR) Pilot Program Support
- System security, privacy, and compliance with HIPAA requirements
- SAS70 and other appropriate audits

Noridian's responsibilities include all aspects detailed in the MAC Workload Implementation Handbook, including but not limited to:

- Personnel and Facility Acquisition
- Enterprise Data Center Transfer
- Standard Processing System Testing (batch and online)
- All Claims Processing Operations
- Customer Service
- Provider Outreach and Communication
- Project Management

Contract Name	A/B MAC Jurisdiction 3
Contracting Entity	CMS
Contract Status	Active
Contracting Officer	Linda Hook, Interim Contracting Officer The Centers for Medicare & Medicaid Services (410) 786-8371 James Massa, Contracting Officer's Technical Representative (303) 844-7053

Figure 5-7. A/B MAC Jurisdiction 3. Contract information for A/B MAC Jurisdiction 3.

5.1.6.1.3 DME MAC Jurisdiction D

> "...management and staff are constantly reviewing procedures and processes to determine better ways to perform their work, as well as, ways to save program dollars."
>
> OY4 Award Fee Letter from CMS
> Period of Performance: December 30, 2009 through March 31, 2011

The purpose of this contract is to provide the specified fee-for-service health insurance benefit administration services, including Medicare claims processing, payment services, medical review services, appeals, and redeterminations for durable medical equipment (DME), prosthetics, orthotics, and supplies for 27,000 suppliers. Jurisdiction D

includes the following states and geographical boundaries: AK, AZ, CA, HI, ID, IA, KS, MO, MT, NE, NV, ND, OK, SD, UT, WA, WY, and American Samoa, Guam, and Northern Mariana Islands.

This award was one of the first awards of the full and open MAC competitions mandated under the Medicare Prescription Drug, Improvement, and Modernization Act of 2003 contracting reform provisions. The Jurisdiction D contract is one of four specialty MACs that handle administration of Medicare claims for DME.

The operational responsibilities under this contract include:

- Mailroom activities for processing DME claims related documents
- Scanning activities for converting DME paperwork to an electronic format
- Optical character recognition activities for converting paper claims to electronic data
- Front-end and back-end electronic data interchange activities including supplier enrollment, claims collection, translation, and phone customer service
- Claim adjudication
- Appeals
- Utilization review
- Supplier customer service support

Noridian's responsibilities include all aspects detailed in the MAC Workload Implementation Handbook, including but not limited to:

- Personnel and Facility Acquisition
- Enterprise Data Center Transfer
- Standard Processing System Testing (batch and online)
- All Claims Processing Operations
- Customer Service
- Provider Outreach and Communication
- Project Management

> "...maintains very good working relationships and collaborates very well with the other organizations handling Medicare workload."
>
> OY4 Award Fee Letter from CMS
> Period of Performance: December 30, 2009 through March 31, 2011

Contract Name	DME MAC Jurisdiction D
Contracting Entity	CMS
Contract Status	Active
Contracting Officer	Cathy Baldwin, Contracting Officer (410) 786-5131 Edward Lain, Contracting Officer's Technical Representative (410) 786-0848

Figure 5-8. DME MAC Jurisdiction D. Contract information for DME MAC Jurisdiction D.

5.1.6.1.4 Legacy Medicare Part A and B Contracts

Noridian has legacy Medicare contracts to provide specified health insurance benefit administration services, including Medicare claims processing, medical review, appeals, and payment services, in support of the Medicare program. Noridian has two legacy Part A contracts: one for Idaho, Minnesota, and Oregon, and one for Washington and Alaska. Noridian's legacy part B contract is for Alaska, Oregon, and Washington.

Contract Name	Legacy Medicare Part A and B contracts
Contacting Entity	CMS
Contract Status	Active
Contracting Officer	Kathy Markman, Contracting Officer - (410) 786-8916 Karen Jackson, Program Manager - (410)786-0079

Figure 5-9. Legacy Medicare Part A and B Contracts. Contract information for legacy Medicare Part A and B contracts.

5.1.6.2 CNSI's Contracts

CNSI is an experienced contractor that has successfully designed, developed, and implemented a proven Medicaid claims processing system, eCAMS. eCAMS offers the Department a MITA-aligned solution that also is compliant with CMS's Seven Conditions and Standards, featuring a modular design, service oriented architecture, HIPAA compliance, rules-engine based solution, reporting capabilities, and interoperability with health exchanges and provider organizations - a solution that has been leveraged already across three states. With specific experience in Medicaid programs, CNSI knows how to manage an MMIS DDI project, understands the challenges of such an effort, and brings its lessons learned to the Department's IME. Additionally, eCAMS has been certified by CMS in Washington and Michigan - ensuring that the Department receives an MMIS solution that will fully meet all of its IME procurement objectives.

5.1.6.2.1 Washington MMIS

For the state of Washington, CNSI designed, developed, and implemented a modern MMIS that is based on eCAMS at its core. The solution includes client, provider, reference, prior authorization, claims processing, managed care, coordination of benefits (COB)/third party liability (TPL), financial and drug rebate components, and fully functional pharmacy point of sale (POS) components. The Washington system went into production in May 2010, and CNSI is currently providing Washington with operations and maintenance support. The system received CMS certification in July 2011.

Contract Name	Washington MMIS
Contacting Entity	Washington Department of Social and Health Services (DSHS)
Contract Status	Active
Contracting Officer	Rich Campbell, Program Manager, 360-725-1007

Figure 5-10. Washington MMIS. Contract information for Washington MMIS.

5.1.6.2.2 Michigan MMIS

For the state of Michigan, CNSI designed, developed, and implemented a modern MMIS that is based on eCAMS at its core. The solution includes client, provider, reference, prior authorization, claims processing, managed care, coordination of benefits (COB)/third party liability (TPL), financial and drug rebate components, and fully functional pharmacy point of sale (POS) components. In December 2009, the entire Michigan MMIS system went into production and has processed more than $8 billion worth of claims. CNSI is currently providing operations and maintenance support. The system received CMS certification in August 2011.

Contract Name	Michigan MMIS
Contacting Entity	Michigan Department of Community Health (DCH)
Contract Status	Active
Contracting Officer	John Spitzley, Director, Medicaid Payment Division, 517-335-6612

Figure 5-11. Michigan MMIS. Contract information for Michigan MMIS.

5.1.6.2.3 Maine Claims Management System MECMS

In September 2001, CNSI was awarded a contract by the Maine Department of Human Services (DHS) to design, develop, and implement an MECMS for processing state Medicaid claims. This project was the genesis of the eCAMS product and the core of every one of CNSI's MMIS solutions in production today, including Michigan's CHAMPS and Washington's ProviderOne. MECMS was the first J2EE-based, Web-centric MMIS, offering a robust, scalable, and Agile-based application infrastructure that adapts to the changing business needs of the Medicaid industry. Although there were some issues that delayed implementation, CNSI worked with the state to correct them and provided Maine with a system that, at the end of the contract, successfully adjudicated claims at a rate of 95 percent. This project reflects CNSI's commitment to using technology to improve business processes and demonstrates CNSI's commitment to working with the customer to make sure the product delivered fulfills requirements. The

system went into production in January 2005, and CNSI received two 2-year extensions for operations and maintenance, with the contract ending in 2010.

Contract Name	Maine Claims Management System (MECMS)
Contacting Entity	Department of Health and Human Services
Contract Status	Complete
Contracting Officer	Beth Ketch, Director of Operations, MaineCare Services, 207-287-4078

Figure 5-12. Maine Claims Management System MECMS. Contract information for Maine Claims Management System MECMS.

5.1.7 Other Current Projects

RFP Section 9.2.5.1, Requirement g

Noridian and CNSI, two experienced contractors coming together for you as Team Noridian, have successfully managed multiple types of contracts and projects concurrently. Their project portfolio is proof that Team Noridian has the necessary bandwidth and the right training program to support multiple disparate projects, including a project of your scope and size; thereby giving the Department peace of mind that it is working with a contractor who can provide for continuity of service. Team Noridian's broader health care understanding assures the state of our thorough knowledge and subject matter expertise, thereby minimizing the risk to the state of a contractor that isn't capable of seeing "the big picture."

5.1.7.1 Noridian's Other Current Projects

5.1.7.1.1 IME Claims Payment Support Service

Noridian provides Medicaid claims payment support services to support the IME payment cycle. Specifically, Noridian prints, stuffs, and mails checks and remittance advices for Medicaid RCFs and lien holder providers during each payment cycle. The contracting officer at the IME is Mary Tavegia. Her phone number is 515-725-1110, and her e-mail address is mtavegia@dhs.state.ia.us.

5.1.7.1.2 Competitive Acquisition Program for Part B Drugs and Biologicals

The Competitive Acquisition Program for Part B Drugs and Biologicals (Drug CAP) gives physicians an option to acquire drugs from vendors selected in a competitive bidding process. Noridian is the only designated carrier in the nation to hold this contract. As the designated carrier for this project, Noridian's activities include the adjudication of claims from the approved vendor for drugs supplied to participating physicians for administration to Medicare beneficiaries. The CMS contracting officer for this contract is Kathy Markman. Her phone number is 410-786-8916, and her e-mail address is kathy.markman@cms.hhs.gov.

5.1.7.1.3 Pricing, Data Analysis and Coding

As the national Pricing, Data Analysis and Coding (PDAC) contractor, Noridian provides HCPCS coding verification and advice to manufacturers and suppliers of Durable Medical Equipment Prosthetics, Orthotics, and Supplies (DMEPOS). The CMS contracting officer for this contract is BJ Erbe. Her phone number is 410-786-5142, and her e-mail address is barbera.erbe@cms.hhs.gov. The project officer is Rodney McDonald. His phone number is 214-767-9046, and his e-mail address is rodney.mcdonald@cms.hhs.gov.

5.1.7.1.4 Essential Hospital Audits

Noridian processes the additional bonus payments, if due, for essential hospitals. After the Regional Preferred Provider Organizations (RPPOs) process the essential hospitals claims, the RPPO forwards the claim to Noridian. Noridian determines if the hospital is entitled to a CMS bonus payment based on the inpatient services the hospital provided, and pays the bonus payments in order of claims receipt until the yearly funds for the Medicare Advantage Essential Hospital program are exhausted. The CMS contracting officer for this contract is Kathy Markman. Her phone number is 410-786-8916, and her e-mail address is

kathy.markman@cms.hhs.gov. The project officer is Jim Underhill. His phone number is 206-615-2394. His e-mail address is james.underhill@cms.hhs.gov.

5.1.7.1.5 Children's Hospital Graduate Medical Education

The Children's Hospital Graduate Medical Education Contract was initially awarded by Blue Cross Blue Shield Association (BCBSA) to Noridian in the summer of 2002. As the prime contractor with CMS, BCBSA subcontracts with five other fiscal intermediaries or MACs to perform this specialized desk review and audit work. The contracting officer for this contract is Michael Harty. His contact information is 312-297-5876, and his e-mail address is michael.harty@bcbsa.com. The project officer is Donna Yordanoff, and her contact information is 312-297-6279. Her e-mail address is donna.yordanoff@bcbsa.com.

5.1.7.1.6 Gate City Bank

Noridian provides production mail and special mailing services to Gate City Bank. Noridian also warehouses its envelope supply and insert material. Jay Krabbenhoft is the Assistant Vice President and Office Services Manager at Gate City Bank. His phone number is 701-293-2400.

5.1.7.1.7 NPI Enumerator

Noridian is a subcontractor to Cognosante, formerly Fox Systems, Inc. (FOX), for the CMS National Provider Identifier (NPI) Enumerator contract. As the subcontractor, Noridian provides all facilities, information technology systems, and other support services. As the NPI enumerator, Fox and Noridian work together with CMS and the NPI system vendor, CGI-AMS, to issue NPI numbers to eligible health care providers and facilities throughout the nation. Don Bruns is the contact at Cognosante. His phone number is 701-433-7932, and his e-mail address is don.bruns@npienumerator.com.

5.1.7.1.8 North Dakota Medicaid Systems Project - Enterprise Data Warehouse

Noridian is a subcontractor to MedStat/Thomson Reuters Healthcare for the North Dakota Medicaid contract. Under this contract, Noridian is designing, developing, and implementing the Enterprise Data Warehouse for the North Dakota Medicaid program. Keith Gall is the Director of Client Services at Thomson Reuters. His phone number is 916-576-6207. His e-mail address is keith.gall@thomsonreuters.com.

5.1.7.1.9 North Dakota and Montana Medicaid

Noridian has held contracts with the North Dakota and Montana Medicaid programs to provide Medicaid hospital cost report settlement services. We incorporate adjustments and Medicaid information into the hospitals' Medicare cost report to determine a Medicaid settlement for the hospitals. The cost reports containing the Medicaid data is sent to each respective state either electronically or in hard copy. The state uses the Noridian-generated Medicaid cost reports to settle with the hospitals for Medicaid reimbursement purposes. The names and contact information for the Montana Department of Health and Human Services contract are Thomas Warsinski, 406-442-2850, and Contract Director Mary Dalton, 406-444-4540. The name and contact information for the North Dakota Department of Health and Human Services contact is Barb Fischer, 701-328-4578.

5.1.7.2 CNSI’s Other Current Projects

CNSI has completed one MMIS contract, and is currently in O&M phase with two others, which ran in development concurrently, going live within five months of each other. Both have received CMS certification. CNSI carefully leverages our resources, as well as the various fully developed system components of eCAMS, to be able to support more than one MMIS development and implementation project concurrently. This approach enables us to assure the Department that we will be able to fully support Team Noridian and the new MMIS development, implementation, and operations effort throughout the life of the contract.

A key component to each of CNSI's MMIS project start-ups has been its eCAMS Boot Camp - an intensive training program that involves in-depth knowledge transfer of the system. CNSI has used this

approach on every MMIS project start-up since Maine, enabling the team to leverage the expertise and experience of its core staff, who have been involved with eCAMS since the beginning, while introducing highly skilled personnel to assume the necessary roles and responsibilities in the design, development, and implementation of eCAMS for the next state. This approach has enabled CNSI to run two MMIS development projects concurrently. In addition, CNSI has reachback to its Center of Excellence (COE), a software development center comprised of approximately 150 certified software engineers across all technologies. The COE brings lessons learned and ensures the appropriate infusion of technology necessary to achieve our customers' business missions. The COE performs R&D of emerging technologies, hosts client solutions, and provides customers with substantial data center and backup capabilities, along with building large-scale, complex systems. Our ability to seamlessly integrate IT infrastructure, COTS products, and business applications in a test environment provides our customers the validity, flexibility, and interoperability they need to adopt technologies that improve efficiencies. It is also a proven approach bringing in skilled expertise, as needed, when ramping up contracts. These personnel are knowledgeable of the technologies that comprise eCAMS and the MMIS solution, enable CNSI to leverage this additional staff, as necessary, for multiple MMIS development efforts.

CNSI has multiple contracts with federal and state government and commercial customers, serving as either a prime contractor or subcontractor, such as those with the Department of Energy, Department of Homeland Security, US Coast Guard, US Census Bureau, Department of Labor, US Department of Agriculture, US Navy Seaport-e, state of Maryland Department of Transportation, and Amtrak. These contracts, however, are managed and administered from separate divisions within the company, such as the Federal Programs business unit. The following list of projects is comprised of those that are currently being managed through the Health and Human Services Programs business unit, in addition to the MMIS solutions already referenced for the states of Washington and Michigan.

5.1.7.2.1 State of Georgia Vital Event Information System (VEIS)

CNSI is the prime contractor for the design, development, implementation and maintenance of the state of Georgia's Vital Event Information System (VEIS), a web-centric vital records system. The system has been in production for four years and CNSI is currently responsible for hosting and support services. Perry Sims, the Chief Information Officer, is the contact at the Georgia Department of Public Health. His phone number is 404-657-2748, and his e-mail address is pesims@dhr.state.ga.us.

5.1.7.2.2 State of Michigan eMIPP

CNSI is the prime contractor for the design, development, and implementation of the state of Michigan's Medicaid incentive payment program (MIPP), which provides financial incentives for eligible professionals (EPs) and hospitals (EHs) that adopt, implement or upgrade certified electronic health record (EHR) technology, demonstrating "meaningful use." Michigan eMIPP is fully implemented and in production, and CNSI is providing operations and maintenance support. Jason Werner is the contact at the Department of Community Health (DCH). His phone number is 517-241-0464, and his e-mail address is jwerner@michigan.gov.

5.1.7.2.3 State of Washington eMIPP

CNSI is the prime contractor for the design, development, and implementation of the state of Washington's Medicaid electronic health record (EHR) incentive payment program (eMIPP), which provides reimbursement incentives for eligible providers that are successful in becoming "meaningful users." Washington eMIPP has been fully implemented and went into production September 5, 2011, and CNSI is now providing operations and maintenance support. Melodie Olsen is the contact at the Health Care Authority (HCA), formerly the Department of Social and Health Services. Her phone number is 360-725-1983, and her e-mail address is melodie.olsen@hca.wa.gov.

5.1.7.2.4 State of Maryland eMIPP

CNSI is a subcontractor to Computer Sciences Corporation (CSC) for design, development, and implementation of the state of Maryland's Medicaid incentive payment program (MIPP), which provides

financial incentives for eligible professionals and hospitals that implement the use of electronic health records (EHRs) and thereby demonstrate "meaningful use" of the technology. CNSI is currently in the design phase, and the system will move into production in December 2011. Vince Mashek is the contact at CSC. His phone number is 410-767-1095, and his e-mail address is vmashek@csc.com.

5.1.7.2.5 State of Maryland MMIS

CNSI is the subcontractor to CSC for the operations and maintenance of the state of Maryland's current MMIS, a mainframe legacy system. Since 1999, CNSI has been providing personnel in support of mainframe programming, database administration, network administration, and technical support. Michael B. Schneider is the contact at CSC. His phone number is 301-921-3463, and his e-mail address is mschneider20@csc.com.

5.1.7.2.6 State of North Carolina MMIS

CNSI is a subcontractor to CSC for the design, development, and implementation of the web portal for the replacement MMIS for the state of North Carolina. As the subcontractor, CNSI provides personnel in support of development and testing of the web portal solution. Jennell D. Cole is the contact at CSC, with phone number of 301-921-3460 and e-mail address of APWorkflow@csc.com.

5.1.7.2.7 Southeast Michigan Health Information Exchange (SEMHIE) Social Security Administration (SSA) e-Disability Implementation

CNSI is a subcontractor to the Southeast Michigan Health Information Exchange Association to design, develop, and implement a secure solution to support the electronic transactions of personal healthcare records and electronic healthcare records between SEMHIE and the SSA infrastructure. CNSI is also providing systems integration support. The system is expected to be in production by December 2011. Michael M. Talley is the contact at Southeast Michigan Health Association. His phone number is 734-369-4505, and his e-mail address of mtalley@university-bank.com.

5.1.8. Corporate Organization Summary

Team Noridian is the right choice to implement and operate your new MMIS. Noridian is a respected fiscal intermediary with an established history, financial stability, and an understanding of the Department and its service needs based on its work as the current Core MMIS contractor for the IME. As the prime contractor, it has joined with CNSI to bring CNSI’s experience with implementing proven, Medicaid-specific claims processing systems to Team Noridian. That experience includes successful implementation of eCAMS, our proposed MMIS solution, in three states, and certification in two of those states. Team Noridian is the only contractor who can bring the Department this combination of directly relevant best-of-breed capabilities and knowledge--experience that minimizes the risk of selecting a contractor that has not proven itself within the IME, or a contractor who has not proven its solution elsewhere.

5.2 Corporate Experience

RFP Section 9.2.5.2

As the incumbent contractor, Noridian offers the Department an understanding of its current MMIS environment and a successful track record of meeting the state's needs that no other contractor can deliver. Moreover, this understanding of the state's current and future requirements and challenges has enabled us to select a teammate that complements our solution offering with a proven MMIS that has been delivered in three states and received certification in two.

Noridian has 45 years of experience in the health care industry and seven years of Medicaid contracting experience, with the most directly relevant based upon the Iowa Medicaid Core MMIS contract. Noridian's subcontractor, CNSI, has more than 10 years of Medicaid experience, which have included contracts involving the design, development, implementation, and operations of MMIS solutions for the

states of Washington, Michigan, and Maine – solutions that are closely aligned with the Medicaid Information Technology Architecture (MITA) and the seven conditions and standards from the Affordable Care Act. Combined, Noridian and CNSI – Team Noridian – have more than 17 years of relevant governmental experience with the functional areas and the proposed requirements specific to Medicaid. This direct knowledge and experience minimizes the risk by delivering quality services and a proven MMIS based on the latest technology offering.

Team Noridian also offers years of experience in the health care arena, having provided solutions for Medicaid, Medicare, vital records, case management, and health information exchanges. This expertise provides us with the ability to offer a solution that is compliant with various federal and state health care policies and regulations, and that interfaces with other state and federal systems, as required. Figure 5-13 summarizes Team Noridian's strengths, and the benefits those strengths bring to the Department.

Feature	Benefit
Team Noridian's prime contractor, Noridian, has direct and immediate experience supporting the state of Iowa as the core contractor on the state's current MMIS contract.	Team Noridian's knowledge and understanding of the customer and its service needs eliminates the learning curve required of a new contractor, further minimizing risk to the IME.
Team Noridian's subcontractor, CNSI, has designed, developed, and implemented its MMIS solution, based on eCAMS at its core, for three states.	Team Noridian offers a proven MMIS solution that has been successfully implemented in three states, thereby minimizing the risk of introducing a solution that has not been proven elsewhere, while also bringing lessons learned from its previous projects.
Team Noridian offers an MMIS solution that is comprised of the latest technology offering - web-based, rules engine based, loosely coupled, and fully scalable.	Team Noridian offers the Department a solution to meet its current and future needs, thereby minimizing the risk of deciding on a solution that limits the state's future growth and expanding requirements.
The core of Team Noridian's proposed MMIS, eCAMS, is closely aligned with the Seven Conditions and Standards of MITA.	Team Noridian offers the Department a solution that will enable it to quickly and easily achieve its goals of aligning with MITA, as well as the Enhanced Funding Requirements of the Seven Conditions and Standards.
Team Noridian's proposed MMIS solution is certified in two states - Washington and Michigan.	Team Noridian offers the Department an MMIS solution that will be able to achieve CMS certification easily, while bringing the lessons learned of having gone through the process.
Team Noridian has a broad experience in the health care industry, with experience in Medicare, vital records, case management, health information exchange, and Medicaid incentive provider programs.	Team Noridian's broader health care understanding assures the state of our thorough knowledge and subject matter expertise, thereby minimizing the risk to the state of a contractor that isn't capable of seeing the "big picture."
Team Noridian members – Noridian and CNSI – have worked together on other proposal efforts, including the Louisiana MMIS Replacement and Fiscal Intermediary Services, for which CNSI, as the prime, received a letter of intent to award – recognizing the team's innovative and valuable solution.	Team Noridian has a solid working relationship on proposals, providing each member with insight into the other's processes and procedures and enabling us to align with each other to create a successful partner to the state – an offering that has already been recognized by another state, thereby minimizing the risk to the Iowa Medicaid Enterprise (IME).

Figure 5-13. Team Noridian's Strengths. Team Noridian has specific, relevant strengths that bring meaningful benefits to the Department.

5.2.1 Relevant Governmental Experience with Functional Areas and Proposed Requirements

RFP Section 9.2.5.2, Requirement a

Team Noridian has direct relevant governmental experience with the functional areas and the RFP requirements. As the prime, Noridian has been supporting the IME for the last seven years – experience that no other contractor can offer. CNSI has designed, developed, and implemented a solution that has been installed in three states and received certification from CMS in two of those states. Noridian has teamed with CNSI to be able to offer the IME its in-depth understanding of its day-to-day operations, as well as a solution to improve the way the IME processes Medicaid claims. Most recently, as a team with CNSI as the prime contractor, the two companies received notice in June 2011 from the state of Louisiana regarding its intent to award a contract for the Medicaid Management Information System Replacement and Fiscal Intermediary Services. Though we are not yet delivering on this contract, this is directly relevant since the proposed solution

is based on the same core product, eCAMS, and the same fiscal intermediary service offering provided to Louisiana – a solution evaluated as the best value to the state of Louisiana.

5.2.1.1 Noridian's Relevant Governmental Experience

With over 70 years of experience in health care claims processing and administration, Noridian, Team Noridian's prime contractor, has repeatedly demonstrated exceptional competence with both the takeover of operational workload and ongoing operational performance. Today Noridian's health care administration operation serves 15.5 million lives, 190,000 providers, and processes 102 million claims per year. Noridian's infrastructure and operations skills span the entire fiscal intermediary and fiscal agent spectrum. Noridian's governmental experience, summarized in Figure 5-14 and detailed below, is relevant to your project.

Program	Noridian's Role
Iowa Medicaid	Iowa's prime contractor for the core MMIS component, including claims payment and support services.
MITA	Active participant in standards development through MITA workgroups and MMIS conference demos.
Durable Medical Equipment	All aspects of claims processing for the Jurisdiction D Durable Medical Equipment (DME) Medicare Administrative Contractor (MAC) contract.
Medicare	All aspects of claims processing for the Jurisdiction 3 A/B MAC contract and four legacy states.
Medicaid, DME, and Medicare	Takeover of operational workload.

Figure 5-14. Noridian's Relevant Governmental Experience. Noridian's governmental experience is directly relevant to its Team Noridian role.

5.2.1.1.1 Medicaid Claims Payment and Support Services Experience

Most directly relevant to your project, Noridian has been serving as the core contractor for the IME's current MMIS over the last seven years. In this role, Noridian is responsible for claims adjudication, system maintenance, enhancements, integration, the development and maintenance of OnBase and associated workflows, mailroom processing including imaging, and operations management/support of the MMIS. After a successful transition of the core MMIS component, Noridian subsequently was awarded an additional component, the IME Medicaid Claims Payment and Support Services contract.

The core component contract, which began July 2004, involved the operational takeover of the existing MMIS. Noridian was required to implement more than 60 enhancements during the actual takeover of the Iowa MMIS and did so without disruption to the actual takeover process or implementation timeline. All implementation and transition activities were completed on time with no interruption to providers and/or Medicaid recipients. Noridian completed the CMS certification process for the IME MMIS on schedule with zero findings. Since that time, Noridian has performed major modifications, such as the National Provider Identifier (NPI) transition, as well as numerous enhancements including a new provider Web Portal.

> "OnBase is the glue that ties IME together."
>
> Gene Gessow
> State of Iowa Medicaid Director

The implementation of the core MMIS for the state of Iowa is an example of Noridian's ability to integrate technology and business processes for the benefit of Medicaid customers. Noridian was charged with the responsibility of integrating all of the components of the MMIS, including member services, provider services, pharmacy, the surveillance and utilization review system (SURS), revenue collection, and provider audits and rate setting with the core business processes, including mailroom operations, claims entry, and claims resolution. To collaborate effectively with all IME contractors, Noridian incorporated an electronic document management system (EDMS) and workflow system, OnBase, into the entire IME, which encompassed all of the other contractors' business processes. This innovative approach to workload management and communication across multiple processing entities has proven to be critical to uniform and cost-effective program administration. All paper documents are

scanned and immediately enter the workflow process through OnBase; thereby, eliminating the error-prone process of routing paper documents throughout the IME.

Noridian has provided timely, accurate, and cost effective performance on the IME contract. It routinely meets and often exceeds contract terms and conditions.

5.2.1.1.2 MITA Experience

Noridian stays in touch with industry activities and news to ensure its clients are not isolated from best practices and industry initiatives. For example, true to Noridian's commitment to improve health care outcomes, it is an active participant in MITA standards development activities. With that level of participation, Noridian knows what is coming next in MITA activity. When Noridian works with its subcontractors to construct a solution, it is with those needs of the future in mind. Because of this involvement, instead of giving its clients only what they ask for today, Noridian gives its clients what will meet their needs for tomorrow.

Noridian participates in the Private Sector Technology Group (PS-TG) MITA Technical Architecture Committee (TAC), and it serves on the TAC SOA Best Practices Workgroup, which is part of the technology architecture subgroup of the PS-TG MITA TAC. That TAC SOA Best Practices Workgroup is responsible for looking at implementations of SOA across industries using technology platforms and identifying best practices to present to everyone; that is, using those best practices as guiding principles for how to develop technical architecture for MITA. Noridian's participation in that workgroup is an example of its leadership role in MITA.

In addition, at the 2010 MMIS conference, Noridian's business knowledge and technical capabilities were showcased by its interoperability suite demonstration, which proved that by using a systems integrator, disparate systems can work together. Noridian's participation in demonstrations such as this, in addition to our leadership roles in MITA workgroups, show that it is working hand-in-hand with industry experts to further the MITA cause. Noridian brings this same quest for knowledge and spirit of active participation to Iowa to increases its MITA capabilities. In fact, Noridian has already conducted several MITA training sessions at the IME for the policy staff and other best-of-breed contractors.

5.2.1.1.3 Medicare DME Claims Processing and Administration Experience

In June of 2006, CMS awarded the Jurisdiction D DME MAC contract to Noridian, and through competitive bidding, CMS awarded this contract to Noridian again this summer. Noridian handles all aspects of claims processing for 31,069 suppliers of DME prosthetic, orthotics and supplies, covering a geographic area of 17 states and American Samoa, Guam, and Northern Mariana Islands.

This award was one of the first awards of the full and open MAC competitions mandated under the Medicare Prescription Drug, Improvement, and Modernization Act of 2003 contracting reform provisions. The JD contract is one of four specialty MACs that handle administration of Medicare claims for DME.

Throughout Noridian’s operation of this contract, CMS has recognized Noridian for excellent performance. In the most recent award fee determination letter dated July 8, 2011, CMS commented on Noridian’s ability to undertake initiatives that benefit the Medicare program. Also, CMS recognized Noridian’s ability to collaborate very well with other organizations handling Medicare workload. In addition to annual award fee recognition, CMS has specifically recognized Noridian’s performance on the Jurisdiction D contract through awards such as these:

- 2010 CMS Certification of Appreciation awarded to Teia Hastings-Rowe, Noridian’s congressional contact, for her outstanding contributions in resolving complex cases
- 2009 CMS Provider Customer Service Program of the Year Award for Noridian’s innovative approach to organization of a fully integrated customer service function
- 2008 CMS Award for Innovative Ideas given to Nancy Kosmatka, Noridian’s appeals manager, for saving over $4 million for all DME MACs

5.2.1.1.4 Medicare Administrative Contractor Claims Processing and Administration Experience

In 2006, CMS awarded the Jurisdiction 3 A/B MAC contract to Noridian. As the J3 A/B MAC, Noridian handles all aspects of administration and claims processing for the Medicare Part A and Part B program for 46,500 providers and 1,720 hospitals and facilities in the states of Arizona, Utah, Montana, North Dakota, South Dakota, and Wyoming.

Noridian's Jurisdiction 3 contract was the first A/B MAC award of the full and open MAC competitions mandated under the above mentioned Medicare Prescription Drug, Improvement, and Modernization Act of 2003 contracting reform provisions. Noridian performs all aspects of J3 A/B MAC claims processing and benefit administration.

In its most recent award fee determination letter, CMS recognized Noridian for "exemplary performance." CMS stated that Noridian "exceeded many Statement of Work requirements, such as timeliness and accuracy requirements in the areas of claims processing." CMS also recognized Noridian for its commitment to strive for innovative ways to perform their requirements, serve providers, and reduce the cost and effort for CMS."

5.2.1.1.5 Legacy Medicare Part A and Part B Claims Processing and Administration Experience

Noridian has been a contractor in the Medicare legacy program for more than 40 years. In that time, Noridian has been the Medicare Part A fiscal intermediary in 11 states and the Part B carrier in 13 states. Today Noridian is the Medicare Part A fiscal intermediary for the states of Minnesota, Oregon, Idaho, and Washington, as well as the Medicare Part B carrier for the states of Washington, Oregon, and Idaho. In these states, Noridian currently serves a total of 54,876 providers and 233 hospitals.

5.2.1.2 CNSI's Relevant Governmental Experience

Team Noridian's teammate, CNSI, has designed, developed, and implemented its MMIS solution, based on eCAMS at its core, for three states – Maine, Washington, and Michigan. CNSI's experience in the public health care sector and, specifically, in Medicaid provides several advantages to the Department. As a mature health care business technology company, CNSI brings a thorough understanding of the requirements under federally mandated standards, such as HIPAA and MITA, as well as the key technical and business-related areas that must be addressed for a successful deployment. CNSI's pioneering web-centric eCAMS evolved out of the Maine Bureau of Medical Services MMIS implementation and is the core of all of CNSI's MMIS solutions, including those in production in the states of Washington and Michigan. The systems in the states of Washington and Michigan received CMS certification (in July 2011 and August 2011, respectively)--both using the new toolkit. eCAMS is the only CMS certified, web-centric, component-based MMIS in production and because it has been in production since 2005, it has the product maturity, scalability, and stability required for production environments. The Department can be assured that it is procuring the most modern and effective MMIS transfer solution in the country.

Many states operate their MMIS solutions using outdated technology that ties them to obsolete tools and single-vendor support. These states are unable to take full advantage of the recent advances that technology has brought to software development, leaving them with inefficient, ineffective, and costly systems to operate and maintain. CNSI's eCAMS solution provides states with the opportunity to use technology to achieve more efficient and cost-effective outcomes. CNSI brought its innovative thinking to MMIS implementations in the states of Maine, Washington, and Michigan, learning valuable lessons along the way and developing the expertise to produce the most technologically advanced MMIS available today. eCAMS aligns with the CMS MITA requirements, and its architecture has the capability to be compliant with future generations as shown in Figure 5-15.

eCAMS' success is attributable to its robust system design that handles the constantly morphing health care delivery management paradigms and skyrocketing cost growth experienced by states' Medicaid systems. Recent benchmark tests have shown that eCAMS can adjudicate more than 100,000 claims per hour.* Its use of web technology results in easier support and maintenance, training, and end user connectivity. CNSI's rules engine-based claims adjudication process facilitates rapid changes to business rules/edits and reduces the burden for accommodating program changes. CNSI's rules engine – the only Java-enabled rules engine in production today – allows changes to be made to business rules in the English (natural) language without rewriting software code, which means the changes do not have to be made by a programmer, thereby saving time and money. This feature has a significant impact on the area of Medicaid reform, enabling states to make subsequent changes without impacting the claims processing or overall system performance, while providing greater flexibility and ease of business rules management. As evidence of these tangible benefits, the eCAMS-based MMIS has brought significant cost savings to the state of Michigan since the system went into production in September 2009. These costs savings are a direct result of operational efficiencies, policy enforcement and prevention of misuse, and direct labor reduction – for a total of more than $40M in cost savings in less than two years.

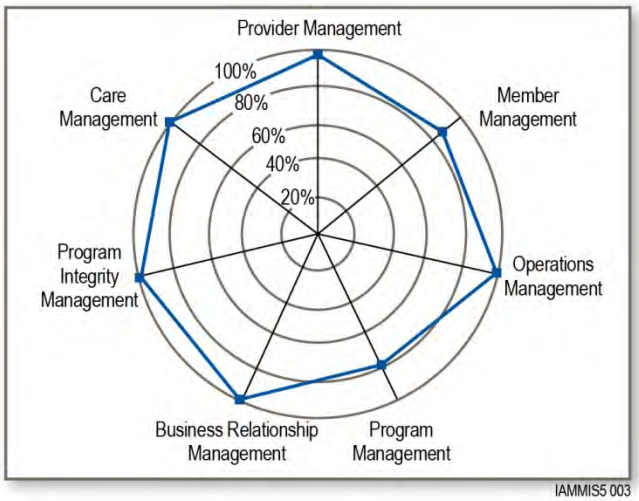

Figure 5-15. eCAMS Architecture. eCAMS is the only MITA aligned MMIS in production in the country.

In developing the eCAMS core system, CNSI understood how critical data security is for systems managing Medicaid records. CNSI's solutions meet or exceed industry security standards, as well as state and federal government regulations, such as Section 508 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, and HIPAA. CNSI also knows that Medicaid data is health data and, as such, requires the utmost security. However, organizations must weigh the need for privacy against the ability to be responsive to the operational requirements for data use. HIPAA has further helped define these issues. Any system built today must have the ability to withstand attack and the ability to provide data easily and properly, when requested. While security is often examined from an access perspective, the issue of limiting access, even when it is granted, exists. Therefore, all new systems must have the ability to provide module, page, field, and record level security. CNSI has developed several web-enabled healthcare applications that adhere strictly to HIPAA regulations. CNSI's understanding of this important regulation and our track record of successful implementations will be invaluable for meeting the IME's objectives under the HIPAA framework.

Today, the success of an MMIS is not only measured in claims throughput and accuracy, but also by the ability of the system to support initiatives to meet evolving Medicaid program needs. In order to ensure the sustainability of the program while continuing to meet the needs of the Medicaid population, Team Noridian offers a solution that takes into account the state's issues related to eligibility, available benefits, cost sharing, the role of personal responsibility, and potential alternatives to Medicaid for some portions of the population currently receiving benefits. CNSI understands that each of these areas may drive programmatic changes which need to be implemented in the replacement system. CNSI's solution

*Benchmark tests were performed at Sun Microsystems' facilities in the summer of 2009. The benchmark tests were performed with an application tier configuration consisting of Sun 5000 server running multiple IBM WebSphere Application Server instances with 2GB of memory each, and a database tier consisting of two Sun M9000 servers with Oracle 10g Real Application Cluster (RAC) on each.

provides Iowa with an MMIS that not only accurately pays claims, but also provides the flexibility to create and administer new programs and offers a solid foundation to support reform initiatives. Figure 5-16 reflects the planned technology path for eCAMS development. Team Noridian will work with the Department to identify ways to incorporate these initiatives to enable health care transformation.

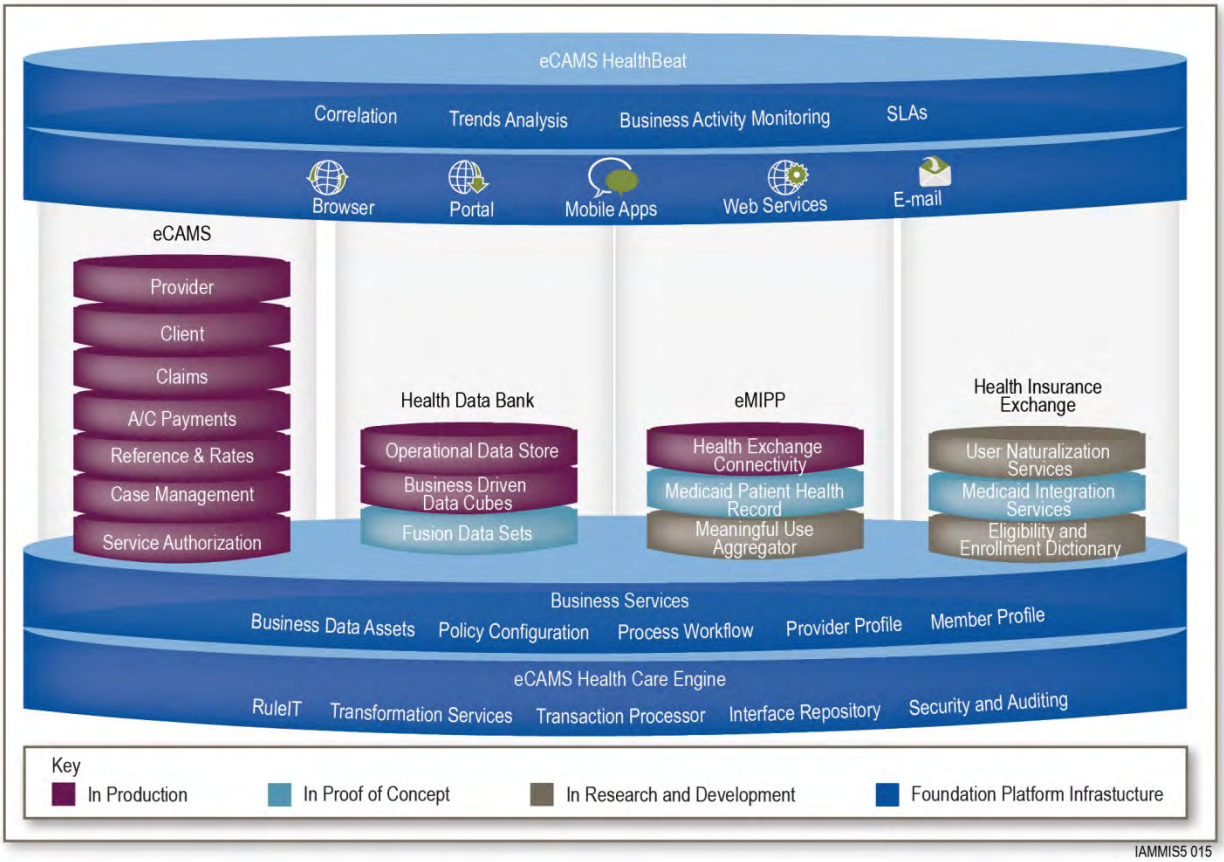

Figure 5-16. eCAMS Technology Path. Working with the Department to transform health care.

All three of CNSI's project summaries demonstrate the company's ability to successfully execute an MMIS design, development, and implementation (DDI) project, as well as its long-standing commitment to state Medicaid projects. These three project summaries – for the states of Michigan, Washington, and Maine – validate CNSI's competence across virtually all of the services it will perform on IME's MMIS project, and across all of the technical and functional requirements listed in the RFP.

Figure 5-17 provides a high level overview of CNSI's MMIS implementations and the IA MMIS comparative size and volume outlined the RFP.

Comparables — Iowa Size with eCAMS Implementations in Other States				
Metrics	**IA MMIS**	**MI MMIS**	**WA MMIS**	**ME MMIS**
Recipient lives covered	656,000	1,900,000	1,500,000	650,000
Enrolled provider volume	77,000	53,000	55,000	19,000
Weekly claims transactions	584,000	1,500,000	1,400,000	400,000
Average weekly payments	$69 million	$185 million	$102 million	$38 million
Web portal implementation	Yes	Yes	Yes	N/A

Figure 5-17. A Comparison of IA MMIS Size and Volume with eCAMS Implementations. Team Noridian's transfer solution will provide the best value solution to meet the current and future needs of the IME.

5.2.2 Relevant Commercial Experience with Functional Areas and Proposed Requirements

Section 9.2.5.2, Requirement b

Noridian's expertise in claims processing and administration has been recognized by both Blue Cross Blue Shield of North Dakota (BCBSND) and Blue Cross Blue Shield of Wyoming (BCBSWY). Figure 5-18 shows that Noridian is an electronic data interchange (EDI) clearinghouse for both of those commercial health care programs, and it also supports the OnBase, mailroom, and optical character recognition (OCR) functions for both of those entities.

Program	Noridian's Role
Blue Cross Blue Shield of North Dakota	Provide EDI clearinghouse and support for OnBase, mailroom, and OCR functions
Blue Cross Blue Shield of Wyoming	Provide EDI clearinghouse and support for OnBase, mailroom, and OCR functions

Figure 5-18. Noridian's Commercial Experience. Noridian brings valuable services to commercial lines of business.

Recently Noridian extended its health care administration footprint to an international scale. Noridian's subsidiary Healthcare Administration Association of America, LLC (HAAA), embarked upon a significant commercial enterprise in an agreement with China's Xinxiang Municipal People's Government to jointly develop and build a state-of-the-art medical insurance claim and health care management information system, the Contemporary Healthcare and Medicare Insurance Center of Services (CHAMICS). Figure 5-19 summarizes this international experience.

Program	Noridian's Role
Xinxiang Municipal People's Government	Develop and build a medical insurance claim and health care management information system

Figure 5-19. Noridian's International Experience. Noridian's value has been recognized on an international scale.

Also, Noridian's clients have the advantage of the expanded experience Noridian offers as a subsidiary of BCBSND, as shown in Figure 5-20.

Program	Purpose	BCBSND's Role
Caring for Children	Provide access to health and dental care for enrolled children who may have otherwise slipped through the cracks. These services are provided at no cost to their families.	Provide administrative services as an in-kind donation so that 100% of donations go directly to health care for underinsured children.
State Children's Health Insurance Plans	Provide premium-free health coverage to help meet the health care needs of children from working families that earn too much to qualify for full Medicaid coverage, but not enough to afford private insurance.	Provide administrative services
Comprehensive Health Association of North Dakota (CHAND)	Provide health coverage to residents of the state considered to be in a high-risk health category and denied health insurance or offered restricted coverage due to health problems.	Administer the program
Rural Health Care Grants	Help make rural health care more efficient and accessible.	Provided more than one million dollars toward these projects
MediQHome	Helps physicians and patients form partnerships to treat and manage chronic conditions through a multi-faceted database. This patient-centric, clinical data-driven, quality initiative is designed to create and support a patient-centered medical home (PCMH) approach to care of patients with chronic diseases.	Concluded the disease management pilot program that evolved into MediQHome. Provide the information technology and financial support to allow physicians to begin establishing Advanced Medical Homes for their patients.
North Dakota Immunization Program	Supplies free vaccines for eligible children, coordinates investigations of vaccine-preventable diseases, provides education about immunizations and vaccine-preventable diseases, and monitors the state's immunization rates.	Develop and maintain the North Dakota Immunization and Information System (NDIIS)

Figure 5-20. Noridian's Expanded Experience. As a subsidiary of BCBSND, we offers clients the benefit of expanded experience.

5.2.3 Other Experience with Governmental Healthcare Programs

RFP Section 9.2.5.2, Requirement c

Team Noridian has other governmental health care program experience, which brings you depth and breadth of expertise in health care.

5.2.3.1 Noridian's Other Experience

Noridian conducts Medicaid provider audits for the states of Minnesota and Montana, and it prepares Medicaid final cost reports for the state of North Dakota. In addition, Noridian is a subcontractor to Cognosante for its NPI Enumerator contract. Figure 5-21 summarizes this experience.

Program	Noridian's Role
Minnesota Medicaid	Perform field audits at children's hospital for rate-setting purposes
Montana Medicaid	Create Medicaid Settlement using Medicare finalized Cost Report
North Dakota Medicaid	Prepare and send Medicaid final cost report to the provider and to the state for review and approval
NPI Enumerator	Subcontractor to FOX Systems

Figure 5-21. Noridian's Other Experience. Noridian's other experience touches again on Medicaid.

5.2.3.2 CNSI's Other Experience

In addition to its Medicaid experience, CNSI has extensive experience with the DDI of other large-scale systems. CNSI’s health care experience has extended into case management, Health Information Exchanges, ICD-10, clinical data, and electronic health records with the success of projects such as the web-based Enterprise Information System (EIS) for managing health care case records for the Maine Department of Behavioral and Developmental Services and the South East Michigan Health Information Exchange (SEMHIE). CNSI has also maintained a legacy MMIS for Maryland Department of Health and Mental Hygiene; developed and implemented the Provider Consumer Information System (PCIS2) for the Maryland Developmental Disabilities Administration; developed and implemented the Vital Records Information Network for the New Hampshire Department of Health and Human Services; and developed, implemented, and maintained the Vital Event Information System for the Georgia Department of Human Resources. These initiatives represent a broad array of services provided, from system DDI to operations and maintenance support. With this experience, CNSI brings a thorough understanding of the requirements under federally mandated standards, such as the medical record coding, sampling coordination, coding and DRG validation, admission necessity screening, and validation of hospital data.

CNSI has assisted many state agencies with planning, designing, and implementing efficient data-centric solutions through its in-depth knowledge of Oracle, Sybase, and Microsoft SQL Server products and key business processes. CNSI’s offerings included application implementation, data warehousing/decision support, performance tuning and capacity planning strategies for database management, training, maintenance, security support, and enterprise-scalable solutions.

CNSI is known for its ability to work collaboratively with its customers in developing leading-edge solutions for the government health care industry. IME can expect an effective and results-oriented team for the replacement project.

5.2.4 Project Summaries

Section 9.2.5.2, Requirement d

Team Noridian’s first five projects reflect the similarity in size, scope, and complexity to that of the Iowa MMIS solution, thereby demonstrating the team’s understanding of the challenges such a program entails, how the team has overcome those challenges, the lessons learned, and the benefits we have brought to those customers. Team Noridian's other projects summaries demonstrate its experience, understanding, and expertise with health care solutions, which will be brought to IME system solution.

5.2.4.1 Governmental Experience

5.2.4.1.1 IME Core MMIS [Noridian]

Project Title	IME Core MMIS
Role	Prime
Client Organization Name	Iowa Department of Human Services
Client Reference	Mary Tavegia 515-256-4645 mtavegia@dhs.state.ia.us
Original Contract Start and End Dates	Term of the base contract: July 1, 2004 – June 30, 2010. The contract renewal options years consist of three one-year options.
Total Contract Value	$66M
Average Staff Hours in FTEs (Operations)	106,080 hours annually
Workload Statistics	Claims Processed Annually 19,400,000 Lines Processed Annually 42,680,000 Numbers of Recipients: 478,000 Number of Enrolled Providers/Hospitals: 68,000 Number of Active Providers/Hospitals: 34,000

Brief Description of Scope of Work

Noridian was responsible for the operational takeover of the existing MMIS, including implementing more than 60 system enhancements during the takeover period. Noridian integrated ancillary components (Member Services, Provider Services, Pharmacy, SURS, Revenue Collection, Provider Audits and Rate Settings) with the Core's base MMIS, mailroom operations, and claims adjudication processes.

Noridian's system responsibilities include:

- Supporting the Department and multiple other contractors with data processing and system development projects on an IBM mainframe MMIS
- Supporting multi-tiered mainframe and non-mainframe system architectures, communications and complex data processing, and systems enhancements and modifications

Noridian's operations responsibilities include:

- Management of incoming mail and other mailroom operations
- Original implementation and ongoing maintenance, enhancement, and support of the document imaging system
- Original implementation and ongoing maintenance, enhancement, and support of the optical character recognition systems for paper claims and correspondence
- Original implementation and ongoing support of the automated document management and workflow system
- Management of all EDI activities including submitter enrollment, claims collection, translation, and phone customer service
- Management of all claims processing functions
- Support of numerous relational databases, client/server platforms, and portals
- Support of provider payment processes and provision of data to decision support systems

Noridian's ongoing support activities include:

- Assurance that the IME meets or exceeds all HIPAA requirements
- Implementation of the ability for providers to be self-serviced for EDI enrollment and testing
- Implementation of new COBC contractor interfaces
- Full implementation of NPI

5.2.4.1.2 Jurisdiction D DME MAC [Noridian]

Project Title	IME Core MMIS
Role	Prime
Client Organization Name	Centers for Medicare & Medicaid Services
Client Reference	Cathy Baldwin, Contracting Officer (410) 786-5131 Edward Lain, Contracting Officer's Technical Representative (410) 786-0848
Original Contract Start and End Dates	June 2006 - April 2011, re-awarded April 1, 2011 to February 29, 2016
Total Contract Value	$86,079,856
Average Staff Hours in FTEs (Operations)	Approximately 132 FTEs
Workload Statistics	For the month of July, 2011: Claims Processed: 16,876,064 Lines Processed: 28,278,113 Number of Beneficiaries/HICNs: 2,367,110 Number of Suppliers/PTANs: 33,096

Brief Description of Scope of Work

The purpose of this contract is to provide the specified fee-for-service health insurance benefit administration services, including Medicare claims processing, payment services, medical review services, appeals, and redeterminations for durable medical equipment (DME), prosthetics, orthotics, and supplies for 27,000 suppliers. Jurisdiction D includes the following states and geographical boundaries: AK, AZ, CA, HI, ID, IA, KS, MO, MT, NE, NV, ND, OK, SD, UT, WA, WY, and American Samoa, Guam, and Northern Mariana Islands.

This award was one of the first awards of the full and open MAC competitions mandated under the Medicare Prescription Drug, Improvement, and Modernization Act of 2003 contracting reform provisions. The Jurisdiction D contract is one of four specialty MACs that handle administration of Medicare claims for DME.

The operational responsibilities under this contract include:

- Mailroom activities for processing DME claims related documents
- Scanning activities for converting DME paperwork to an electronic format
- Optical character recognition activities for converting paper claims to electronic data
- Front-end and back-end electronic data interchange activities including supplier enrollment, claims collection, translation, and phone customer service
- Claim adjudication
- Appeals
- Utilization review
- Supplier customer service support

Noridian’s responsibilities include all aspects detailed in the MAC Workload Implementation Handbook, including but not limited to:

- Personnel and Facility Acquisition
- Enterprise Data Center Transfer
- Standard Processing System Testing (batch and online)
- All Claims Processing Operations
- Customer Service
- Provider Outreach and Communication
- Project Management

5.2.4.1.3 State of Washington Medicaid Management Information System (MMIS) [CNSI]

Project Title	ProviderOne, State of Washington Medicaid Management Information System (MMIS)
Role	Prime
Client Organization Name	Washington Health Care Authority (formerly Department of Social and Health Services)
Client Reference	Rich Campbell, CIO, 360-725-1146
Original Contract Start and End Dates	01/18/2005 – 12/31/2012
Total Contract Value	$214,441,027
Average Staff Hours in FTEs (Operations)	176,800 (annual)
Workload Statistics	Claims Processed Annually: 52,990,982 Lines Processed Annually: 113,707,750 Numbers of Beneficiaries: 1.2M Number of Providers/Hospitals: 70,436

Brief Description of Scope of Work

In January 2005, CNSI was awarded a contract by the Washington Health Care Authority to design, develop, and implement an MMIS, replacing a legacy system that had been in operation for nearly 27 years. CNSI is responsible for DDI and maintenance of a modern MMIS, with eCAMS at its core. This solution includes client, provider, reference, prior authorization, claims processing, managed care, coordination of benefits (COB)/TPL, financial and drug rebate components, and fully functional pharmacy point of sale (POS) components. Provider and staff training, cultural and business process change management, risk mitigation, certification support, and system documentation are also included. Other functionality includes DDI of a separate data warehouse, including decision support system (DSS), management and administrative reporting (MAR), and surveillance and utilization review (SUR), as well as a state-of-the-art contact management system, electronic swipe card functionality supporting client eligibility, integrated voice response (IVR) component, and imaging and document management services. Post-implementation services include ongoing system maintenance, data center operations, and facilities management services. The system went live on May 9, 2010, and received CMS Certification in July 2011 - the first MMIS to receive certification with "no findings" based on the new toolkit**.**

CNSI supports more than 135,000 providers and 1.4M eligible clients. Approximately 3.6M claims have been adjudicated to date since go-live in May 2010, which translates to 77,000 per day. These claims have been submitted via EDI, paper, and direct data entry (DDE). ProviderOne uses CNSI's rules engine, RuleIT, for adjudication, which consists of approximately 1,000 distinct business rules written in language understandable to readers of English. ProviderOne currently executes a weekly payment cycle. Each week the system issues approximately $60 million in payments to Washington's Medicaid providers and managed care plans. Weekly totals vary, but in general, approximately $10 million is paid to the state's contracted managed care plans and $50 million is paid to providers. With the implementation of this system, zero accounting errors have occurred for the first time in 20 years.

CNSI provides data network services, which include physical and logical security to ensure protection of confidential health data for thousands of participants and the state's compliance with the HIPAA regulations governing the security and privacy of health data. The ProviderOne Contact Center supports 160 agents with real-time inquiry against an online system using SOA services. For day-to-day operations, approximately 150 servers are managed on a daily basis, with infrastructure hardware being maintained by CNSI's Network Operations Center (NOC) in Gaithersburg, Maryland. CNSI monitors almost 600,000 navigation operations per day, with approximately 1,000 active users throughout the day, consisting of 200 state users and 800 providers. In addition, CNSI must meet the following system response time performance standards for up to 600 concurrent internal state users: record search and/or retrieval time must not exceed 4 seconds for 95 percent of all record searches/retrievals; screen edit time must not exceed 2 seconds 95 percent of the time; and next screen page time must not exceed 2 seconds 95 percent of the time.

5.2.4.1.4 State of Michigan MMIS [CNSI]

Project Title	Community Health Automated Medicaid Payment System (CHAMPS), State of Michigan MMIS
Role	Prime
Client Organization Name	Michigan Department of Community Health
Client Reference	Barbara Spadafore, Project Manager, 734-276-5433
Original Contract Start and End Dates	03/14/2006 – 12/31/2012
Total Contract Value	$135,655,786
Average Staff Hours in FTEs (Operations)	179,000 (annual)
Workload Statistics	Claims Processed Annually: 55M Lines Processed Annually: 157M Numbers of Beneficiaries: 1,988,268 Number of Providers/Hospitals: 58,375

Brief Description of Scope of Work

In April 2006 CNSI was awarded a contract by the Michigan Department of Community Health (DCH) to design, develop, and implement the Community Health Automated Medicaid Payment System (CHAMPS) for processing state Medicaid claims. One of Michigan's most mission-critical systems, the MMIS manages the expenditure of 25 percent of the state's annual general funds appropriation, paying nearly $8.5 billion a year in provider payments for healthcare services and supporting approximately 53,000 providers, who serve approximately 1.9 million clients. A full legacy system replacement, CHAMPS, with eCAMS at its foundation, includes client, provider, reference, prior authorization, claims processing, managed care, TPL, financial, and drug rebate components. Other functionality includes a state-of-the-art Contact Center management system including case management and tracking, and imaging/document management services for paper claims and attachments. Risk mitigation, certification support, and system documentation are included, as well as support for Medicaid document storage, indexing, and retrieval services. Although various components, such as provider enrollment, have been in production since 2008, the system went live in September 2009, and received CMS certification in August 2011. CNSI is now providing operations and maintenance (O&M) support, as well as implementation services and server monitoring, for state requested enhancements. CNSI is also working on the state's HIPAA 5010 upgrade project, which started on April 28, 2010.

Annually, the system processes an estimated 21 million claims and 26 million encounters, for a total estimated volume of 40 to 46 million, and handles a peak user load that varies from 2,100 to 3,000 daily. HIPAA compliant, CHAMPS is an open standards system that is scalable with a flexible architecture, enabling it to comply with all current federal and state privacy and security requirements and adapt to future regulations. This is further achieved through the business rules engine, RuleIT, which ensures ease of implementing future regulatory changes. CNSI's CHAMPS has extensive online capabilities to submit claims, and its Web portal, integrated with IVR and CRM, supports dynamic provider access to status, billing information, and online help, thereby reducing administrative costs. New fraud patterns can be added to RuleIT, and claims that show those patterns will be automatically suspended for manual review, thus reducing fraud and incorrect payments. In addition, eCAMS provides extensive query and analytics capabilities as a result of normalized data structures, reducing "pay and chase." Moreover, eCAMS has reduced the quantity of paper-based claims significantly by providing the option of Direct Data Entry claim submissions. These features have resulted in demonstrated operational efficiencies, improved policy enforcement and prevention of misuse, and reduced direct labor costs - resulting in costs savings of more than $40M in less than two years.

An Integrated Project Management Office (IPMO) combines the leadership of CNSI and the state of Michigan into a single entity for a highly collaborative work environment and effective and expeditious resolution of project issues. In January 2009 the Governor awarded the Michigan Medicaid Program Office the Director's Best Choice Award for most successfully run project in the state.

5.2.4.1.5 State of Maine MMIS [CNSI]

Project Title	Maine Claims Management System (MECMS), State of Maine MMIS
Role	Prime
Client Organization Name	Department of Health and Human Services
Client Reference	Beth Ketch, Director of Operations, MaineCare Services, 207-287-4078
Original Contract Start and End Dates	09/05/2001 – 01/31/2007 (received two extensions for O&M - 02/02/2007 – 06/30/2008; 07/01/2008 – 6/30/2011
Total Contract Value	$64,975,809
Average Staff Hours in FTEs (Operations)	37,440
Workload Statistics	Claims Processed Annually: 7,800,000 Lines Processed Annually: 19,500,000 Numbers of Beneficiaries: 262,290 Number of Providers/Hospitals:10,620

Brief Description of Scope of Work

In September 2001, CNSI was awarded a contract by the Maine Department of Health and Human Services (DHHS) to design, develop, and implement an MMIS for processing state Medicaid claims. The Maine MMIS was the first Web-centric solution and the genesis of eCAMS. It was successfully implemented in production (January 2005) in the Medicaid environment. The application architecture allowed for the scalability of the components to meet or exceed the state's expected processing volumes, offering a lower cost of ownership and more flexibility for operations to manage the daily cycles. In February 2007, CNSI entered into a new O&M contract with the state, during which CNSI implemented 10 significant enhancements to MECMS. These development initiatives were based on specified functional areas of the MECMS — all intended to bring significant improvements to system operations, functionality, and usability. CNSI developed detailed technical design plans, comprehensive software, and data analysis check sheets, inclusive and detailed Quality Assurance Plans, a complete Work Breakdown Structure and Project Plan, and implementation metrics to manage and execute the effort as a 17-month software development project. As a direct result of these development initiatives, MECMS processed freshly loaded claims with an average adjudication rate at or above 95 percent – the legacy equivalent was 70 percent. In July 2008, CNSI was awarded another 2-year contract extension with the Maine DHHS to provide ongoing operations and maintenance services through June 30, 2011.

At the time of contract closeout, MECMS was successfully processing more than 150,000 fresh claims per week with an average clean claims adjudication rate at or above 95 percent, while supporting approximately 260 simultaneous users. MECMS also had 1.85M member records in the system and 262,290 active covered lives. The system supported 10,620 active providers and 21,973 provider/relationship entities. MECMS processed, on average per month, 289,000 paper claim transactions, 510,000 electronic media claim transactions, and 143,000 miscellaneous claim transactions (e.g., system initiated, PCCM, PCPIP). MECMS processed, on average per year, 11.3M total combined claim transactions. In addition, MECMS supports approximately 100,000 prior authorizations per year.

CNSI's first MMIS implementation, MECMS, provided CNSI with many lessons learned – steps that CNSI has already taken to ensure that the errors made in its first implementation are not repeated. The state recognized CNSI's customer-centric focus and ability to meet its needs. In a June 19, 2008, public communication to Maine's Medicaid provider community, Kirsten Figueroa, Deputy Commissioner for Finance, DHHS, stated, "In the last two weeks, we have experienced an unanticipated volume of claims submitted. Due to improved MECMS functionality, we have been able to process those claims resulting in $25MM more in paid claims above the anticipated $39.6MM weekly average." In another 2008 press release regarding the contract extension, Brenda Harvey, Commissioner, State of Maine DHHS, noted, "DHHS is pleased to extend our partnership with CNSI to continue the operations of MECMS for the next two years. . . DHHS appreciates CNSI's continued commitment to the State of Maine while we transition to a new fiscal agent operation."

5.2.4.2 Commercial Experience

5.2.4.2.1 Blue Cross Blue Shield of North Dakota OnBase, Mailroom, and OCR Support [Noridian]

Project Title	BCBS of ND EDI clearinghouse and OnBase, mailroom, and OCR support
Role	Prime
Client Organization Name	Blue Cross Blue Shield of North Dakota
Client Reference	Michelle Bishoff,, Director Claims Administration (701) 282-1958
Original Contract Start and End Dates	February 1998 to Present
Total Contract Value	$150,000
Average Staff Hours in FTEs (Operations)	0.7 FTEs
Workload Statistics	340,810 documents per year

Brief Description of Scope of Work

Noridian's OCR Support maintains and manages the optical character recognition (OCR) system for BCBSND. OCR Support also develops all rules for OCR for the client.

5.2.4.2.2 Blue Cross Blue Shield of Wyoming OnBase, Mailroom, and OCR Support [Noridian]

Project Title	BCBS of WY EDI clearinghouse and OnBase, mailroom, and OCR support
Role	Prime
Client Organization Name	Blue Cross Blue Shield of Wyoming
Client Reference	Dave Keiter (307) 432-2803
Original Contract Start and End Dates	January 2008 to Present
Total Contract Value	$125,000
Average Staff Hours in FTEs (Operations)	0.5 FTE
Workload Statistics	278,845 documents per year

Brief Description of Scope of Work

Noridian's OCR Support maintains and manages the optical character recognition (OCR) system for BCBSND. OCR Support also develops all rules for OCR for the client.

5.2.4.3 Other Experience

5.2.4.3.1 Reviewing and/or auditing cost reports for Minnesota Medicaid providers [Noridian]

Project Title	Reviewing and/or auditing reports for Minnesota Medicaid providers
Role	Prime
Client Organization Name	Minnesota Department of Human Services
Client Reference	Lawrence Trowbridge, Hospital Payment Compliance Specialist, (651) 431-2540
Original Contract Start and End Dates	1999 – 2001: Received two-year contract renewals every year since original award of contract.
Total Contract Value	$60,000 Max
Average Staff Hours in FTEs (Operations)	600
Workload Statistics	Three children's hospitals

Brief Description of Scope of Work

Noridian has a Medicaid contract with the state of Minnesota to perform Medicaid DSH payment audits under the Medicaid State Plan for calendar years 2008 and 2009. These payment audits follow federal protocols and requirements and generally accepted government auditing standards (GAGAS). Noridian's audit responsibilities include:

- Review the state's methodology for estimating hospitals' OBRA 1993 hospital-specific DSH limit and the state's DSH payment methodologies
- Review the state's DSH audit protocol to ensure consistency with inpatient/outpatient Medicaid reimbursable services in the approved Medicaid State plan
- Compile hospital-specific inpatient/outpatient cost report data and inpatient/outpatient revenue data to measure the hospital-specific DSH limit in the auditable year
- Compile total DSH payments made in the auditable year to each qualifying hospital
- Compare hospital-specific DSH costs limits against hospital-specific total DSH payments in the audited Medicaid State plan rate year

5.2.4.3.2 Creation of Medicaid settlement for North Dakota Medicaid providers [Noridian]

Project Title	
Role	Prime
Client Organization Name	North Dakota Department of Human Services
Client Reference	LeeAnn Thiel (701) 328-4893
Original Contract Start and End Dates	2007 - 6/30/2011
Total Contract Value	$25,000 Max
Average Staff Hours in FTEs (Operations)	Three hours per provider
Workload Statistics	11 providers per year

Brief Description of Scope of Work

Noridian creates final settlements for the North Dakota Medicaid program using finalized Medicare cost reports. Noridian is provided Medicaid patient days, charges and payment information from the North Dakota Department of Human Services. Noridian inputs this data into the finalized Medicare cost report to generate a Medicaid cost report. The North Dakota Department of Human Services then uses this cost report to generate a final settlement with the applicable North Dakota providers.

5.2.4.3.3 South East Michigan Health Information Exchange (SEMHIE) [CNSI]

Project Title	South East Michigan Health Information Exchange (SEMHIE)
Role	Subcontractor
Client Organization Name	Southeast Michigan Health Information Exchange
Client Reference	Michael Talley, [Title], 734-369-4505
Original Contract Start and End Dates	07/01/2010 – 12/31/2011
Total Contract Value	$1.2M
Average Staff Hours in FTEs (Operations)	8320
Workload Statistics	Health Insurance Transactions made Annually: 45,000 Numbers of Beneficiaries: 15,000 Number of Providers/Hospitals: 2

Brief Description of Scope of Work

The Social Security Administration (SSA) requests 15-20 million medical records each year from health care facilities across the country. Almost three million people turn to SSA for help when facing an inability to work for at least a year or a terminal condition. These claimants need the monthly income that SSA provides and perhaps more importantly, they need the Medicare or Medicaid health coverage which is based on the SSA disability determination. Providing medical records to SSA and to the tens of thousands of other requesters is a very labor-intensive and expensive proposition for health care facilities. Leveraging health information technology (HIT) to automate both the authorized request and receipt of data may reduce this time to minutes and seconds. Automating the solution for Release of Information will not only save time and money for the providers, but will also ultimately yield benefits to patients as well. In addition, it is anticipated that there will be an annual resource savings on printer, paper, and postage expenses, as well as Hospital Information Management (HIM) staff hours.

This project was to implement a Health Information Exchange (HIE) for the South Eastern Health Information Exchange (SEMHIE) Organization to participate in electronic exchanges with SSA utilizing the Nationwide Health Information Network (NHIN). The project is being performed in phases – first, integrate with the hospitals' Electronic Health Records systems and generate CCDs that were validated by SSA; second, validate the NHIN node with ONC; and third, implement production and perform exchanges with SSA. SSA's objective is to improve the speed and quality of the disability determination process through a more efficient and effective medical information gathering process. To meet this objective, SSA intends to expand the number of health care providers participating with SSA in the NHIN. This will give medical providers the capability to receive a standardized electronic request for medical records along with a patient's authorization. Medical providers will then be able to automatically respond to SSA requests with structured medical information through a Continuity of Care Document.

The solution involved utilizing the Open Source CONNECT software for the NHIN gateway solution. The CONNECT software developed using Java/J2EE and utilizes the Metro web services stack to provide a SOA solution for implementing a Health Information Exchange. In addition, CNSI has developed an HIE Portal to enable hospital workers and HIE staff to monitor and manage the business process for approving medical evidence requests. In addition, each hospital worker will be able to view patient records and the results of all transactions.

CNSI has evolved a hybrid Agile Life Cycle Methodology, which is a collection of best practices based on the four essential components: simplicity and speed; communication; customer collaboration; and faster responses to change. The life cycle is based on an iterative approach whereby the system is built incrementally. The phases of the Agile methodology Life Cycle are: Project Planning; Exploration; Iteration Planning; Development; System Testing; Pre-UAT; Acceptance Testing (Support); and Project Completion.

5.2.4.3.4 State of Washington EHR Incentive Program [CNSI]

Project Title	State of Washington EHR Incentive Program
Role	Prime
Client Organization Name	Department of Health Care Authority (formerly Department of Social and Health Services)
Client Reference	Melodie Olsen, Project Manager, (360) 725-1983
Original Contract Start and End Dates	02/15/2011 – 12/31/2011
Total Contract Value	$1.6M
Average Staff Hours in FTEs (Operations)	8,320
Workload Statistics	Number of Providers/Hospitals: 35,000-45,000 (anticipated EHR Provider Participants for Year 1)

Brief Description of Scope of Work

In February 2011, CNSI was awarded a contract by the Washington Health Care Authority to design, develop, and implement the Medicaid EHR incentive payment program. The Medicaid Incentive payment program (MIPP) provides reimbursement incentives for eligible providers (EPs) both professionals and hospitals that are successful in becoming “meaningful users” of certified electronic health record (EHR) technology. The solution includes CNSI's new EHR MIPP product called eMIPP for managing and administering the Washington EHR MIPP. CNSI's eMIPP product offers a comprehensive and configurable solution to measure and demonstrate the EHR superior outcomes, as outlined by CMS guidelines for Stage 1’s year 1 payment. The solution was successfully rolled out in June 2011, and allows providers to register into the EHR program and submit attestation request for year 1 payment. The CNSI and state project teams have created a highly collaborative work environment with effective project management processes, helping to make this one of the most successfully run projects in the state. CNSI is currently providing operations and maintenance support, which includes system enhancements.

The implemented EHR MIPP solution is a web-based stand-alone system with a service-based framework for interoperability to support MIPP provider registration and payments for years 1 through 6 (currently supports Stage 1’s year 1 and year 2 payments); and state review of registration and attestation and to generate the state's authorized payments.

EHR Provider Registration Functionality. The online EHR MIPP portal allows EPs to register in Washington State’s EHR MIPP program to receive the yearly payment. Prior to registering at the state level, all providers must register with the National Level Repository (NLR) to obtain a Registration ID. The state receives NLR notification about each registered provider via one of the dedicated CMS EHR MIPP interfaces, while the system collects the provider’s EHR “certification” information.

EHR Provider Registration Approval (State) Functionality. This functionality facilitates HCA state staff review and approval of the information given by the providers as part of the registration process, including Medicaid patient volume and attestation. The functionality also includes automated interfaces with Medicaid to populate the MIPP with data from Medicaid, allowing state administrators to review for consistency between data provided by the two sources. State administrators may use this data as part of decision criteria for approval or denial of a registration. The EHR MIPP automatically conveys this information to CMS, as required via another dedicated interface.

EHR Initiate Provider Incentive Payment Functionality. This functionality allows authorized Washington State users to approve payments to eligible providers for years 1 through 6. When a payment is approved, all required information is sent in an automated fashion to the State Medicaid system to initiate the payment using the gross adjustment functionality.

EHR Provider Payment Reporting Functionality. This functionality provides reports related to registration as well as payment data. Registration related reports provides information on registration requests, approvals and denial, and payment related reports provides information on incentive payments issued to eligible professionals and eligible hospitals by payment type and period (weekly, monthly, etc.).

5.2.4.3.5 State of Michigan EHR Incentive Program [CNSI]

Project Title	State of Michigan EHR Incentive Program
Role	Prime
Client Organization Name	Department of Community Health
Client Reference	Jason Werner, Project Manager, 517-241-0464
Original Contract Start and End Dates	6/1/2010 - 9/1/2011 (with annual extensions through December 2021)
Total Contract Value	$1.7M
Average Staff Hours in FTEs (Operations)	8,320
Workload Statistics	Number of Providers/Hospitals: ~52,000 (potential provider participants)

Brief Description of Scope of Work

In June 2010, CNSI was awarded a contract by the Michigan Department of Community Health to design, develop, and implement the Medicaid EHR incentive payment program for year 1 of the program, with extensions to meet anticipated program requirements. The Medicaid Incentive payment program (MIPP) provides financial incentives for eligible professionals (EPs) and hospitals (EHs) that adopt, implement or upgrade certified electronic health record (EHR) technology. MIPP is an evolving, multiyear federal program that helps promote EP and EH use of the certified EHR technology by demonstrating "meaningful use" of the technology to receive up to six years of incentive payments.

CNSI's solution includes its new EHR MIPP product called eMIPP to manage and administer the program throughout its ten year life. The initial implementation meets the requirements for year 1 of the program. The year 2 enhancements, currently under development, will increase administrative oversight and provide functionality for "Stage 1 – Meaningful Use" data collection. CNSI's solution is designed to allow for future requirements, such as integration with health information exchanges (HIEs). The solution was successfully rolled out in phases beginning with provider registration web services and federal CMS interface services in January 2011. Michigan was in the first group of states to process CMS registration information that allows providers to submit their registration and complete their attestation for MIPP. The final phase was deployed in May 2011. CNSI is currently providing operations and maintenance support.

As of August 2011, approximately 900 providers have registered with CMS and 500 have submitted their applications for state review. The state has approved 49 providers for payment, and all 49 were paid on the next weekly payment cycle following final federal approval. The implemented EHR MIPP solution is a web-based stand-alone system with a service-based framework for interoperability to support: MIPP provider registration and payments for years 1 through 6 (currently supports year 1 and year 2 "Stage 1 – Meaningful Use" CMS requirements); state review of registration and attestation and to generate state authorized payments; CMS data receipt and payment information exchange using a federally defined set of seven interfaces; and efficient use of and interfaces with current MMIS functionality to make use of existing provider information and assure secure payment processes.

The online EHR MIPP portal allows EPs and EHs to register for Michigan's EHR MIPP program to receive the yearly payment, after first registering with CMS at the federal level. EHR Provider Registration Approval (State) functionality allows state staff to review information given by the providers as part of the registration process, including their MIPP attestation. State administrators have the flexibility to approve, deny, or ask for additional information (reject) for every registration. eMIPP automatically conveys final eligibility determination - approval or denial - to CMS via another interface.

When a provider is approved for payment by the state, in addition to automatically notifying CMS of the eligibility decision, the eMIPP solution initiates an additional process to confirm with CMS that the provider continues to be eligible and has not been paid by another state. Upon CMS confirmation of continued eligibility, the eMIPP solution automatically sends the relevant payment information to the MMIS system and notifies the identified worker that payment has been approved.

5.3 Corporate References

RFP Section 9.2.5.3

Team Noridian submits three letters of reference from existing clients knowledgeable of Noridian and CNSI performance in providing services similar to the services described in RFP-MED-12-001.

For each letter of reference provided, we list the contact person and his or her telephone number.

Reference 1:

- Contact Person: Eugene Gessow
- Telephone Number: (501) 682-829

Reference 2:

- Contact Person: Rich Campbell
- Telephone Number: (360) 725-1146

Reference 3:

- Contact Person: John Spitzley
- Telephone Number: (517) 335-6612

The reference letters are submitted in the Letters of Reference tab at the end of Tab 5.

5.4 Felony Disclosures

RFP Section 9.2.5.4

No Team Noridian owners, officers, or primary partners have ever been convicted of a felony. We understand that a failure to disclose this information may result in rejection of the proposal or termination of the contract.

We agree to disclose any changes in this status in a written statement to the Department after submission of this proposal, and during the life of the contract if we are selected as the MMIS and Core MMIS operations contractor.

5.5 Certifications and Guarantees

RFP Section 9.2.5.5

Team Noridian submits the following complete, signed certifications and guarantees in the Certifications and Guarantees tab at the end of Tab 5.

- Attachment B: Bid Proposal Certification
- Attachment C: Certification of Independence and No Conflict of Interest
- Attachment D: Certification Regarding Debarment Suspension Ineligibility and Voluntary Exclusion
- Attachment E: Authorization to Release Information
- Attachment F: Certification Regarding Registration, Collection, and Remission of State Sales and Use Taxes
- Attachment G: Certification of Compliance with Pro-Children Act of 1994
- Attachment H: Certification Regarding Lobbying
- Attachment I: Business Associate Agreement
- Attachment J-1: Bid Proposal Certification of Available Resources
- Attachment J-2: Bid Proposal Drug Free Workplace Certification
- Attachment J-3: Primary Bidder Detail Form and Certification
- Attachment J-4: Subcontractor Disclosure Form

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ARKANSAS DEPARTMENT OF HUMAN SERVICES

Division of Medical Services
P.O. Box 1437, Slot S-401 · Little Rock, AR 72203-1437
501-682-8292 · Fax: 501-682-1197 · TDD: 501-682-6789

August 15, 2011

Mary Tavegia, Issuing Officer
Iowa Department of Human Services
Iowa Medicaid Enterprise
200 Army Post Road, Suite 2
Des Moines, Iowa 50315

Re: Letter of Reference for Noridian Administrative Services, LLC for RFP MED-12-001

Dear Ms. Tavegia:

I was the Medicaid Director in Iowa from June 2003 to September 2008 and Director of the Iowa Department of Human Services ("IDHS") from September 2008 through March 2009. During that time Noridian Administrative Services ("Noridian") assumed responsibility for transferring the Iowa Medicaid Management Information System ("MMIS") from ACS to the State's mainframe and for maintaining and operating the system for the Iowa Medicaid Enterprise.

I was very pleased with all aspects of Noridian's work, including:

- timely and correct processing of all claims types, claims adjustments, and other financial transactions;
- payment of all provider types;
- producing all required reports;
- supporting all required interfaces;
- internal quality assurance;
- meeting performance standards;
- completing change management requests/maintaining the system; and
- performing all other contractor responsibilities as specified by IDHS.

The Noridian team that I worked with was technically strong, savvy, and ready, willing and able to participate in the collective effort that was and is the Iowa Medicaid Enterprise. There was an excellent team on the ground in Iowa and that team was strongly supported by the Noridian home office. When there were problems/challenges and a call for 'all hands on deck' they were there and helped make it work.

I highly recommend them for similar work.

Sincerely,

Eugene I. Gessow
Director

STATE OF MICHIGAN
DEPARTMENT OF COMMUNITY HEALTH
LANSING

RICK SNYDER
GOVERNOR

OLGA DAZZO
DIRECTOR

August 29, 2011

Mary Tavegia, Issuing Office
Iowa Department of Human Services
Iowa Medicaid Enterprise
200 Army Post Road, Suite 2
Des Moines, Iowa 50315

Dear Ms. Tavegia,

On behalf of the Michigan Department of Community Health (MDCH), I am pleased to endorse e-CAMS and CNSI as the Medicaid Management Information System solution for the State of Iowa. This endorsement comes as a result of the highly successful Michigan MMIS replacement experience. The state of Michigan (MDCH and the Michigan Department of Technology, Management and Budget [DTMB]) initiated a contract with CNSI in 2006. The large scale MMIS replacement project, titled CHAMPS (Community Health Automated Medicaid Processing System), was launched in March of 2006. Michigan chose to implement CHAMPS in phases, a significant risk mitigation strategy. The key implementations were provider enrollment in March of 2008, fee-for-service and managed care payments processing in September of 2009 and managed care encounter processing in June of 2010. After a CMS site visit in May of 2011, Michigan received CMS certification in August of this year with no follow-up findings. Michigan's replacement project was successful for many reasons, and adherence to strong project management principles was key. Michigan and its partners designed a project governance structure that included functional/technical teams, a project control office (PCO), MDCH and DTMB project sponsors, and a steering committee that included MDCH and DTMB directors, project sponsors, PCO manager, and key CNSI management. CNSI actively participated in developing the project management plan. They provided Michigan with a project and documentation repository, AS-ONE, which facilitated the management of action items, risks, issues, and changes at the appropriate governance level.

Project activities modeled the software development life cycle. CNSI provided Michigan with subject matter experts (business and technical), best practices, templates, tools and training to maximize Michigan staff involvement in requirements validation, design and testing phases. CNSI led the development of the implementation/cut-over plan which was managed jointly by the State and CNSI. The implementation plan included an implementation calendar with key

required cut-over activities, and implementation checklists that were used to validate completion of required tasks and provide decision check points leading to a smooth implementation. CNSI continues to be responsible for CHAMPS operations and maintenance under their current contract.

The project team was diligent in assuring that CHAMPS would meet the RFP and performance measure requirements. CNSI initiated the requirements validation process by first integrating all the state RFP requirements into a requirements tracking tool. These were a combination of CMS MMIS and state specific requirements. Traceability of these requirements was managed through requirements, design, testing and ultimately certification. Accounting for all RFP requirements and performance measures was a condition of implementation and included on the implementation checklist. These were two of the many metrics that were monitored and reported on regularly during the project.

The effort required for certification preparation and the CMS site visit cannot be minimized. Michigan created a certification team that consisted of state and CNSI staff. The State wanted and maintained overall responsibility for certification activities. CNSI assisted the state by providing project management support, tools and subject matter expertise. CNSI and the state collaborated on interpretation of unclear requirements. CNSI also assisted the state in preparing artifacts demonstrating compliance to be used during the CMS certification visit. The state led the CMS site visit, including the system demonstrations, while CNSI staff were available to assist with responding to requests and running reports as needed. In the closing comments of the visit, CMS noted that the system was robust and interoperable in its design and performance. CHAMPS replaced an over 30 year old mainframe system written in COBOL. The level of self-service CHAMPS provides the Michigan provider community has been one of the greatest benefits – member eligibility verification, provider enrollment and maintenance, direct data entry of claims and prior authorization requests, claim status requests and download of remittance advices and correspondence are some of the services providers respond to positively. State staff users interact with CHAMPS daily to perform their business functions and are pleased with their state of the art MMIS.

CHAMPS supports bidirectional interfaces with multiple agency and third party systems, including the Michigan Department of Human Services eligibility system, BRIDGES, which was replaced during the same period as CHAMPS, as well the State Data Warehouse. CHAMPS supports real-time web service calls to/from many other systems, including the Title V\Children's Special Health Care Services eligibility and authorization application. Most recently Michigan was one of the first in the nation to implement the Electronic Health Record Medicaid Incentive Payment Program. CHAMPS is the provider access point for EHR registration and continues the workflow from approval to payment. This could not have been accomplished so quickly without the existing flexibility and interoperability of the system and the support of CNSI.

Michigan expects to continue to benefit from CHAMPS' flexible architecture and interoperability for years to come as the climate of health care continues to change resulting in new federal and state legislative mandates.

I hope that I have been able to provided information that meets your needs as you embark on a significant journey and make an important decision. This information hopefully provides insight into the capability of the e-CAMS product and what CNSI has to offer in terms of their technology, subject matter expertise, and project management skills. I encourage Iowa to consider e-CAMS as the solution for their state Medicaid program and enter into a collaborative partnership with CNSI.

On behalf of Michigan, I wish Iowa the best. Please feel free to contact me if I can offer any additional assistance.

Sincerely,

John Spitzley
Director, Medicaid Payments Division

STATE OF WASHINGTON
HEALTH CARE AUTHORITY
626 8th Avenue, SE • P.O. Box 45502 • Olympia, Washington 98504-5502

September 7, 2011

Mary Tavegia, Issuing Officer
Iowa Department of Human Services
Iowa Medicaid Enterprise
200 Army Post Road, Suite 2
Des Moines, Iowa 50315

Dear Ms. Tavegia

SUBJECT: Letter of Reference for CNSI for RFP MED-12-001

This letter provides a client reference for CNSI. CNSI was contracted with the State of Washington to implement a comprehensive Medicaid Management Information System (MMIS) solution, inclusive of a pharmacy point of sale solution and a data warehouse. The Washtingon MMIS solution, ProviderOne, was implemented on May 9, 2010 and has been successfully operating since that date including achieving federal Certification on July 20, 2011.

CNSI continues to provide operation support for ProviderOne and manages system and infrastructure maintenance and release management for ProviderOne. The Washington State Health Care Authority (HCA) is the single State Medicaid Agency and is currently the primary user of ProvierOne aside from provider users. In addition, to operations of ProviderOne, CNSI is engaged with HCA to implement several major enhancements to ProviderOne Phase 2. Phase 2 is an initiative to integrate social service billing and payments into ProviderOne; we are working on another major release that will make ProviderOne 5010 compliant and accomplish several other mission critical changes.

This letter addresses four factors of performance: replacing the legacy MMIS, meeting Certification Requirments, meeting Request for Proposal (RFP) requirements, and interoperability with other enterprise-wide applications. Each of these are addressed below.

- Replacing the legacy MMIS:

    1. CNSI provided project management services and worked closely with the state project management team. The level of detail and knowledge was very good.

2. CNSI provided and managed all of the system development activities by either performing them directly or managing sub-contractors. CNSI demonstrated a clear understanding of system development principles and practices.

3. In coordination with the state project team, CNSI planned, designed, and tested the implementation including cutover services. The cutover was practiced several times which provided excellent dividends.

- Meeting certification requirements:

  1. CNIS was responsible for providing Certification support for Certification of ProviderOne. In coordination with the state project team, CNIS worked hard to understand the new Certification Checklist and quickly came up to speed.

  2. Validation of ProviderOne against the Certification requirements was critical and CNSI worked on this very early which provided excellent value and positioned the state well to request Certification quickly.

  3. CNSI provided excellent support and had an active role throughout the Certification process.

- Meeting RFP requirements and performance measures:

  1. CNSI met the RFP requirements as they have been amended over the life of the project. This has resulted in a certified MMIS with no Center for Medicare and Medicaid Services (CMS) findings or recommendations.

  2. Currently CNSI provides operations support for ProviderOne.

  3. The system meets performace measures for adjudication, claims receipt, and prompt pay.

- Interoperablity with enterprise-wide applications:

  1. ProviderOne connects with many state enterprise level systems, including the state accounting sytems. The supported and preferred method is through the state Enterprise Service Bus.

  2. The system is Medicaid Information Technology Architecture (MITA) 2.0 compliant and is built using SOA principles.

3. Web services is supported and used when possible. Because it is necessary to interact with legacy systems, ProviderOne supports a number of interface methods.

Overall CNSI has been a very open and colaberative partner which has had a very positive impact on the successful implementation and certification of ProviderOne.

Sincerely,

Rich Campbell
Chief Information Officer

Attachment B: Bid Proposal Certification

By signing below, Bidder certifies that:

Bidder accepts and will comply with all Contract Terms and Conditions contained in the Sample Contract without change except as otherwise expressly stated in the Primary Bidder Detail Form & Certification.

Bidder has reviewed the additional certifications, which are incorporated herein by reference, and by signing below represents that Bidder agrees to be bound by the obligations included therein.

Bidder does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), gender, marital status, political affiliation, national origin, or handicap;

No cost or pricing information has been included in the Bidder's Technical Proposal;

Bidder has received any amendments to this RFP issued by the Department;

Bidder either is currently registered to do business in Iowa or agrees to register if Bidder is awarded a Contract pursuant to this RFP;

The person signing this Bid Proposal certifies that he/she is the person in the Bidder's organization responsible for, or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive agreements outlined above;

Bidder specifically stipulates that the Bid Proposal is predicated upon the acceptance of all terms and conditions stated in the RFP and the Sample Contract without change except as otherwise expressly stated in the Primary Bidder Detail Form & Certification. Objections or responses shall not materially alter the RFP. All changes to proposed contract language, including deletions, additions, and substitutions of language, must be addressed in the Bid Proposal;

Bidder certifies that the Bidder organization has sufficient personnel resources available to provide all services proposed by the Bid Proposal, and such resources will be available on the date the RFP states services are to begin. Bidder guarantees personnel proposed to provide services will be the personnel providing the services unless prior approval is received from the Department to substitute staff;

Bidder certifies that if the Bidder is awarded the contract and plans to utilize subcontractors at any point to perform any obligations under the contract, the Bidder will (1) notify the Department in writing prior to use of the subcontractor, and (2) apply all restrictions, obligations, and responsibilities of the resulting contract between the Department and contractor to the subcontractors through a subcontract. The contractor will remain responsible for all Deliverables provided under this contract.

Bidder guarantees the availability of the services offered and that all Bid Proposal terms, including price, will remain firm until a contract has been executed for the services contemplated by this RFP or one year from the issuance of this RFP, whichever is earlier; and,

Bidder certifies it is either a) registered or will become registered with the Iowa Department of Revenue to collect and remit Iowa sales and use taxes as required by Iowa Code chapter 423; or b) not a “retailer” of a “retailer maintaining a place of business in this state” as those terms are defined in Iowa Code subsections 423.1(42) & (43). The Bidder also acknowledges that the Department may declare the bid void if the above certification is false. Bidders may register with the Department of Revenue online at: http://www.state.ia.us/tax/business/business.html.

BIDDERS – SIGN AND SUBMIT CERTIFICATION WITH PROPOSAL.

I certify that I have the authority to bind the bidder indicated below to the specific terms, conditions and technical specifications required in the Department's Request for Proposal (RFP) and offered in the bidder's proposal. I understand that by submitting this bid proposal, the bidder indicated below agrees to provide services described in the Iowa Medicaid Enterprise System Services Procurement RFP which meet or exceed the requirements of the Department's RFP unless noted in the bid proposal and at the prices quoted by the bidder.

I certify that the contents of the bid proposal are true and accurate and that the bidder has not made any knowingly false statements in the bid proposal.

Michael F. Hamulik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Attachment C: Certification of Independence and No Conflict of Interest

CERTIFICATION OF INDEPENDENCE AND NO CONFLICT OF INTEREST

By signing below, Bidder certifies that:

By submission of a bid proposal, the bidder certifies (and in the case of a joint proposal, each party thereto certifies) that:

a. the bid proposal has been developed independently, without consultation, communication or agreement with any employee or consultant of the Department who has worked on the development of this RFP, or with any person serving as a member of the evaluation committee;

b. the bid proposal has been developed independently, without consultation, communication or agreement with any other bidder or parties for the purpose of restricting competition;

c. unless otherwise required by law, the information in the bid proposal has not been knowingly disclosed by the bidder and will not knowingly be disclosed prior to the award of the contract, directly or indirectly, to any other bidder;

d. no attempt has been made or will be made by the bidder to induce any other bidder to submit or not to submit a bid proposal for the purpose of restricting competition;

e. no relationship exists or will exist during the contract period between the bidder and the Department that interferes with fair competition or is a conflict of interest.

Michael F. Hamulik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

NORIDIAN®
Administrative Services LLC

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Attachment D: Certification Regarding Debarment Suspension Ineligibility and Voluntary Exclusion

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION -- LOWER TIER COVERED TRANSACTIONS

By signing and submitting this Proposal, the bidder is providing the certification set out below:

1. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the bidder knowingly rendered an erroneous certification, in addition to other remedies available to the federal government the Department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

2. The bidder shall provide immediate written notice to the person to whom this Proposal is submitted if at any time the bidder learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances.

3. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principle, proposal, and voluntarily excluded, as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this Proposal is submitted for assistance in obtaining a copy of those regulations.

4. The bidder agrees by submitting this Proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department or agency with which this transaction originated.

5. The bidder further agrees by submitting this Proposal that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

6. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. A participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.

7. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

8. Except for transactions authorized under paragraph 4 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, the Department or agency with which this transaction originated may pursue available remedies, including suspension and or debarment.

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND OR VOLUNTARY EXCLUSION--LOWER TIER COVERED TRANSACTIONS

(1) The bidder certifies, by submission of this Proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

(2) Where the bidder is unable to certify to any of the statements in this certification, such bidder shall attach an explanation to this Proposal.

Michael F. Hamerlik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

Attachment E: Authorization to Release Information

AUTHORIZATION TO RELEASE INFORMATION

Noridian Administrative Services, LLC hereby authorizes any person or entity, public or private, having any information concerning the bidder's background, including but not limited to its performance history regarding its prior rendering of services similar to those detailed in this RFP, to release such information to the Department.

The bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Department or may otherwise hurt its reputation or operations. The bidder is willing to take that risk. The bidder agrees to release all persons, entities, the Department, and the Department of Iowa from any liability whatsoever that may be incurred in releasing this information or using this information.

The bidder agrees to release all persons, entities, the Department, and the Department of Iowa from any liability whatsoever that may be incurred in releasing this information or using this information.

Michael F. Hamulik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

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Administrative Services LLC

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Attachment F: Certification Regarding Registration, Collection, and Remission of State Sales and Use Taxes

CERTIFICATION REGARDING REGISTRATION, COLLECTION, AND REMISSION OF STATE SALES AND USE TAX

By submitting a proposal in response to this Request for Proposal (RFP), the undersigned certifies the following: (check the applicable box):

☐[name of vendor] is registered or agrees to become registered if awarded the contract, with the Iowa Department of Revenue, and will collect and remit Iowa Sales and use taxes as required by Iowa Code chapter 423; or

☒ Noridian Administrative Services, LLC is not a "retailer" or a "retailer maintaining a place of business in the state" as those terms are defined in Iowa Code §§ 423.1(42) & (43) (2005).

Noridian Administrative Services, LLC also acknowledges that the Department may declare the Vendor's bid or resulting contract void if the above certification is false. The Vendor also understands that fraudulent certification may result in the Department or its representative filing for damages for breach of contract.

Michael F. Hamulik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

NORIDIAN®
Administrative Services LLC

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Attachment G: Certification of Compliance with Pro-Children Act of 1994

CERTIFICATION OF COMPLIANCE WITH PRO-CHILDREN ACT OF 1994

The Contractor must comply with Public Law 103-227, Part C Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act). This Act requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by federal programs either directly or through State or local governments. Federal programs include grants, cooperative agreements, loans or loan guarantees, and contracts. The law also applies to children's services that are provided in indoor facilities that are constructed, operated, or maintained with such federal funds. The law does not apply to children's services provided in private residences; portions of facilities used for inpatient drug or alcohol treatment; service providers whose sole source of applicable federal funds is Medicare or Medicaid; or facilities (other than clinics) where WIC coupons are redeemed.

The Contractor further agrees that the above language will be included in any sub-awards that contain provisions for children's services and that all sub-grantees shall certify compliance accordingly. Failure to comply with the provisions of this law may result in the imposition of a civil monetary penalty of up to $1000 per day.

Michael F. Hamulik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

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Administrative Services LLC

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Attachment H: Certification Regarding Lobbying

CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

a. No federal appropriated funds have been paid or will be paid on behalf of the Sub-Grantee to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of the Congress, an officer or employee of the Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant loan or cooperative agreement.

b. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of the Congress, or an employee of a Member of Congress in connection with this Contract, grant, loan, or cooperative agreement, the applicant shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

c. The Contractor shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S.C.A. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Michael F. Hamulik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

NORIDIAN®
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Attachment I: Business Associate Agreement

The following pages provide the Business Associate Agreement.

ADDENDUM: Business Associate Agreement

THIS ADDENDUM supplements and is made a part of the Iowa Department of Human Services ("Agency") Contract (hereinafter, the "Underlying Agreement") between the Agency and the Contractor ("the Business Associate").

1. Purpose.

The Business Associate performs certain services on behalf of or for the Agency pursuant to the Underlying Agreement that require the exchange of information that is protected by the Health Insurance Portability and Accountability Act of 1996, as amended by Subtitle D of the Health Information Technology for Economic and Clinical Health Act, Title XIII of Division A and Title IV of Division B of the American Recovery and Reinvestment Act of 2009 (Pub. L. No. 111-5) (the "HITECH Act") and the federal regulations published at 45 C.F.R. parts 160 and 164 (collectively "HIPAA"). The Agency is a hybrid "Covered Entity" as that term is defined in HIPAA. For purposes of this agreement, the portion of the Agency that fall under the purview of HIPAA shall be referred to as the "Covered Entity". The parties to the Underlying Agreement are entering into this Addendum to establish the responsibilities of both parties regarding Protected Health Information and to bring the Underlying Agreement into compliance with HIPAA.

2. Definitions.

Unless otherwise provided in this Addendum, capitalized terms have the same meanings as set forth in HIPAA.

3. Obligations of Business Associate.

a. Security Obligations. Sections 164.308, 164.310, 164.312 and 164.316 of title 45, Code of Federal Regulations, apply to the Business Associate in the same manner that such sections apply to the Covered Entity. The Business Associate's obligations include but are not limited to the following:

- Implementing administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the electronic Protected Health Information that the Business Associate creates, receives, maintains, or transmits on behalf of the Covered Entity as required by HIPAA;
- Ensuring that any agent, including a subcontractor, to whom the Business Associate provides such information agrees to implement reasonable and appropriate safeguards to protect the data; and
- Reporting to the Covered Entity any security incident of which it becomes aware.

b. Privacy Obligations. To comply with the privacy obligations imposed by HIPAA, Business Associate agrees to:

- Not use or further disclose information other than as permitted or required by the Underlying Agreement, this Addendum, or as required by law;
- Abide by any Individual's request to restrict the disclosure of Protected Health Information consistent with the requirements of Section 13405(a) of the HITECH Act;
- Use appropriate safeguards to prevent use or disclosure of Protected Health Information other than as provided for by the Underlying Agreement and this Addendum;
- Report to the Covered Entity any use or disclosure of Protected Health Information not provided for by the Underlying Agreement of which the Business Associates becomes aware;

- Ensure that any agents, including a subcontractor, to whom the Business Associate provides Protected Health Information received from the Agency or created or received by the Business Associate on behalf of the Covered Entity agrees to the same restrictions and conditions that apply to the Business Associate with respect to such information;
- Make available to the Covered Entity within thirty (30) days Protected Health Information to comply with an Individual's right of access to their Protected Health Information in compliance with 45 C.F.R. § 164.524 and Section 13405(f) of the HITECH Act;
- Make available to the Covered Entity within thirty (30) days Protected Health Information for amendment and incorporate any amendments to Protected Health Information in accordance with 45 C.F.R. § 164.526;
- Make available to the Covered Entity within fifteen (15) days the information required to provide an accounting of disclosures in accordance with 45 C.F.R. § 164.528 and Section 13405(c) of the HITECH Act;
- Make its internal practices, books, and records relating to the use and disclosure of Protected Health Information received from the Covered Entity, or created or received by the Business Associate on behalf of the Covered Entity, available to the Secretary for purposes of determining the Covered Entity's compliance with HIPAA;
- To the extent practicable, mitigate any harmful effects that are known to the Business Associate of a use or disclosure of Protected Health Information in violation of this Addendum;
- Use and disclose an Individual's Protected Health Information only if such use or disclosure is in compliance with each and every applicable requirement of 45 C.F.R. § 164.504(e);
- Refrain from exchanging any Protected Health Information with any entity of which the Business Associate knows of a pattern of activity or practice that constitutes a material breach or violation of HIPAA;
- To comply with Section 13405(b) of the HITECH Act when using, disclosing, or requesting Protected Health Information in relation to this Addendum by limiting disclosures as required by HIPAA;
- Refrain from receiving any remuneration in exchange for any Individual's Protected Health Information unless (1) that exchange is pursuant to a valid authorization that includes a specification of whether the Protected Health Information can be further exchanged for remuneration by the entity receiving Protected Health Information of that Individual, or (2) satisfies one of the exceptions enumerated in Section 13405(e)(2) of the HITECH Act or HIPAA regulations; and
- Refrain from marketing activities that would violate HIPAA, specifically Section 13406 of the HITECH Act.

c. Permissive Uses. The Business Associate may use or disclose Protected Health Information that is disclosed to it by the Covered Entity under the following circumstances:

- Business Associate may use the information for its own management and administration and to carry out the legal responsibilities of the Business Associate.
- Business Associate may disclose the information for its own management and administration and to carry the legal responsibilities of the Business Associate if (1) the disclosure is required by law, or (2) the Business Associate obtains reasonable assurances from the person to whom the information is disclosed that the information will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it is aware in which the confidentiality of the information has been breached.

d. Breach Notification. In the event that the Business Associate discovers a Breach of Unsecured Protected Health Information, the Business Associate agrees to take the following measures within 30 calendar days after the Business Associate first discovers the incident:

- To notify the Covered Entity of any Breach. Such notice by the Business Associate shall be provided without unreasonable delay, except where a law enforcement official determines that a notification would impede a criminal investigation or cause damage to national security. For purposes of this Addendum, the Business Associate is deemed to have discovered the Breach as of the first day on which such Breach is known to the Business Associate or by exercising reasonable diligence, would have been known to the Business Associate, including any person, other than the individual committing the Breach, that is a workforce member or agent of the Business Associate;
- To include to the extent possible the identification of the Individuals whose Unsecured Protected Health Information has been, or is reasonably believed to have been, the subject of a Breach;
- To complete and submit the Breach Notice form to the Covered Entity (see Exhibit A); and
- To include a draft letter for the Covered Entity to utilize to notify the Individuals that their Unsecured Protected Health Information has been, or is reasonably believed to have been, the subject of a Breach. The draft letter must include, to the extent possible:

    1. A brief description of what happened, including the date of the Breach and the date of the discovery of the Breach, if known;
    2. A description of the types of Unsecured Protected Health Information that were involved in the Breach (such as full name, Social Security Number, date of birth, home address, account number, disability code, or other types of information that were involved);
    3. Any steps the Individuals should take to protect themselves from potential harm resulting from the Breach;
    4. A brief description of what the Covered Entity and the Business Associate are doing to investigate the Breach, to mitigate losses, and to protect against any further Breaches; and
    5. Contact procedures for Individuals to ask questions or learn additional information, which shall include a toll-free telephone number, an e-mail address, web site, or postal address.

4. Addendum Administration.

a. Termination. The Covered Entity may terminate this Addendum for cause if the Covered Entity determines that the Business Associate or any of its subcontractors or agents has breached a material term of this Addendum. Termination of either the Underlying Agreement or this Addendum shall constituted termination of the corresponding agreement.

b. Effect of Termination. At termination of the Underlying Agreement or this Addendum, the Business Associate shall return or destroy all Protected Health Information received or created in connection with this Underlying Agreement, if feasible. If such return or destruction is not feasible, the Business Associate will extend the protections of this

Addendum to the Protected Health Information and limit any further uses or disclosures. The Business Associate will provide the Covered Entity in writing a description of why return or destruction of the information is not feasible.

c. Compliance with Confidentiality Laws. Business Associate acknowledges that it must comply with all laws that may protect the Protected Health Information received and will comply with all such laws, which include but are not limited to the following:

- Medicaid applicants and recipients: 42 U.S.C. § 1396a(a)(7); 42 C.F.R. §§ 431.300 - .307; Iowa Code § 217.30;
- Mental health treatment: Iowa Code chapters 228, 229;

- HIV/AIDS diagnosis and treatment: Iowa Code § 141A.9; and
- Substance abuse treatment: 42 U.S.C. § 290dd-3; 42 U.S.C. § 290ee-3; 42 C.F.R. part 2; Iowa Code §§ 125.37, 125.93.

d. Indemnification for Breach Notification. Business Associate shall indemnify the Covered Entity for costs of an action required to be taken under any law or regulation as a result of any Breach by the Business Associate or any subcontractor in a manner not permitted under 45 C.F.R. part E.

e. Amendment. The Covered Entity may amend the Addendum from time to time by posting an updated version of the Addendum on the Agency's website at: http://www.dhs.state.ia.us/Consumers/Health/HIPAA/Home.html, and providing the Business Associate electronic notice of the amended Addendum. The Business Associate shall be deemed to have accepted the amendment unless the Business Associate notifies the Covered Entity of its non-acceptance in accordance with the Notice provisions of the Contract within 30 days of the Covered Entity's notice referenced herein. Any agreed alteration of the then current Covered Entity Addendum shall have no force or effect until the agreed alteration is reduced to a Contract amendment and signed by the Contractor, Agency Director, and the Agency Security and Privacy Officer.

f. Survival. The obligations of the Business Associate shall survive this Addendum's termination.

g. No Third Party Beneficiaries. There are no third party beneficiaries to this agreement between the parties. The Underlying Agreement and this Addendum are intended to only benefit the parties to the agreement.

h. Effective Date. This Addendum is effective as of the Underlying Agreement's Effective Date.

EXHIBIT A: NOTIFICATION TO THE AGENCY OF BREACH OF UNSECURED PROTECTED HEALTH INFORMATION

NOTE: The Business Associate must use this form to notify the Covered Entity of any Breach of Unsecured Protected Health Information. Immediately provide a copy of this completed form to (1) the Contract Manager, in compliance with the Notice Requirements of the Underlying Agreement, and (2) the Agency Security and Privacy Officer at:

Iowa Department of Human Services
Attn: Security & Privacy Officer
1305 E. Walnut, 1st Floor, DDM
Des Moines, IA 50319

Contract Information	
Contract Number	Contract Title
Contractor Contact Information	
Contact Person for this Incident:	
Contact Peron's Title:	
Contact's Address:	
Contact's E-mail:	
Contact's Telephone No.:	

Business Associate hereby notifies the Covered Entity that there has been a Breach of Unsecured (unencrypted) Protected Health Information that Business Associate has used or has had access to under the terms of the Business Associate Agreement, as described in detail below:

Breach Details	
Date of Breach	Date of Discovery of Breach
Detailed Description of the Breach	
Type of Unsecured Protected Health Information involved in the Breach (such as full name, SSN, Date of Birth, Address, Account Number, Disability Code, etc).	
What steps are being taken to investigate the breach, mitigate losses, and protect against any further breaches?	
Number of Individuals Impacted	If over 500, do individuals live in multiple states?
	YES | NO

Signature: Michael F. Hamulik **Date:** September 16, 2011

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Attachment J-1: Bid Proposal Certification of Available Resources

CERTIFICATION OF AVAILABLE RESOURCES

I certify that the bidder organization indicated below has sufficient personnel resources available to provide all services proposed by this Bid Proposal. I duly certify that these personnel resources for the contract awarded will be available on and after November 28, 2011.

In the event that we, the bidder, have bid more than one contract specified by this RFP, my signature below also certifies that the personnel bid for this Bid Proposal are not personnel for any other Bid Proposal. If my organization is awarded more than one contract, I understand that the State may agree to shared resource allocation if the bidder can prove feasibility of shared resource.

Michael F. Hamulik — September 16, 2011

Name — Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

NORIDIAN®
Administrative Services LLC

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Attachment J-2: Bid Proposal Drug Free Workplace Certification

CERTIFICATION OF DRUG FREE WORKPLACE

1. Requirements for Contractors Who are Not Individuals. If the bidder is not an individual, by signing below bidder agrees to provide a drug-free workplace by:

a. publishing a statement notifying employees that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in the person's workplace and specifying the actions that will be taken against employees for violations of such prohibition;

b. establishing a drug-free awareness program to inform employees about:

(1) the dangers of drug abuse in the workplace;

(2) the person's policy of maintaining a drug- free workplace;

(3) any available drug counseling, rehabilitation and employee assistance programs; and

(4) the penalties that may be imposed upon employees for drug abuse violations;

c. making it a requirement that each employee to be engaged in the performance of such contract be given a copy of the statement required by subparagraph (a);

d. notifying the employee in the statement required by subparagraph (a), that as a condition of employment on such contract, the employee will:

(1) abide by the terms of the statement; and

(2) notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than 5 days after such conviction;

e. notifying the contracting agency within 10 days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction;

f. imposing a sanction on, or requiring the satisfactory participation in a drug abuse assistance or rehabilitation program by, any employee who is so convicted, as required by 41 U.S.C. § 703; and

g. making a good faith effort to continue to maintain a drug-free workplace through implementation of subparagraphs (a), (b), (c), (d), (e) and (f).

2. Requirement for Individuals. If the bidder is an individual, by signing below the bidder agrees to not engage in the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the performance of the contract.

3. Notification Requirement. The bidder shall, within 30 days after receiving notice from an employee of a conviction pursuant to 41 U.S.C. § 701(a)(1)(D)(ii) or 41 U.S.C. § 702(a)(1)(D)(ii):

a. take appropriate personnel action against such employee up to and including termination; or

b. require such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency.

I certify that I have the authority to bind the bidder indicated below to the terms and conditions related to the Drug Free Workplace requirements.

Michael F. Hamulik | September 16, 2011

Name | Date

President and Chief Executive Officer

Title

Noridian Administrative Services, LLC

Name of Bidder Organization

Attachment J-3: Primary Bidder Detail Form and Certification

PRIMARY DETAIL FORM AND CERTIFICATION

(Return this completed form behind Tab 5 of the Proposal. If a section does not apply, label it "not applicable".)

Primary Contact Information (individual who can address issues re: this Bid Proposal)	
Name:	Kaylin Frappier
Address:	900 42nd Street South Fargo, ND 58103
Tel:	Office: (701) 282-1479 Mobile: (701) 261-5353
Fax:	(701) 277-5150
E-mail:	kaylin.frappier@noridian.com

Primary Bidder Detail	
Business Legal Name ("Bidder")	Noridian Administrative Services, LLC
"Doing Business As" names, assumed names, or other operating names:	N/A
Parent Corporation, if any:	Noridian Mutual Insurance Company (dba Blue Cross Blue Shield of North Dakota (BCBSND))
Form of Business Entity (i.e., corp., partnership, LLC, etc.):	LLC
State of Incorporation/organization:	Noridian was formed as a limited liability company in the state of Delaware in 2002.
Primary Address:	Noridian's headquarters building is located at: Noridian Administrative Services, LLC 900 42nd Street South Fargo ND 58103
Tel:	(701) 277-6500
Fax:	(701) 277-5150
Local Address (if any):	N/A
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	Headquarters: Noridian Administrative Services, LLC 900 42nd Street South Fargo, ND 58103 Proposed Temporary Facility: 6100 Thornton Avenue Des Moines, IA 50321

Primary Bidder Detail	
Number of Employees:	913 (902 full-time and 11 part-time)
Number of Years in Business:	45 (Noridian originated in 1966 as a division of BCBSND)
Primary Focus of Business:	Noridian is a large-scale administrative services company that provides governmental agencies and private businesses with a wide range of solutions for claims processing, information management, and customer service needs. Our services include solutions for and management of claims processing operations, call centers, document control functions, and print and mail operations.
Federal Tax ID:	45-0173185
Bidder's Accounting Firm:	Eide Bailly, LLP 4310 17th Ave S Fargo, ND 58103
If Bidder is currently registered to do business in Iowa, provide the Date of Registration:	November 5, 2009
Do you plan on using subcontractors if awarded this Contract? {If "YES," submit a Subcontractor Disclosure Form for each proposed subcontractor.}	Yes

Signature:	Michael F. Hamerlik
Printed Name/Title:	Michael F Hamerlik, President and Chief Executive Officer
Date:	09/16/2011

Attachment J-4: Subcontractor Disclosure Form

*(Return this completed form behind Tab 5 of the Bid Proposal. Fully complete a form for **each** proposed subcontractor. If a section does not apply, label it "not applicable." If the bidder does not intend to use subcontractor(s), this form does not need to be returned.)*

Primary Bidder ("Primary Bidder"):	Noridian Administrative Services, LLC
Subcontractor Contact Information (individual who can address issues re: this RFP)	
Name:	John H. Cousins III
Address:	15800 Gaither Drive, Gaithersburg, MD 20877
Tel:	301-634-4637
Fax:	301-634-4606
E-mail:	john.cousins@cns-inc.com

Subcontractor Detail	
Subcontractor Legal Name ("Subcontractor"):	Client Network Services, Inc.
"Doing Business As" names, assumed names, or other operating names:	CNSI
Form of Business Entity (i.e., corp., partnership, LLC, etc.):	Corporation
State of Incorporation/organization:	Maryland
Primary Address:	15800 Gaither Drive, Gaithersburg, MD 20877
Tel:	301-634-4600
Fax:	301-634-4606
Local Address (if any):	Not applicable
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	15800 Gaither Drive, Gaithersburg, MD 20877
Number of Employees:	444
Number of Years in Business:	17

Primary Focus of Business:	IT systems development and integration
Federal Tax ID:	52-1872098
Subcontractor's Accounting Firm:	Argy, Wiltse & Robinson, P.C.
If Subcontractor is currently registered to do business in Iowa, provide the Date of Registration:	06/28/2011 (No. W00741268)
Percentage of Total Work to be performed by this Subcontractor pursuant to this RFP/Contract.	34.5%

General Scope of Work to be performed by this Subcontractor

Design, development, and implementation and operational support for the replacement Medicaid Management Information System (MMIS).

Detail the Subcontractor's qualifications for performing this scope of work

Since 1994, CNSI has excelled at providing best value IT solutions by maintaining a passion for innovation. CNSI is an effective partner in business transformation and in enhancing government agency business processes. Over the past 12 years, CNSI has focused on the DDI and maintenance of MMIS solutions. In 2001, CNSI was awarded a contract to design, develop, and implement an MMIS solution for the state of Maine that became the genesis of the eCAMS product and the core of every one of CNSI's MMIS solutions, including Michigan's CHAMPS and Washington's ProviderOne. eCAMS was the first J2EE-based, web-centric MMIS, offering a robust, scalable, and agile application infrastructure that adapts to the changing business needs of the Medicaid industry. Today, eCAMS is the only proven next-generation Web-centric MMIS platform in production having successfully processed more than 200 million claims transactions. In July and August of 2011, respectively, the states of Washington and Michigan received certification from CMS based on the latest toolkit version, with both states receiving certification with no findings.

CNSI's experience in the public health care sector and, specifically in Medicaid, provides several advantages to its clients. As a mature health care business technology company, CNSI brings a thorough understanding of the requirements under federally mandated standards, such as HIPAA and MITA, as well as the key technical and business-related areas that must be addressed for a successful deployment. CNSI's eCAMS solution provides states with the opportunity to use technology to achieve more efficient and cost-effective outcomes. CNSI brought its innovative thinking to MMIS implementations in the states of Maine, Washington, and Michigan, learning valuable lessons along the way and developing the expertise to produce the most technologically advanced MMIS available today. eCAMS aligns with the CMS MITA requirements—the only MITA-aligned MMIS in production in the country—and its architecture has the capability to be compliant with future generations.

Additionally, eCAMS is closely aligned to the CMS Seven Conditions and Standards required for enhanced funding: 1) modular standard with its flexible, component-based design and reusable, SOA-based architecture; 2) MITA condition, meeting goals in maturity for business, architecture, and data; 3) industry standards condition with demonstrated compliance with HIPAA and ADA; 4) leverage condition through reuse and sharing of technologies across our other state implementations; 5) business results condition, processing more than 100,000 claims per hour during recent benchmark testing; 6) reporting condition, with all necessary reporting available via ad hoc or built-in reports; and

7) interoperability condition, interacting with health information exchanges, public health agencies, and community organizations, providing outreach and enrollment assistance services. eCAMS was developed specifically for Medicaid, with MITA and SOA objectives adhered to throughout. These attributes provide the greatest flexibility, scalability, durability, and the best value for current and future needs.

CNSI also offers a rules engine, RuleIT, developed for high performance environments. RuleIT provides a substantial reduction in application development and maintenance costs, and features English-like rule syntax and grammar, making it easy for business analysts, rather than programmers, to update the rules. RuleIT is proven and tested and currently in production with high volume and high-throughput applications, including provider enrollment and Medicaid claims processing. Most recently, CNSI has introduced the Blue Button for Medicaid, leveraging mobile technology to enable users to access healthcare information via their Androids, BlackBerrys, iPhones, iPads, and Windows Smart Phones.

CNSI's innovative health care portfolio, which includes case management and vital records solutions, is a significant part of the value it brings. Along with its next-generation Medicaid system, CNSI brings outstanding Medicaid-centric project management experience, health care policy management leadership and expertise, a proven record of accomplishment, and highly skilled people in developing and implementing an MMIS.

By signing below, Subcontractor agrees to the following:

1. Subcontractor has reviewed the RFP, and Subcontractor agrees to perform the work indicated in this Bid Proposal if the Primary Bidder is selected as the winning bidder in this procurement.
2. Subcontractor has reviewed the Additional Certifications and by signing below confirms that the Certifications are true and accurate and Subcontractor will comply with all such Certifications.
3. Subcontractor agrees that it will register to do business in Iowa before performing any services pursuant to this contract, if required to do so by Iowa law.
4. Subcontractor does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;

The person signing this Subcontractor Disclosure Form certifies that he/she is the person in the Subcontractor's organization responsible for or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive obligations agreements outlined above.

I hereby certify that the contents of the Subcontractor Disclosure Form are true and accurate and that the Subcontractor has not made any knowingly false statements in the Form.

Signature for Subcontractor:	John H. Cousins III
Printed Name/Title:	John H. Cousins III, Vice President of Contracts and Corporate Counsel
Date:	September 16, 2011

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Tab 6 - Project Management

RFP Section 9.2.6

Team Noridian's Iowa MMIS project management approach incorporates the best practices of its team members, Noridian Administrative Services, LLC (Noridian) and Client Network Services Inc. (CNSI). Our collective experience has been refined through performance on the implementation and operations of multiple health care operations and large fixed priced implementation projects for more than 60 Medicaid, Medicare, government, and commercial clients. In keeping with our overall goal of continuous improvement, we are diligent in following and incorporating evolving project management techniques and the refined processes embodied in PMBOK, Capability Maturity Model Integration (CMMI), and Institute of Electrical and Electronics Engineers (IEEE) standards, and just as importantly, capitalizing on lessons learned from completed projects.

This section describes the project management approach that Team Noridian will take to manage the overall MMIS project. In the course of our combined 115 years experience in health care administration and systems development, Team Noridian has undertaken 17 significant sized systems and operations takeovers and more than 60 system implementation projects for government and commercial clients, primarily in Medicaid and Medicare. Every one of those projects has been or is on target to be successfully completed, and many are still in operation today. The fact we were able to compile this record of consistent implementation and operations success with no interruption of services to our clients or their stakeholders was no accident —our success is the result of effective management, careful and detailed planning, accounting for customer requirements, application of appropriate resources, proper governance and controls, timely identification of risks, creating and following realistic risk avoidance and mitigation plans, and disciplined execution of the project plans by our skilled staff. The result is an incomparable record of successful implementation and operations projects, and a body of knowledge and experience that is directly applicable to the Iowa MMIS project.

Team Noridian Advantage

Team Noridian's project management methodology is based on a trusted partnernership with the Department and is focused on:

- Ensuring the Department successfully achieves its project objectives
- Tailoring defined, proven iVision360 management processes based on standards and best practices from PMBOK, CMMI, IEEE, and ISO
- Preparing to and operating the system in a manner to meet or exceed requirements
- Encouraging continuous improvement in all areas

In this section we will present the overarching MMIS project management approaches and, where relevant, reference other sections of the proposal where more detailed descriptions of specific plans or phases may be found.

6.1 Project Management Methodology

Team Noridian's project management plans, documented performance standards and project work plan are the baselines against which we measure actual progress against planned progress on a timely and regular basis so we can take necessary corrective actions immediately. Our project management process involves regularly gathering data on project performance and comparing it with the planned performance. This process will occur throughout the project. The project plans are living documents across the MMIS and Core MMIS operations project life cycle, updated as required to reflect any change driven by legislative mandates, the Iowa Department of Human Services (Department) requirements, technology evolution, or lessons learned to be applied as part of our continuous process improvement. Plan updates will be provided to the Department on the schedule determined by the Department.

Some management processes are specific to implementation and certification, operations or turnover, while others are critical to all phases of the project and should be approached as consistent and

comprehensive processes, without which the project cannot be successful. These cradle-to-grave processes include communications management, quality management, risk management, and time management. Additional details on the approach to management of the project can be found in the sections referenced in Figure 6-1.

Topic	Proposal Section
Project Work Plan Approach	▪ 6.2 Project Work Plans ▪ Project Work Plan Introduction
Organization and Staffing	▪ 6.3 Project Organization

Figure 6-1. Project Management Approach Across Phases. Team Noridian has provided additional details of its management approaches for project work plan development and staffing in these sections, as required in the RFP.

6.1.1 Approach to Communications Management

Clear, concise, and timely communications is critical to the continued long-term success in the delivery of the MMIS. Our communications management processes are designed to foster strong business relationships based on leadership, trust, respect, and accountability with all involved parties. Communications management defines communication processes, guidelines, methods, decision-making protocols, reporting mechanisms, and meetings and sets expectations for the type and frequency of communication. Consistent and regular communication is the cornerstone of this effort. Regular and effective communication keeps all stakeholders involved and provides the means to manage expectations and outcomes. This is particularly critical in a project which involves multiple stakeholders, such as this one.

The goal of our communication process is to develop a framework that provides communication paths and decision processes for stakeholders in the success of implementation. The processes include an input as well as feedback mechanisms to help involved parties embrace changes affecting people, work processes, and the environment. To carry out our communication process, we will:

- Complete stakeholder analysis, identifying roles and responsibilities of all involved stakeholders for communicating
- Determine internal and external stakeholders and their needs
- Identify and describe the methods for communicating information on the project
- Describe Team Noridian's approach to meetings
- Describe methods for tracking deliverables and milestones
- Describe communication with external stakeholders
- Describe risk mitigation activities
- Develop internal communication matrices specific to each phase

Team Noridian's Communications Management Plan will be consistent with the Project Management Institute's (PMI’s) Project Management Body of Knowledge (PMBOK) and will be tailored to best support our project management needs and to ensure all areas required by the RFP are covered in a logical order. A critical piece in developing the plan is the identification of all stakeholders with communication needs and matching these stakeholders with the communication vehicles they require. Team Noridian will work with the Department and its internal staff to define all of these communication needs and vehicles.

During the planning for each phase, we will use the general stakeholder groups defined by our stakeholder analysis task and identify stakeholder subgroups and then assign membership to the subgroups. Once that has been accomplished, Team Noridian will match these to its list of all communication vehicles by phase and, with the Department, determine who needs what and how often. This will result in communications matrix which will list all stakeholders by their subgroup with their specific communication needs and the frequency of the distributions. The communications matrix, along with all contact information, will be posted on our project control and reporting system, the Project Portal.

The communications matrix will be added to our Communications Management Plan and submitted to the Department for final review and approval.

The Project Portal will provide a centralized repository of project information. This portal, built using Microsoft SharePoint, allows Team Noridian, the Department, and other stakeholders to view and share project information securely, in real time. This portal will be used not only during implementation but throughout operations. Team Noridian will include Project Portal training in the start-up activities for all team members.

6.1.1.1 Start-Up and Implementation, and Transition to Operations Phases

As part of our communications planning, Team Noridian will set up the formats, mechanisms, procedures, and schedules for the main performance communications vehicles, which will be used during the planning and implementation period.

During project initiation, a major focus will be updating the Project Portal, which is part of our project reporting and control system. Team Noridian will update and deliver any modifications to the Project Portal procedures and methodology to the Department for approval. We will train internal staff and the Department staff on the system and its use during the implementation project initiation.

Team Noridian will use the formal communications vehicles as its main internal reporting mechanisms throughout the start-up and implementation phase. However, formal reporting will be augmented by joint application development (JAD) sessions and technical walkthroughs of products as they are developed.

6.1.1.2 Operational Phase

During operations, eCAMS HealthBeat provides dashboards and other operational information to instantly monitor production services and operations. HealthBeat provides one-stop information to view key service metrics and operational standards. In addition, historical reporting is available through HealthBeat. HealthBeat provides important real-time monitoring of operations in addition to other operations communication channels including project status meetings, briefings, and outreach via the service vendors that are part of communications management.

6.1.1.3 Certification Phase

The certification communications activities will involve both key stakeholders and audiences from the start-up and implementation and operations phases. However, they also include stakeholders such as CMS and external data partners that may not be part of the implementation or operations communication plans.

Due to the specific requirements of certification communications, at the start of certification activities during the analysis and design phase, Team Noridian will revise the Communication Management Plan to include certification specific communications activities in the communication matrix, and key certification audiences and stakeholders. Team Noridian understands that certification communication activities with CMS and external entities need to be closely coordinated through the Department, making the communications matrix particularly important. The communications plan and specific certification communications will be monitored and managed by the Team Noridian project management office (PMO), which will be maintained through formal communications.

Throughout certification planning and progress reviews, Team Noridian will revise the certification communications activities, with Department review and approval.

6.1.1.4 Turnover Phase

Team Noridian recognizes the importance of good communication practices throughout the turnover phase. Turnover is similar to implementation, in that a new stakeholder will be engaging in the project. Team Noridian has developed the methodologies and procedures in place and will develop a complete turnover approach that is designed to achieve Team Noridian and the Department’s common goals to:

- Coordinate a smooth and orderly transition of operations to the successor contractor
- Mitigate the risks of payment disruption to providers during the transition
- Ensure that Medicaid resources and Department assets are successfully and completely transferred to the successor

Team Noridian also understands that many communications activities with the successor contractor will be coordinated through the Department.

At notification to begin turnover, Team Noridian will review and revise the Communications Management Plan to include a draft communications matrix for turnover activity. This matrix will be reviewed during turnover planning and status meetings on a routine basis, and revised as necessary with Department approval.

Key transition communications activities are shown in the draft work plan provided with this proposal. These include status meetings, knowledge transfer and deliverable completion milestones. More detailed information about turnover communications, including details of specific deliverables and outputs, can be found in Tab 12 of this proposal response.

6.1.2 Approach to Quality Management

Our quality principle is based on the prime contractor's, Noridian's, corporate values and ensures Team Noridian's commitment to quality is at all levels of the organization. Our quality practices meet the requirements of the International Organization of Standardization (ISO) 9001:2000 standard for quality management programs and stem from an ongoing focus on quality that has evolved in over 70 years of health care administrative services. Team member CNSI's management and quality processes have been externally assessed at Capability Maturity Model Integrated (CMMI) Level 2 and are compliant with Level 3, with the official assessment at Level 3 expected in 2012.

Team Noridian's Quality Management Plan is based upon two key premises:

- Quality processes are critical to achieving quality products and services. We believe that the best way to ensure consistent quality processes is to conduct independent and objective checks to ensure we are following the established processes for building and delivering the "right products" and providing the "right services"—or doing things the right way . The quality of our processes and having our people correctly follow these processes (including ensuring they are properly trained) in a consistent and repeatable fashion is the key in determining the quality of our products and services. This includes continually striving to improve our processes to achieve higher levels of quality.
- Quality is built into our products and services from the start. This requires that the individuals producing the products and performing the services are the people best qualified to ensure that quality products and services are being built and delivered to our customers. They are the people who determine that we are building and delivering the "right product" or providing the "right service" to our customers.

Adherence to our quality assurance (QA) philosophy offers these benefits to the Department:

- Better insight into the quality and status/progress of project tasks and deliverables. This reduces “last minute surprises” and allows us to adapt to needed changes more quickly and effectively.
- Risks, problems, and changes are addressed more proactively rather than reactively. This results in fewer errors in the draft and final delivered products and less rework throughout the project.
- Smoother transition from the legacy MMIS to the new MMIS for the Department and users of the system.
- Increased confidence that all the RFP requirements are met.
- Assurance that the right things are done the right way at the right time.

Quality Management consists of these activities required to provide assurance that:

- The quality of all deliverables meets the Departments expectations and requirements.
- The processes used to create the deliverables are followed and that they conform to accepted standards.
- The management processes are operating properly and that they are effective at meeting Department requirements.

Because formal QA is embedded so deeply into our management system, the operation is to a large extent self-checking. Deliverable acceptance by the Department indicates that the deliverables satisfy their requirements, so the progression of deliverables constitutes tangible evidence of system operation and effectiveness. On the other hand, a formal, independent examination of the management system processes in operation provides documentary evidence of their use and effectiveness, and also provides the opportunity for introspection and improvement. Team Noridian's QA process therefore consists primarily of independent quality audits that examine and report the effectiveness of the management system, as well as provide recommendations for process improvement. QA also includes preparation of lessons learned reports at major progress points to further enhance our performance.

Team Noridian will produce a Quality Management Plan (QMP) that will apply to all phases of the contract. It will be updated before the start of each phase and annually, as required. The plan will identify quality requirements and standards for the project and documents how the project will demonstrate compliance. Quality management ensures proper internal controls are in place and validates review sign-offs, documentation, requirements tracking, and Department approval of all deliverables. The QMP establishes the organization, roles and responsibilities, and processes and procedures for the Quality Monitoring and Control Unit. It also establishes the quality standards and processes that will be employed across the project.

Our QA approach focuses on creating a quality management team that is separate from the project team, but that works closely with the project team. The QA manager will report to the project account manager. This will establish organizational freedom for independent quality evaluation for the personnel who have the responsibility to implement and oversee the quality program. This approach will ensure that Team Noridian deliverables are at acceptable levels of quality and that processes adhere to the commitments established in the project management plans.

QA will use a series of checklists, forms, logs, and reports to conduct the quality management activities. These will be contained in the QMP for the MMIS and Core MMIS operations project. Our standard tools, methods, and processes will be customized and tailored for use in the MMIS after we have had opportunities for the Quality Control and Management Unit to have discussions with Department stakeholders. The general QA processes and procedures include the following:

- Conduct audits and reviews of deliverables
- Ensure work products adhere to the appropriate standards
- Develop audit and review procedures for activities
- Ensure the QA processes and procedures adequately control project quality
- Ensure the QA activities accurately measure the product, service, and process quality
- Review and approve specified deliverables for release to the customer
- Report the results of audits to project management
- Report unresolved non-compliant items to project management
- Report QA activities in the project monthly status report
- Ensure that the expectations of QA activities are identified and understood by the team members
- Collect and analyze metrics produced from the results of the QA process
- Recommend changes in procedures to improve processes
- Implement task-level quality control based on QA standards, policies, and procedures

- Participate in reviews and audits
- Perform corrective actions or process improvements in response to QA findings
- Manage and control defects, errors, and corrections
- Ensure staff, resources, and work products are available for QA and IV&V audits and inspections
- Ensuring the quality of deliverable documents and other work products

Project quality management reviews and audits are conducted in accordance with documented schedules or processes (in the event of unscheduled audits) prepared by the Quality Monitoring and Control unit staff and maintained on the Project Portal. These schedules are derived from the project work plan activities.

The Quality Monitoring and Control Unit staff ensures that records of each quality management activity performed are prepared and maintained under change management control. Such records are identified in a quality records list developed and promulgated to project personnel by the Quality Monitoring and Control Unit staff. Quality records are maintained for the life of the project or as otherwise specified in the QMP. Examples of such records include audit reports; audit findings, action items, and corrective action requests, together with status updates; completed product and process checklists; test reports and related test deficiencies; document and system/software change requests; quality management status reports; quality metrics and related analysis/trend reports; presentation materials, meeting minutes, and related decisions from engineering and security reviews and project stakeholder meetings; and product release records, including delivery letters. These records may be developed in hard-copy or electronic format and, upon completion, are placed in the Project Portal with appropriate controls for protection and security.

The results of the activities of the quality management group are important to achieving high-quality project products. The Quality Monitoring and Control unit staff will keep the project informed through various reports:

- **Monthly QA Monitoring and Control Reports.** Team Noridian will report on quality management activities and status in the quality management section of the monthly status report. The report highlights accomplishments of the month and identifies any areas of concern. Included in the report are basic quality metrics defined by the contract. Follow-up discussions with the account manager and key stakeholders are conducted as needed to address any issues identified by the reports and to coordinate any required resolution actions.
- **Audit Reports.** Following the completion of reviews of project processes or activities, the Quality Monitoring and Control Unit staff prepares or coordinates the completion of a report of the audit observations and findings. As appropriate, recommended approaches to resolve noted deficiencies and suggested improvement areas are also provided in the reports. As above, copies of the audit reports are provided to the account manager; further, a copy is archived.
- **Quality Assurance Review Report.** The Quality Assurance Review Report consists of a QA Review Checklist completed by the review team leader (usually the Quality Monitoring and Control Unit staff) that identifies the reviewers; inputs and review objective; action items and follow-up; and a list of decisions, agreements, issues, and recommendations. The distribution of Quality Assurance Review Reports will be documented in the project QMP and may include additional copies to senior managers responsible for resolving issues, the Quality Monitoring and Control unit staff, account manager and quality management staff.
- **Non-compliance Reports.** Instances of non-compliance observed in the conduct of product reviews and process audits are recorded in the related quality records. Monthly, a matrix of such deficiencies is updated as needed to reflect any status changes and reviewed with the Account Manager for any appropriate changes in the planned approach to closure or the related schedule of resolution activities. These reports are considered quality records and copies are archived in the project files.

6.1.2.1 Start-Up and Implementation, and Transition to Operations Phases

A detailed description of how our quality management approach is applied during implementation has been provided in Tab 8.

6.1.2.2 Operational Phase

A detailed description of how our quality management approach is applied during operations can be found in Tab 10.

6.1.2.3 Certification Phase

Team Noridian's certification approach is interwoven into the implementation approach. During implementation, many checkpoints and artifacts are created that will provide the foundation to formal certification. This integration of certification requirements is part of the ISDM proposed by Team Noridian, and as such, QA reviews and audits during implementation are also used to assess whether these artifacts also meet the requirements for certification. Quality assurance during certification will be provided using the processes defined during implementation and operations; however, reviews and audits will be performed against certification activities. Specific certification phase reviews and audits include:

- Review certification planning
- Assess certification readiness:
  - Completion of certification folders
  - Review evidence to prepare for the certification review
- Support CMS on-site visit
- Review and audit corrective action plans (CAPs) and outcomes (if required)

6.1.2.4 Turnover Phase

Quality assurance during turnover will be provided using the processes defined during the start-up and implementation and operations phases. However, reviews and audits will be performed against turnover activities. Specific turnover phase reviews and audits include:

- Review turnover planning
- Review and audit inventories and checklists
- Participate in due diligence of documentation and user manuals
- Review knowledge transfer artifacts and activities
- Review turnover report

6.1.3 Approach to Risk Management

Our approach to risk management is to establish the processes to identify risks and issues, assess them, and develop and review plans to address risks. Team Noridian will use the risk assessment board, in conjunction with the PMO during implementation and certification, to assess, manage and track risks. The risk assessment board will be comprised of key Department and Team Noridian project members, and the membership will change with each phase of the project to include the manager(s) for that phase. Risks are tracked in the risk section of the Project Portal.

Figure 6-2 provides an overview of the Team Noridian risk and issues management process we will follow throughout all contract phases, including start-up and implementation.

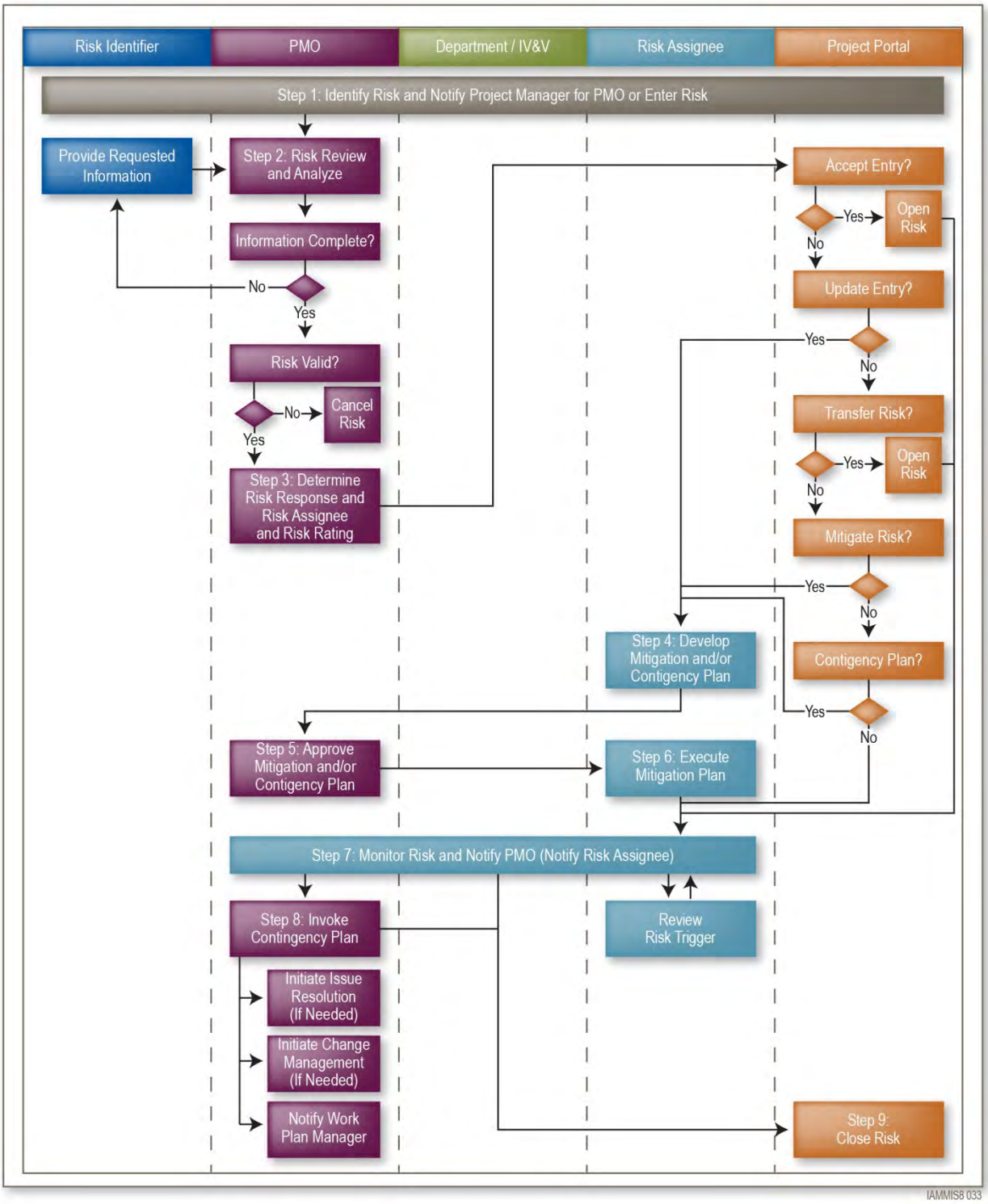

Figure 6-2. Overall Risk Management Process. Team Noridian's Risk and Issues management process provides a disciplined approach in addressing items that impact the project.

Risk Identification

We began this effort during start-up by producing a preliminary risk assessment based on our experience with similar large-scale undertakings. The risk assessment looks at all operational areas in addition to general project-wide possible risks which in theory, are inherent in any complex, large-scale project. As we progress through implementation, the managers, supervisors, system engineers, and subject matter experts (SME's) for each MMIS development and business process area, together with input from the Department, add their contributions to the initial risk assessment.

Risk Analysis

Risks accepted as valid are then further analyzed to determine the risk rating factor. Figure 6-3 describes our rating system and a sample dashboard summary of risk exposure. Each risk identified will be analyzed in terms of its consequences on cost, schedule, performance, and product quality.

The combination of these two factors will help to provide an overall assessment of risk exposure and provide the management visibility and insight needed to develop and examine alternative options for managing the identified risks. The remaining steps of the risk profile cycle are to define suitable responses (including avoidance, contingency approaches, and acceptance) to each risk, gaining partner assurance and agreement on the timing, approach and expected effectiveness of proposed mitigation efforts, and assigning responsibility for the risk to a person or group to implement the eventual mitigation approach.

Risk Probability Ratings (Chance of Occuring)

1 Minor Chance of Occurring
2 Moderate Chance of Occurring
3 High Chance of Occurring

Risk Impact Ratings (Time, Cost, Schedule)
1 Minor Impact
2 Moderate Impact (Workaround Solution Available)
3 High Impact (No Workaround Solution Apparent)
4 Severe Impact (Project Degradation)

Probability \ Impact	Minor 1	Moderate 2	High 3	Severe 4
High 3	3	6	9	12
Moderate 2	2	4	6	8
Minor 1	1	2	3	4

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Figure 6-3. Risk Rating System. Team Noridian uses a risk assessment process to assess risk likeliness and impact.

Risk Treatment

The risk response selection process involves selecting one of four risk responses:

- Avoid. Can we avoid the risk by changing the scope, with Department concurrence?
- Transfer. Can we avoid the risk by transferring it to another project, team, organization, or individual?
- Mitigation. Can the team do anything to reduce the probability or impact of the risk?
- Accept. Can we live with the consequences if the risk were actually to occur? Can we accept the risk and take no further action?

The necessary tasks to implement these responses will be integrated into the detailed project schedule as part of the change control management process.

The following guidelines apply when developing responses for identified risks:

- Focus on risks with an impact of high or severe
- Address the condition to reduce the probability
- Look for root causes as opposed to symptoms
- Address the consequences to minimize the impact
- Determine the root cause and then look for similar situations in other areas that may arise from the same cause
- Be aware of potential dependencies and interactions among risks

Risk Monitoring

Risks will be tracked and updated through the Project Portal specifically implemented early in implementation to capture and report on risks. Risks will be reviewed at each week's status meeting along with project milestones, issues, and deliverables, although we may wish to consider establishing a separate meeting specifically for risk status. New risks are presented to the risk assessment board with their assessment to date and possible mitigation approaches. Any changes in the nature, severity, or potential of previously identified risks, trigger events reached (or not reached) as expected are also presented. Identified new risks will be examined and analyzed using the same methodology as that used to create the original Risk Management Plan. As the final step in the process, risks may also be closed as part of the weekly status review.

There is also a risk escalation process for new or modified risks. If a risk is now identified as high or severe impact, it is immediately brought to the project manager attention within eight hours of identification to expedite the risk management process. The entire risk management cycle, consisting of risk identification, risk analysis, risk monitoring, and risk treatment, is a continuous and iterative process that is regularly executed to assure changes are routinely evaluated and assessed.

6.1.3.1 Start-Up and Implementation, and Transition to Operations Phases

As described above in Section 6.1.3, during start-up Team Noridian will build the initial risk matrix and perform the initial assessment of risks related to implementation, which will be presented to the Department for review as part of the Risk Management Plan. Team Noridian uses lessons learned from past projects and a thorough risk assessment of the RFP, response, project plan and contract to develop risks. Key areas of risk during start-up and implementation include topics such as:

- Staffing
- Availability of Department resources
- Project schedule
- Scope management
- Areas with changes in scope or timeline since proposal submission
- Areas of new development
- Areas where current systems or functionality outside the MMIS are to be integrated into the MMIS
- Conversion

6.1.3.2 Operational Phase

As described in Section 6.1.3 above, during operations planning, Team Noridian will build the initial risk matrix and perform the initial assessment of risks related to operations, which will be presented to the Department for review as part of the Risk Management Plan. Throughout operations, Team Noridian will identify, review, and assess operational risks, with Department input and approval. These risks will be stored in the Project Portal. Team Noridian has the added advantage of performing the current operations, and therefore can provide unique insight into areas of risk and realistic risk mitigation factors.

Key areas of risk during operations include topics such as:

- Staffing, back ups and succession planning
- Availability of Department resources
- Business and system continuity of operations
- Disaster planning and recovery
- Production schedules, in particular peak volumes for key activities
- System changes and modifications
- Law, mandate and policy changes
- Interactions and interfaces with external entities
- Operations with high visibility, such as operations which impact eligibility or provider payments

6.1.3.3 Certification Phase

As described in Section 6.1.3 above, during certification planning, Team Noridian will build the initial risk matrix and perform the initial assessment of risks related to certification, which will be presented to the Department for review as part of the Risk Management Plan. Throughout certification, Team Noridian will identify, review and assess certification risks, with Department input and approval. These risks will be stored in the Project Portal.

Team Noridian has completed multiple CMS certifications and is uniquely qualified to provide early detection of certification risks and mitigating factors.

Key areas of risk during certification include topics such as:

- Documentation and user manuals
- System demonstrations required to be performed by Department staff
- Requirements traceability and evidence
- Reporting
- Realistic reporting data availability, particularly during testing before go live

6.1.3.4 Turnover Phase

As described in Section 6.1.3 above, during turnover planning, Team Noridian will build the initial risk matrix and perform the initial assessment of risks related to turnover, which will be presented to the Department for review as part of the Risk Management Plan. Throughout this phase, Team Noridian will identify, review and assess turnover risks, with Department input and approval. These risks will be stored in the Project Portal.

Key areas of risk during turnover include topics such as:

- Business and system continuity of operations
- Disaster planning and recovery
- Documentation and user manuals
- Inventory completeness
- Understanding of the new contractor of Iowa Medicaid operations
- Reporting

6.1.4 Approach to Time Management

Team Noridian's approach to time management encompasses two key management areas; work plan management and staff management.

Team Noridian’s project work plans are rooted in experience and are the result of our detailed review of the RFP requirements, our knowledge of the current IME program, our start-up and implementation history in implementing large scale health care systems including new MMIS', and our health care administration experience.

As a result of this experience, Team Noridian understands the interrelationships and intricacies of implementing, testing, and operating systems that are used by a multitude of stakeholders and our project work plans have been designed for full collaboration and communication between all of the IME contractors, Team Noridian, and the Department throughout the entire contract period. The Department can continue to rely on Team Noridian to thoroughly plan, implement, operate, and support all of the IME contractors as we have through the years.

Team Noridian also understand the importance of our people to the success of this project. Our staff management approach is about skills identification, knowledge management, performance evaluation, and recognition and rewards. Noridian, the prime vendor for this proposal, has developed, tested, and improved HR policies and processes over many years on large programs. Team Noridian’s staffing management plan provides details on our processes for staff recruitment and hiring, development, staff

retention, and staff organization. More details on the approach to management of the project can be found in the sections referenced in Figure 6-4.

Topic	Proposal Section	Phase
Project Work Plan	Tab 6, Section 6.2	All Phases
Organization and Staffing	Tab 6, Section 6.3	All Phases
Contract Management	Tab 7, Section 7.2	All Phases
Accounting	Tab 7, Section 7.7	All Phases
Subcontractors	Tab 7, Section 7.10	All Phases
Implementation Staff Management	Tab 8, Section 8.2.7.7.6	Implementation
Implementation Project Execution and Controls	Tab 8, Section 8.2.7.10	Implementation

Figure 6-4.Time Management Approach Across Phases. Team Noridian has provided additional details of our time management approaches in these sections, as required in the RFP.

6.2 Project Work Plans

RFP Section 9.2.6

Much of the content within this section and in the draft project work plans is a result of detailed planning born out of the discipline and maturity we have achieved from many similar projects and contracts. Our perspective is that the planning process has already started and our goal is to be ready to execute the processes herein when approved to start.

Team Noridian's project work plans are rooted in experience and are the result of its detailed review of the Request for Proposal (RFP) requirements, its knowledge of the current Iowa Medicaid Enterprise (IME) program, Team Noridian's design, development, and implementation (DDI) history in implementing large scale health care systems—including Medicaid Management Information Systems (MMIS),—and our health care administration experience. Using these proven processes, Noridian successfully executed 17 large scale transition/takeovers in the past 15 years (including the IME) and our partner CNSI has implemented a multitude of large-scale health care related projects including two recent successful implementations, Michigan (2009) and Washington (2010), ***which have both received federal certification.***

As a result of this experience, Team Noridian understands the interrelationships and intricacies of implementing, testing, and operating systems that are used by a multitude of stakeholders and its project work plans have been designed for full collaboration and communication between all of the IME contractors, Team Noridian, and the Iowa Department of Human Services (Department) throughout the entire contract period. The IME can continue to rely on Team Noridian to thoroughly plan, implement, operate, and support all of the IME vendors as it has through the years.

6.2.1 Narrative Overview

RFP Section 9.2.6; Section 6.2.3.7.2 Requirements a and d; Section 1.4

Team Noridian's draft project work plans are included in separately labeled books submitted with the proposal response. Our draft project work plans were developed based on the requirements defined in the IME System Services RFP as well as our experience in creating project work plans and schedules used to implement and manage complex projects requiring interdependencies and relationships between different periods, phases, and activities.

Team Noridian uses a proven, repeatable process to develop highly-detailed project work plans which also serve as the project schedules. Our approach is based on industry best practices aligned with the Project Management Institute's (PMI) Project Management Body of Knowledge Guide (PMBOK), Fourth Edition. Time (schedule) management processes as defined in the PMBOK, are closely aligned with the

PMBOK scope management activities. The work breakdown structures (WBS) that are created as part of the scope management activities are the main input to work plan creation.

We develop our work plans based on the principals outlined in the scope management and time management knowledge areas of the PMBOK and continually refine our plans using both top-down and bottom-up methods until we deliver aggressive yet achievable schedules. As specified in the PMBOK, our WBS and project work plans are work product based, meaning that every group of tasks results in a discernable product or milestone.

The goal of the project work plan is to show the work, defined by the project scope, broken down into assignable units of work, which facilitates resource management, project dependencies, project measurement, and control for the project. We update and control our project work plans using documented procedures and guidelines throughout the contract period.

As specified by the Department, Team Noridian has developed four separate project work plans for each defined phase of the project: start-up and implementation (which includes start-up, implementation, and transition to operations), operations, certification, and turnover. To create a unique WBS identifier for each task across the phases, we are using an alphabetical prefix (A, B, C, and D) as the first character in the WBS for each task. The project work plans include all currently known Department related tasks and allow the time specified in the RFP for Department review of each deliverable. Our project work plan details all tasks, deliverables, milestones, resources, dates, dependencies, and duration estimates.

Team Noridian developed these project work plans using the following guidelines and dependencies:

- The project will begin on January 7, 2012.
- The new MMIS will be implemented on October 1, 2014 and our MMIS Core operations will begin on that date.
- The contract end date (without extensions) is September 30, 2019, which is the date we used when planning operations and turnover. Any contract extensions would alter that date and we would update our project work plans accordingly.
- The draft project work plans were developed using information from the RFP and our past experience with similar projects. During the beginning of each phase, the project work plans will be updated and refined in cooperation with the Department.
- The Department will review and approve each deliverable. Noridian scheduled the initial Department review of each Deliverable Expectation Document (DXD), which provides the proposed format of the deliverable, for 10 days with an additional five day review period for any required re-work. We scheduled the Department review of all actual deliverables using the same time frame, allowing a five day Team Noridian re-work period if needed. There are a few exceptions to this in the start-up and implementation phase where we allowed an additional five days on the initial review of a few deliverables, such as the detailed system design, dues to the complexity and length of the deliverable.
- We scheduled an initial walkthrough presentation of each deliverable with the Department on the initial submission date and then a walkthrough when we submit the final (when needed). The day of submission, which includes the walkthrough, is not included in the Department's review time.
- Team Noridian has grouped most of the analysis, design, and development task by major business function with the understanding that many times, the requirements and design will overlap into other major functions. When this occurs, Team Noridian will record the requirements, design, or test requirements for that function at the same time and will call on the necessary subject matter experts (SME) to assist.
- Many tasks will occur on a concurrent basis.
- In the operations phase, many of the tasks for normal operations are not date driven. Therefore, we have scheduled day to day business tasks (such as claims adjudication for example), with a date span across the five year operations period. We will work with the Department before beginning the

operations phase to define all date driven requirements that need to be scheduled other than the ones we have currently scheduled.

- The certification project work plan (which is submitted as a separate plan) spans the entire start-up and implementation time period to allow for the necessary certification preparation activities during requirements, design, development, and all other activities. Team Noridian has allocated a certification lead that will facilitate that effort throughout the start-up and implementation phase and the certification manager will come on board during the last six months of that phase to continue the planning efforts.
- The actual on-site certification of the new MMIS cannot occur until the MMIS has been operating for at least six months and will be dependent on the Centers for Medicare & Medicaid's (CMS') schedule for the pre-certification meetings and the certification visit.
- Certification activities will also be dependent on the completion of the Department's readiness activities and dates will be adjusted as needed in cooperation with the Department.
- For the turnover project work plan, we used a work start date of February 1, 2018 as our turnover planning start date with the “official” turnover phase beginning October 1, 2018 (12 months prior to contract end as specified by the Department). This turnover planning period allows us to develop the necessary comprehensive turnover plan and schedule and to assist the Department in setting up a procurement library and/or other preparation activities
- We created the turnover project work plan based on information from the RFP and experience from past turnover efforts. Once the Department makes the determination to re-procure the contract, the schedule will be refined with the Department and again when the successor contractor comes on board to coordinate with their transition schedule and activities.
- For the turnover phase, we tentatively scheduled regular status meetings with the successor contractor and the Department with a span of dates and realize that the actual schedule will be determined by the successor contractor and the Department. Our draft project work plan will be adjusted accordingly once the successor contractor comes on board

Our project work plans, which serve as our project schedules, were developed using Microsoft Project. As shown in Figures 6-5 and 6-6, the main project work plan views submitted with the proposal contain all of the elements specified in the RFP requirements and are calendar driven with start and end dates and durations expressed in days and hours (level of effort). Hours of effort at the appropriate level of task and/or subtask showing Team Noridian and Department tasks separately are provided in the resource task usage view which is included as an additional hardcopy with the main project work plan view. The format of our main project work plan view is shown in Figure 6-5.

	1	2	3	4	5	6	7	8	9	10	11	12	13
		WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resources	Resource Group	Level of Effort	Location
1		**D1**	**Turnover Planning**		**3 d**	**Thu 2/1/18**	**Mon 2/5/18**					**5.2 hrs**	
2		**D1.1**	**Develop Initial Turnover Planning Documents (Initial Submission 6 Months Before Turnover)**		**3 d**	**Thu 2/1/18**	**Mon 2/5/18**					**5.2 hrs**	
3		**D1.1.1**	**Turnover Schedule**		**3 d**	**Thu 2/1/18**	**Mon 2/5/18**					**5.2 hrs**	
4		**D1.1.1.1**	**Develop Deliverable Expectation Document (DXD) for Turnover Schedule**		**2 d**	**Thu 2/1/18**	**Fri 2/2/18**					**2 hrs**	
5		D1.1.1.1.1	Develop DXD for schedule		2 d	Thu 2/1/18	Fri 2/2/18		8	OM,SM	TN	2 hrs	Des Moines
6		**D1.1.1.2**	**Turnover Schedule DXD Review and Approval**		**1 d**	**Mon 2/5/18**	**Mon 2/5/18**					**3.2 hrs**	
7		**D1.1.1.2.1**	**Conduct Internal Review**		**1 d**	**Mon 2/5/18**	**Mon 2/5/18**					**3.2 hrs**	
8		D1.1.1.2.1.1	Walkthrough with manager and quality assurance		1 d	Mon 2/5/18	Mon 2/5/18	5		OM,QA,AMCO,SM	TN	3.2 hrs	Des Moines

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Figure 6-5. Schedule Excerpt. The detailed project work plans were developed using a layout which complies with the Department’s requirements and our scope and schedule management processes.

Figure 6-6 provides an explanation of each of the columns in the project work plan. This represents the main view of the work plan.

Column	Field Name	Field Description	Comments / Notes
1	ID	Identification number assigned by Microsoft Project	The ID provides a foundation for quick and easy reference between all parties
2	WBS	Team Noridian's assigned WBS	The WBS is preceded by a phase prefix of A for start-up and implementation, B for operations, C for certification, and D for turnover
3	Tasks, Subtasks, and Activities	Assigned task name	Description of the task, subtask, or activity
4	Indicator	Indicates whether the task represents a milestone, deliverable, or is interface related	Provides easy reference to all milestones, deliverables, and the interface related tasks
5	Duration	Duration expressed in number of days	The projected number of work days needed to perform the activity
6	Estimated Start Date	Estimated start date	Estimated start date of each activity
7	Estimated Finish Date	Estimated finish date	Estimated end date of each activity
8	Predecessors	Any applicable predecessor tasks	Tasks which must be completed before the subject task is begun
9	Successors	Applicable successor tasks	Automatically assigned by Microsoft Project based on the predecessors assigned by Team Noridian when developing task dependencies
10	Resources	The job names (titles) of the resources assigned to the task.	Resource assignments by abbreviated job name. An abbreviation cross reference is provided in the introduction to the Project Work Plans, found in the Project Work Plans tab at the end of Tab 6. All Department resources are specified with a "D-" prefix
11	Resource Group	Designated group	Categorized by either Team Noridian (TN) or the Department (DP) or both (when applicable)
12	Level of Effort	Total Level of effort in hours for all resources	Microsoft Project does not allow a display by each resource with associated hours in this view. We have provided additional views (described later) that show this breakdown.
13	Location	The location of where the task will be performed.	Expressed as either Des Moines, North Dakota, or Maryland
14	*Percent Complete	The percentage of the task that is complete as of the update date	Team Noridian will track percent complete on the project schedule once it is approved and base lined
15	*Actual Start Date	The date the task actually began	Team Noridian will input the actual start date when each task begins in order to track variances between estimated and actual
16	*Actual End Date	The date the task is completed	The actual end date will be used to indicate the date the task was completed

** Items marked with an asterisk are not shown in the hardcopy and electronic copy provided with the proposal since the column entries are blank or not required at this time. Upon contract award, these columns will be added and shown with each update of the schedule.*

Figure 6-6. Detailed project work plan. Team Noridian's detailed project work plans describes all of the tasks, sub-tasks, deliverables, durations, milestones, resources, and estimated date ranges required to complete each activity associated with the MMIS project.

As the current IME Core contractor and a seasoned system developer/integrator, Noridian, the prime contractor, understands that it is critical to identify and correctly exchange data with all MMIS interfaces so it has built the appropriate tasks into the work plans to ensure Team Noridian identifies and considers all interfaces. As shown in Figure 6-7, when we schedule the requirements validation Joint Application Design (JAD) sessions with the Department, we block out specific meetings to discuss interfaces. As shown, all interface related tasks are shown with an "interface" indicator.

	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date
1	**Interfaces**	**Interface**	**19 d**	**Mon 1/9/12**	**Fri 2/3/12**
2	Receive and review relevant documentation from current operations	Interface	1 d	Mon 1/9/12	Mon 1/9/12
3	Prepare for Joint Application Design (JAD) sessions	Interface	3 d	Tue 1/10/12	Thu 1/12/12
4	Conduct JAD sessions	Interface	10 d	Fri 1/13/12	Fri 1/27/12
5	Post minutes from sessions	Interface	5 d	Mon 1/30/12	Fri 2/3/12
6	Update requirements database	Interface	1 d	Mon 1/30/12	Mon 1/30/12

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Figure 6-7. JAD Interface Tasks. Team Noridian schedules specific interface JAD sessions to ensure it gathers the requirements for all internal and external interfaces.

We also develop a separate Requirements Specifications Document (RSD) that details the interface requirements, which is shown in Figure 6-8.

	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date
1	**Interface Requirements Specification**	**Interface**	**22 d**	**Mon 1/9/12**	**Wed 2/8/12**
2	**Develop RSD**	**Interface**	**16 d**	**Mon 1/9/12**	**Tue 1/31/12**
3	Extract requirements from database	Interface	1 d	Mon 1/9/12	Mon 1/9/12
4	Prepare how requirements met and crosswalks	Interface	5 d	Tue 1/10/12	Tue 1/17/12
5	Finalize RSD	Interface	10 d	Wed 1/18/12	Tue 1/31/12
6	**Conduct Internal Review**		**6 d**	**Wed 2/1/12**	**Wed 2/8/12**
7	Walkthrough with manager and quality assurance		1 d	Wed 2/1/12	Wed 2/1/12
8	Internal quality assurance review		3 d	Thu 2/2/12	Mon 2/6/12
9	Update deliverable based on review		1 d	Tue 2/7/12	Tue 2/7/12
10	Management review/approval for submission to Department		1 d	Wed 2/8/12	Wed 2/8/12

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Figure 6-8. RSD Interface Tasks. Team Noridian builds activities into its schedules to develop the RSD needed to properly define the requirements for all MMIS interfaces.

Later during the design sessions, we schedule interface design tasks by business function to properly define all needed inputs, outputs, record layouts, and data elements. This is shown in Figure 6-9.

Tab 9, Section 9.3 Current MMIS External Interfaces of the proposal provides further detail on each of those interfaces. This information will be loaded into a separate Detailed System Design (DSD) deliverable dedicated to defining the interfaces.

	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date
1	**Implementation Phase**		**14 d?**	**Mon 1/9/12**	**Fri 1/27/12**
2	**Detailed System Design**		**14 d?**	**Mon 1/9/12**	**Fri 1/27/12**
3	Iterative Design Sessions by Business Area/Sub-Area		4 d?	Mon 1/9/12	Thu 1/12/12
4	**Interface**		**14 d**	**Mon 1/9/12**	**Fri 1/27/12**
5	**Member Management**		**14 d**	**Mon 1/9/12**	**Fri 1/27/12**
6	Receive and review relevant documentation from current operations	Interface	2 d	Mon 1/9/12	Tue 1/10/12
7	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Wed 1/11/12	Wed 1/11/12
8	Conduct JAD sessions	Interface	10 d	Thu 1/12/12	Thu 1/26/12
9	Update requirements database and design documentation	Interface	1 d	Fri 1/27/12	Fri 1/27/12
10	**Provider Management**		**14 d**	**Mon 1/9/12**	**Fri 1/27/12**
11	Receive and review relevant documentation from current operations	Interface	2 d	Mon 1/9/12	Tue 1/10/12
12	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Wed 1/11/12	Wed 1/11/12
13	Conduct JAD sessions	Interface	10 d	Thu 1/12/12	Thu 1/26/12
14	Update requirements database and design documentation	Interface	1 d	Fri 1/27/12	Fri 1/27/12
15	**Operations Management**		**14 d**	**Mon 1/9/12**	**Fri 1/27/12**
16	Receive and review relevant documentation from current operations	Interface	2 d	Mon 1/9/12	Tue 1/10/12
17	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Wed 1/11/12	Wed 1/11/12
18	Conduct JAD sessions	Interface	10 d	Thu 1/12/12	Thu 1/26/12
19	Update requirements database and design documentation	Interface	1 d	Fri 1/27/12	Fri 1/27/12

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Figure 6-9. Detailed Design Interface Tasks. Team Noridian organizes its interface design tasks by business function to ensure it properly defines all necessary data elements.

Team Noridian will also provide an interface specific development plan which will define the approach for the development and validation of all internal and external interfaces. The development of this plan is shown in our schedule along with the actual interface development and test tasks which are organized by each business function.

The draft project work plans will be updated during the project start-up period to reflect any change in dates or activities based on contract negotiations and will be reviewed and approved by the Department. This original submission does include all the contractor responsibilities, milestones, and deliverables as outlined in the RFP.

In general, Team Noridian currently plans to conduct the work outlined in each of the project work plans at the locations shown in Figure 6-10. The main views of the project work plans contain this information in the Location column.

Phase	Location(s)
Start-Up and Implementation	▪ Work sessions with the Department will be at Team Noridian's temporary facility ▪ System development efforts will be conducted at the temporary facility ▪ Test, including user acceptance test will be conducted at the temporary facility ▪ Work to support the core eCAMS MMIS will be conducted at CNSI's Maryland facility
Operations	▪ Business operations activities will be performed at the IME facility in Des Moines ▪ Electronic data interchange support activities will be performed at the IME facility ▪ Development and maintenance work to support the core eCAMS MMIS will be conducted at CNSI's Maryland facility
Certification	▪ On site certification activities will occur at the IME facility in Des Moines ▪ System remediation (if needed) and system support will be located at the Des Moines facility ▪ Problems that affect the core eCAMS product will be supported by the staff at CNSI's Maryland facility
Turnover	▪ Turnover support activities will occur at the IME facility in Des Moines ▪ Some activities may occur at the successor contractor's temporary or other facility if applicable

Figure 6-10. General Location of Work. Team Noridian will provide further details at the task and subtask level during the project start-up period and update the project work plans as needed.

6.2.2 Description of Work Breakdown Structure, Tasks, and Activities

RFP Section 6.2.3.7.2, Requirement b and c

Team Noridian's project work plans are based on a WBS that was developed using Team Noridian's project governance methodologies, which are aligned with the PMBOK and decompose the work to the level necessary to properly manage it. Our project work plans are organized by a logical WBS which we developed based on the project requirements. Team Noridian normally structures its WBSs based on groups of tasks which make up a sub-phase to facilitate a logical organization and flow. In this case, Team Noridian developed the WBS for the Core MMIS operations project using the four highest level phases defined by the Department as the starting level in our WBS hierarchy. These include:

- Start-up and implementation (this phase includes the activities for start-up, implementation, and transition to operations)
- Operations
- Certification
- Turnover

Within each of these high level phases, we structured the next WBS level to group all of the work into sub-phases that facilitate a logical organization of the work. The high level WBS is shown in Figure 6-11.

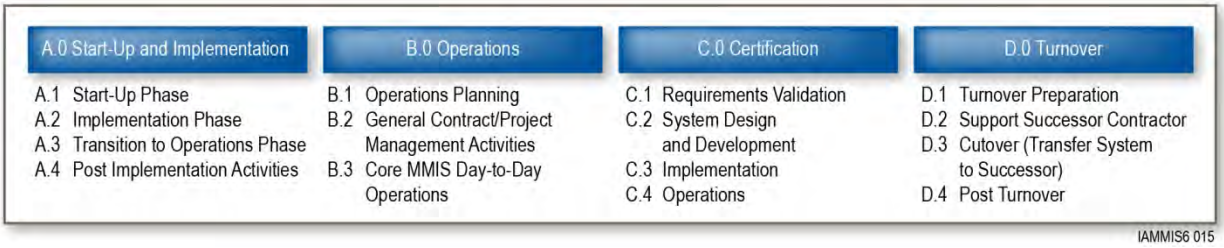

Figure 6-11. High Level WBS. Team Noridian organized the WBS to follow a logical hierarchy, which facilitates organized planning of work.

The project work plans submitted with this proposal provide a detailed line by line description of each task, subtask, and activity in the Tasks, Subtasks, and Activities columns. We have summarized those tasks by high-level WBS below.

6.2.2.1 WBS A. Start-up and Implementation Phase

The startup and implementation phase encompasses the tasks and activities needed to successfully design, develop, and implement the MMIS. This includes defining and managing processes to ensure project execution is monitored and corrective actions are taken when necessary to address project risk and issues. The major tasks associated with this phase are described below.

WBS A.1: Startup Phase

This initial phase includes the tasks necessary to begin the project and manage the project execution. It establishes the project plans and processes and the infrastructure needed to track all activities. Some of the major activities associated with this task include:

- Establishment of the facilities required to support the project effort. The facility will be secured prior to the actual project start date, once the contract has been finalized.
- Project management set up activities including the initial kick-off meeting, deployment of the PMO, and implementation of the Project Portal. During this task we also develop the project management and development plans which will be used to guide the project. These plans consist of the:
    - Communications Management Plan
    - Project work plan (Schedule)

  - Risk Management Plan
  - Issues Management Plan
  - Quality Management Plan
  - Staffing Management Plan
  - Applications Implementation Plan
  - Data Conversion Plan
  - Interface Plan
  - Change Management Plan
- Establish and implement cost management and deliverable procedures and processes
- Begin monitoring and tracking the project through regular status meetings, reporting, and schedule updates

WBS A.2: Implementation Phase

The implementation phase includes the tasks necessary to validate requirements and complete the system design and development. We continue to track progress and provide updates throughout these activities which are based on our iVision360 information systems development methodology (ISDM) and include:

- Analysis and design which consists of the activities to review and validate the Department requirements and system design such as:
  - Requirements validation JAD sessions with the Department. These are organized by business area such as Member Management, Provider, Management, and Operations Management so that Team Noridian and the Department can plan the proper resources for the sessions. These are conducted in an iterative fashion so that once we complete the requirements for one business function, we move to the design for that function.
  - Special sessions for architecture related requirements such as the rules engine, Health Insurance Portability and Accountability Act (HIPAA), and Medicaid Information Technology Architecture (MITA)
  - Development of the applicable requirements artifacts and deliverables including the Architectural and Systems Requirements Document, the Requirements Specification Document (RSD) for each business area, the JAD Sessions Results, and the Requirements Traceability Matrix (RTM)
  - Design sessions with the Department to validate the requirements and transfer them into system design. These are also organized by business area to plan for the necessary experts to participate. Design sessions are held on an iterative basis and once the design specifications for a particular function are complete, the development efforts for that function begin
  - Development of the necessary design documents including the Detailed System Design (DSD) for each business function and updates to the RTM based on the design sessions
  - Preparation for other activities through the development of the Development Methodology Plan, the Data Conversion Plan, updates to the Interface Plan for development, the Test Management Plan, the Business Continuity Plan, the Disaster Recovery Plan, and the Configuration Management Plan.
- The development and testing activities consist of the required development iterations and related testing activities for both conversion and MMIS development and test tasks such as:
  - Data conversion related tasks including updates to the Data Conversion Plan and establishment of the data conversion environment. Team Noridian will work with the Department and the current Core MMIS Operations unit to define all current data elements and layouts to design and develop conversion programs
  - The data conversion activities include the development of Data Conversion Checklists and a Data Reconciliation Procedure

- Data conversion development and test conducted on an iterative basis with results checked, verified, and demonstrated after each iteration Final data conversion test results are developed and published
- Configuration and rules engine development tasks done on an iterative basis with unit testing and demonstrations occurring after each development build is complete
- Development of rules and rules engine documentation updates to plans such as the Configuration Management Plan and Interface Plan, as needed
- Producing the user documentation manuals as functions are completed and tested
- Developing the necessary test plans and test cases and conducting unit, module, and integration testing. User Acceptance Test (UAT) and the Operational Readiness Test (ORT) plans and test cases are also developed to prepare for those activities
- Conducting the necessary tests and preparing test results in accordance with our iVision360 methodology and processes. Testing is a critical effort and is conducted according to strict guidelines and procedures to ensure all requirements including all certification checklist items are fully tested and documented
- The knowledge transfer tasks involve developing training materials using current materials as a baseline and updating those as needed. We conduct an assessment of training needs and develop a training plan and schedule based on that assessment.
- As part of developing knowledge transfer materials, we develop the necessary MMIS user guides and the online tutorial.
- Knowledge transfer sessions are scheduled and held, and after each session we collect evaluations and produce reports. At the conclusion of all training, we produce a certification that the knowledge transfer is complete

WBS A.3: Transition to Operations Phase

The transition to operations activities include the tasks necessary to successfully prepare and execute the implementation and include the following:

- Set up of the production environment and test of all connectivity
- Development of the production schedule
- Production of the Hardware, Software, and Facility Security Manual
- System release of the Web Portal and provider enrollment functionality
- Performing all final data conversions and check
- Release and verification of new system including the completion of the Final Implementation Checklist
- Adjustments to the system as needed
- Regular meeting and checkpoints to assess the new system
- Development of implementation reports
- Certification that the implementation was completed

WBS A.4: Post Implementation Activities

These activities ensure that the system was implemented correctly and support the ongoing use of the system. Activities include:

- Final updates and publishing of all system documentation
- Final updates and publishing of all user documentation
- Resolve production detected defects and/or any data conversion issues
- Archiving of all production reports needed for subsequent certification activities
- Development and execution of any corrective action (if needed)

6.2.2.2 WBS B. Operations

The operations phase represents the daily activities to perform all Core MMIS operations functions including the mailroom, claims processing, and systems support activities. The high level tasks associated with this phase are described below.

WBS B.1: Operations Planning

Operations phase planning will begin prior to the actual start of the operations phase of 10/1/14. This allows ample time to develop the necessary operations project management plans and establish all project management and control mechanisms and procedures. This will consist of the following types of activities:

- Update all applicable project management plans for the operations phase including:
  - Project work plan (schedule)
  - Communications Management Plan
  - Risk Management Plan
  - Issues Management Plan
  - Quality Management Plan
  - Staffing Management Plan
  - Change Management Plan
- Set up performance monitoring, control, and reporting mechanisms including the processes used to collect performance measurements, the roles and responsibilities for performance monitoring, the procedures associated with the Project Portal, and set-up of the Project Portal to accommodate operations requirements.
- Organize and version control all original eCAMS system and user documentation on the Project Portal and update any procedures or processes needed to maintain documentation throughout the operations phase.
- Organize all knowledge transfer materials and baseline them in the Learning Management System (LMS) to prepare for ongoing training activities
- Review and update any security and privacy rules and regulations as needed for operations
- Implement any accounting and banking practices needed for operations
- Review and update any internal controls or compliance processes as applicable to the operations phase

WBS B.2: General Project/Contract Management Activities

This WBS includes the functions needed to oversee, manage, and monitor all Core MMIS operations activities. This includes:

- Development and submission of the monthly contract management report
- Development and submission of the monthly performance monitoring report
- Participation in weekly and monthly status meetings with Department representatives
- Organization of and participation in ad-hoc meetings with other IME contractors and the Department to discuss issues or process improvement opportunities
- Ongoing quality assurance activities including:
  - Monitoring quality and accuracy of Team Noridian work
  - Perform regular process reviews
  - Working with the Department and the other IME contractors to develop process and workflow improvements
  - Developing and monitoring corrective action plans (CAPs) to correct deficiencies
  - Regularly reporting on performance
  - Providing annual updates to the Quality Management Plan

- Ongoing staffing activities such as:
  - Regular monitoring of workload and inventory and adjusting staff numbers or responsibilities/organization as needed
  - Monitoring individual staff performance
  - Performing recruitment, interview, and hiring activities as needed
  - Updating and delivering the Staffing Management Plan on an annual basis
- Ongoing change management and system remediation activities including:
  - Normal maintenance activities such as repairing defects, performing routine updates to reference files
  - Making enhancements to the system using established ISDM and change management processes
- Support of the Payment Error Rate Measurement (PERM) program. This measurement occurs every three years and requires the Core MMIS contractor to supply sample files and assist the Department in resolving issues and questions
- Perform annual performance reporting which is due October 15th of the state fiscal year which ended that June 30
- Ongoing documentation update and maintenance activities which include:
  - Reviewing and auditing the documentation on a regular basis and correcting any deficiencies
  - Using version control to identify current and historical documentation
  - Updating all documentation within 10 business days of any system or process change
  - Posting all documentation to the Project Portal
- Ongoing knowledge transfer activities including new hire training, MMIS support training for the IME contractors when changes occurs, and ongoing Team Noridian Core MMIS operations training (refresher and/or when changes occur)

WBS B.3: Core MMIS Day-to-Day Business Activities

This WBS includes the functions necessary to perform the day to day systems support, mailroom, and claims processing activities associated with Core MMIS operations. This includes:

- Managing, overseeing, and monitoring the system support functions and ensuring performance standards are met or exceeded and any deficiencies are corrected through CAPs. This also includes the analysis and development of process improvement initiatives which would be reviewed with the Department
- Manage and monitor all mailroom and claims processing activities and ensure performance standards are met or exceeded. Implement corrective actions as needed and proactively review all areas for process improvement opportunities.
- Perform member management support activities. A few examples of those include:
  - Maintaining and operating all MMIS programs associated with member management
  - Accepting and maintaining eligibility data
  - Processing system updates to data
  - Providing online access to data for viewing and updating as authorized
  - Establishing new benefit plans as directed
  - Maintaining all data elements and online and archived history as directed
  - Ensuring the MMIS processes all member data and associated claims correctly
  - Performing Medically Needy support activities
- Perform provider management support activities including:

- Maintaining and operating all MMIS programs associated with provider management
- Accepting and maintaining provider data
- Processing system updates to data
- Providing online access to data for viewing and updating
- Maintaining payment data and produce 1099s and associated reports
- Providing provider files to the Department and other entities as scheduled
- Producing and delivering all required provider files
- Producing letters and mailing labels

- Perform operations management business functions and support activities including:
  - Perform mailroom and claims processing activities including:
    - Receive and log mail
    - Image and control claims
    - Electronic Data Interchange (EDI) receipt and processing functions
    - Claims adjudication and suspense processing
    - Produce reports as needed
  - Perform operations management system support activities such as:
    - Maintain and operate all MMIS programs associated with operations management
    - Maintain, update, and provide support for the rules engine
    - Maintain, update, and provide support for prior authorization programs and functions
    - Maintain, update, and provide support for reference file functions
    - Maintain, update, and provide support for third party liability programs and functions
- Perform program management support activities including:
  - Produce all required data and reports in accordance with Department guidelines
  - Produce data extracts as scheduled
  - Produce ad hoc reports as needed
  - Provide analysis of report errors and correct as needed
  - Generate required reports to support all federal reporting requirements
  - Support PERM activities
  - Support financial management activities through routine MMIS payments and reports

6.2.2.3 WBS C. Certification

The certification phase consists of the tasks needed to successfully request and obtain CMS certification. This includes collecting evidence and supporting the CMS on-site visit. Team Noridian's approach takes the CMS Certification process to a new level with systematic planning processes, integrated preparation during the start-up and implementation phase and full traceability of requirements and standards to the CMS Certification Toolkit. So, our project work plan for certification begins at the same time the rest of the project begins. The high level tasks applicable to this phase are described below.

WBS C.1: Requirements Validation

Requirements validation (as it applies to certification) includes the tasks necessary to define and implement processes to ensure that the project is able to support certification and consists of the following activities:

- Finalizing the overall certification project work plan (schedule) and posting the baseline
- Develop the Certification Readiness Plan, which will describe the overall approach to certification
- Conducting certification training and collaborative planning sessions with the Department and Team Noridian staff

WBS C.2: System Design and Development

System design and development are the activities needed to review and document how the system meets the certification requirements and identify the evidence necessary to support certification. Specific activities include:

- Validation of the MMIS functionality using the CMS system review criteria to ensure the design will meet the necessary checklist parameters
- User acceptance testing activities that focus on the certification checklist functions
- Updates of the CMS checklists as needed to account for new functions and/or changes in functions

WBS C.3: Implementation

These are the tasks needed to validate how the system meets the CMS certification requirements and includes the following activities to plan and prepare data collection efforts:

- Development of the Data Collection Plan based on the evidence required for each checklist
- Creation of the Certification Readiness Documentation which consists of the tasks to review and track all required documentation and ensure overall readiness for CMS certification.
- Set up of the necessary specific documentation folders needed for CMS certification artifacts on the Project Portal.

WBS C.4: Operations

Operations phase tasks include the ongoing collection and monitoring to ensure compliance with the certification requirements. It also encompasses the pre-certification meeting with CMS and the actual on-site certification visit.

- Precertification meeting call with CMS consists of all the activities to collect evidence following implementation and prepare the data to support the certifications activities, including the precertification meeting.
- MMIS certification visit are those activities to prepare for and support the CMS visit, including working with the Department to finalize materials for the on-site visit and tracking and managing the follow-up and questions related to the visit and any corrective action that may be required.

6.2.2.4 WBS D. Turnover

The turnover phase encompasses the tasks and activities needed to successfully transfer all MMIS and core operations to the successor contractor. The high level tasks are described below.

WBS D.1: Turnover Preparation

Team Noridian will begin to prepare for turnover once we receive word from the Department of their intent to procure a new contract. Turnover preparation tasks will consist of the following activities:

- Designate our turnover manager and submit his or her name to the Department for approval
- Identify our turnover team and review roles and responsibilities with them
- Perform knowledge transfer activities for our turnover team so they understand the requirements for turnover
- Develop the initial turnover project work plan (schedule) and Turnover Plan which will include the Resource and Facility Statement
- Develop and deliver all turnover project management plans
- Perform due diligence review and updates of all MMIS system and user documentation
- Assist with the development of a procurement library (if requested by the Department)

WBS D.2: Support Successor Contractor

This task begins when the successor contractor begins their transition activities. Team Noridian will fully cooperate with the successor contractor through these tasks:

- Participate in a kick-off meeting to discuss development of schedules, reporting, meetings, knowledge transfer, and Team Noridian staff recruitment
- Update our initial project work plan (schedule) to coordinate our turnover tasks with the successor contractor's transition schedule
- Participate in regular meetings with the successor contractor and Department if requested by the Department
- Provide regular status reports and schedule updates
- Support and assist the successor contractor with any Team Noridian staff recruitment activities
- Provide ongoing support through the demonstration of work process and answering questions about core operations and the MMIS
- Coordinate and conduct knowledge transfer activities which will be completed at least two months prior to the cutover date
- Develop and implement continued updates to the MMIS and associated documentation throughout the turnover phase using established change management protocols

WBS D.3: Cutover (Transfer System to Successor)

These tasks and subtasks involve preparing for the final cutover through the development of agreed-upon delivery methods and final roles and responsibilities for the transfer of the MMIS and core operations. This includes:

- Prepare for the turnover of source code and the escrow letter by developing the DXD and the methods for transfer with the Department
- Final preparation for the turnover of all other MMIS artifacts through the development and approval of the DXD and methods of transfer to the Department or successor contractor
- Develop and deliver the DXD for the turnover results report which will be produced following the turnover to report on all activities
- Establish final dates and roles/responsibilities for turnover with the successor contractor and the Department
- Perform all final processes and produce all reports
- Backup all data and transfer all updated files/artifacts to the Department or successor contractor via the methods agreed upon previously
- Deliver any remaining MMIS products to the Department or successor contractor

WBS D.4: Post Turnover Support

Post turnover support involves the development and delivery of the turnover results report and the on-going activities to assist the successor contractor and Department (as needed) through the post turnover period. Specifically we will:

- Develop and deliver the turnover results report in the agreed upon format
- Provide the necessary resources to resolve issues and answer questions for the post turnover period

6.2.3 Project Work Plan Baselines / Updating and Maintaining the Project Work Plans

RFP Section 9.2.6 and 6.2.3.7.2.1

Team Noridian's proven management approach emphasizes proactive monitoring actions to control time spent on the project and ensure milestones are met and corrective actions are implemented early. Our project work plans are the main tool we use to control, track, and report on project progress

throughout all phases of the contract. Once approved and finalized, the project work plan is baselined and placed under configuration management and updated on a regular basis through our documented project work plan update and control processes. Our project work plans all show specific tasks for the project work plan/schedule to be updated at the beginning of each phase and then delivered to the Department for review and approval. That base lined project work plan can only be modified with the approval from the Department.

We measure the completion of tasks through our project work plans. Our project work plans are deliverable driven so all tasks and activities lead to either a discernable product or a milestone. When we develop our project work plan, we include both the Department's' required milestones and deliverables and define our own work products and milestones. All deliverables, milestones, or work products subject to the Department's' approval are not marked as complete until we have received the Department's approval in writing. All items requiring the Department's approval are clearly marked in the Task Name field on the project work plan and when the item is approved, the Actual Finish Date (not shown in the current view) is updated with the date approved. Internal tasks not subject to the Department's approval are not marked as complete until a responsible supervisor and/or manager has approved them as complete and the Project Management Office (PMO) or Account Manager and/or Quality Monitoring and Control unit staff have reviewed all completion criteria for the task.

Each week assigned personnel (usually management personnel) collect the hours worked, the actual start and end dates (when applicable), and the status (percent complete) on each specific task from the staff members and subcontractors assigned to their areas. The project work plans are based on our WBS numbering scheme and each staff member and subcontractor is educated on how to properly record their hours under the applicable work package. The updates are applied to the project work plans and the updated plans are posted to the Project Portal. All appropriate stakeholders have access to this portal so work plan/schedule information is always available.

Each week's work plan/schedule is uniquely dated to ensure traceability and is checked into the Project Portal and version controlled. We use our time management control process to effectively manage our project and measure actual progress, as compared to planned progress, on a timely and regular basis, and to take necessary corrective action immediately. The time management control process involves regularly gathering data on project performance and comparing it with the planned performance. Team Noridian will record progress on the work plan by inserting the actual start and end dates and will use the earned value (EV) method to track progress and measure completeness for all project phases. In the EV method, the project work plan aggregates and extends the expected value to be earned from all deliverables over time. At any given point in the project work plan, the planned value of the project is the total of all deliverable value that was scheduled to be earned by that point. Planned value is pinned to a particular instance of the project work plan, usually the baseline, so it does not change over the project.

Progress is determined by looking at the work actually completed as of a given point in the schedule. Each deliverable in the project work plan is assigned a value that has been earned according to its assigned earning pattern. For example, a particular deliverable may have been scheduled to have reached internal approval by the report date, resulting in a planned value of 55 percent, 25 percent for completion of draft, and 30 percent for internal approval.

The base line schedule is used for all project metrics and schedule progress is regularly reported on in our project status reports and at project status meetings. Items that are behind schedule are noted and if needed, corrective action plans are developed and tracked in accordance with our problem resolution process discussed later in Section 6.2.5 Handling of Potential and Actual Problems.

6.2.4 Personnel Resources

RFP Section 6.2.3.7.2, Requirements e, f, i, and Section 9.2.6, Requirement a

The total level of effort in hours is shown on the project work plan main view in the column labeled "Level of Effort". Team Noridian assigned resources and hours in the project work plans at the level needed to properly manage each task and all associated activities. For example, in the start-up and implementation work plan, there are several iterations of work that occur for a given development effort. Rather than try to allocate to separate line items, we assign a group of resources to that complete iteration and show them at that level. Similarly, in operations much of the day-to-day work is system support efforts. It is not feasible to allocate the support of one distinct function to one specific resource so we allocate the support function to the proper system support group of resources. All of the Department's assigned tasks however, are shown at the lowest activity level.

In order to take advantage of Microsoft Project's resource assignment and leveling capabilities and to eliminate the errors and maintenance problems inherent when using manually calculated fields, on our main project work plan view, we are showing both Team Noridian and Department resources in one column. (Microsoft Project does not allow for two separate resource columns and if we did not use the same field we would need to track all Department resources and hours manually). All Department resources are shown with a "D-" prefix. In addition, we have added a column called Resource Group which indicates whether the resources are Team Noridian (TN), the Department (DP), or from both (TN,DP). Use of this column will allow the Department and Team Noridian to create additional reports using filters to show just Department group tasks, as an example.

Because of limitations in how Microsoft Project displays items, the level of effort column shows the total combined hours of all resources. As shown in Figure 6-12, we have provided an additional hardcopy task resource usage view that shows the specific resource assignments and the level of effort in hours allocated to each. In addition to providing this view, the electronic version of the plan we included with the submission allows a person to click on the task in the main view and immediately see each resource and percentage of time allocated to each task and subtask.

	WBS	Tasks, Subtasks, and Activities	Resource Group	Level of Effort	Duration	Estimated Start Date	Estimated Finish Date
1	**B5**	⊟ **Department Review**		**15 hrs**	**13 d**	**Thu 5/1/14**	**Mon 5/19/14**
2	B5.49	⊟ Walkthrough and submit deliverable to Department	TN,DP	2 hrs	1 d	Thu 5/1/14	Thu 5/1/14
		Account Manager - Core	*TN*	*1 hr*		*Thu 5/1/14*	*Thu 5/1/14*
		Unit Manager – Core	*DP*	*1 hr*		*Thu 5/1/14*	*Thu 5/1/14*
3	B5.50	⊟ Department review of initial submission	DP	8 hrs	10 d	Fri 5/2/14	Thu 5/15/14
		Unit Manager – Core	*DP*	*8 hrs*		*Fri 5/2/14*	*Thu 5/15/14*
4	B5.51	⊟ Update deliverable based on review	TN	3 hrs	1 d	Fri 5/16/14	Fri 5/16/14
		Claims Operations Manager	*TN*	*1.5 hrs*		*Fri 5/16/14*	*Fri 5/16/14*
		Systems Manager	*TN*	*1.5 hrs*		*Fri 5/16/14*	*Fri 5/16/14*
5	B5.52	⊟ Internal quality assurance review	TN	2 hrs	1 d	Mon 5/19/14	Mon 5/19/14
		Quality Analyst #2	*TN*	*2 hrs*		*Mon 5/19/14*	*Mon 5/19/14*

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Figure 6-12. Task Resource Usage View. The task resource usage view provides the breakdown of level of effort by each individual resource including Department staff shown separately.

On the main project work plan view, Team Noridian and Department personnel are shown by job name abbreviation, to save space, and a table showing the abbreviations is provided in our introduction to the project work plans found at the end of this tab. The full names (titles) can be found in the task resource

usage view which is also provided in hardcopy. In addition, the electronic versions of the project work plans show the job names with associated abbreviations in the resource sheet view also available electronically.

Our resource matrices for each phase are also included with our proposal response. They show the total hours by job name (title) for each of the defined tasks in the matrix.

For purposes of this submission, Team Noridian has identified a skill set of Department personnel that we have assigned to various tasks. As described earlier, we will be using abbreviations to allocate these tasks in the work plan and will show individual level of effort through the resource task usage view which is included as part of our hardcopy submission. Our assessment of the Department's responsibilities, required skills, and level of expertise are shown in Figure 6-13.

Title	Responsibility / Required Skills /Level of Expertise
Project Management Officer (PMO)	▪ During start-up and implementation and certification responsible for review and approval of deliverables ▪ Assist in coordination between Team Noridian and other IME contractors ▪ Final decision making authority on requirements, design, and policy ▪ Should be knowledgeable of all contractual requirements ▪ Knowledgeable of state Medicaid program and federal regulations regarding Medicaid ▪ Requires sufficient expertise and authority to resolve issues, coordinate activities between all contractors, and make decisions
Unit Managers	▪ During start-up and implementation responsible for participation in work sessions for their particular area ▪ Assist in coordination of knowledge transfer from Team Noridian to their assigned unit ▪ Oversee and monitor all operations and performance standards during operations phase ▪ Should be skilled in the policies and processes of his or her specific area ▪ Requires sufficient expertise and authority to resolve issues, coordinate activities between all contractors, and make decisions ▪ Should possess knowledge of overall Medicaid state and federal regulations
Deputy Unit Managers	▪ Serve as unit manager back-ups and have essentially the same roles/responsibilities and skill requirements
Business Analysts / Subject Matter Experts	▪ During start-up and implementation help with the development of requirements and design ▪ Throughout operations phase help develop requirements and design for required enhancements ▪ Assist in testing activities throughout the contract period ▪ Should have expertise in the system or operational functions they work on ▪ Should have knowledge in the requirements of specific deliverables they help review
Policy Staff	▪ Assist with the development and interpretation of policy ▪ Review test results as needed to ensure policies implemented properly ▪ Should possess knowledge of federal and state Medicaid laws, regulations, and policies ▪ Should have sufficient authority to resolve issues and make decisions
Assistant Medicaid Director	▪ Responsible for oversight of the Core MMIS operations ▪ Participates in weekly status meetings with Core MMIS contractor ▪ Final decision making authority on requirements and policy ▪ Should be knowledgeable of all contractual requirements ▪ Requires sufficient expertise and authority to resolve issues, coordinate activities between all contractors, and make decisions

Figure 6-13. Department Responsibilities. Team Noridian has identified some general Department personnel types and titles responsible for various tasks based on our knowledge of each activity.

6.2.5 Network Diagram and Gantt Chart

RFP Section 9.2.6, Requirements b and c; RFP Section 6.2.3.7.2 Requirements g and h

Team Noridian's Program Evaluation Review Techniques (PERT) view (our network diagram) and Gantt charts are included with the project work plans.

The network diagrams provide the interrelationships of tasks for each phase along with the critical path tasks shown in red for the start-up and implementation, certification, and turnover phases. There is no critical path shown in the diagram for the operations phase since that represents day to day work rather than schedule driven, interrelated tasks. However, during the operations phase when new project or

upgrades are developed and scheduled, we will perform critical path analysis at that time for those schedule driven tasks.

These diagrams represent our current analysis of the critical paths for each of these phases. The critical paths will be revised, if needed, after we have reviewed the draft detailed project work plans with the Department. Team Noridian will also conduct on-going critical path analysis as a part of our project work plan update process.

The Gantt chart shows the task name, planned start and end dates for all tasks along with the timeline view. The Department has the option of adjusting any of the timeline parameters using Microsoft Project to show the chart with different granularity.

6.2.6 Handling of Potential and Actual Problems

RFP Section 9.2.6, Requirement d

Our philosophy of problem and issue management is "prevention through planning". The best way to manage an issue or potential risk is to prevent it from becoming an issue in the first place. A solid project management methodology that focuses on extensive planning is a method to anticipate issues/risks and develop plans to address them. Team Noridian's problem and issue/risk management processes are well defined and integrated into all aspects of our project governance disciplines which provide for complete visibility into the progress and status of all project activities and identify potential problems early in the process. Some of the proactive activities we use to foresee and prevent issues and risks are a direct result of our project work plan monitoring activities and include:

- We report on all activities and issues throughout the contract period through our status reports and meetings with the Department
- The project work plan/schedule is reviewed and updated weekly as part of our regular schedule update process
- Information extrapolated from the updated schedule is used to convey project status. All tasks that are behind schedule are highlighted during the weekly status meetings so we can instantly pinpoint and communicate the progress, status, and any impacts that work driving any of the different tasks in this schedule has on the project as a whole.
- Communication is key to our early identification of problems. Management communicates regularly with staff formally and informally and escalates potential problems through regular reporting channels immediately. Ongoing regularly scheduled status meetings with the Department along with ad-hoc meeting requests are major vehicles used to discuss and resolve potential and actual problems.

As discussed Tab 8, Team Noridian has an Issues Management Plan and a Risk Management Plan that will be used to track, monitor, and report on all issues and risks that arise during each phase of the project. These plans provide a mechanism to process and review issues/risks that develop during the project and ensure they will be addressed and resolved in a consistent and disciplined manner in order to maintain the quality of deliverables, as well as to control schedules and cost. The issue and risk management processes ensure that problems, differences in interpretation, questions, and unplanned requests are defined properly, escalated for management attention, and resolved quickly and efficiently.

Our Issue Management Plan and Risk Management Plan provide the format for tracking and resolving issues and risks. As issues and risks are identified, Team Noridian gathers details such as owner, impact, priority, related projects, and proposed resolution and records the information. Working with each issue and risk owner, Team Noridian documents possible resolutions for issues and risk mitigation and contingency plans along with due dates and key actions. When needed, the project work plan is updated to include new tasks or changed dates associated with the problem resolution.

Team Noridian's Issue Management Plan and Risk Management Plan conform to industry process standards which include issue/risk recording, identification, categorization, and assignment to appropriate

resources to work on resolution. All open issues and potential risks are tracked and monitored through resolution and are reported in standard status reports and during status meetings with the Department. Information on all risks and issues is also available at all times through the Project Portal.

6.2.7 Schedule for all Deliverables

RFP Section 9.2.6, Requirement e

Team Noridian appreciates that the Department plays a key role in the deliverable process and needs to plan for the availability of the necessary resources to facilitate that procedure. We have carefully considered the entire list of the Department's' stated responsibilities related to each deliverable and have included all of the required review and re-review steps in our project work plans to support the Department's planning. All deliverables are included in our project work plan and are clearly marked in the Indicator column as "Deliverable". In addition, our tasks are all deliverable-based so that all associated tasks and milestones are grouped to show relation to completion of each Department required deliverable.

Team Noridian develops DXD which describe the Department's requirements and needs for that deliverable. These DXDs describe the proposed format and content of each deliverable and once approved, are used by staff members to produce the deliverable. Team Noridian understands that all DXDs are subject to the Department's review and approval before the deliverable can be started and we build tasks and time into our project work plan to handle this initial review.

Before submitting any DXD or deliverable to the Department, Team Noridian will execute our internal review process which includes a preliminary walkthrough with management and quality assurance staff to introduce them to the deliverable format, purpose, and suggested content. Following that walkthrough, we perform an internal quality assurance review, any re-work based on that review, and subsequent management review and sign-off on the submission. These internal steps help to ensure that the DXD or deliverable as submitted will meet expectations.

We facilitate the deliverable review process by formally scheduling a Department walkthrough at draft submission and one at final submission. In addition, as we have done on past projects, for more complex deliverables, such as design specifications, we recommend walkthroughs during the Department's official review period to facilitate understanding and the resolution of issues. Throughout the development of the deliverable, Team Noridian posts output of the work in process on an iterative basis to our Project Portal which is available to the Department at all times.

We work with the Department through collaborative work sessions such as JAD sessions, for review and validation prior to the first formal submission. These informal reviews allow the Department to preview the document in smaller, more focused pieces. This immediate feedback helps prevent errors in the final product and allows the Department to become more familiar with the deliverable, expediting the formal review process once the draft is delivered. However, it should be noted that even when sections of the deliverable are made available for incremental review during deliverable development, these portions of the document remain in draft status until they are formally delivered for review. Any incremental reviews during deliverable development are considered internal reviews and do not constitute formal review and acceptance by the Department.

Team Noridian has scheduled 10 business days for the Department to initially review the DXD of each deliverable and then an additional five days to review any needed re-work. We have used the same timeframe for the review and re-review of all deliverables with the exception of a few more complex deliverables including the DSD and user manuals where we have scheduled 15 days for the initial review. The 10/15 or five days does not include the day of submission. Our complete deliverable production and review process is shown in Figure 6-14.

	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resources	Resource Group	Level of Effort	Location
1	**D5**	**Turnover Plan**		**47 d**	**Thu 2/1/18**	**Fri 4/6/18**					**58.23 hrs**	
2	**D5.9**	**Develop DXD for Turnover Plan**		**2 d**	**Thu 2/1/18**	**Fri 2/2/18**					**1 hr**	
3	D5.9.3	Develop DXD for Turnover Plan		2 d	Thu 2/1/18	Fri 2/2/18	6		TURM	TN	1 hr	Des Moines
4	**D5.10**	**Turnover Plan DXD Review and Approval**		**21 d**	**Mon 2/5/18**	**Mon 3/5/18**					**15.52 hrs**	
5	**D5.10.5**	**Conduct Internal Review**		**3 d**	**Mon 2/5/18**	**Wed 2/7/18**					**5.6 hrs**	
6	D5.10.5.7	Walkthrough with manager and quality assurance		1 d	Mon 2/5/18	Mon 2/5/18	3	7	QA,AMCO,TURM	TN	3.6 hrs	Des Moines
7	D5.10.5.8	Update DXD based on review		1 d	Tue 2/6/18	Tue 2/6/18	6	8	TURM	TN	1 hr	Des Moines
8	D5.10.5.9	Management review/approval for submission to Department		1 d	Wed 2/7/18	Wed 2/7/18	7	10	AMCO	TN	1 hr	Des Moines
9	**D5.10.6**	**Department Review**		**18 d**	**Thu 2/8/18**	**Mon 3/5/18**					**9.92 hrs**	
10	D5.10.6.11	Walkthrough and submit DXD to Department		1 d	Thu 2/8/18	Thu 2/8/18	8	11	D-UMCO,TURM	DP,TN	1.92 hrs	Des Moines
11	D5.10.6.12	Department review DXD for Turnover Plan		10 d	Fri 2/9/18	Thu 2/22/18	10	12	D-UMCO	DP	8 hrs	Des Moines
12	D5.10.6.13	Update DXD based on review as required		1 d	Fri 2/23/18	Fri 2/23/18	11	13,16,17,18	TURM	TN	1 hr	Des Moines
13	D5.10.6.14	Internal quality assurance review and management review/approval for submission		1 d	Mon 2/26/18	Mon 2/26/18	12	14	AMCO,QA	TN	2 hrs	Des Moines
14	D5.10.6.15	Department review of final submission		5 d	Tue 2/27/18	Mon 3/5/18	13		D-UMCO	DP	2 hrs	Des Moines
15	**D5.11**	**Develop Turnover Plan**		**3 d**	**Mon 2/26/18**	**Wed 2/28/18**	**24**				**9.5 hrs**	
16	D5.11.13	Document proposed approach to turnover		3 d	Mon 2/26/18	Wed 2/28/18	12		TURM	TN	2 hrs	
17	D5.11.14	Develop narrative of tasks and sub-tasks based on schedule		3 d	Mon 2/26/18	Wed 2/28/18	12		TURM	TN	2 hrs	Des Moines
18	D5.11.15	Develop schedule as part of plan (see Develop Schedule tasks above)		3 d	Mon 2/26/18	Wed 2/28/18	12				0 hrs	Des Moines
19	D5.11.16	Review and include inventory of all production data, program libraries, and documentation		3 d	Mon 2/26/18	Wed 2/28/18	12		SM	TN	3 hrs	Des Moines
20	D5.11.17	Review and update documentation procedures for turnover		3 d	Mon 2/26/18	Wed 2/28/18	12		SM	TN	2.5 hrs	Des Moines
21	D5.11.18	Develop Facility and Resource Statement as part of plan (see Develop Facility and Resource Statement tasks below)		3 d	Mon 2/26/18	Wed 2/28/18	12				0 hrs	Des Moines
22	**D5.12**	**Turnover Plan Review and Approval**		**27 d**	**Thu 3/1/18**	**Fri 4/6/18**					**30.22 hrs**	
23	**D5.12.5**	**Conduct Internal Review**		**6 d**	**Thu 3/1/18**	**Thu 3/8/18**					**10.88 hrs**	
24	D5.12.5.9	Walkthrough with manager and quality assurance		1 d	Thu 3/1/18	Thu 3/1/18	15	25	QA,AMCO,TURM	TN	2.88 hrs	Des Moines
25	D5.12.5.10	Internal quality assurance review		2 d	Fri 3/2/18	Mon 3/5/18	24	26	QA	TN	4 hrs	Des Moines
26	D5.12.5.11	Update deliverable based on review		1 d	Wed 3/7/18	Wed 3/7/18	25	27	TURM	TN	2 hrs	Des Moines
27	D5.12.5.12	Management review/approval for submission to Department		1 d	Thu 3/8/18	Thu 3/8/18	26	29	AMCO	TN	2 hrs	Des Moines
28	**D5.12.6**	**Department Review**		**21 d**	**Fri 3/9/18**	**Fri 4/6/18**					**19.33 hrs**	
29	D5.12.6.19	Walkthrough and submit deliverable to Department		1 d	Fri 3/9/18	Fri 3/9/18	27	30	D-UMCO,TURM	DP,TN	1.92 hrs	Des Moines
30	D5.12.6.20	Department review of initial submission		10 d	Mon 3/12/18	Fri 3/23/18	29	31	D-UMCO	DP	8 hrs	Des Moines
31	D5.12.6.21	Update deliverable based on review		1 d	Mon 3/26/18	Mon 3/26/18	30	32	TURM	TN	1.5 hrs	Des Moines
32	D5.12.6.22	Internal quality assurance review		1 d	Tue 3/27/18	Tue 3/27/18	31	33	QA	TN	1 hr	Des Moines
33	D5.12.6.23	Update deliverable based on review		1 d	Wed 3/28/18	Wed 3/28/18	32	34	TURM	TN	1 hr	Des Moines
34	D5.12.6.24	Management review/approval for submission to Department		1 d	Thu 3/29/18	Thu 3/29/18	33	35	AMCO	TN	1 hr	Des Moines
35	D5.12.6.25	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/30/18	Fri 3/30/18	34	36	D-UMCO,TURM	DP,TN	1.92 hrs	Des Moines
36	D5.12.6.26	Department review of final submission		5 d	Mon 4/2/18	Fri 4/6/18	35	37	D-UMCO	DP	3 hrs	Des Moines
37	D5.12.6.27	Department approves deliverable	Milestone	0 d	Fri 4/6/18	Fri 4/6/18	36				0 hrs	Des Moines

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Figure 6-14. Deliverable Creation and Review Process. Team Noridian schedules internal quality and review tasks along with the required Department review and approval tasks into our project work plans to ensure the delivery of a quality product.

6.3 Project Organization

RFP Section 9.2.7

Trust and confidence are two important aspects in any working relationship, and Noridian has built that with the IME since 2004 with its dedicated and knowledgeable staff. Team Noridian is committed to continuing that working foundation of trust and confidence.

Team Noridian offers the Department a project organization structure with:

- Organizational charts that clearly show dedication to the success of this project
- Staffing plans that maintain and bring people with the right knowledge and background to the Core MMIS component, ensuring continuity of operations
- Key personnel with the experience it takes to lead the MMIS and Core MMIS operations component through start-up and implementation (including transition to operations) and operations—the needed experience to make the right decisions, implement the right solutions, and communicate the right message
- Subcontractors that bring the Department a best-of-breed approach to meet the RFP requirements and deliver a leading-edge MMIS

6.3.1 Organization Charts

RFP Section 9.2.7.1

Team Noridian's organizational charts provide the dedicated management and support for each project phase to ensure a complete, successful implementation and operation of the new Iowa MMIS.

We offer a proposed solution that has been implemented successfully in three states—a solution being run for you by Noridian—the Team Noridian prime contractor and your current IME Core MMIS contractor. With Noridian as prime, Team Noridian brings a wealth of knowledge, experience with, and understanding of the IME structure that no other contractor can offer. With Noridian as prime, we have a thorough understanding of the IME policies and procedures; the professional services contractors and their respective business functionality and responsibilities; and the roles that other stakeholders play within the IME. To provide for continuity of IME knowledge, as well as Core MMIS operations knowledge, Mr. Scott Hruska, your current IME Core MMIS account manager, will transition to the start-up and implementation account manager.

In selecting CNSI as Team Noridian's subcontractor, Noridian considered its understanding of the Department's current and future requirements and challenges. Then, to complement its solution offering, Noridian selected CNSI as its subcontractor. CNSI brings recent, relevant start-up and implementation experience with eCAMS, which is our MMIS solution, certified in two states.

For each phase of the project (start-up and implementation, operations, certification, and turnover), we describe our proposed organizational structure, key personnel, and staffing solution. Specifically in this section of our proposal, we provide:

- Organization charts which include the percentage of allocation of key personnel and the FTE counts of all staff necessary
- A complete description of our proposed organization
- An outline of the primary roles and responsibilities of our key personnel that will lead our efforts
- Job descriptions for each of the positions that work directly on this project (found in the Job Descriptions Tab at the end of this section)

In addition, following this section we have also included a staff loading matrix to show when resources will be brought onto the project throughout the life of this contract.

6.3.1.1 Start-Up and Implementation Phase (Including Transition to Operations)

The success of the new Iowa MMIS relies heavily on the caliber of people that the Department will interact with on a daily basis. As such, we have carefully selected and assigned those who are best qualified, experienced, and committed to start this project, which is a reflection of our dedication to the success of this effort. Team Noridian will be bringing knowledgeable and experienced people from Noridian and CNSI's corporations to lead and support the start-up and implementation activities in Des Moines, Iowa.

6.3.1.1.1 Start-Up and Implementation Phase Organization Chart

We provide an organization chart for the start-up and implementation phase in Figure 6-15. This chart shows the dedicated resource types needed to ensure a successful start-up and implementation of the new Iowa MMIS. Our organization chart for this phase displays the key personnel and the support positions necessary to complete the applicable tasks. The chart shows the lines of authority, FTE allocations at their highest peak during this phase and the percentage of allocation of key personnel to the IME.

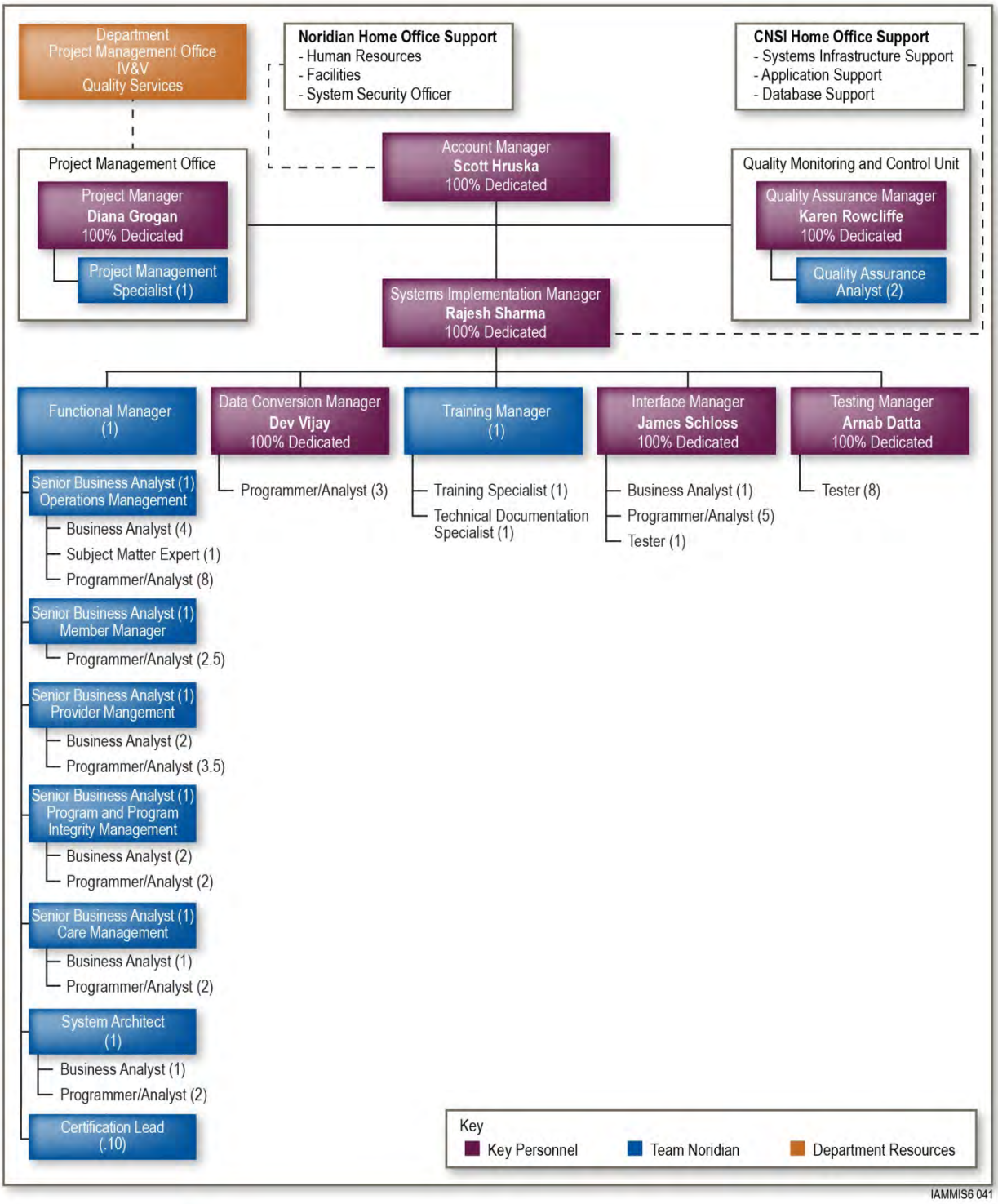

Figure 6-15. Start-up and Implementation Organization Chart. Team Noridian has the right organizational structure, position types, and reporting relationships for the successful DDI of your new MMIS.

6.3.1.1.2 Description of Proposed Organization for Start-Up and Implementation Phase

As shown in our organization chart, the start-up and implementation organization is divided into three units, all under the direction of our proposed account manager, Mr. Scott Hruska. These three units are the Project Management Office (PMO), led by the project manager for PMO, the Quality Monitoring and Control unit, led by the quality assurance manager, and the Systems Unit, led by the systems implementation manager. As described below, Mr. Hruska and each unit have specific roles. Together they form a solid overall organization structure that will work to exceed the Department's requirements and implement the new MMIS.

Account Management

Dedicated account management is instrumental to the success of your new MMIS implementation. Account management activities include administration of all Team Noridian resources dedicated to the Iowa Medicaid System Services contract; planning, evaluating, and managing compliance with contract responsibilities**;** serving as a primary point of contact for the Department**,** the Department's PMO staff, and other IME business units; and maintaining overall responsibility for the success of the Iowa Medicaid System Services contract. Our structure includes the support of our home office resources that are available when needed throughout the start-up and implementation such has human resources and facilities.

Account Manager. Leading Team Noridian for your new MMIS implementation is Account Manager Mr. Scott Hruska. He is a familiar face within the IME as he has been Noridian's account manager for the Core MMIS contract for nearly five years. The Department and the IME contractors know Mr. Hruska as a man of high integrity and accountability with a results-oriented and customer-focused management style. With Mr. Hruska in the account manager position, the Department and the other IME contractors can enjoy the security of moving through a time of transition with someone they know and trust--someone who already has a vested interest in the success of the IME.

Because Mr. Hruska is the account manager for current IME Core MMIS operations, we will back-fill that position to allow him to be fully dedicated to the start-up and implementation phase of this project. We have begun searching for a suitable replacement for Mr. Hruska. We will find a replacement with comparable experience and knowledge to continue providing leadership for Core MMIS staff and transparency into operations for the Department. We will find someone who can make sure that the operations continue to perform as expected during the start-up and implementation phase.

With our plan, the current operations will not be impacted negatively by moving Mr. Hruska into the account manager role. Mr. Hruska will be available to train and support his replacement.

Project Management Office

Upon contract award, we will establish the PMO--the central organization that will work with the Department to govern and drive project success. Our PMO project manager will work very closely with the Department's PMO, forming a partnership to establish a common vision and process for the management of risks, issues, changes, and the information system development methodology (ISDM).

We acknowledge that as the system services contractor, we have specific contractual responsibilities and obligations, which we intend to meet or exceed. To that end, both our PMO and the Department's PMO will enable us collectively to better align our teams, instill a sense of common goals, and streamline how we address risk and issues. The PMO project manager will have the people, tools, and processes in place to measure, monitor, and lead. The PMO is the first step in establishing a culture of partnership on the project.

PMO Project Manager. Ms. Diana Grogan, our proposed PMO project manager, has more than 12 years of expertise in managing complex information technology projects--from initial project planning, through implementation and transition, to operations. Her experience stems across the health care and

manufacturing industries and has been focused in the deployment of complex, enterprise-wide systems. During the past three years, Ms. Grogan has managed the PMO and organizational change organizations for CNSI's MMIS projects. In this capacity, she has developed and managed the detailed work plans in Microsoft Project and coordinated efforts related to change management, status reporting, risk mitigation, issue resolution, and process improvements.

Ms. Grogan's personal objectives include obtaining her certification as a project management professional (PMP) by the end of this year, and obtaining her certification as a Project Management Institute scheduling professional by the end of next year.

Quality Monitoring and Control Unit

Under the direction of Quality Assurance Manager Karen Rowcliffe, our proposed Quality Monitoring and Control unit will conduct all project quality management activities. This unit will be established at project initiation and perform quality activities through the entire Iowa project lifecycle. Quality management resources for the project will maintain objectivity and independence by reporting to the account manager.

The quality assurance manager and the work of the unit will be closely integrated with the activities of the PMO because the PMO maintains the schedule and coordinates the release of all deliverables to the Department. This will allow the Quality Monitoring and Control unit to efficiently schedule and effectively conduct reviews of all project deliverables and approve their content prior to submission to the Department. Problems observed in quality management activities will be reported directly to the account manager to prevent influence by other managers or other members of the project team.

Quality Assurance Manager. Ms. Rowcliffe, our proposed quality assurance manager, has nearly 15 years of experience in the health care industry. In 2005, Noridian selected her for its newly established position of quality assurance manager. In that role, she has proven a strong ability to analyze performance trends, communicate areas at risk, and develop and implement performance improvement plans. Ms Rowcliffe has a great understanding of how individual functional areas integrate to meet overall contractual requirements. She is quick to recognize extraneous actions and steps in processes. Her ability to communicate these findings to stakeholders in a common sense manner has earned her great respect with her colleagues. Her experience and understanding of working with the provider community, along with her big picture perspective of the business, combine to bring great strength to the Iowa Medicaid work. She has a special interest in motivating others and nurturing a collaborative and positive working environment.

Systems Unit

The Systems unit, under the direction of Systems Implementation Manager Rajesh Sharma, will carry out the functions required to bring the project through the start-up and implementation phase. The systems implementation manager will be supported by CNSI's home office support (systems infrastructure support, application support and database support). The Systems unit is divided into seven areas of focus: functional, system development, data conversion, data center, training, interface, and testing. The activities of each of these areas will be instrumental to preparing for certification and operation of the new MMIS.

Systems Implementation Manager. Our proposed systems implementation manager, Mr. Rajesh Sharma, is a results-oriented information technology manager with 10 years of experience in project planning, execution, monitoring-controlling, and implementations. He is a certified PMP through the Project Management Institute, and his skills demonstrate breadth of knowledge, which he has applied in his Texas Medicaid assignments for HIPAA 5010 and NCCI implementations.

Mr. Sharma leads the technical teams for the 5010 and NCCI initiatives in Texas Medicaid and has successfully implemented HIPAA 5010, with NCCI currently being scheduled for deployment. He has a

positive outlook and a focus on meeting customer requirements and issue resolution. With exceptional organizational and communication skills, he has earned top ratings in his annual performance evaluation reviews. Mr. Sharma is a strategic thinker with a proven ability to cultivate strong business relationships; recruit, motivate, and retain outstanding team members; and achieve strong business results in a fast-paced working environment. Mr. Sharma has the ability to develop staff to perform at optimal levels, producing deliverables that meet customer expectations.

Data Conversion Manager. Mr. Dev Vijay, our proposed data conversion manager, brings more than 13 years of technical and functional expertise in developing client, server, and web applications, primarily using the Oracle Relational Database Management system. He has gained information system development methodology (ISDM) experience working in an array of industries, including health care (Medicaid), insurance (regulatory compliance), retail, banking, and utility for both the public and private sectors. Mr. Vijay has a bachelor's degree in mechanical engineering, and a master's degree in industrial engineering.

Throughout his career, Mr. Vijay has developed sound standards and processes to augment conversion and development efforts. Prior to joining CNSI, Mr. Vijay gained experience in automating several aspects of the conversion and operational processes to minimize user intervention and enhance application code reuse. This knowledge has been put to use at CNSI with the conversion and subsequent development efforts for the Community Health Automated Medicaid Processing System (CHAMPS), the state of Michigan's MMIS, and, more recently, for the Michigan electronic health records (EHR) initiative.

Mr. Vijay brings a strong work ethic, applying himself to become a subject matter expert (SME) for all aspects of the ISDM, particularly data conversion.

Interface Manager. Our proposed interface manager, Mr. James Schloss, is an interface management consultant and subject matter expert with 19 years of hands-on management and leadership experience with an emphasis on team building, strategic planning, project management, and customer service. He also has more than 10 years experience within the IT industry. His career profile includes strong interpersonal, organizational, communication and leadership skills, with a proven record of working well within a team environment. Mr. Schloss has excellent project planning, execution, monitoring, and resource balancing skills, and can support multiple projects in an organizational structure while communicating with stakeholders to provide accurate information and reporting regarding the initiatives and projects.

Mr. Schloss has experience in business operations, budgets, and extensive experience within the IT industry as team lead / programmer/analyst with an emphasis on customer and client relationships, system enhancements, and system development. He is effective at training, motivating, and mentoring on-site and off-site staff of developers and technicians. His major accomplishments include working through the ISDM to bring the Michigan MMIS, the Community Health Automated Medicaid Processing System (CHAMPS), online and to allow the state of Michigan to successfully process and pay claims to providers during which time he received the company's "Employee of the Week" award. Additional achievements include helping to convert the North Carolina MMIS to DB2, while at the same time implementing HIPPA X12 standards into the system. His personal objectives include PMP certification with an emphasis on project management.

Testing Manager. With a bachelor's degree in electrical and electronics, Mr. Arnab Datta, our proposed testing manager, is a highly motivated, dedicated testing manager with more than nine years of diversified experience testing MMIS for two different states (Maine and Washington). Mr. Datta is accustomed to managing multiple efforts while collaborating with clients, for both development and operations from inception to delivery. His areas of expertise include software test and management, MMIS, private insurance claims systems, and banking software. He thrives in a high-pressure environment with particular strengths in team building, process implementation, analysis, and decision-making.

Mr. Datta not only has demonstrated a natural ability to lead, but also has developed a complete understanding of MMIS produced by CNSI and the Medicaid business for the state of Washington. He is presently responsible for all operations testing and manages a team of senior testing professionals who analyze production change requests and defects, validate that changes in software and configuration are correct, and release those changes for review by the client prior to production releases. While he leads the test group, he is also a contributing member, tackling many of the most difficult changes personally.

6.3.1.1.3 Start-Up and Implementation Phase Key Personnel Roles and Responsibilities

In Figure 6-16 we list all of our proposed key personnel for the start-up and implementation phase. Their roles and responsibilities are specific to ensure successful implementation of the MMIS solution.

Start-Up and Implementation Key Personnel Position	Key Personnel Name	Roles and Responsibilities
Account Manager	Scott Hruska	▪ Overall responsibility for success of the Iowa Medicaid Enterprise System Services contract ▪ Primary point of contact for the Department, the Department's PMO, and other IME contractors ▪ Monitor and approve all project related schedule activities ▪ Oversee revision and submission of all project management plans ▪ Plan, evaluate, and manage compliance with contract responsibilities ▪ Monitor Team Noridian's service level management performance and initiate corrective actions as needed ▪ Provide leadership and direction to the management staff ▪ Manage Team Noridian resources dedicated to the IME contract ▪ Manage, evaluate and monitor subcontractor performance in meeting objectives ▪ Direct strategic planning and relationships ▪ Oversee quality monitoring and control unit to ensure contract compliance and fulfillment of performance objectives ▪ Maintain and monitor processes, procedures and standards including change management, risk management, issue management, information systems development methodology (ISDM) ▪ Develop and submit project updates, status reports and revisions to project management plans as required
Systems Implementation Manager	Rajesh Sharma	▪ Plan , manage, coordinate, and approve all aspects of the design, development and implementation phase ▪ Coordinate with project management office (PMO) regarding policies, procedures, and standards ▪ Ensure project remains on schedule and within budget ▪ Oversee the development of all start-up and implementation deliverables and ensure they meet standard requirements and content ▪ Submit status of certification activities to the project manager, account manager and the Department ▪ Work with PMO to track issues, risks, and changes ▪ Attend management meetings to report on status of project, resolve issues, and control changes ▪ Ensure knowledge transfer activities are coordinated and delivered to appropriate staff ▪ Monitor staff members and ensure they meet performance levels ▪ Communicate issues or problems to project manager ▪ Transfer knowledge to appropriate operations staff
Project Manager for PMO	Diana Grogan	▪ Overall responsibility to lead Team Noridian's project management office (PMO) ▪ Point of contact for the Department's PMO resources ▪ Create and submit PMO processes, policies and procedures to the Department ▪ Define processes, procedures and standards including change management, risk management, issue management, information systems development methodology (ISDM) ▪ Submit a Project Management Portal Plan to Department ▪ Oversee development, submission and revisions of all project management plans ▪ Identify metrics and data sources to be used to measure project progress and performance ▪ Report project updates to the Department PMO ▪ Oversee all project related schedule activities ▪ Monitor resource allocation ▪ Monitor risk management activities ▪ Submission of weekly, monthly and quarterly status reports ▪ Signoff on all deliverables prior to submission to the Department ▪ Ensure adherence to the processes and procedures
Quality Assurance Manager	Karen Rowcliffe	▪ Provide overall direction and oversight for all activities related to Quality Monitoring and Control unit ▪ Oversee the creation and maintenance of the Quality Management Plan ▪ Ensure quality of all deliverables prior to submission to the Department, IV&V or other QA service vendor ▪ Communicate with the Department's IV&V and/or QA Vendor(s) ▪ Develop and maintain documented quality management procedures incorporating Medicaid internal control processes ▪ Ensure adequate staffing resources for all quality management activities

Start-Up and Implementation Key Personnel Position	Key Personnel Name	Roles and Responsibilities
		▪ Monitor adherence to program schedule, program standards, deliverables ▪ Develop corrective action plans as needed ▪ Develop Measure, Monitor, and Enforce (MME) performance expectations for operational phase staff ▪ Develop quality assurance reports and conduct trend analysis
Data Conversion Manager	Dev Vijay	▪ Lead the conversion team and coordinate with the Department and legacy system staff as necessary ▪ Lead the conversion team and coordinate with the Department and legacy system staff as necessary ▪ Develop the data conversion plans and deliverables documents ▪ Lead development and implementation of data quality checks on legacy data to ensure it confirms to the stated specifications ▪ Assist the department in developing business/transformation rules for situations where a straight conversion is not feasible ▪ Convert all data from the existing MMIS necessary to operate the replacement MMIS and produce comparative reports for previous periods of operation ▪ Convert data from 'catch up' conversion files received during the system cutover phase ▪ Crosswalk data to allow continued application of all edits, audits, service authorizations, drug-exception requests, rebates, and calculations, and to meet all other system processing requirements ▪ Plan, identify and analyze conversion requirements ▪ Crosswalk data to allow continued application of all edits, audits, service authorizations, and calculations, and to meet all other system processing requirements ▪ Manage the data conversion resources and coordinate activities with the Department and IME contractors ▪ Liaison with users to define information needed for design, development and implementation ▪ Provide assistance to programmers/analyst and infrastructure teams with design and research ▪ Report status on all data conversion activity to the systems implementation manager ▪ Oversee development and testing of conversion programs ▪ Participate in the change control process
Interface Manager	James Schloss	▪ Manage the interfaces team and establish the requirements, design, and implementation of all external implementations ▪ Review external interface requirements ▪ Coordinate with the Department and other agencies as needed ▪ Coordinate with legacy systems staff as needed ▪ Coordinate with Team Noridian vendors as needed ▪ Establish interfaces architecture ▪ Review design of interfaces ▪ Coordinate the development of interface operations procedures with the operations team ▪ Monitor interface development and test processes ▪ Ensure functional teams are coordinating with interfaces team to identify requirements that may have impact on interfaces and vice versa ▪ Participate in the change control process
Testing Manager	Arnab Datta	▪ Plan, manage, coordinate, and approve all aspects of the testing activities for development of the new MMIS ▪ Coordinate and lead testing activities for the project ▪ Oversee the development of the test plans ▪ Ensure all testing processes, procedures, and tools are in place and all staff members are trained on their use ▪ Manage testing resources for each of the different types of testing ▪ Monitor test coverage ▪ Ensure the test environments are configured per the requirements of the development and test teams ▪ Coordinate with Department regarding test data collection and development ▪ Develop testing schedules and assign test responsibilities ▪ Oversee all test activities ▪ Ensure appropriate tools are used to conduct unit, integration, system, and load testing ▪ Monitor and report on test activities through meetings, status reports, and updates to the schedule ▪ Participate in the change control process

Figure 6-16. Roles and Responsibilities of Key Personnel. Team Noridian brings experienced and knowledgeable key personnel to support the start-up and implementation phase.

6.3.1.1.4 Start-Up and Implementation Phase Representative Job Descriptions

We have provided job descriptions for all positions that will be involved in the start-up and implementation phase of this project in the Job Descriptions Tab at the end of this section. Team Noridian has defined specific roles and responsibilities for each position that will support the start-up and implementation effort. We have also described the minimum education / experience required for each position, as well as the skill sets or abilities required to perform the job.

6.3.1.2 Operational Phase

Team Noridian has provided an operational organizational structure that will provide the Department with continuity of knowledge from the start-up and implementation phase, as well as stability in ongoing operations.

6.3.1.2.1 Operational Phase Organization Chart

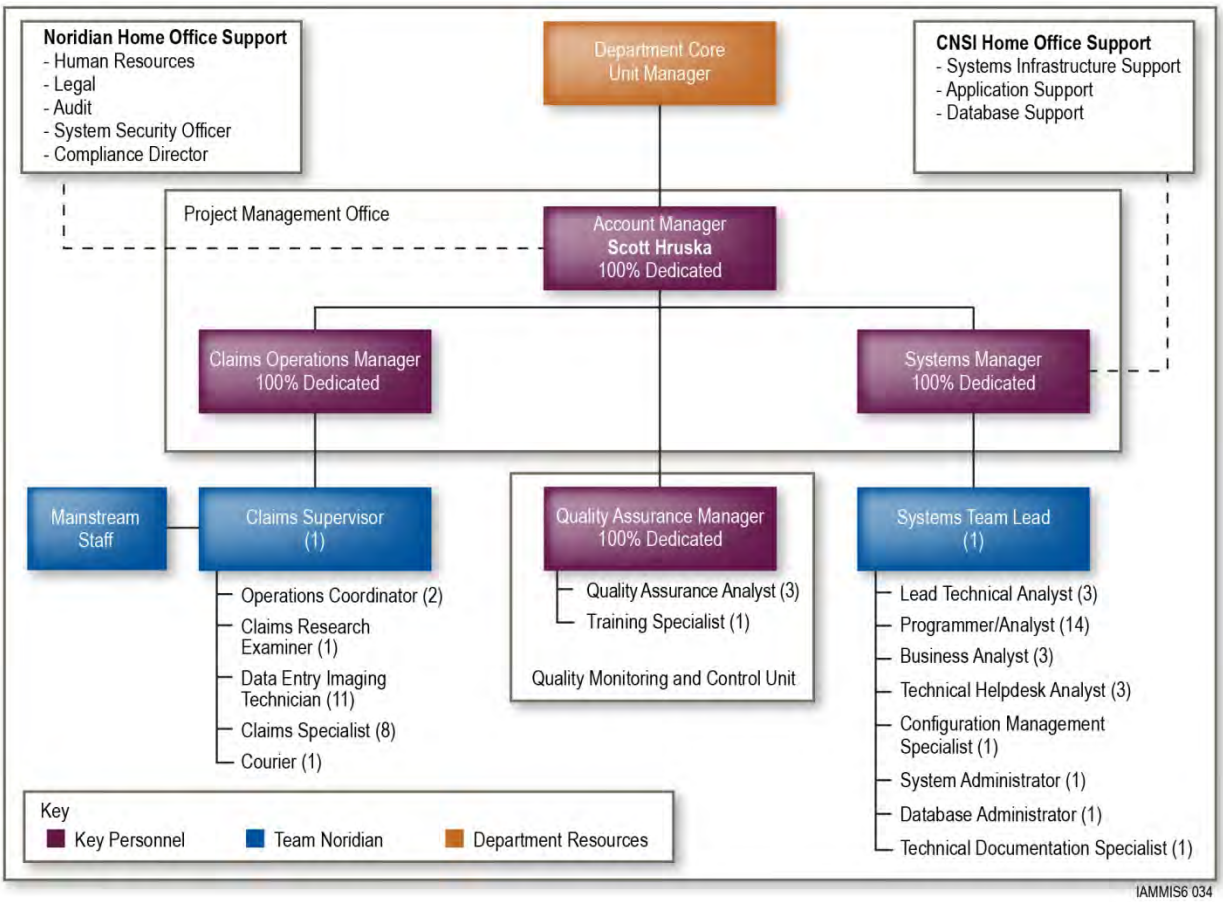

Figure 6-17. Operations Organization Chart. Team Noridian has the right resources, reporting relationships, and structure for successful operation of your new MMIS.

6.3.1.2.2 Description of Proposed Organization

Our operations organization chart is divided into four main areas of focus: project management, quality assurance, claims, and systems. Under the direction of Account Manager Scott Hruska, who will report to the Department's Core Unit Manager and be supported by Noridian's home office support (human resources, legal, audit, the systems security officer, and the compliance director), we will have appropriate, experienced staff within each area of focus to successfully operate your new MMIS.

Project Management Office

Team Noridian will not maintain a separate PMO during operations. Rather, Account Manager Mr. Hruska will take over those responsibilities, with the support of the management team. He will continue to be supported by Noridian's home office support. The management team will be comprised of the claims operations manager and the systems manager. The systems manager will be supported by CNSI's home office support (systems infrastructure support, application support and database support).

Account Manager. Mr. Scott Hruska will lead operations as the account manager. When he steps into this role, he will bring three years of experience with start-up and implementation of the new MMIS. The knowledge that he gains during start-up and implementation will be extremely valuable for operations. As mentioned, Mr. Hruska will have the support of two managers to ensure completion of day-to-day activities during operations: the claims operations manager and the systems manager.

Claims Operations Manager. The claims operations manager will be responsible for the direct management and oversight of claims business activities including mailroom operations, date entry, claims adjudication and adjustments, and medically needy processing. We have staff already working for our current IME Core MMIS contract that meet the qualifications for a claims operations manager, which are five years of experience in medical claims processing and a bachelor's degree, or additional years of experience as a substitute for a bachelor's degree.

Certification Manager. The certification manager will actually begin six months prior to the start of operations phase and continue until such time CME certification is achieved. The certification manager will be point of contact for the Department and Team Noridian resources to lead the activities to ensure a successful CMS certification review of the new MMIS. This includes training, as necessary, to ensure that all stakeholders are ready to support the certification process and understand how the system meets the certification requirements. During operations the certification manager will take the lead role in preparing for the review, conducting the review and any follow-up items related to the review.

Systems Manager. Our plan is for Mr. Rajesh Sharma, the systems implementation manager during the start-up and implementation phase, to take on the role of systems manager during operations. He will be directly responsible for the management and oversight of the MMIS, network, infrastructure, and other systems. Because Mr. Sharma will have served the Department for three years as the systems implementation manager prior to stepping into the systems manager role, he will bring unique experience and knowledge to operations, including:

- Experience with the new MMIS, Core staff, the Department, and other contractors obtained through start-up and implementation
- Continuity of knowledge from implementation through operations, not only of the Core MMIS and established processes, but also knowledge about the IME and the different contractors
- Knowledge of the issues and problems identified during start-up and implementation that will enable him to be proactively address potential issues during operations
- Continuity of relationships with the Department, IME contractors, and Team Noridian staff built from implementation through operations
- Overall knowledge of the MMIS, which will help in better prioritizing and scheduling system changes

Quality Monitoring and Control Unit

Our Quality Monitoring and Control unit will be lead by our quality assurance manager. This position will support Mr. Hruska to ensure proper quality monitoring procedures and controls are in place and that quality reviews are conducted. The quality assurance manager will also ensure Team Noridian complies with performance standards and reporting requirements.

Systems Unit

Our systems unit will manage all systems maintenance and modifications, direct the daily tactical and strategic activities of all members of the unit, and coordinate closely with Department's unit manager to ensure all Department goals are met on a timely basis. To address new and changed scope of work and priorities in operations, the Change Request Management System (CRMS) will have a series of pages and functionality to publish tasks/activities, assignments, dates, and priorities.

Under the direction of the systems team lead, who will report to Systems Manager Rajesh Sharma, our Systems unit will be responsible for maintaining this data. The team will be supported by technical and

business staff to ensure proper procedures and protocols are followed in reference to the change management procedures, interact and support the IME business contractors, and ensure technical and user documentation is compliant. Our technical staff includes helpdesk analysts that will support not only the IME resources, but also assist provider electronic submitters with EDI transactions.

Claims Unit

The claims unit, under the direction of the claims supervisor who will report to the claims operations manager, will perform claims business activities including mailroom operations, courier services, data entry, claims adjudication, adjustment processing, and medically needy activities. The team will consist of primarily the same type of resources we use today in our current Core MMIS contract. The claims unit includes the mailroom operations as well as the claims adjudication and adjustment processing.

By having the claims supervisor oversee both mailroom and claims processing operation staff, we will achieve the benefit of consistency in procedures and streamlining of processes. The supervisor will be able to quickly realize how negative impact on the business functions in the mailroom i (e.g. high inventory or down equipment) will impact will flow down to the claims staff; thereby, being able to more quickly resolve issues.

6.3.1.2.3 Operational Phase Key Personnel Roles and Responsibilities

Figure 6-18 provides details of the roles and responsibilities of each of the key personnel for the MMIS operations phase of this project.

MMIS Operations Key Personnel Position	Roles and Responsibilities
Account Manager	▪ Overall responsibility for success of the Iowa Medicaid Enterprise System Services contract ▪ Primary point of contact for the Core MMIS unit manager, the Department, and other IME contractors ▪ Lead Team Noridian's project management office by ensuring continuity of processes from start-up to operations ▪ Manage and direct all project related schedule activities ▪ Oversee revision and submission of all project management plans ▪ Plan, evaluate, and manage compliance with contract responsibilities ▪ Monitor Team Noridian's service level management performance and initiate corrective actions as needed ▪ Provide leadership and direction to the management staff ▪ Manage Team Noridian resources dedicated to the IME contract ▪ Manage, evaluate and monitor subcontractor performance in meeting objectives ▪ Direct strategic planning and relationships ▪ Oversee quality monitoring and control unit to ensure contract compliance and fulfillment of performance objectives ▪ Maintain and monitor processes, procedures and standards including change management, risk management, issue management, information systems development methodology (ISDM) ▪ Develop and submit project updates, status reports and revisions to project management plans as required
Claims Operations Manager	▪ Provider leadership, direction and support to the mailroom and claims processing staff to ensure the unit is operating efficiently and achieving the desired outcomes. ▪ Ensure adequate staffing levels to meet performance requirements and deliverables ▪ Ensure staff are provided the necessary tools and direction to effectively perform their duties ▪ Ensure proper and complete training initiatives are operating within the unit ▪ Recommend process changes to improve business and technical operations ▪ Ensure quality control and assessment measures are in place and performed as scheduled ▪ Monitor and report workload inventory ▪ Liaison with the Department and other business units within the IME for claims processing issues ▪ Communicate with the Department and other DHS staff related with medically needy issues ▪ Participate in standard meetings with Department or other IME business units as necessary as requested ▪ Monitor and communicate with systems unit for changes that affect the claims processing unit ▪ Participate in internal or external audits to provide Medicaid knowledge
Systems Manager	▪ Oversee and manage the coordination, design, testing, and implementation of system changes and enhancements ▪ Liaison with the Department on systems related items ▪ Implement and manage detailed activities relating to the disaster recovery plans and compliance with Administration Simplification Standard Transactions and Codes Sets and Privacy and Security mandated by compliance with HIPAA ▪ Represent systems-related topics and assess scope, system impact, and priority during Department meetings and upon request ▪ Ensure ITIL-based service management processes are implemented ▪ Supervision of system staff ▪ Coordinate, monitor, and manage resolution of maintenance activities for all MMIS application programs when production is interrupted

MMIS Operations Key Personnel Position	Roles and Responsibilities
	▪ Troubleshoot hardware and systems software as problems arise ▪ Ensure SDLC and project management processes are implemented during operations ▪ Manage and oversee system performance Service Level Agreements (SLA)'s, monitor systems and conduct trend analysis ▪ Establish and maintain processes to monitor the systems in the production environment
Quality Assurance Manager	▪ Ensure Team Noridian adheres to the performance reporting and quality assurance responsibilities for the entire contract ▪ Oversee quality monitoring and control unit which includes quality initiatives and training ▪ Liaison with the Department for Team Noridian contract performance ▪ Manage and direct quality monitoring and control staff to perform quality review checks on staff, including operational procedures ▪ Review project management plans and deliverables during operations ▪ Maintain quality management plan and knowledge transfer plan ▪ Assist management staff in creation and maintenance of Measure, Monitor, and Enforce (MME) standards for frontline staff ▪ Develop quality assurance reports and conduct trend analysis ▪ Monitor and report to the Department on performance standards by Team Noridian staff ▪ Create and monitor any corrective action plans that are submitted to the Department ▪ Submit annual performance reports to the Department ▪ Lead corrective action teams for quality items ▪ Develop audit and review plans ▪ Provide access to records and documentation for Department, state and federal auditors ▪ Coordinate any internal or external audits ▪ Analyze trends and data and recommend process changes to the Department ▪ Ensures Team Noridian is in compliance with established privacy policies, procedures, and guidelines. ▪ Ensure testing and training of system changes, process changes, documentation and performance measures ▪ Oversee development of training materials, software, schedules, and classes for IME business units

Figure 6-18. Roles and Responsibilities of Operations Key Personnel. Team Noridian will bring experienced and knowledgeable operations key personnel to support the operations phase.

6.3.1.2.4 Operational Phase Representative Job Descriptions

We provide job descriptions for all positions that will be involved in the operations phase of this project in the Job Descriptions Tab at the end of this section. We have defined specific roles and responsibilities of each individual supporting the Iowa operation. These roles and responsibilities account for segregation of duties necessary to support Team Noridian's internal controls. We have also described the minimum education / experience required for each staff position, as well as the skill set or abilities necessary to perform the job. This demonstrates that we will bring a knowledgeable workforce to support all Iowa Medicaid operational functions.

6.3.1.3 Certification Phase

One of the most important aspects of every MMIS implementation is getting the system certified without any findings as soon as possible after implementation. In recognition of that fundamental requirement, Team Noridian offers resources that are highly experienced in the certification process and have participated in successful certification activities in Iowa, Michigan, and Washington. They understand the process and motivators from both the state and federal perspectives. We have positioned these individuals within a certification phase organization structure that provides appropriate reporting relationships and support to make the certification process successful. Certification activities truly begin at the start-up of a new MMIS to ensure staff is knowledgeable when it comes to understanding the requirements needed to achieve certification.

6.3.1.3.1 Certification Phase Organization Chart

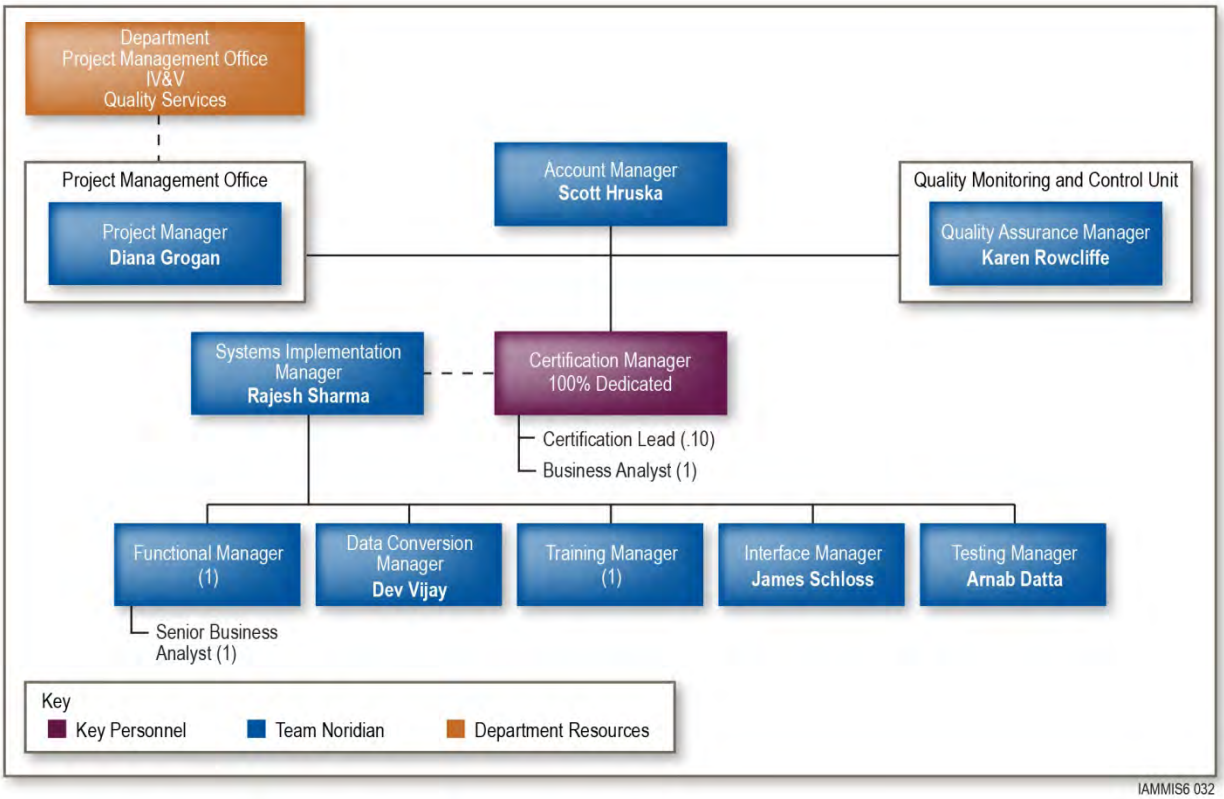

Figure 6-19. Certification Organization Chart. Team Noridian has the right resources, reporting relationships, and structure for successful certification of your new MMIS.

6.3.1.3.2 Description of Proposed Organization

Our certification phase organization depicts the structure of the organization at the time the certification manager begins, which is six months prior to the start of operations. This phase will continue into the operations phase when preparation is completed and documentation retrieved in preparation for CMS' review. Team Noridian will assign an individual as the certification manager. This person, who will be 100 percent dedicated to the certification phase, will have prior certification experience. This person will also have direct access to key project personnel on both the functional and technical staff and will be the single point person for the Department. Having one person in charge will help to streamline all the activities, making the Department's job as the project steward easier.

The certification manager will have two direct reports: a certification lead and a business analyst. Our approach to creating the certification support team is to include personnel who have played key roles during the early stages of the start-up and implementation phase. As we move into the operations phase, the entire management team will provide support to the certification manager. All CMS questions will be responded to in a timely manner and accurately. The certification team will have access to all expertise on the project and will have an intimate knowledge of the system.

As the certification phase overlaps with the start-up and implementation phase, we have included Mr. Sharma, the systems implementation manager, and his management team on the organization chart to show our commitment to the certification activities. As they are preparing for the implementation of the new MMIS, a portion of their time will also be focused on assuring certification activities are completed within their respective areas.

6.3.1.3.3 Certification Phase Key Personnel Roles and Responsibilities

As required by the RFP, Team Noridian will name a resource to fill the certification manager position at least six months prior to the start of the phase. Figure 6-20 provides details of the roles and responsibilities of this position.

Certification Key Personnel Position	Roles and Responsibilities
Certification Manager	▪ Point of contact for Team Noridian, Department, and IME contractors Coordinate certification activities and training during the early start-up and implementation tasks. ▪ Lead the certification team resources and support the Department in achieving CMS certification ▪ Create and monitor execution of the plan for evidence collection ▪ Review and update certification checklist ▪ Lead the certification team resources ▪ Document processes required to support the onsite certification visit by CMS ▪ Ensure all stakeholders are properly trained on the certification requirements and prepared for operations ▪ Submit status of certification activities to the Department project manager and Team Noridian account manager ▪ Support the CMS onsite visit by conducting demonstrations, presentations and walkthroughs of system and related artifacts as required; establish a triage process and team to quickly answer any questions from the CMS team and track all requests from CMS to ensure completion

Figure 6-20. Role and Responsibilities of the Certification Manager. Team Noridian will bring an experienced and knowledgeable certification manager to support the certification phase.

6.3.1.3.4 Certification Phase Representative Job Descriptions

We have provided job descriptions for all positions that will be involved in the certification phase of this project in the Job Descriptions Tab at the end of this section.

6.3.1.4 Turnover Phase

Team Noridian has an excellent record of three recent successful contract turnovers and understands the absolute necessity of making the transition to the successor contractor seamless and without interruption of services. Our proposed organization chart will support our established turnover methodologies and procedures for a successful turnover. We see our turnover responsibilities as no less important than those for any other phase of the project, and as such, we have given careful attention to the organization structure. We will find a turnover manager with the right experience and skills for a successful turnover.

6.3.1.4.1 Turnover Phase Organization Chart

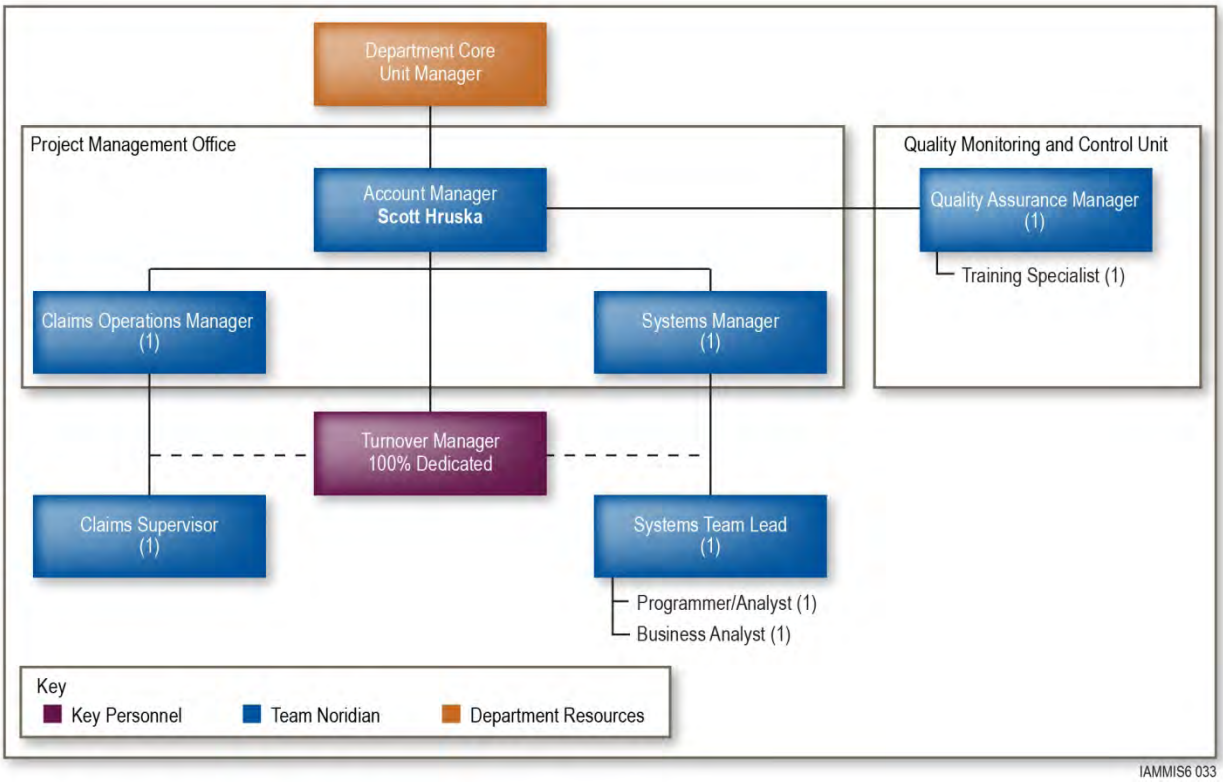

Figure 6-21. Turnover Organization Chart. Team Noridian has the right resources, reporting relationships, and structure for successful turnover of your contract.

6.3.1.4.2 Description of Proposed Organization

The organization chart for the turnover phase puts account management, as well as PMO responsibilities, in the hands of the account manager, Mr. Scott Hruska. His management team consists of the claims operations manager and the systems manager, who in turn supervise a claims supervisor and a systems team lead, respectively. The systems team lead will manage programmer/analyst(s) and business analyst(s). The entire operations unit will be fully dedicated, supportive, and available to the turnover activities, but their main responsibilities will be to continue day-to-day operations. The percentage of time for turnover will be limited based on the addition of a turnover manager dedicated to this phase.

To direct our turnover efforts, we will designate a qualified turnover manager who will oversee all activities associated with the turnover phase. The turnover manager will be responsible for coordination and oversight of the turnover project to ensure a successful turnover to the incoming contractor. This individual will be granted sufficient authority to make decisions and assign resources to fulfill the obligations of this phase. The turnover manager will serve as the main point of contact to the Department and the incoming contractor for turnover related activities and will be 100 percent dedicated to the turnover phase. The turnover manager will report directly to Mr. Hruska. The turnover manager will oversee the turnover team, consisting of a claims supervisor and a systems team lead. In order to ensure both continuity of operations and to meet our turnover responsibilities, Team Noridian will assign additional staff as needed to concurrently support both operations and turnover activities.

The turnover manager (with support from the turnover team) will begin turnover planning activities about eight months prior to the official turnover phase start in order to develop and deliver the required Turnover Plan and associated project work plan (schedule) at least six months before October 1, 2018 when the turnover phase begins.

6.3.1.4.3 Turnover Phase Key Personnel Roles and Responsibilities

Figure 6-22 provides details of the role and responsibilities of the one named key personnel for the turnover phase of this project: the turnover manager.

Turnover Key Personnel Position	Roles and Responsibilities
Turnover Manager	▪ Responsible to fulfill the responsibilities related to the day-to-day turnover activities. Serve as the point of contact to the incoming contractor and the Department with any type of requests or updates to the project. ▪ Develop and maintain Team Noridian's turnover plan and other project management plans ▪ Development of project work plan for turnover activities ▪ Manage and direct all project related schedule activities ▪ Participate in standard meetings with the Department and incoming contractor as requested ▪ Continually keep account manager updated on turnover status and to escalate risks and issues ▪ Coordinate requests from the incoming contractor and the Department during turnover phase ▪ Provide updates to the turnover work plan tasks ▪ Ensure proper transfer of all non-proprietary source program code approved by the Department ▪ Submit status reports to the Department on turnover activities ▪ Oversee development and implementation of corrective action plans ▪ Provide updates to issues log ▪ Monitor all risks

Figure 6-22. Roles and Responsibilities of the Turnover Manager. Team Noridian will bring an experienced and knowledgeable turnover manager to support the turnover phase.

6.3.1.4.4 Turnover Phase Representative Job Descriptions

We provide job descriptions for all positions involved in the start-up and implementation phase of this project in the Job Descriptions Tab at the end of this section.

6.3.2 Staffing

RFP Section 5.2 and 9.2.7.2

Team Noridian has many programs, policies, and practices in place to hire, retain, and motivate productive employees. We will use proven recruitment and selection processes to achieve the optimal number of staff with the precise skill sets and expertise to conduct start-up and implementation and operation services for the Department without interruption. We know that it is critically important to estimate staff levels appropriately to ensure the right numbers of people, with the right skills, are in the right place at the right time.

The basis for our staffing estimates is formed from our multitude of experience in large-scale, complex health care system implementation and operations projects. We used our intimate knowledge of multiple MMIS environments; our health care, claims processing, and technology capability; and our expansive history of successful implementations and workload takeovers to help validate our developed FTE count.

A thorough review of the RFP requirements formed the basis of our initial staffing decisions. With the prime contractor, Noridian, being the current Core MMIS contractor, we are familiar with the workload expectations of this contract. We fully understand the IME environment, the Iowa Medicaid program and policies, and most importantly, we know what it will take to conduct the responsibilities of the system services contractor. Team Noridian will retain qualified and experienced IME staff to fulfill the resource needs for this contract. Their knowledge and expertise of the IME will continue to provide the Department with the confidence of limited impact to the providers and members.

We plan for two of our key personnel to be in place from start-up and implementation, through certification, and into operations. Mr. Scott Hruska will lead our efforts as the account manager during the start-up and implementation phase. Our approach will be to backfill Mr. Hruska's current role as account manager for the Core MMIS contract. His replacement will have the knowledge and experience comparable to that of Mr. Hruska. As we move into the operations phase, Mr. Hruska will continue in the capacity of the account manager. Likewise, Mr. Rajesh Sharma will move from the systems implementation manager role during start-up and implementation to the systems manager role in operations.

Once the contract negotiations are complete and Team Noridian is authorized to begin work, we will begin project start-up activities. As a value-added activity, we offer a high level of planning and preparation before the contract start date. Our focus is to ensure that personnel are adequately briefed on the project and fully understand their role and responsibilities on the project, as well as the tools and processes available to them to ensure success.

Staff Recruitment Approach

Team Noridian intends to retain all qualified IME Core MMIS staff to fulfill the positions necessary for this contract. These individuals already have the background, knowledge, and expertise of the Iowa Medicaid contract, which reduces the training scope to the new contract. With adequate and timely training of the new MMIS features and capabilities, these individuals will continue excellent support of Core MMIS operations.

Our staff loading matrix, at the end of Tab 6, depicts the necessary staffing levels and the schedule for when staff is required for the project. Team Noridian will submit a staff management plan that will provide a comprehensive description of Team Noridian's method of hiring and retaining staff. The plan encompasses processes, procedures, and strategies leading up to assumption of operations, as well as ongoing management processes throughout the operations phase of the project. Regardless of the phase, our people are the common thread throughout. Our people are our most valued asset, and we strive to be an employer of choice in times of growth as well as times of adjustments.

Team Noridian's methodology for staffing and developing staff contingencies acknowledges that staffing challenges will always be present and that we must utilize a proactive approach throughout all contract phases. The following are the key components of our staffing approach:

- Continuous recruiting
- Cultivation and maintenance of industry alliances
- Well-defined roles and responsibilities within position descriptions
- Appropriate and competitive salary ranges tied to grade levels
- Unique employee programs

We continually identify and communicate with prospective employees while marketing our exceptional employment brand to them. The management team proactively recruits and continually updates our internal candidate database with candidates with the requisite skills needed to conduct the scope of work. Team Noridian also maintains relationships with key organizations and companies that are involved with MMIS start-up and implementation, operations, and maintenance. These relationships allow us to tap into a larger set of resources.

We reviewed our existing job descriptions to cross-reference skill levels with appropriate labor categories and grade levels to identify matches to many of the requirements established in the job analysis process. All job descriptions are assigned a grade level that identifies the salary range established for the position. Team Noridian's management group, supported by human resources staff, review job descriptions, job questionnaires, and departmental organization structures for newly created jobs, or jobs that are identified to be re-evaluated. They score each job based on criteria provided in the job questionnaire by the operational manager, including knowledge and skills, responsibility, innovation, problem solving, and communication. The scores for each criterion are weighted and combined to determine the final grade for each job.

Team Noridian's jobs are assigned pay grades. To develop the salary ranges for our grades, we benchmark jobs in each grade, collect survey market data for the benchmarked jobs, and determine the midpoints using the survey data. We also develop multiple salary structures for different locations based on the cost of labor using the Economic Research Institute (ERI) database. We review our benchmark jobs every other year but

survey market data annually to stay in line with our structure movements and merit budgets. The above effort was used to develop our original staffing model with associated job description information.

In recruiting staff, we tout our culture: we have strong values and the desire to make a difference in people's lives; we encourage an environment where every employee can pursue and be recognized for outstanding individual and team performance, with diverse opportunities for personal growth; and we offer a dynamic, fast-growing, team based work environment where a can-do spirit is valued and rewarded. In addition, we have unique employee programs that combine to form a benefit package that reaches well beyond the basics of a competitive salary and health benefits. We offer more than a paycheck. We offer unique programs that form a well-rounded benefits package that is attractive to potential employees. Benefits include things such as:

- Life insurance and long-term disability insurance
- Flexible spending accounts for health care and dependent care
- Health Savings Accounts (HSA)
- 401(k) salary savings plan with company match
- Generous paid time off begins accruing immediately
- Short-term disability
- Health and Wellness program
- Employee credit union for savings and loans
- Employee assistance program, providing free confidential counseling for employees and their families
- Paid holidays
- Flexible work schedules
- Business casual dress code

If for some reason the current IME staff cannot fulfill a needed position, Team Noridian's human resource policies and procedures have been standardized to conform to industry best practices and cover the activities of recruitment, credential verification, placement, training, benefits management, and staff retention programs. As a health care contractor, we are built to operate in a highly-regulated environment. Our policies and procedures provide for compliance with all federal, state, and local employment laws in locations where we have operations.

Start-up and Implementation Recruitment Approach. Team Noridian already has established a staffing model to begin the start-up and implementation phase. This model is driven from our initial project work plan. The staff allocations have been established for each unit and project organizational entity. Our approach is to have the staff ready, available, and trained prior to engagement on this project.

Team Noridian will locate all key staff in Des Moines, Iowa. During start-up and implementation, additional CNSI support staff will work remotely from Gaithersburg, Maryland. These remote staff will maintain and support the eCAMS platform.

Team Noridian will staff the start-up and implementation phase with a mix of existing employees to bring the current operations expertise, experience, and leadership, and then recruit to fill remaining start-up and implementation positions. We will leave the majority of Core MMIS staff in their existing positions to focus on current operations, but as incumbent staff, they will be expected to assist in JAD sessions and implementation meetings. We will pull a few existing Core MMIS staff into start-up and implementation, to be dedicated to that phase of the project, but if we do that, we will back-fill those positions with experienced and knowledgeable replacements.

Because we are the incumbent, our current knowledgeable IME staff will be participating in start-up and implementation activities (e.g. requirements analysis) as necessary. These individuals will be providing valuable information to educate our start-up and implementation team about the Iowa Medicaid program

and policies, to assist in the correct configuration of the eCAMS system to meet the RFP requirements; and to work toward learning the new MMIS features to prepare for operations.

Operations Phase Recruitment Approach. Because the prime contractor is currently operating the IME Core MMIS contract, Team Noridian already has staff experienced with operations and the IME best-of-breed structure. In addition, with the new MMIS, we will bring new expert technology resources to the core staff. Those resources have worked with eCAMS and the other technologies we propose for the MMIS and Core MMIS operations contract. They will have participated in the start-up and implementation phase of the project; thereby, ensuring that the knowledge base continues through start-up and implementation into the operations phase.

If we need to hire staff during the operations phase, we will use our proven recruitment methods to find people who meet the established experience, skills, and education requirements for the positions we need to fill.

For certification staff, we already have resources with specific, relevant skill sets to ensure completion of requirements gathering, analysis, design, data conversion, testing, and implementation of the new Iowa MMIS. And our operations staff will come from our current Core MMIS operations staff, as will our turnover staff. However, if we need to hire staff during any of these phases, we will use our proven recruitment methods to find people who meet the established experience, skills, and education requirements for the positions we need to fill.

Certification Recruitment Approach. Using our established recruitment efforts, we are confident in our ability to recruit the right certification manager for the certification phase**.** For certification staff, we already have resources with specific, relevant skill sets to ensure completion of requirements gathering, analysis, design, data conversion, testing, and implementation of the new Iowa MMIS. However, if we need to hire staff during this phase, we will use our proven recruitment methods to find people who meet the established experience, skills, and education requirements for the positions we need to fill.

Turnover Recruitment Approach. We are confident in our ability to recruit the right turnover manager from within our organization for the turnover phase. Our turnover staff will also consist of members from the operations staff. However, if we need to hire staff during any part of this phase, we will use our proven recruitment methods to find staff that meets the established experience, skills, and education requirements for the positions we need to fill.

6.3.3 Key Personnel

RFP Section 9.2.7.3

The success of a project is largely determined by the people working on it. Team Noridian has the right key personnel for this project—key personnel with relevant qualifications and experience. But more than that, as the Department works with our key personnel, they will find energetic and dedicated people who are truly motivated to help the Department attain its goals—goals that will be reached through open communication and ready collaboration.

We selected our well-qualified key personnel for the strengths they bring to the MMIS and Core MMIS Operations project, as well as for their commitment to quality and professionalism. Experience enables our key personnel to make the right decisions, implement the right solutions, and communicate the right message on the Iowa project. In working with our key personnel, the Department will find that the experience each brings to the project is invaluable in managing change. Our key personnel understand the systems, schedules, and processes they will be using, and because of their experience, they can anticipate the downstream impacts of changes; thereby, planning and managing change with confidence rather than reacting to change with uncertainty.

Our selection of Mr. Hruska as the account manager is a strategic decision--one that brings proven experience with planning, managing, and delivering changes to Medicaid systems and services. Mr. Hruska's recent and relevant experience within the IME Core MMIS operation, combined with Team Noridian's modern and flexible systems and processes, is the right fit for ensuring continuity of operations throughout change--change that comes from implementing the new MMIS, and change necessitated by legislative, administrative, and budgetary decisions within the evolving Medicaid Program.

We present the names, skills, and experience of the other key personnel for the project in the following sections.

6.3.3.1 Named Key Personnel

RFP Section 5.2.1

All key personnel from Team Noridian will be devoted full time to the new IME MMIS and Core MMIS operations project and will work onsite in Des Moines during the period of their assignment. In section 6.3.3.2.1 below, we list our named key personnel for start-up and implementation, and in the Resumes and Letters of Commitment tab at the end of Tab 6, we provide resumes and letters of commitment for those key personnel. Our key personnel are knowledgeable, experienced, and dedicated to this project.

As the Department requests names for the remaining key personnel positions for the other project phases, we will provide them. We are not submitting a name for the POS operations manager because we are only bidding for the MMIS and Core MMIS operations contract.

6.3.3.2 Key Personnel Requirements

RFP Section 5.2.2, Requirements a through c

6.3.3.2.1 Key Personnel for the Start-Up and Implementation Phase

Figure 6-23 lists our key personnel and touches on the relevant experience they bring to the start-up and implementation phase of this project. As shown in their resumes submitted in the Resumes and Letters of Commitment tab at the end of Tab 6, each of our key personnel meet the RFP's required qualifications. These individuals will be dedicated full time and will begin at contract signing. Committed to the entire phase, these key personnel will only be replaced for unforeseen circumstance, such as termination of employment.

All key personnel have signed letters of commitment, which we include in the Resumes and Letters of Commitment at the end of Tab 6.

Start-Up and Implementation Key Personnel Position	Key Personnel Name	Current Employer	Relevant Experience for Iowa
Account Manager	Scott Hruska	Noridian	▪ Nearly five years of experience as the account manager for the IME Core MMIS contract f
System Implementation Manager	Rajesh Sharma	Accenture	▪ Certified PMP with 10 years of experience in project planning, execution, monitoring-controlling, and implementations, including Texas Medicaid HIPAA 5010 and NCCI implementations
Project Manager for PMO	Diana Grogan	CNSI	▪ Three years of experience managing the project management and organizational change organizations for CNSI's MMIS projects
Quality Assurance Manager	Karen Rowcliffe	Noridian	▪ Six years of experience as Noridian's quality assurance manager, analyzing performance trends, communicating areas at risk, and developing and implementing performance improvement plans.
Data Conversion Manager	Dev Vijay	CNSI	▪ More than 13 years of technical and functional expertise in developing client, server, and web applications, including work on the CHAMPS, the state of Michigan's MMIS, and the Michigan EHR initiative

Start-Up and Implementation Key Personnel Position	Key Personnel Name	Current Employer	Relevant Experience for Iowa
Interface Manager	James Schloss	CNSI	▪ 19 years of hands-on management and leadership experience including more than 10 years experience within the IT industry, including working through the system development life cycle to bring the Michigan MMIS, the Community Health Automated Medicaid Processing System (CHAMPS), online
Testing Manager	Arnab Datta	CNSI	▪ More than nine years of diversified experience testing MMIS for Maine and Washington

Figure 6-23. Key Personnel for Start-Up and Implementation. Our named key personnel have the right experience to implement your new MMIS.

6.3.3.2.2 Key Personnel for the Certification Phase

Team Noridian will name a certification manager at least six months prior to the start of the certification phase. This individual will be dedicated full-time to the project to ensure completion of certification activities and CMS certification.

6.3.3.2.3 Key Personnel for the MMIS Operations Phase

Mr. Hruska will continue as the account manager as we move from start-up and implementation into the operations phase. He will continue to have the overall responsibility for the project, including service level management, operations, project management, and performance expectations.

The systems implementation manager, Mr. Rajesh Sharma, will move to operations as the systems manager. By keeping Mr. Sharma on board through operations, we provide for continuity of systems knowledge.

Team Noridian will name the claims operations manager three months prior to the start of the operations. These individuals will be dedicated full-time to the project to ensure operations gets the focused attention needed to be successful.

6.3.3.2.4 Key Personnel for the Turnover Phase

Team Noridian will name a turnover manager six months prior to the start of the turnover phase. Dedicated full-time to the project, this individual will coordinate all turnover activities with the Department and the incoming contractor.

6.3.3.3 Key Personnel Resumes

RFP Section 5.2.3, Requirements a through d

Resumes for the start-up and implementation key personnel have been provided in the Resumes and Letters of Commitment tab at the end of Tab 6. Each resume includes the required information such as employment history, names and dates of past employers, education, and professional certifications and affiliations.

6.3.3.4 Key Personnel References

RFP Section 5.2.4, Requirements a through f

Key personnel references for the start-up and implementation phase have been included in the Resumes and Letters of Commitment at the end of Tab 6.

6.3.3.5 Letter of Commitment

RFP Section 5.2.5

Letters of commitment for the start-up and implementation key personnel have been provided in the Resumes and Letters of Commitment tab at the end of Tab 6.

6.3.4 Subcontractors

RFP Section 9.2.7.4, Requirements a through d

Noridian Administrative Services (Noridian), the prime contractor on Team Noridian, has chosen to partner with Client Network Services Inc. (dba "CNSI") to perform some of the services required in the request for proposal (RFP). Figure 6-1 provides a high level overview of CNSI and its role in the project. Details regarding CNSI's qualifications and work to be performed are provided in the discussion following Figure 6-24.

Subcontractor Information Requirement	Supporting Information
▪ Subcontractor name and address	▪ Client Network Services, Inc. (CNSI), 15800 Gaither Drive, Gaithersburg, MD 20877
▪ Subcontractor qualifications	▪ Please see details below
▪ Work that the subcontractor will perform	▪ CNSI will design, develop and implement the new IA MMIS and will provide operational support to ensure that the system meets all required performance SLAs
▪ The estimated percentage of total contract dollars for this subcontract	▪ 34.5%

Figure 6-24. Summary of Subcontractor CNSI's Participation in the Project. CNSI brings the CMS certified eCAMS solution to the Department.

It takes a proven team to meet the diverse set of challenges with an enterprise-wide business transformation project like the Iowa Medicaid Enterprise System Services procurement. The current RFP clearly “encourages” the proposer to form partnerships with entities that are business leaders in their industry. The evident intention of the Department is to acquire the entire benefit of technological, business process, and health care industry innovation and insight that has been generated in the 20+ years since the previous MMIS installation.

To bring the most technologically advanced MMIS available in the market today to the Iowa Medicaid Enterprise (IME), Noridian has partnered with CNSI, whose headquarters are located at 15800 Gaither Drive, Gaithersburg, MD 20877.

CNSI, the start-up and implementation partner for the new MMIS, has firmly established itself as the “next generation” Medicaid solution provider over the past 12 years. CNSI is considered a “change agent” in the MMIS market based on industry-expertise and leading-edge technology capabilities. With two recent successful implementations, Michigan (2009) and Washington (2010), ***that have both received federal certification***, CNSI has developed and implemented the most innovative system solution in the MMIS market today. This solution is based on CNSI's eCAMS platform, which will be used as the basis for developing Iowa's new MMIS.

> “This is the most advanced and demanding information technology project in the history of Washington State, and it works,” said Susan N. Dreyfus, Department Secretary. “The federal government has told us that ProviderOne (WA MMIS implementation) employed many best practices necessary to successfully launch this kind of project and carry it through. Our experience in these first weeks has consistently exceeded expectations.”
>
> Washington DSHS
> June 29, 2010

Figure 6-25 highlights the features of CNSI's offerings and shows how Team Noridian benefits from CNSI's participation.

Feature	Benefit
Noridian and CNSI have worked together on other proposal efforts, including the Louisiana MMIS Replacement project, for which we received a letter of intent to award and are currently in contract negotiations – recognizing the team's innovative and valuable solution.	Noridian and CNSI have a solid working relationship on proposals, providing each member with insight into the other's processes and procedures and enabling us to align with each other to create a successful partner to the Department – an offering that has already been recognized by another state, thereby minimizing the risk to the Department.
CNSI, has designed, developed, and implemented its MMIS solution, based on eCAMS at its core, for three states.	Team Noridian offers a proven MMIS solution that has been successfully implemented in three states, thereby minimizing the risk of introducing a solution that is not in production in any state, while also bringing lessons learned from its previous projects.

Feature	Benefit
CNSI offers an MMIS solution that is comprised of the latest technology offering - web-based, loosely coupled, scalable, rules-engine based, SOA enabled with about 100 web services already implemented.	Team Noridian offers the Department a solution to meet its current and future needs, thereby minimizing the risk of deciding on a solution that limits the state's future growth and expanding requirements.
eCAMS is closely aligned with the Seven Conditions and Standards of MITA.	Team Noridian offers the Department a solution that will enable it to quickly and easily achieve its goals of aligning with MITA, as well as the enhanced funding requirements of the Seven Conditions and Standards.
CNSI's eCAMS based MMIS has been certified in two states.	Team Noridian offers the Department an MMIS solution that will be able to achieve CMS certification easily, while bringing the lessons learned of having gone through the process. The solution deployed in the state of Michigan aligns very closely with the requirements in Iowa.
CNSI has a broad experience in the health care industry, with experience in Medicaid, vital records, case management and health information exchange.	Team Noridian's broader health care understanding assures the Department of our thorough knowledge and subject matter expertise, thereby minimizing the risk to the Department of a contractor that isn't capable of seeing the "big picture."

Figure 6-25. Features and Benefits of having CNSI as a Subcontractor. CNSI has a broad experience in the health care industry and has worked well with Noridian on other efforts.

6.3.4.1 Qualifications

RFP Section 9.2.7.4, Requirement b

As a 17-year-old business transformation company, CNSI also has the proven ability to manage multi-vendor implementations in health care and financial verticals with various federal agencies, including the Federal Aviation Administration, Department of Labor, Department of Commerce, and Department of Energy. CNSI is known for its ability to collaborate with states, analyze state-specific Medicaid requirements, and configure a solution to client-specific needs, as we have successfully accomplished in the states of Washington, Michigan, and Maine. In addition to these clients, CNSI has been providing operations and maintenance support for state of Maryland's MMIS for over a decade.

CNSI's experience in the public health care sector, and specifically in Medicaid, provides several advantages to the IME. As a mature health care business technology company, CNSI brings a thorough understanding of the requirements under federally mandated standards, such as HIPAA and MITA, as well as the key technical and business-related areas that must be addressed for a successful deployment. CNSI's pioneering web-centric eCAMS evolved out of the Maine Department of Health and Human Services' MMIS implementation and is the core of all of CNSI's MMIS solutions, including the implementations that recently received federal certification in the states of Washington and Michigan. ***eCAMS is the only web-centric, component-based MMIS in production*** and because it has been in production since 2005, it has the product maturity, scalability, and stability required for production environments. The Department can be assured that it is procuring the most modern and effective MMIS solution in the country.

CNSI has brought its innovative thinking to MMIS implementations in the states of Maine, Washington, and Michigan, learning valuable lessons along the way and developing the expertise to produce the most technologically advanced MMIS available today. eCAMS aligns with the CMS MITA requirements, and its architecture has the capability to be compliant with future generations as shown in Figure 6-26.

CNSI's references demonstrate the company's ability to successfully execute an MMIS design, development, and implementation (DDI) project, as well as its long-standing commitment to state Medicaid projects. These references validate CNSI's competence across virtually all of the services it will perform on IME's MMIS project, and across all of the technical and functional requirements listed in the RFP.

CNSI's health care portfolio also includes successful implementations in other domains, such as case management for the mentally disabled for the state of Maine and vital records for the states of New Hampshire and Georgia. CNSI successfully designed and implemented the Executive Information System (EIS), a case management system built for Maine Behavioral and Developmental Services (a part of Maine Department of Health and Human Services). EIS has been in production within the state of Maine for more than nine years and is a very robust application providing case management functionality for Maine's Department of Mental Health, Mental Retardation and Substance Abuse Services. The application provides an end-to-end case management solution for patients supporting business processes for intake, assessments, treatment plans, treatments, billing, and reporting. EIS helped to combine information from seventeen foundation systems that existed prior to CNSI's engagement. Maine's Department of Behavioral and Developmental Services was not able to meet court decrees regarding reporting on the mental health and developmental cases until EIS went in production.

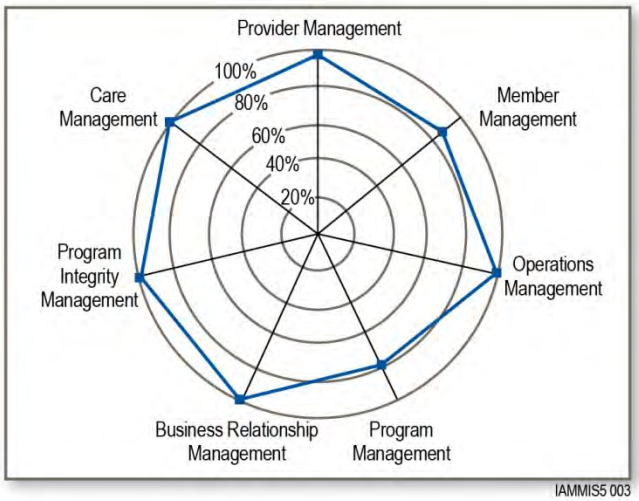

Figure 6-26. MITA Alignment of CNSI's eCAMS solution. The eCAMS solution is already at maturity Level 3 or higher for most MITA business processes.

The state of Georgia selected CNSI to design, develop, implement, and host its web-based Vital Events Information System (VEIS), which includes the development and implementation of an Electronic Birth Registration System (EBRS) (including Fetal Death and Induced Termination of Pregnancy), Electronic Death Registration System (EDRS), and the Electronic Marriage and Divorce Registration System (EMDRS). VEIS is a 100 percent, web-based, vital records implementation that allows the state’s funeral homes, hospitals, and authorized care facilities to register vital event data (i.e., births, marriages, divorces, deaths, and fetal deaths) directly into the centralized VEIS database maintained by the state. With records dating back to early 1900s, VEIS performs all Vital Record Office tasks, from the capture or registration of the vital event, to creating and running statistical reports. Physicians, funeral directors, hospitals, and local registrars enter vital event data directly into the centralized vital records database using a browser only, ensuring that the registration of the event is timely and accurate.

A large portion of CNSI's business base comes from the federal government and commercial clients, where CNSI is actively performing on contracts with the US Census Bureau, Department of Energy, Federal Aviation Administration, Department of Agriculture, Department of Homeland Security, Department of Labor, US Navy, Department of Justice, Amtrak and Securities and Exchange Commission.

At the US Census Bureau, CNSI has been providing software development services since 1997 for Current Survey and Decennial Census activities. This includes total responsibility for not only the initial design and development of the entire suite of Case Management applications for managing the Census Surveys, but also the analysis of business and software requirements for designing scalable, efficient solutions.

CNSI developed, and is currently supporting, a management and tracking system for the U.S. Coast Guard. This Boating Accident Report Database (BARD-Web) application provides the Boating Law Administrators (BLAs) of all 50 states with a mechanism to capture, control, and track boating accident information within their jurisdictions. Another system within the data capture domain was a Tips, Complaints and Referral (TCR) system for the U.S. Securities and Exchange Commission (SEC) that

provided the SEC investigators with an automated, case management, control, and tracking data capture mechanism. The SEC, mandated to enforce financial regulations, utilized TCR to capture, track, and control the information pertaining to tips, complaints, and referrals for further investigation or follow-up. CNSI has also developed several automated systems for the Department of Labor (DOL) Mine Safety and Health Administration (MSHA), including a management information system for recording and tracking mine information needed for protecting the health and safety of the nation's miners. The system records mine assessments, sanctions, fines, and corrective actions related to all mines in the US.

6.3.4.2 Work That CNSI Will Perform

RFP Section 9.2.7.4, Requirement c

CNSI will be primarily responsible for the design, development and implementation (DDI) of Iowa's new MMIS and operational support post go-live. CNSI will implement its eCAMS solution that has been certified in the states of Michigan and Washington. At a high level, CNSI will support the following tasks during the project.

- Project start-up
- Requirements validation and functional analysis
- System design and creation of design documentation
- System configuration and development of any new components
- Rules engine setup and configuration
- Source code control and configuration management
- Setup and maintenance of all development, test, and production environments
- Setup and maintenance of COTS products
- System test, integration test, load and performance test, and support to User Acceptance Test and other system readiness tests
- Support creation of user documentation and training materials
- Setup, testing, and maintenance of disaster recovery infrastructure
- System deployment in production
- Operational support, defect fixes, change request implementation, execution and dissemination of reports, evidence collection for certification, and certification support
- Operational support to ensure that all hardware and software is functional at all times and that the system meets all of its service level agreements (SLAs) for availability and performance

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	START-UP AND IMPLEMENTATION															
Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16
Proposal Resource Title	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Certification Manager																
Account Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Quality Assurance Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Quality Assurance Analyst						1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Project Manager of PMO	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Management Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
System Implementation Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Data Conversion Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst				2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	2.00
Interface Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst			2.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Tester					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Testing Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Tester		2.00	2.00	4.00	6.00	7.00	7.00	8.00	9.00	9.00	9.00	9.00	10.00	9.00	9.00	9.00
Business Analyst																
Technical Documentation Specialist																
Certification Manager																
Functional Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Business Analyst (Operations Mgmt)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Analyst	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00	2.00
Subject Matter Expert	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst	1.00	3.00	3.00	4.00	7.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	7.00	7.00
Senior Business Analyst (Member Mgmt)			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst						2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50

												CERTIFICATION				
	START-UP AND IMPLEMENTATION															
Month	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32
Proposal Resource Title	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Certification Manager																
Account Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Quality Assurance Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Quality Assurance Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Project Manager of PMO	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Management Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
System Implementation Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Data Conversion Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst	2.00	2.00	2.00	1.00	1.00	3.00	3.00	3.00	3.00	3.00	1.00	1.00	1.00	1.00		
Interface Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	2.00
Tester																
Testing Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Tester	9.00	8.00	8.00	8.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	3.00	3.00
Business Analyst					1.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00
Technical Documentation Specialist																
Certification Manager										1.00	1.00	1.00	1.00	1.00	1.00	1.00
Functional Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Business Analyst (Operations Mgmt)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
Business Analyst	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subject Matter Expert	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
Programmer/Analyst	7.00	7.00	6.00	6.00	6.00	7.00	7.00	7.00	7.00	7.00	6.00	6.00	6.00	6.00	2.00	2.00
Senior Business Analyst (Member Mgmt)	1.00	1.00	1.00	1.00	1.00	1.00										
Programmer/Analyst	2.50	2.50	2.50	2.50	2.50	2.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00

	START-UP AND IMPLEMENTATION															
Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16
Proposal Resource Title	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Senior Business Analyst (Provider Mgmt)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Analyst		1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Programmer/Analyst	1.00	2.00	2.00	2.00	2.00	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Senior Business Analyst (Program and PI Mgmt)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Business Analyst		1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Programmer/Analyst				1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Business Analyst (Care Mgmt)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Analyst		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst		1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
System Architect	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00					
Programmer/Analyst		2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Certification Lead		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Training Manager						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Training Specialist						1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Technical Documentation Specialist						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technical Helpdesk Analyst (including EDI)																
Max Total FTE by Month	22.00	34.10	37.10	48.10	54.10	65.10	67.10	68.10	70.10	70.10	71.10	70.10	71.10	67.10	66.10	65.10

	START-UP AND IMPLEMENTATION															
Month	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32
Proposal Resource Title	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Senior Business Analyst (Provider Mgmt)	1.00	1.00	1.00	1.00	1.00	1.00										
Business Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Programmer/Analyst	3.50	3.50	3.50	3.50	3.50	3.50	3.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Business Analyst (Program and PI Mgmt)																
Business Analyst	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00						
Senior Business Analyst (Care Mgmt)																
Business Analyst	1.00	1.00	1.00	1.00	1.00	1.00										
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		
System Architect	1.00	1.00	1.00	1.00	1.00	1.00										
Business Analyst																
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	2.00	2.00	2.00	2.00		
Certification Lead	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Training Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Training Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Technical Documentation Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technical Helpdesk Analyst (including EDI)															1.00	3.00
Max Total FTE by Month	62.10	61.10	59.10	58.10	58.10	65.10	61.10	61.10	61.10	61.10	54.10	54.10	54.10	54.10	36.10	38.10

	OPERATIONS								Turnover					
	Y1	Y2	Y3	Y4	Y5	OY1	OY2	OY3	M1	M2	M3	M4	M5	M6
Proposal Resource Title	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Account Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Certification Manager	1.00	-	-	-	-	-	-	-						
Quality Assurance Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Quality Assurance Analyst	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00						
Training Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Claims Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Claims Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Operations Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00						
Claims Research Examiner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Data Entry Imaging Technician	11.00	10.00	10.00	9.00	9.00	9.00	9.00	9.00						
Claims Specialist	8.00	7.00	6.00	6.00	6.00	6.00	6.00	6.00						
Courier	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Systems Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Systems Team Lead	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Lead Technical Analyst	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00						
Business Analyst	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00						
Programmer/Analyst	14.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00						
Technical Documentation Specialist	1.00	-	-	-	-	-	-	-						
Technical Helpdesk Analyst	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00						
System Administrator	1.00	-	-	-	-	-	-	-						
Database Administrator	1.00	-	-	-	-	-	-	-						
Configuration Management Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						
Turnover Manager							0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Max Total of Staff for OPS	61.00	50.00	49.00	48.00	48.00	48.00	48.50	49.00						

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Project Work Plans

Introduction to Project Work Plans

As fully discussed in Section 6.2 Project Work Plans, our project work plans were developed based on our experience in creating detailed work plans used to develop, implement, and operate similar projects and contain all of the elements needed to properly manage our efforts. They were developed using Microsoft Project and, once approved by the Department of Human Services (Department), we will produce a baseline of each plan and control those throughout each project phase. In order to accommodate all requirements and take advantage of some of the resource handling features in Microsoft Project, we have provided several different views and associated charts that together address all of the Department's required elements. These are:

- "Main" view, which we call the project work plan
- Task resource usage plan
- Network diagram
- Gantt chart
- Resource matrix (by task, job name, and month)

These views and charts are described below. All of the work plans and associated views/charts are located in separately bound books, labeled appropriately, and submitted with this proposal.

Project Work Plan

The "main" view is what we will refer to as the project work plan and contains a complete picture of all activities with:

- Microsoft Project identifier
- Assigned work breakdown structure (WBS) identifier
- Description of the task, subtask, or activity
- Indicator which specified either a milestone, deliverable, or interface related task
- Duration expressed in number of days
- Estimated start date
- Estimated finish date
- Predecessor tasks
- Successor tasks (automatically assigned by Microsoft Project)
- Resources (abbreviated job names of the resources assigned as the appropriate level needed for managing the activities. Department resources are indicated with a "D-" prefix).
- Resource group - Team Noridian (TN), Department (DP), or both (TN,DP)
- Level of effort shown in hours. Because of Microsoft Project's limitations, the column on this view shows the total hours for all resources assigned. We have provided an additional view, described below, that breaks out the individual hours by each specific resource including Department resources.
- Location of work to be performed

Task Resource Usage Plan

The second view is the task resource usage plan and provides a breakdown of all assigned resources along with the level of effort in hours for each. For clarity, and to save paper with this submission, we have printed only the task level which has assigned resources. This view shows:

- Microsoft Project identifier
- Assigned WBS which will match the WBS on the project work plan view
- Description of the task, subtask, or activity - only the level with assigned resources is shown. The assigned resources by job name (title) are shown directly under each task

- Resource group
- Level of effort for each resource in hours
- Duration of the task in days
- Estimated start date
- Estimated finish date

Network Diagram

- In addition to the above Microsoft Project views, this section also contains the Program Evaluation Review Techniques (PERT) view (our network diagram) for each of the phases. The network diagrams provide the interrelationships of tasks/subtasks for each phase along with the critical path tasks shown in red for the start-up and implementation, certification, and turnover phases. Each of the task/subtask boxes represents all related lower level subtasks and activities.
- There is no critical path shown in the diagram for the operations phase since that represents day to day work rather than schedule driven, interrelated tasks. However, during the operations phase when new project or upgrades are developed and scheduled, we will perform critical path analysis at that time for those schedule driven tasks.
- Because of its many activities, the start-up and implementation phase diagram consists of multiple pages; there are connectors on each page that direct the reviewer to where the graphic continues on the following page.

Gantt Chart

The other view we are providing is a Gantt chart timeline which provides the following:

- Microsoft Project identifier
- Assigned WBS which will match the WBS on the project work plan view
- Description of the task, subtask, or activity
- Estimated start date
- Estimated finish date
- Timeline which can be adjusted to show different granularity such as weeks, months, or years.

Resource Matrix

A resource matrix for each of the different phases is also included. This matrix provides information on staffing in a chart that shows allocations by task summarized by hours by resource name (title) by month.

Creation of Project Work Plans

As mentioned previously, Section 6.2 Project Work Plans provides a detailed description of our approach to creating these plans along with the specific responses to the requirements in Request for Proposal (RFP) Sections 6.2.3.7.2, 6.2.3.7.2.1, and 9.2.6. Please refer to that section for a complete overview of our methods of developing, base lining, managing, and maintaining these plans, along with a full description of the WBS and tasks within the plans. In that section we also provided an explanation of each column on the main project work plan and the type of information it contains. As discussed there, to save on paper and space with this submission, on the main project work plan view, we used job name abbreviations to indicate the assigned resources. Although the actual complete job names (titles) are available on the task resource usage view, for easy reference, we are also providing a job name abbreviation table below.

Figure 1 is an alphabetical listing of the abbreviations for each resource job name (title) used to define Team Noridian and Department resources. In the project work plans, if there will be more than one full time equivalent (FTE) of a certain job name assigned to the project the second FTE will be indicated by "#2" in the name and abbreviation and so forth. As previously discussed, we are using TN to indicate Team Noridian resources in the Resource Group column and DP for Department staff.

Abbreviation	Job Name (Title)
Team Noridian	
AMCO	Account Manager - Core
APS	Applications Support
BA	Business Analyst
CD	Compliance Director - Noridian Corporate
CFO	Chief Financial Officer - Noridian Corporate
CL	Certification Lead
CM	Certification Manager
CMS	Certification Management Specialist
COM	Claims Operations Manager
CR	Courier
CRE	Claims Research Examiner
CS	Claims Supervisor
CSP	Claims Specialist
DA	Database Administrator
DBS	Database Support
DCOM	Data Conversion Manager
DEIT	Data Entry Imaging Technician
FM	Functional Manager
HR	Human Resources - Noridian Corporate
IM	Interface Manager
LTA	Lead Technical Analyst
OC	Operations Coordinator
PA	Programmer / Analyst
PMO	Project Manager for Project Management Office (PMO)
PMS	Project Management Specialist
QA	Quality Assurance Analyst
QM	Quality Assurance Manager
SA	System Administrator
SAR	System Architect
SBA	Senior Business Analyst
SIM	Systems Implementation Manager
SIS	Systems Infrastructure Support
SM	Systems Manager
SME	Subject Matter Expert
SSO	Systems Security Officer - Noridian Corporate
STL	Systems Team Lead
TDS	Technical Documentation Specialist
TESM	Testing Manager
THA	Technical Helpdesk Analyst
TM	Training Manager
TS	Training Specialist
TST	Tester
TURM	Turnover Manager
Department	
D-AMD	Assistant Medicaid Director
D-BA	Business Analyst
D-DPCO	Deputy Unit Manager – Core

Abbreviation	Job Name (Title)
D-PMO	Project Management Office
D-PS	Policy Staff
D-SME	Subject Matter Expert
D-UMCO	Unit Manager – Core
D-UMMDS	Unit Manager – Medical Services
D-UMMS	Unit Manager- Member Services
D-UMPA	Unit Manager- Provider Cost Audit
D-UMPI	Unit Manager – Provider Integrity
D-UMPMD	Unit Manager – Pharmacy Medical Services
D-UMPOS	Unit Manager – Pharmacy Point of Service (POS)
D-UMRV	Unit Manager – Revenue Collections

Figure 1. Job Name Abbreviations. We have defined abbreviations for each resource job name.

Submission of Project Work Plans

In separately bound and labeled books submitted with this proposal, we have included the following plans and matrices, in the order listed.

Start-Up and Implementation Phase

- Start-up and implementation project work plan (this includes the start-up phase, implementation phase, and transition to operations phase)
- Start-up and implementation task resource usage plan (including above named phases)
- Start-up and implementation network diagram
- Start-up and implementation Gantt chart (including above named phases)
- Start-up and implementation resource matrix

Operational Phase

- Operations project work plan
- Operations task resource usage plan
- Operations network diagram
- Operations Gantt chart
- Operations resource matrix

Certification Phase

- Certification project work plan
- Certification task resource usage plan
- Certification network diagram
- Certification Gantt chart
- Certification resource matrix

Turnover Phase

- Turnover project work plan
- Turnover task resource usage plan
- Turnover network diagram
- Turnover Gantt chart
- Turnover resource matrix

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1	**A1**	**Start-Up Phase**		**682 d**	**Wed 2/1/12**	**Fri 10/10/14**					**3,359.78 hrs**	
2	A1.1	Contract Award	Milestone	0 d	Wed 2/1/12	Wed 2/1/12		8,8712,6857			0 hrs	
3	**A1.3**	**Facilities Set-Up**		**7 d**	**Wed 2/1/12**	**Thu 2/9/12**		**430**	**AMCO, PMO**	**TN**	**1.12 hrs**	
4	A1.3.1	Procure/Rent Location (Activities start prior to project start)	Milestone	0 d	Wed 2/1/12	Wed 2/1/12	2				0 hrs	Des Moines
5	A1.3.2	Finalize Facility Set-Up (email, phone, internet access, desks, file servers)		7 d	Wed 2/1/12	Thu 2/9/12	2	19,20,6			0 hrs	Des Moines
6	A1.3.3	Facility set-up and available	Milestone	0 d	Thu 2/9/12	Thu 2/9/12	5				0 hrs	
7	**A1.4**	**Project Management**		**46.5 d**	**Wed 2/1/12**	**Thu 4/5/12**			**AMCO, DCOM, IM, PMS, PMO, SIM, TESM, TDS, TDS#2, QM**	**TN**	**2,664.32 hrs**	
8	**A1.4.1**	**Kick-off Meeting**		**8.5 d**	**Wed 2/1/12**	**Mon 2/13/12**		**430**			**10 hrs**	
9	A1.4.1.1	Create Agenda for Meeting		1 d	Wed 2/1/12	Wed 2/1/12	2	10SS	D-PMO	DP	2 hrs	Des Moines
10	A1.4.1.2	Send invitation to Meeting		0.5 d	Wed 2/1/12	Wed 2/1/12	9SS	11			0 hrs	Des Moines
11	A1.4.1.3	Create Meeting Materials		2 d	Wed 2/1/12	Fri 2/3/12	10	12			0 hrs	Des Moines
12	A1.4.1.4	Conduct Meeting		1 d	Fri 2/3/12	Mon 2/6/12	11	0 d,13SS,14	D-PMO	DP	4 hrs	Des Moines
13	A1.4.1.5	Kick-Off Meeting Optional Waiver		1 d	Fri 2/3/12	Mon 2/6/12	12SS	429,14	D-PMO	DP	4 hrs	Des Moines
14	A1.4.1.6	Prepare and submit minutes from Kickoff meeting		5 d	Mon 2/6/12	Mon 2/13/12	13,12				0 hrs	Des Moines
15	**A1.4.2**	**Project Orientation**		**9 d**	**Wed 2/1/12**	**Mon 2/13/12**		**430**			**30 hrs**	
16	A1.4.2.1	Define agenda		3 d	Wed 2/1/12	Fri 2/3/12	2	17	D-PMO	DP	12 hrs	Des Moines
17	A1.4.2.2	Create Orientation Material		3 d	Mon 2/6/12	Wed 2/8/12	16	18	D-PMO	DP	0 hrs	Des Moines
18	A1.4.2.3	Review Orientation Material		1 d	Thu 2/9/12	Thu 2/9/12	17	19,20	D-PMO	DP	2 hrs	Des Moines
19	A1.4.2.4	Conduct Orientation Sessions		2 d	Fri 2/10/12	Mon 2/13/12	18,5		D-PMO	DP	16 hrs	Des Moines
20	A1.4.2.5	Conduct Orientation Optional Waiver		2 d	Fri 2/10/12	Mon 2/13/12	18,5	429			0 hrs	Des Moines
21	**A1.4.3**	**Establish Project Management Office (PMO)**		**12 d**	**Wed 2/1/12**	**Thu 2/16/12**		**433SS,430**			**0 hrs**	
22	A1.4.3.1	Confirm roles and responsibilities for all PMO Stakeholders		6 d	Wed 2/1/12	Wed 2/8/12	2				0 hrs	Des Moines
23	A1.4.3.2	Establish Project Management Offices PMO Processes, Polices and Procedures Overview		6 d	Wed 2/1/12	Wed 2/8/12	2	24			0 hrs	Des Moines
24	A1.4.3.3	Internal Peer Review		1 d	Thu 2/9/12	Thu 2/9/12	23	25			0 hrs	Des Moines
25	A1.4.3.4	QA/PM Review		2 d	Fri 2/10/12	Mon 2/13/12	24	26			0 hrs	Des Moines
26	A1.4.3.5	Internal Approval		1 d	Tue 2/14/12	Tue 2/14/12	25	27			0 hrs	Des Moines
27	A1.4.3.6	PM Approval		1 d	Wed 2/15/12	Wed 2/15/12	26	28			0 hrs	Des Moines
28	A1.4.3.7	Submit the Overview Document to the Department		1 d	Thu 2/16/12	Thu 2/16/12	27				0 hrs	Des Moines
29	**A1.4.4**	**IA MMIS Project Management Portal**		**34 d**	**Wed 2/1/12**	**Mon 3/19/12**		**430**			**64 hrs**	
30	A1.4.4.1	Initial Project Management Portal Set-Up and Deployed		1 d	Wed 2/1/12	Wed 2/1/12	2	46,31			0 hrs	Des Moines
31	A1.4.4.2	Set-up for Optional Waiver		1 d	Thu 2/2/12	Thu 2/2/12	30	429			0 hrs	
32	**A1.4.4.3**	**Develop Deliverable Expectations Document (DXD)**		**17 d**	**Wed 2/1/12**	**Thu 2/23/12**					**31 hrs**	
33	A1.4.4.3.1	Develop DXD for Project Management Portal		0.5 d	Wed 2/1/12	Wed 2/1/12	2	36			0 hrs	Des Moines
34	**A1.4.4.3.2**	**Deliverable Expectations Document Review and Approval**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**31 hrs**	
35	**A1.4.4.3.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
36	A1.4.4.3.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	33	37SS			0 hrs	Des Moines
37	A1.4.4.3.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	36SS	38SS			0 hrs	Des Moines
38	A1.4.4.3.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	37SS	40			0 hrs	Des Moines
39	**A1.4.4.3.2.2**	**Department Review**		**16 d**	**Thu 2/2/12**	**Thu 2/23/12**					**31 hrs**	
40	A1.4.4.3.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Thu 2/2/12	Thu 2/2/12	38	41	D-PMO	DP	1 hr	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
41	A1.4.4.3.2.2.2	Department review DXD for Project Management Portal		10 d	Thu 2/2/12	Thu 2/16/12	40	42	D-PMO	DP	20 hrs	Des Moines
42	A1.4.4.3.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	41	43SS			0 hrs	Des Moines
43	A1.4.4.3.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	42SS	44			0 hrs	Des Moines
44	A1.4.4.3.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	43		D-PMO	DP	10 hrs	Des Moines
45	**A1.4.4.4**	**Configuration of Project Management Portal**		**14 d**	**Thu 2/2/12**	**Tue 2/21/12**					**0 hrs**	
46	A1.4.4.4.1	Define Framework Updates for Project Management Portal		5 d	Thu 2/2/12	Wed 2/8/12	30	47			0 hrs	Des Moines
47	A1.4.4.4.2	Configure and Deploy Project Management Portal		4 d	Thu 2/9/12	Tue 2/14/12	46	48			0 hrs	Des Moines
48	A1.4.4.4.3	Test Project Management Portal		5 d	Wed 2/15/12	Tue 2/21/12	47	51			0 hrs	Des Moines
49	**A1.4.4.5**	**Review and Approval**		**19 d**	**Wed 2/22/12**	**Mon 3/19/12**					**33 hrs**	
50	**A1.4.4.5.1**	**Conduct Internal Review**		**1 d**	**Wed 2/22/12**	**Wed 2/22/12**					**0 hrs**	
51	A1.4.4.5.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/22/12	Wed 2/22/12	48	52SS			0 hrs	Des Moines
52	A1.4.4.5.1.2	Internal quality assurance review		0.5 d	Wed 2/22/12	Wed 2/22/12	51SS	53SS			0 hrs	Des Moines
53	A1.4.4.5.1.3	Update deliverable based on review		0.5 d	Wed 2/22/12	Wed 2/22/12	52SS	54			0 hrs	Des Moines
54	A1.4.4.5.1.4	Management review/approval for submission to Department		0.5 d	Wed 2/22/12	Wed 2/22/12	53	56			0 hrs	Des Moines
55	**A1.4.4.5.2**	**Department Review**		**18 d**	**Thu 2/23/12**	**Mon 3/19/12**					**33 hrs**	
56	A1.4.4.5.2.1	Walkthrough and submit deliverable to Department		0.5 d	Thu 2/23/12	Thu 2/23/12	54	57	D-PMO	DP	1 hr	Des Moines
57	A1.4.4.5.2.2	Department review of initial submission		10 d	Thu 2/23/12	Thu 3/8/12	56	58	D-PMO	DP	20 hrs	Des Moines
58	A1.4.4.5.2.3	Update deliverable based on review		0.5 d	Thu 3/8/12	Thu 3/8/12	57	59SS			0 hrs	Des Moines
59	A1.4.4.5.2.4	Internal quality assurance review		0.5 d	Thu 3/8/12	Thu 3/8/12	58SS	60SS			0 hrs	Des Moines
60	A1.4.4.5.2.5	Update deliverable based on review		0.5 d	Thu 3/8/12	Thu 3/8/12	59SS	61SS			0 hrs	Des Moines
61	A1.4.4.5.2.6	Management review/approval for submission to Department		0.5 d	Thu 3/8/12	Thu 3/8/12	60SS	62			0 hrs	Des Moines
62	A1.4.4.5.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/9/12	Fri 3/9/12	61	63	D-PMO	DP	2 hrs	Des Moines
63	A1.4.4.5.2.8	Department review of final submission		5 d	Mon 3/12/12	Fri 3/16/12	62	64	D-PMO	DP	10 hrs	Des Moines
64	A1.4.4.5.2.9	Department approves deliverable	Milestone	0 d	Fri 3/16/12	Fri 3/16/12	63	65			0 hrs	Des Moines
65	A1.4.4.5.2.10	Roll rollout of approved Project Management Portal		1 d	Mon 3/19/12	Mon 3/19/12	64				0 hrs	Des Moines
66	**A1.4.5**	**Project Management Plans**		**46.5 d**	**Wed 2/1/12**	**Thu 4/5/12**					**749.2 hrs**	
67	**A1.4.5.1**	**Communications Management Plan**		**38 d**	**Wed 2/1/12**	**Fri 3/23/12**		**430**			**63 hrs**	
68	**A1.4.5.1.1**	**Develop Deliverable Expectations Document (DXD)**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**30 hrs**	
69	A1.4.5.1.1.1	Develop DXD Communications Management Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	72SS			0 hrs	Des Moines
70	**A1.4.5.1.1.2**	**Deliverable Expectations Document Review and Approval**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**30 hrs**	
71	**A1.4.5.1.1.2.1**	**Conduct Internal Review**		**5 d**	**Wed 2/1/12**	**Tue 2/7/12**					**0 hrs**	
72	A1.4.5.1.1.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	69SS	73SS			0 hrs	Des Moines
73	A1.4.5.1.1.2.1.2	Update DXD based on review		5 d	Wed 2/1/12	Tue 2/7/12	72SS	74SS			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
74	A1.4.5.1.1.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	73SS	76			0 hrs	Des Moines
75	**A1.4.5.1.1.2.2**	**Department Review**		**16 d**	**Wed 2/1/12**	**Thu 2/23/12**					**30 hrs**	
76	A1.4.5.1.1.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	74	77	D-PMO	DP	1 hr	Des Moines
77	A1.4.5.1.1.2.2.2	Department review DXD for Communications		10 d	Thu 2/2/12	Wed 2/15/12	76	,83,84,85,86	D-PMO	DP	19 hrs	Des Moines
78	A1.4.5.1.1.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	77	79SS			0 hrs	Des Moines
79	A1.4.5.1.1.2.2.4	Internal quality assurance review and management review/approval for		0.5 d	Thu 2/16/12	Thu 2/16/12	78SS	80			0 hrs	Des Moines
80	A1.4.5.1.1.2.2.5	Department review of final submission		5 d	Thu 2/16/12	Thu 2/23/12	79		D-PMO	DP	10 hrs	Des Moines
81	**A1.4.5.1.2**	**Develop Plan**		**27 d**	**Thu 2/16/12**	**Fri 3/23/12**					**33 hrs**	
82	A1.4.5.1.2.1	Conduct and document stakeholder analysis		2 d	Thu 2/16/12	Fri 2/17/12	77	87			0 hrs	Des Moines
83	A1.4.5.1.2.2	Review and update all deliverables and work products required		2 d	Thu 2/16/12	Fri 2/17/12	77	87			0 hrs	Des Moines
84	A1.4.5.1.2.3	Establish roles and responsibilities		2 d	Thu 2/16/12	Fri 2/17/12	77	87			0 hrs	Des Moines
85	A1.4.5.1.2.4	Establish status reporting and status meeting schedules		2 d	Thu 2/16/12	Fri 2/17/12	77	87			0 hrs	Des Moines
86	A1.4.5.1.2.5	Establish schedule for Project Work Plan (PWP) updates		2 d	Thu 2/16/12	Fri 2/17/12	77	87			0 hrs	Des Moines
87	A1.4.5.1.2.6	Add Appendix for Optional Waiver		2 d	Mon 2/20/12	Tue 2/21/12	82,83,84,85,86	90,429			0 hrs	Des Moines
88	**A1.4.5.1.2.7**	**Plan Review and Approval**		**23 d**	**Wed 2/22/12**	**Fri 3/23/12**					**33 hrs**	
89	**A1.4.5.1.2.7.1**	**Conduct Internal Review**		**2 d**	**Wed 2/22/12**	**Thu 2/23/12**					**0 hrs**	
90	A1.4.5.1.2.7.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/22/12	Wed 2/22/12	87	91SS			0 hrs	Des Moines
91	A1.4.5.1.2.7.1.2	Internal quality assurance review		0.5 d	Wed 2/22/12	Wed 2/22/12	90SS	92			0 hrs	Des Moines
92	A1.4.5.1.2.7.1.3	Update deliverable based on review		1 d	Wed 2/22/12	Thu 2/23/12	91	93			0 hrs	Des Moines
93	A1.4.5.1.2.7.1.4	Management review/approval for submission to Department		0.5 d	Thu 2/23/12	Thu 2/23/12	92	95			0 hrs	Des Moines
94	**A1.4.5.1.2.7.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Fri 3/23/12**					**33 hrs**	
95	A1.4.5.1.2.7.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	93	96	D-PMO	DP	2 hrs	Des Moines
96	A1.4.5.1.2.7.2.2	Department review of initial submission		10 d	Mon 2/27/12	Fri 3/9/12	95	97	D-PMO	DP	19 hrs	Des Moines
97	A1.4.5.1.2.7.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Mon 3/12/12	96	98			0 hrs	Des Moines
98	A1.4.5.1.2.7.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Tue 3/13/12	97	99			0 hrs	Des Moines
99	A1.4.5.1.2.7.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	98	100			0 hrs	Des Moines
100	A1.4.5.1.2.7.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	99	101			0 hrs	Des Moines
101	A1.4.5.1.2.7.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Fri 3/16/12	100	102	D-PMO	DP	2 hrs	Des Moines
102	A1.4.5.1.2.7.2.8	Department review of final submission		5 d	Mon 3/19/12	Fri 3/23/12	101	103	D-PMO	DP	10 hrs	Des Moines
103	A1.4.5.1.2.7.2.9	Department approves deliverable	Milestone	0 d	Fri 3/23/12	Fri 3/23/12	102	1147			0 hrs	Des Moines
104	**A1.4.5.2**	**Project Work Plan for Implementation**		**40 d**	**Wed 2/1/12**	**Tue 3/27/12**		**430**			**62 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
105	**A1.4.5.2.1**	**Develop Work Plan Deliverable Expectation Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
106	A1.4.5.2.1.1	Develop Project Work Plan DXD		0.5 d	Wed 2/1/12	Wed 2/1/12	2	109SS			0 hrs	Des Moines
107	**A1.4.5.2.2**	**Work Plan Deliverable Expectation Document Review and Approval**		**17 d**	**Wed 2/1/12**	**Thu 2/23/12**					**29 hrs**	
108	**A1.4.5.2.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
109	A1.4.5.2.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	106SS	110SS			0 hrs	Des Moines
110	A1.4.5.2.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	109SS	111SS			0 hrs	Des Moines
111	A1.4.5.2.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	110SS	113			0 hrs	Des Moines
112	**A1.4.5.2.2.2**	**Department Review**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**29 hrs**	
113	A1.4.5.2.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	111	114	D-PMO	DP	1 hr	Des Moines
114	A1.4.5.2.2.2.2	Department review DXD for Work Plan		10 d	Thu 2/2/12	Wed 2/15/12	113	121,122,115	D-PMO	DP	18 hrs	Des Moines
115	A1.4.5.2.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	114	116			0 hrs	Des Moines
116	A1.4.5.2.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	115	117			0 hrs	Des Moines
117	A1.4.5.2.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	116		D-PMO	DP	10 hrs	Des Moines
118	**A1.4.5.2.3**	**Update Work Plan**		**13 d**	**Wed 2/1/12**	**Fri 2/17/12**					**0 hrs**	
119	A1.4.5.2.3.1	Review and update all tasks, subtask and activities		1 d	Wed 2/1/12	Wed 2/1/12	2	123			0 hrs	Des Moines
120	A1.4.5.2.3.2	Establish locations for activities to be performed		1 d	Thu 2/16/12	Thu 2/16/12	114	123			0 hrs	Des Moines
121	A1.4.5.2.3.3	Update key dates, milestones, predecessors and successors		1 d	Thu 2/16/12	Thu 2/16/12	114	123			0 hrs	Des Moines
122	A1.4.5.2.3.4	Review and update resources applied and level of effort		1 d	Thu 2/16/12	Thu 2/16/12	114	123			0 hrs	Des Moines
123	A1.4.5.2.3.5	Compile all information into agreed format for delivery		1 d	Fri 2/17/12	Fri 2/17/12	119,120,121,122	126			0 hrs	Des Moines
124	**A1.4.5.2.4**	**Work Plan Review and Approval**		**25 d**	**Mon 2/20/12**	**Fri 3/23/12**					**33 hrs**	
125	**A1.4.5.2.4.1**	**Conduct Internal Review**		**4 d**	**Mon 2/20/12**	**Thu 2/23/12**					**0 hrs**	
126	A1.4.5.2.4.1.1	Walkthrough with manager and quality assurance		1 d	Mon 2/20/12	Mon 2/20/12	123	127			0 hrs	Des Moines
127	A1.4.5.2.4.1.2	Internal quality assurance review		1 d	Tue 2/21/12	Tue 2/21/12	126	128			0 hrs	Des Moines
128	A1.4.5.2.4.1.3	Update deliverable based on review		1 d	Wed 2/22/12	Wed 2/22/12	127	129			0 hrs	Des Moines
129	A1.4.5.2.4.1.4	Management review/approval for submission to Department		1 d	Thu 2/23/12	Thu 2/23/12	128	131			0 hrs	Des Moines
130	**A1.4.5.2.4.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Fri 3/23/12**					**33 hrs**	
131	A1.4.5.2.4.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	129	132	D-PMO	DP	2 hrs	Des Moines
132	A1.4.5.2.4.2.2	Department review of initial submission		10 d	Mon 2/27/12	Fri 3/9/12	131	133	D-PMO	DP	19 hrs	Des Moines
133	A1.4.5.2.4.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Mon 3/12/12	132	134			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
134	A1.4.5.2.4.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Tue 3/13/12	133	135			0 hrs	Des Moines
135	A1.4.5.2.4.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	134	136			0 hrs	Des Moines
136	A1.4.5.2.4.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	135	137			0 hrs	Des Moines
137	A1.4.5.2.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Fri 3/16/12	136	138	D-PMO	DP	2 hrs	Des Moines
138	A1.4.5.2.4.2.8	Department review of final submission		5 d	Mon 3/19/12	Fri 3/23/12	137	139	D-PMO	DP	10 hrs	Des Moines
139	A1.4.5.2.4.2.9	Department approves deliverable	Milestone	0 d	Fri 3/23/12	Fri 3/23/12	138	141			0 hrs	Des Moines
140	**A1.4.5.2.5**	**Baseline Work Plan**		**2 d**	**Mon 3/26/12**	**Tue 3/27/12**					**0 hrs**	
141	A1.4.5.2.5.1	Baseline Approved Project Work Plan		1 d	Mon 3/26/12	Mon 3/26/12	139	142			0 hrs	Des Moines
142	A1.4.5.2.5.2	Post Baseline Project Work Plan to Project Management Portal		1 d	Tue 3/27/12	Tue 3/27/12	141				0 hrs	Des Moines
143	**A1.4.5.3**	**Risk Management Plan**		**46.5 d**	**Wed 2/1/12**	**Thu 4/5/12**					**117 hrs**	
144	**A1.4.5.3.1**	**Risk Management Plan for Implementation Phase**		**38.5 d**	**Wed 2/1/12**	**Mon 3/26/12**		**430**			**63 hrs**	
145	**A1.4.5.3.1.1**	**Develop Deliverable Expectations Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
146	A1.4.5.3.1.1.1	Develop DXD for Risk Management Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	149			0 hrs	Des Moines
147	**A1.4.5.3.1.2**	**Deliverable Expectations Document Review and Approval**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**29 hrs**	
148	**A1.4.5.3.1.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
149	A1.4.5.3.1.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	146	150SS			0 hrs	Des Moines
150	A1.4.5.3.1.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	149SS	151SS			0 hrs	Des Moines
151	A1.4.5.3.1.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	150SS	153			0 hrs	Des Moines
152	**A1.4.5.3.1.2.2**	**Department Review**		**16 d**	**Thu 2/2/12**	**Thu 2/23/12**					**29 hrs**	
153	A1.4.5.3.1.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Thu 2/2/12	Thu 2/2/12	151	154,159	D-PMO	DP	1 hr	Des Moines
154	A1.4.5.3.1.2.2.2	Department review DXD for Risk Management Plan		10 d	Thu 2/2/12	Thu 2/16/12	153	155	D-PMO	DP	18 hrs	Des Moines
155	A1.4.5.3.1.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	154	156SS			0 hrs	Des Moines
156	A1.4.5.3.1.2.2.4	Internal quality assurance review and management review/approval for		0.5 d	Thu 2/16/12	Thu 2/16/12	155SS	157			0 hrs	Des Moines
157	A1.4.5.3.1.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	156		D-PMO	DP	10 hrs	Des Moines
158	**A1.4.5.3.1.3**	**Develop Plan**		**8 d**	**Thu 2/2/12**	**Tue 2/14/12**					**0 hrs**	
159	A1.4.5.3.1.3.1	Develop process for risk identification		3 d	Thu 2/2/12	Tue 2/7/12	153	161,162,163			0 hrs	Des Moines
160	A1.4.5.3.1.3.2	Define process for tracking and monitoring risks		3 d	Tue 2/7/12	Fri 2/10/12	159	164			0 hrs	Des Moines
161	A1.4.5.3.1.3.3	Align resources to risk process		3 d	Tue 2/7/12	Fri 2/10/12	159	164			0 hrs	Des Moines
162	A1.4.5.3.1.3.4	Align tools and techniques to risk process		3 d	Tue 2/7/12	Fri 2/10/12	159	164			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
163	A1.4.5.3.1.3.5	Finalize process to analyze (Quantify and Qualify) risks and prepare risk response		3 d	Tue 2/7/12	Fri 2/10/12	159	164			0 hrs	Des Moines
164	A1.4.5.3.1.3.6	Compile all information into Risk Management Plan		2 d	Fri 2/10/12	Tue 2/14/12	30,161,162,163	167			0 hrs	Des Moines
165	**A1.4.5.3.1.4**	**Plan Review and Approval**		**29 d**	**Tue 2/14/12**	**Mon 3/26/12**					**34 hrs**	
166	**A1.4.5.3.1.4.1**	**Conduct Internal Review**		**8 d**	**Tue 2/14/12**	**Fri 2/24/12**					**0 hrs**	
167	A1.4.5.3.1.4.1.1	Walkthrough with manager and quality assurance		2 d	Tue 2/14/12	Thu 2/16/12	164	168			0 hrs	Des Moines
168	A1.4.5.3.1.4.1.2	Internal quality assurance review		2 d	Thu 2/16/12	Mon 2/20/12	167	169			0 hrs	Des Moines
169	A1.4.5.3.1.4.1.3	Update deliverable based on review		2 d	Mon 2/20/12	Wed 2/22/12	168	170			0 hrs	Des Moines
170	A1.4.5.3.1.4.1.4	Management review/approval for submission to Department		2 d	Wed 2/22/12	Fri 2/24/12	169	172			0 hrs	Des Moines
171	**A1.4.5.3.1.4.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Mon 3/26/12**					**34 hrs**	
172	A1.4.5.3.1.4.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Mon 2/27/12	170	173,183	D-PMO	DP	2 hrs	Des Moines
173	A1.4.5.3.1.4.2.2	Department review of initial submission		10 d	Mon 2/27/12	Mon 3/12/12	172	174	D-PMO	DP	20 hrs	Des Moines
174	A1.4.5.3.1.4.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Tue 3/13/12	173	175			0 hrs	Des Moines
175	A1.4.5.3.1.4.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Wed 3/14/12	174	176			0 hrs	Des Moines
176	A1.4.5.3.1.4.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Thu 3/15/12	175	177			0 hrs	Des Moines
177	A1.4.5.3.1.4.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Fri 3/16/12	176	178			0 hrs	Des Moines
178	A1.4.5.3.1.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Mon 3/19/12	177	179	D-PMO	DP	2 hrs	Des Moines
179	A1.4.5.3.1.4.2.8	Department review of final submission		5 d	Mon 3/19/12	Mon 3/26/12	178	180	D-PMO	DP	10 hrs	Des Moines
180	A1.4.5.3.1.4.2.9	Department approves deliverable	Milestone	0 d	Mon 3/26/12	Mon 3/26/12	179				0 hrs	Des Moines
181	**A1.4.5.3.2**	**Risk Management Plan for Certification Phase**		**28 d**	**Mon 2/27/12**	**Thu 4/5/12**					**54 hrs**	
182	**A1.4.5.3.2.1**	**Develop Plan**		**3 d**	**Mon 2/27/12**	**Thu 3/1/12**					**0 hrs**	
183	A1.4.5.3.2.1.1	Develop process for risk identification		1 d	Mon 2/27/12	Tue 2/28/12	172	185,186,187			0 hrs	Des Moines
184	A1.4.5.3.2.1.2	Define process for tracking and monitoring risks		1 d	Tue 2/28/12	Wed 2/29/12	183	188			0 hrs	Des Moines
185	A1.4.5.3.2.1.3	Align resources to risk process		1 d	Tue 2/28/12	Wed 2/29/12	183	188			0 hrs	Des Moines
186	A1.4.5.3.2.1.4	Align tools and techniques to risk process		1 d	Tue 2/28/12	Wed 2/29/12	183	188			0 hrs	Des Moines
187	A1.4.5.3.2.1.5	Finalize process to analyze (Quantify and Qualify) risks and prepare risk response		1 d	Tue 2/28/12	Wed 2/29/12	183	188			0 hrs	Des Moines
188	A1.4.5.3.2.1.6	Compile all information into Risk Management Plan		1 d	Wed 2/29/12	Thu 3/1/12	34,185,186,187	191			0 hrs	Des Moines
189	**A1.4.5.3.2.2**	**Plan Review and Approval**		**25 d**	**Thu 3/1/12**	**Thu 4/5/12**					**54 hrs**	
190	**A1.4.5.3.2.2.1**	**Conduct Internal Review**		**4 d**	**Thu 3/1/12**	**Wed 3/7/12**					**0 hrs**	
191	A1.4.5.3.2.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 3/1/12	Fri 3/2/12	188	192			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
192	A1.4.5.3.2.2.1.2	Internal quality assurance review		1 d	Fri 3/2/12	Mon 3/5/12	191	193			0 hrs	Des Moines
193	A1.4.5.3.2.2.1.3	Update deliverable based on review		1 d	Mon 3/5/12	Tue 3/6/12	192	194			0 hrs	Des Moines
194	A1.4.5.3.2.2.1.4	Management review/approval for submission to Department		1 d	Tue 3/6/12	Wed 3/7/12	193	196			0 hrs	Des Moines
195	**A1.4.5.3.2.2.2**	**Department Review**		**21 d**	**Wed 3/7/12**	**Thu 4/5/12**					**54 hrs**	
196	A1.4.5.3.2.2.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 3/7/12	Thu 3/8/12	194	197	D-PMO	DP	2 hrs	Des Moines
197	A1.4.5.3.2.2.2.2	Department review of initial submission		10 d	Thu 3/8/12	Thu 3/22/12	196	198	D-PMO	DP	20 hrs	Des Moines
198	A1.4.5.3.2.2.2.3	Update deliverable based on review		1 d	Thu 3/22/12	Fri 3/23/12	197	199			0 hrs	Des Moines
199	A1.4.5.3.2.2.2.4	Internal quality assurance review		1 d	Fri 3/23/12	Mon 3/26/12	198	200			0 hrs	Des Moines
200	A1.4.5.3.2.2.2.5	Update deliverable based on review		1 d	Mon 3/26/12	Tue 3/27/12	199	201			0 hrs	Des Moines
201	A1.4.5.3.2.2.2.6	Management review/approval for submission to Department		1 d	Tue 3/27/12	Wed 3/28/12	200	202			0 hrs	Des Moines
202	A1.4.5.3.2.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 3/28/12	Thu 3/29/12	201	203	D-PMO	DP	2 hrs	Des Moines
203	A1.4.5.3.2.2.2.8	Department review of final submission		5 d	Thu 3/29/12	Thu 4/5/12	202	204	D-BA, D-PMO, D-SME	DP	30 hrs	Des Moines
204	A1.4.5.3.2.2.2.9	Department approves deliverable	Milestone	0 d	Thu 4/5/12	Thu 4/5/12	203				0 hrs	Des Moines
205	**A1.4.5.4**	**Issues Management Plan**		**41.5 d**	**Wed 2/1/12**	**Thu 3/29/12**		**430**			**62 hrs**	
206	**A1.4.5.4.1**	**Develop Deliverables Expectations Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
207	A1.4.5.4.1.1	Develop DXD for Issues Management Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	210			0 hrs	Des Moines
208	**A1.4.5.4.2**	**Deliverable Expectations Document Review and Approval**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**29 hrs**	
209	**A1.4.5.4.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
210	A1.4.5.4.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	207	211SS			0 hrs	Des Moines
211	A1.4.5.4.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	210SS	212SS			0 hrs	Des Moines
212	A1.4.5.4.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	211SS	214			0 hrs	Des Moines
213	**A1.4.5.4.2.2**	**Department Review**		**16 d**	**Thu 2/2/12**	**Thu 2/23/12**					**29 hrs**	
214	A1.4.5.4.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Thu 2/2/12	Thu 2/2/12	212	215	D-PMO	DP	1 hr	Des Moines
215	A1.4.5.4.2.2.2	Department review DXD for Issues Management Plan		10 d	Thu 2/2/12	Thu 2/16/12	214	224,216,220	D-PMO	DP	18 hrs	Des Moines
216	A1.4.5.4.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	215	217SS			0 hrs	Des Moines
217	A1.4.5.4.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	216SS	218			0 hrs	Des Moines
218	A1.4.5.4.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	217		D-PMO	DP	10 hrs	Des Moines
219	**A1.4.5.4.3**	**Develop Plan**		**4 d**	**Thu 2/16/12**	**Wed 2/22/12**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
220	A1.4.5.4.3.1	Develop process for issue identification and definition		2 d	Thu 2/16/12	Mon 2/20/12	215	225			0 hrs	Des Moines
221	A1.4.5.4.3.2	Define process for tracking, monitoring, and reporting on the status and related actions items for each issue		2 d	Thu 2/16/12	Mon 2/20/12	215	225			0 hrs	Des Moines
222	A1.4.5.4.3.3	Align resources to issue process		2 d	Thu 2/16/12	Mon 2/20/12	215	225			0 hrs	Des Moines
223	A1.4.5.4.3.4	Align tools and techniques to issue process		2 d	Thu 2/16/12	Mon 2/20/12	215	225			0 hrs	Des Moines
224	A1.4.5.4.3.5	Finalize process to analyze, define and assign corrective action items for issues		2 d	Thu 2/16/12	Mon 2/20/12	215	225			0 hrs	Des Moines
225	A1.4.5.4.3.6	Compile all information into Issues Management Plan		2 d	Mon 2/20/12	Wed 2/22/12	21,222,223,224	228			0 hrs	Des Moines
226	**A1.4.5.4.4**	**Plan Review and Approval**		**26 d**	**Wed 2/22/12**	**Thu 3/29/12**					**33 hrs**	
227	**A1.4.5.4.4.1**	**Conduct Internal Review**		**1 d**	**Wed 2/22/12**	**Thu 2/23/12**					**0 hrs**	
228	A1.4.5.4.4.1.1	Walkthrough with manager and quality assurance		1 d	Wed 2/22/12	Thu 2/23/12	225	229SS			0 hrs	Des Moines
229	A1.4.5.4.4.1.2	Internal quality assurance review		1 d	Wed 2/22/12	Thu 2/23/12	228SS	230SS			0 hrs	Des Moines
230	A1.4.5.4.4.1.3	Update deliverable based on review		1 d	Wed 2/22/12	Thu 2/23/12	229SS	231SS			0 hrs	Des Moines
231	A1.4.5.4.4.1.4	Management review/approval for submission to Department		1 d	Wed 2/22/12	Thu 2/23/12	230SS	233			0 hrs	Des Moines
232	**A1.4.5.4.4.2**	**Department Review**		**25 d**	**Thu 2/23/12**	**Thu 3/29/12**					**33 hrs**	
233	A1.4.5.4.4.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 2/23/12	Fri 2/24/12	231	234	D-PMO	DP	2 hrs	Des Moines
234	A1.4.5.4.4.2.2	Department review of initial submission		10 d	Fri 2/24/12	Fri 3/9/12	233	235	D-PMO	DP	19 hrs	Des Moines
235	A1.4.5.4.4.2.3	Update deliverable based on review		5 d	Fri 3/9/12	Fri 3/16/12	234	236			0 hrs	Des Moines
236	A1.4.5.4.4.2.4	Internal quality assurance review		1 d	Fri 3/16/12	Mon 3/19/12	235	237			0 hrs	Des Moines
237	A1.4.5.4.4.2.5	Update deliverable based on review		1 d	Mon 3/19/12	Tue 3/20/12	236	238			0 hrs	Des Moines
238	A1.4.5.4.4.2.6	Management review/approval for submission to Department		1 d	Tue 3/20/12	Wed 3/21/12	237	239			0 hrs	Des Moines
239	A1.4.5.4.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 3/21/12	Thu 3/22/12	238	240	D-PMO	DP	2 hrs	Des Moines
240	A1.4.5.4.4.2.8	Department review of final submission		5 d	Thu 3/22/12	Thu 3/29/12	239	241	D-PMO	DP	10 hrs	Des Moines
241	A1.4.5.4.4.2.9	Department approves deliverable	Milestone	0 d	Thu 3/29/12	Thu 3/29/12	240				0 hrs	Des Moines
242	**A1.4.5.5**	**Quality Management Plan**		**38 d**	**Wed 2/1/12**	**Fri 3/23/12**		**430**			**65.2 hrs**	
243	**A1.4.5.5.1**	**Develop Deliverable Expectations Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
244	A1.4.5.5.1.1	Develop DXD for Quality Management Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	247SS			0 hrs	Des Moines
245	**A1.4.5.5.2**	**Deliverable Expectations Document Review and Approval**		**17 d**	**Wed 2/1/12**	**Thu 2/23/12**					**31.2 hrs**	
246	**A1.4.5.5.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
247	A1.4.5.5.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	244SS	248SS			0 hrs	Des Moines
248	A1.4.5.5.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	247SS	249SS			0 hrs	Des Moines
249	A1.4.5.5.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	248SS	251			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
250	**A1.4.5.5.2.2**	**Department Review**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**31.2 hrs**	
251	A1.4.5.5.2.2.1	Walkthrough and submit DXD to Department		1 d	Wed 2/1/12	Thu 2/2/12	249	252	D-PMO	DP	2 hrs	Des Moines
252	A1.4.5.5.2.2.2	Department review DXD for Quality Management Plan		10 d	Thu 2/2/12	Thu 2/16/12	251	253	D-PMO	DP	20 hrs	Des Moines
253	A1.4.5.5.2.2.3	Update deliverable based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	252	254SS			0 hrs	Des Moines
254	A1.4.5.5.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	253SS	255			0 hrs	Des Moines
255	A1.4.5.5.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	254		D-PMO	DP	9.2 hrs	Des Moines
256	**A1.4.5.5.3**	**Develop Plan**		**16 d**	**Wed 2/1/12**	**Wed 2/22/12**					**0 hrs**	
257	A1.4.5.5.3.1	Define formal process for quality management		8 d	Wed 2/1/12	Fri 2/10/12	2	262			0 hrs	Des Moines
258	A1.4.5.5.3.2	Develop deliverables checklist		8 d	Wed 2/1/12	Fri 2/10/12	2	262			0 hrs	Des Moines
259	A1.4.5.5.3.3	Define measures and tools to monitor the level of quality		8 d	Wed 2/1/12	Fri 2/10/12	2	262			0 hrs	Des Moines
260	A1.4.5.5.3.4	Identify the audit and continuous improvement processes		8 d	Wed 2/1/12	Fri 2/10/12	2	262			0 hrs	Des Moines
261	A1.4.5.5.3.5	Align quality assurance resources to support the processes		8 d	Wed 2/1/12	Fri 2/10/12	2	262			0 hrs	Des Moines
262	A1.4.5.5.3.6	Compile all information into Quality Management Plan		8 d	Mon 2/13/12	Wed 2/22/12	58,259,260,261	265			0 hrs	Des Moines
263	**A1.4.5.5.4**	**Plan Review and Approval**		**22 d**	**Thu 2/23/12**	**Fri 3/23/12**					**34 hrs**	
264	**A1.4.5.5.4.1**	**Conduct Internal Review**		**1 d**	**Thu 2/23/12**	**Thu 2/23/12**					**0 hrs**	
265	A1.4.5.5.4.1.1	Walkthrough with manager and quality assurance		1 d	Thu 2/23/12	Thu 2/23/12	262	266SS			0 hrs	Des Moines
266	A1.4.5.5.4.1.2	Internal quality assurance review		1 d	Thu 2/23/12	Thu 2/23/12	265SS	267SS			0 hrs	Des Moines
267	A1.4.5.5.4.1.3	Update deliverable based on review		1 d	Thu 2/23/12	Thu 2/23/12	266SS	268SS			0 hrs	Des Moines
268	A1.4.5.5.4.1.4	Management review/approval for submission to Department		1 d	Thu 2/23/12	Thu 2/23/12	267SS	270			0 hrs	Des Moines
269	**A1.4.5.5.4.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Fri 3/23/12**					**34 hrs**	
270	A1.4.5.5.4.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	268	271	D-PMO	DP	2 hrs	Des Moines
271	A1.4.5.5.4.2.2	Department review of initial submission		10 d	Mon 2/27/12	Fri 3/9/12	270	272	D-PMO	DP	20 hrs	Des Moines
272	A1.4.5.5.4.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Mon 3/12/12	271	273			0 hrs	Des Moines
273	A1.4.5.5.4.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Tue 3/13/12	272	274			0 hrs	Des Moines
274	A1.4.5.5.4.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	273	275			0 hrs	Des Moines
275	A1.4.5.5.4.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	274	276			0 hrs	Des Moines
276	A1.4.5.5.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Fri 3/16/12	275	277	D-PMO	DP	2 hrs	Des Moines
277	A1.4.5.5.4.2.8	Department review of final submission		5 d	Mon 3/19/12	Fri 3/23/12	276	278	D-PMO	DP	10 hrs	Des Moines
278	A1.4.5.5.4.2.9	Department approves deliverable	Milestone	0 d	Fri 3/23/12	Fri 3/23/12	277				0 hrs	Des Moines
279	**A1.4.5.6**	**Staffing Management Plan**		**38 d**	**Wed 2/1/12**	**Fri 3/23/12**		**430**			**55 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
280	**A1.4.5.6.1**	**Develop Deliverable Expectations Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
281	A1.4.5.6.1.1	Develop DXD Staffing Management Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	284SS			0 hrs	Des Moines
282	**A1.4.5.6.2**	**Deliverable Expectations Review and Approval**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**21 hrs**	
283	**A1.4.5.6.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
284	A1.4.5.6.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	281SS	285SS			0 hrs	Des Moines
285	A1.4.5.6.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	284SS	286SS			0 hrs	Des Moines
286	A1.4.5.6.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	285SS	288			0 hrs	Des Moines
287	**A1.4.5.6.2.2**	**Department Review**		**16 d**	**Wed 2/1/12**	**Thu 2/23/12**					**21 hrs**	
288	A1.4.5.6.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	286	289	D-PMO	DP	1 hr	Des Moines
289	A1.4.5.6.2.2.2	Department review DXD for Staff Management Plan		10 d	Thu 2/2/12	Wed 2/15/12	288	297,298,290	D-PMO	DP	20 hrs	Des Moines
290	A1.4.5.6.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	289	291SS			0 hrs	Des Moines
291	A1.4.5.6.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	290SS	292			0 hrs	Des Moines
292	A1.4.5.6.2.2.5	Department review of final submission		5 d	Thu 2/16/12	Thu 2/23/12	291				0 hrs	Des Moines
293	**A1.4.5.6.3**	**Develop Plan**		**2 d**	**Thu 2/16/12**	**Fri 2/17/12**					**0 hrs**	
294	A1.4.5.6.3.1	Finalize organizational charts		1 d	Thu 2/16/12	Thu 2/16/12	289	299			0 hrs	Des Moines
295	A1.4.5.6.3.2	Finalize roles and responsibilities		1 d	Thu 2/16/12	Thu 2/16/12	289	299			0 hrs	Des Moines
296	A1.4.5.6.3.3	Align resources to the WBS		1 d	Thu 2/16/12	Thu 2/16/12	289	299			0 hrs	Des Moines
297	A1.4.5.6.3.4	Define process for staff knowledge transfer and management		1 d	Thu 2/16/12	Thu 2/16/12	289	299			0 hrs	Des Moines
298	A1.4.5.6.3.5	Identify process to update plan		1 d	Thu 2/16/12	Thu 2/16/12	289	299			0 hrs	Des Moines
299	A1.4.5.6.3.6	Define appendix for Optional Waiver		1 d	Fri 2/17/12	Fri 2/17/12	95,296,297,298	302,429			0 hrs	Des Moines
300	**A1.4.5.6.4**	**Plan Review and Approval**		**25 d**	**Mon 2/20/12**	**Fri 3/23/12**					**34 hrs**	
301	**A1.4.5.6.4.1**	**Conduct Internal Review**		**4 d**	**Mon 2/20/12**	**Thu 2/23/12**					**0 hrs**	
302	A1.4.5.6.4.1.1	Walkthrough with manager and quality assurance		1 d	Mon 2/20/12	Mon 2/20/12	299	303			0 hrs	Des Moines
303	A1.4.5.6.4.1.2	Internal quality assurance review		1 d	Tue 2/21/12	Tue 2/21/12	302	304			0 hrs	Des Moines
304	A1.4.5.6.4.1.3	Update deliverable based on review		1 d	Wed 2/22/12	Wed 2/22/12	303	305			0 hrs	Des Moines
305	A1.4.5.6.4.1.4	Management review/approval for submission to Department		1 d	Thu 2/23/12	Thu 2/23/12	304	307			0 hrs	Des Moines
306	**A1.4.5.6.4.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Fri 3/23/12**					**34 hrs**	
307	A1.4.5.6.4.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	305	308	D-PMO	DP	2 hrs	Des Moines
308	A1.4.5.6.4.2.2	Department review of initial submission		10 d	Mon 2/27/12	Fri 3/9/12	307	309	D-PMO	DP	20 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
309	A1.4.5.6.4.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Mon 3/12/12	308	310			0 hrs	Des Moines
310	A1.4.5.6.4.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Tue 3/13/12	309	311			0 hrs	Des Moines
311	A1.4.5.6.4.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	310	312			0 hrs	Des Moines
312	A1.4.5.6.4.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	311	313			0 hrs	Des Moines
313	A1.4.5.6.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Fri 3/16/12	312	314	D-PMO	DP	2 hrs	Des Moines
314	A1.4.5.6.4.2.8	Department review of final submission		5 d	Mon 3/19/12	Fri 3/23/12	313	315	D-PMO	DP	10 hrs	Des Moines
315	A1.4.5.6.4.2.9	Department approves deliverable	Milestone	0 d	Fri 3/23/12	Fri 3/23/12	314				0 hrs	Des Moines
316	**A1.4.5.7**	**Applications Implementation Plan**		**38 d**	**Wed 2/1/12**	**Fri 3/23/12**		**430**			**130 hrs**	
317	**A1.4.5.7.1**	**Develop Deliverables Expectations Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
318	A1.4.5.7.1.1	Develop DXD Applications Implementation Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	321SS			0 hrs	Des Moines
319	**A1.4.5.7.2**	**Deliverables Expectation Document Review and Approval**		**17 d**	**Wed 2/1/12**	**Thu 2/23/12**					**62 hrs**	
320	**A1.4.5.7.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
321	A1.4.5.7.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	318SS	322SS			0 hrs	Des Moines
322	A1.4.5.7.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	321SS	323SS			0 hrs	Des Moines
323	A1.4.5.7.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	322SS	325			0 hrs	Des Moines
324	**A1.4.5.7.2.2**	**Department Review**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**62 hrs**	
325	A1.4.5.7.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	323	326	D-PMO, D-SME	DP	2 hrs	Des Moines
326	A1.4.5.7.2.2.2	Department review DXD for Applications Implementation Plan		10 d	Thu 2/2/12	Wed 2/15/12	325	327	D-PMO, D-SME	DP	40 hrs	Des Moines
327	A1.4.5.7.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	326	328			0 hrs	Des Moines
328	A1.4.5.7.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	327	329			0 hrs	Des Moines
329	A1.4.5.7.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	328		D-PMO, D-SME	DP	20 hrs	Des Moines
330	**A1.4.5.7.3**	**Develop Plan**		**10 d**	**Wed 2/1/12**	**Tue 2/14/12**					**0 hrs**	
331	A1.4.5.7.3.1	Develop description of approach to design and development		5 d	Wed 2/1/12	Tue 2/7/12	2	336			0 hrs	Des Moines
332	A1.4.5.7.3.2	Define methodologies for system implementation		5 d	Wed 2/1/12	Tue 2/7/12	2	336			0 hrs	Des Moines
333	A1.4.5.7.3.3	Identify tools required to support design, development, implementation,		5 d	Wed 2/1/12	Tue 2/7/12	2	336			0 hrs	Des Moines
334	A1.4.5.7.3.4	Identify tools and processes for subcontract management		5 d	Wed 2/1/12	Tue 2/7/12	2	336			0 hrs	Des Moines
335	A1.4.5.7.3.5	Identify process and tools for software configuration management		5 d	Wed 2/1/12	Tue 2/7/12	2	336			0 hrs	Des Moines
336	A1.4.5.7.3.6	Create appendix for Optional Waiver		5 d	Wed 2/8/12	Tue 2/14/12	32,333,334,335	339,429			0 hrs	Des Moines
337	**A1.4.5.7.4**	**Plan Review and Approval**		**28 d**	**Wed 2/15/12**	**Fri 3/23/12**					**68 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
338	**A1.4.5.7.4.1**	**Conduct Internal Review**		**7 d**	**Wed 2/15/12**	**Thu 2/23/12**					**0 hrs**	
339	A1.4.5.7.4.1.1	Walkthrough with manager and quality assurance		1 d	Wed 2/15/12	Wed 2/15/12	336	340			0 hrs	Des Moines
340	A1.4.5.7.4.1.2	Internal quality assurance review		2 d	Thu 2/16/12	Fri 2/17/12	339	341			0 hrs	Des Moines
341	A1.4.5.7.4.1.3	Update deliverable based on review		2 d	Mon 2/20/12	Tue 2/21/12	340	342			0 hrs	Des Moines
342	A1.4.5.7.4.1.4	Management review/approval for submission to Department		2 d	Wed 2/22/12	Thu 2/23/12	341	344			0 hrs	Des Moines
343	**A1.4.5.7.4.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Fri 3/23/12**					**68 hrs**	
344	A1.4.5.7.4.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	342	345	D-PMO, D-SME	DP	4 hrs	Des Moines
345	A1.4.5.7.4.2.2	Department review of initial submission		10 d	Mon 2/27/12	Fri 3/9/12	344	346	D-PMO, D-SME	DP	40 hrs	Des Moines
346	A1.4.5.7.4.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Mon 3/12/12	345	347			0 hrs	Des Moines
347	A1.4.5.7.4.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Tue 3/13/12	346	348			0 hrs	Des Moines
348	A1.4.5.7.4.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	347	349			0 hrs	Des Moines
349	A1.4.5.7.4.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	348	350			0 hrs	Des Moines
350	A1.4.5.7.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Fri 3/16/12	349	351	D-PMO, D-SME	DP	4 hrs	Des Moines
351	A1.4.5.7.4.2.8	Department review of final submission		5 d	Mon 3/19/12	Fri 3/23/12	350	352	D-PMO, D-SME	DP	20 hrs	Des Moines
352	A1.4.5.7.4.2.9	Department approves deliverable	Milestone	0 d	Fri 3/23/12	Fri 3/23/12	351				0 hrs	Des Moines
353	**A1.4.5.8**	**Interface Plan**		**38 d**	**Wed 2/1/12**	**Fri 3/23/12**		**430**			**130 hrs**	
354	**A1.4.5.8.1**	**Develop Deliverable Expectations Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
355	A1.4.5.8.1.1	Develop DXD Interface Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	358SS			0 hrs	Des Moines
356	**A1.4.5.8.2**	**Deliverables Expectation Review and Approval**		**17 d**	**Wed 2/1/12**	**Thu 2/23/12**					**62 hrs**	
357	**A1.4.5.8.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
358	A1.4.5.8.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	355SS	359SS			0 hrs	Des Moines
359	A1.4.5.8.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	358SS	360SS			0 hrs	Des Moines
360	A1.4.5.8.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	359SS	362			0 hrs	Des Moines
361	**A1.4.5.8.2.2**	**Department Review**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**62 hrs**	
362	A1.4.5.8.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	360	363	D-PMO, D-SME	DP	2 hrs	Des Moines
363	A1.4.5.8.2.2.2	Department review DXD for Interface Plan		10 d	Thu 2/2/12	Wed 2/15/12	362	364	D-PMO, D-SME	DP	40 hrs	Des Moines
364	A1.4.5.8.2.2.3	Update DXD based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	363	365			0 hrs	Des Moines
365	A1.4.5.8.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	364	366			0 hrs	Des Moines
366	A1.4.5.8.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	365		D-PMO, D-SME	DP	20 hrs	Des Moines
367	**A1.4.5.8.3**	**Develop Plan**		**13 d**	**Wed 2/1/12**	**Fri 2/17/12**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
368	A1.4.5.8.3.1	Identify methodology to identify the data requirements for internal interfaces		8 d	Wed 2/1/12	Fri 2/10/12	2	372			0 hrs	Des Moines
369	A1.4.5.8.3.2	Identify methodology to identify the data requirements for external interfaces		8 d	Wed 2/1/12	Fri 2/10/12	2	372			0 hrs	Des Moines
370	A1.4.5.8.3.3	Identify tools required to support design, development, implementation, management, and quality of internal and external interfaces		8 d	Wed 2/1/12	Fri 2/10/12	2	372			0 hrs	Des Moines
371	A1.4.5.8.3.4	Identify processes for tracking and monitoring interface development with external organizations		8 d	Wed 2/1/12	Fri 2/10/12	2	372			0 hrs	Des Moines
372	A1.4.5.8.3.5	Create appendix for Optional Waiver		5 d	Mon 2/13/12	Fri 2/17/12	58,369,370,371	375,429			0 hrs	Des Moines
373	**A1.4.5.8.4**	**Plan Review and Approval**		**25 d**	**Mon 2/20/12**	**Fri 3/23/12**					**68 hrs**	
374	**A1.4.5.8.4.1**	**Conduct Internal Review**		**4 d**	**Mon 2/20/12**	**Thu 2/23/12**					**0 hrs**	
375	A1.4.5.8.4.1.1	Walkthrough with manager and quality assurance		1 d	Mon 2/20/12	Mon 2/20/12	372	376			0 hrs	Des Moines
376	A1.4.5.8.4.1.2	Internal quality assurance review		1 d	Tue 2/21/12	Tue 2/21/12	375	377			0 hrs	Des Moines
377	A1.4.5.8.4.1.3	Update deliverable based on review		1 d	Wed 2/22/12	Wed 2/22/12	376	378			0 hrs	Des Moines
378	A1.4.5.8.4.1.4	Management review/approval for submission to Department		1 d	Thu 2/23/12	Thu 2/23/12	377	380			0 hrs	Des Moines
379	**A1.4.5.8.4.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Fri 3/23/12**					**68 hrs**	
380	A1.4.5.8.4.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	378	381	D-PMO, D-SME	DP	4 hrs	Des Moines
381	A1.4.5.8.4.2.2	Department review of initial submission		10 d	Mon 2/27/12	Fri 3/9/12	380	382	D-PMO, D-SME	DP	40 hrs	Des Moines
382	A1.4.5.8.4.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Mon 3/12/12	381	383			0 hrs	Des Moines
383	A1.4.5.8.4.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Tue 3/13/12	382	384			0 hrs	Des Moines
384	A1.4.5.8.4.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	383	385			0 hrs	Des Moines
385	A1.4.5.8.4.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	384	386			0 hrs	Des Moines
386	A1.4.5.8.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Fri 3/16/12	385	387	D-PMO, D-SME	DP	4 hrs	Des Moines
387	A1.4.5.8.4.2.8	Department review of final submission		5 d	Mon 3/19/12	Fri 3/23/12	386	388	D-PMO, D-SME	DP	20 hrs	Des Moines
388	A1.4.5.8.4.2.9	Department approves deliverable	Milestone	0 d	Fri 3/23/12	Fri 3/23/12	387				0 hrs	Des Moines
389	**A1.4.5.9**	**Change Management Plan**		**38 d**	**Wed 2/1/12**	**Fri 3/23/12**		**430**			**65 hrs**	
390	**A1.4.5.9.1**	**Develop Deliverables Expectation Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
391	A1.4.5.9.1.1	Develop DXD fro Change Management Plan		0.5 d	Wed 2/1/12	Wed 2/1/12	2	394SS			0 hrs	Des Moines
392	**A1.4.5.9.2**	**Deliverables Expectation Document Review and Approval**		**17 d**	**Wed 2/1/12**	**Thu 2/23/12**					**31 hrs**	
393	**A1.4.5.9.2.1**	**Conduct Internal Review**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
394	A1.4.5.9.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	391SS	395SS			0 hrs	Des Moines
395	A1.4.5.9.2.1.2	Update DXD based on review		0.5 d	Wed 2/1/12	Wed 2/1/12	394SS	396SS			0 hrs	Des Moines
396	A1.4.5.9.2.1.3	Management review/approval for submission to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	395SS	398			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
397	**A1.4.5.9.2.2**	**Department Review**		**16.5 d**	**Wed 2/1/12**	**Thu 2/23/12**					**31 hrs**	
398	A1.4.5.9.2.2.1	Walkthrough and submit DXD to Department		0.5 d	Wed 2/1/12	Wed 2/1/12	396	399	D-PMO	DP	1 hr	Des Moines
399	A1.4.5.9.2.2.2	Department review DXD for Change Management Plan		10 d	Thu 2/2/12	Wed 2/15/12	398	400	D-PMO	DP	20 hrs	Des Moines
400	A1.4.5.9.2.2.3	Update deliverable based on review as required		0.5 d	Thu 2/16/12	Thu 2/16/12	399	401			0 hrs	Des Moines
401	A1.4.5.9.2.2.4	Internal quality assurance review and management review/approval for submission		0.5 d	Thu 2/16/12	Thu 2/16/12	400	402			0 hrs	Des Moines
402	A1.4.5.9.2.2.5	Department review of final submission		5 d	Fri 2/17/12	Thu 2/23/12	401		D-PMO	DP	10 hrs	Des Moines
403	**A1.4.5.9.3**	**Develop Plan**		**12 d**	**Wed 2/1/12**	**Thu 2/16/12**					**0 hrs**	
404	A1.4.5.9.3.1	Define Change Management policies		6 d	Wed 2/1/12	Wed 2/8/12	2	409			0 hrs	Des Moines
405	A1.4.5.9.3.2	Identify the processes and procedures to control and manage changes		6 d	Wed 2/1/12	Wed 2/8/12	2	409			0 hrs	Des Moines
406	A1.4.5.9.3.3	Identify tools required to support identification and tracking of changes requests through implementation		6 d	Wed 2/1/12	Wed 2/8/12	2	409			0 hrs	Des Moines
407	A1.4.5.9.3.4	Finalize roles and responsibilities for change management board		6 d	Wed 2/1/12	Wed 2/8/12	2	409			0 hrs	Des Moines
408	A1.4.5.9.3.5	Identify the configuration management and version control procedures		6 d	Wed 2/1/12	Wed 2/8/12	2	409			0 hrs	Des Moines
409	A1.4.5.9.3.6	Compile all information into Change Management Plan		6 d	Thu 2/9/12	Thu 2/16/12	05,406,407,408	412			0 hrs	Des Moines
410	**A1.4.5.9.4**	**Plan Review and Approval**		**26 d**	**Fri 2/17/12**	**Fri 3/23/12**					**34 hrs**	
411	**A1.4.5.9.4.1**	**Conduct Internal Review**		**5 d**	**Fri 2/17/12**	**Thu 2/23/12**					**0 hrs**	
412	A1.4.5.9.4.1.1	Walkthrough with manager and quality assurance		1 d	Fri 2/17/12	Fri 2/17/12	409	413			0 hrs	Des Moines
413	A1.4.5.9.4.1.2	Internal quality assurance review		1 d	Mon 2/20/12	Mon 2/20/12	412	414			0 hrs	Des Moines
414	A1.4.5.9.4.1.3	Update deliverable based on review		2 d	Tue 2/21/12	Wed 2/22/12	413	415			0 hrs	Des Moines
415	A1.4.5.9.4.1.4	Management review/approval for submission to Department		1 d	Thu 2/23/12	Thu 2/23/12	414	417			0 hrs	Des Moines
416	**A1.4.5.9.4.2**	**Department Review**		**21 d**	**Fri 2/24/12**	**Fri 3/23/12**					**34 hrs**	
417	A1.4.5.9.4.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	415	418	D-PMO	DP	2 hrs	Des Moines
418	A1.4.5.9.4.2.2	Department review of initial submission		10 d	Mon 2/27/12	Fri 3/9/12	417	419	D-PMO	DP	20 hrs	Des Moines
419	A1.4.5.9.4.2.3	Update deliverable based on review		1 d	Mon 3/12/12	Mon 3/12/12	418	420			0 hrs	Des Moines
420	A1.4.5.9.4.2.4	Internal quality assurance review		1 d	Tue 3/13/12	Tue 3/13/12	419	421			0 hrs	Des Moines
421	A1.4.5.9.4.2.5	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	420	422			0 hrs	Des Moines
422	A1.4.5.9.4.2.6	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	421	423			0 hrs	Des Moines
423	A1.4.5.9.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/16/12	Fri 3/16/12	422	424	D-PMO	DP	2 hrs	Des Moines
424	A1.4.5.9.4.2.8	Department review of final submission		5 d	Mon 3/19/12	Fri 3/23/12	423	425	D-PMO	DP	10 hrs	Des Moines
425	A1.4.5.9.4.2.9	Department approves deliverable	Milestone	0 d	Fri 3/23/12	Fri 3/23/12	424				0 hrs	Des Moines
426	**A1.4.6**	**Cost Management**		**10 d**	**Wed 2/1/12**	**Tue 2/14/12**					**0 hrs**	
427	A1.4.6.1	Define cost reporting processes		5 d	Wed 2/1/12	Tue 2/7/12	2	428			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
428	A1.4.6.2	Establish cost reporting tools and procedures		5 d	Wed 2/8/12	Tue 2/14/12	427				0 hrs	Des Moines
429	A1.4.7	Optional Waiver Initial Activities Complete	Milestone	0 d	Tue 2/21/12	Tue 2/21/12	37,299,336,372				0 hrs	
430	A1.5	Initiation Activities Complete	Milestone	0 d	Thu 3/29/12	Thu 3/29/12	79,316,353,389				0 hrs	
431	**A1.6**	**Status Meetings and Reports**		**682 d**	**Wed 2/1/12**	**Fri 10/10/14**			**AMCO, DCOM, IM, F**	**TN**	**694.33 hrs**	
432	**A1.6.1**	**Weekly Project Status Meetings**		**682 d**	**Wed 2/1/12**	**Fri 10/10/14**					**282 hrs**	
433	A1.6.1.1	Identify Participants		5 d	Wed 2/1/12	Tue 2/7/12	21SS	436	D-PMO	DP	4 hrs	Des Moines
434	**A1.6.1.2**	**Project Status Meeting 1**		**7 d**	**Thu 2/9/12**	**Fri 2/17/12**					**2 hrs**	
435	A1.6.1.2.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/9/12	Thu 2/9/12	436SS-1 d		D-PMO	DP	1 hr	Des Moines
436	A1.6.1.2.2	Status Review Meeting		1 d	Fri 2/10/12	Fri 2/10/12	433,993	5SS-1 d,437	D-PMO	DP	1 hr	Des Moines
437	A1.6.1.2.3	Post Meeting Minutes		5 d	Mon 2/13/12	Fri 2/17/12	436				0 hrs	Des Moines
438	**A1.6.1.3**	**Project Status Meeting 2**		**7 d**	**Thu 2/16/12**	**Fri 2/24/12**					**2 hrs**	
439	A1.6.1.3.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/16/12	Thu 2/16/12	440SS-1 d		D-PMO	DP	1 hr	Des Moines
440	A1.6.1.3.2	Status Review Meeting		1 d	Fri 2/17/12	Fri 2/17/12	994	9SS-1 d,441	D-PMO	DP	1 hr	Des Moines
441	A1.6.1.3.3	Post Meeting Minutes		5 d	Mon 2/20/12	Fri 2/24/12	440				0 hrs	Des Moines
442	**A1.6.1.4**	**Project Status Meeting 3**		**7 d**	**Thu 2/23/12**	**Fri 3/2/12**					**2 hrs**	
443	A1.6.1.4.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/23/12	Thu 2/23/12	444SS-1 d		D-PMO	DP	1 hr	Des Moines
444	A1.6.1.4.2	Status Review Meeting		1 d	Fri 2/24/12	Fri 2/24/12	995	3SS-1 d,445	D-PMO	DP	1 hr	Des Moines
445	A1.6.1.4.3	Post Meeting Minutes		5 d	Mon 2/27/12	Fri 3/2/12	444				0 hrs	Des Moines
446	**A1.6.1.5**	**Project Status Meeting 4**		**7 d**	**Thu 3/1/12**	**Fri 3/9/12**					**2 hrs**	
447	A1.6.1.5.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/1/12	Thu 3/1/12	448SS-1 d		D-PMO	DP	1 hr	Des Moines
448	A1.6.1.5.2	Status Review Meeting		1 d	Fri 3/2/12	Fri 3/2/12	996	7SS-1 d,449	D-PMO	DP	1 hr	Des Moines
449	A1.6.1.5.3	Post Meeting Minutes		5 d	Mon 3/5/12	Fri 3/9/12	448				0 hrs	Des Moines
450	**A1.6.1.6**	**Project Status Meeting 5**		**7 d**	**Thu 3/8/12**	**Fri 3/16/12**					**2 hrs**	
451	A1.6.1.6.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/8/12	Thu 3/8/12	452SS-1 d		D-PMO	DP	1 hr	Des Moines
452	A1.6.1.6.2	Status Report Meeting		1 d	Fri 3/9/12	Fri 3/9/12	997	1SS-1 d,453	D-PMO	DP	1 hr	Des Moines
453	A1.6.1.6.3	Post Meeting Minutes		5 d	Mon 3/12/12	Fri 3/16/12	452				0 hrs	Des Moines
454	**A1.6.1.7**	**Project Status Meeting 6**		**7 d**	**Thu 3/15/12**	**Fri 3/23/12**					**2 hrs**	
455	A1.6.1.7.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/15/12	Thu 3/15/12	456SS-1 d		D-PMO	DP	1 hr	Des Moines
456	A1.6.1.7.2	Status Review Meeting		1 d	Fri 3/16/12	Fri 3/16/12	998	5SS-1 d,457	D-PMO	DP	1 hr	Des Moines
457	A1.6.1.7.3	Post Meeting Minutes		5 d	Mon 3/19/12	Fri 3/23/12	456				0 hrs	Des Moines
458	**A1.6.1.8**	**Project Status Meeting 7**		**7 d**	**Thu 3/22/12**	**Fri 3/30/12**					**2 hrs**	
459	A1.6.1.8.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/22/12	Thu 3/22/12	460SS-1 d		D-PMO	DP	1 hr	Des Moines
460	A1.6.1.8.2	Status Review Meeting		1 d	Fri 3/23/12	Fri 3/23/12	999	9SS-1 d,461	D-PMO	DP	1 hr	Des Moines
461	A1.6.1.8.3	Post Meeting Minutes		5 d	Mon 3/26/12	Fri 3/30/12	460				0 hrs	Des Moines
462	**A1.6.1.9**	**Project Status Meeting 8**		**7 d**	**Thu 3/29/12**	**Fri 4/6/12**					**2 hrs**	
463	A1.6.1.9.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/29/12	Thu 3/29/12	464SS-1 d		D-PMO	DP	1 hr	Des Moines
464	A1.6.1.9.2	Status Review Meeting		1 d	Fri 3/30/12	Fri 3/30/12	1000	3SS-1 d,465	D-PMO	DP	1 hr	Des Moines
465	A1.6.1.9.3	Post Meeting Minutes		5 d	Mon 4/2/12	Fri 4/6/12	464				0 hrs	Des Moines
466	**A1.6.1.10**	**Project Status Meeting 9**		**7 d**	**Thu 4/5/12**	**Fri 4/13/12**					**2 hrs**	
467	A1.6.1.10.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/5/12	Thu 4/5/12	468SS-1 d		D-PMO	DP	1 hr	Des Moines
468	A1.6.1.10.2	Status Review Meeting		1 d	Fri 4/6/12	Fri 4/6/12	1001	7SS-1 d,469	D-PMO	DP	1 hr	Des Moines
469	A1.6.1.10.3	Post Meeting Minutes		5 d	Mon 4/9/12	Fri 4/13/12	468				0 hrs	Des Moines
470	**A1.6.1.11**	**Project Status Meeting 10**		**7 d**	**Thu 4/12/12**	**Fri 4/20/12**					**2 hrs**	
471	A1.6.1.11.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/12/12	Thu 4/12/12	472SS-1 d		D-PMO	DP	1 hr	Des Moines
472	A1.6.1.11.2	Status Review Meeting		1 d	Fri 4/13/12	Fri 4/13/12	1002	1SS-1 d,473	D-PMO	DP	1 hr	Des Moines
473	A1.6.1.11.3	Post Meeting Minutes		5 d	Mon 4/16/12	Fri 4/20/12	472				0 hrs	Des Moines
474	**A1.6.1.12**	**Project Status Meeting 11**		**7 d**	**Thu 4/19/12**	**Fri 4/27/12**					**2 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
475	A1.6.1.12.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/19/12	Thu 4/19/12	476SS-1 d		D-PMO	DP	1 hr	Des Moines
476	A1.6.1.12.2	Status Review Meeting		1 d	Fri 4/20/12	Fri 4/20/12	1003	5SS-1 d,477	D-PMO	DP	1 hr	Des Moines
477	A1.6.1.12.3	Post Meeting Minutes		5 d	Mon 4/23/12	Fri 4/27/12	476				0 hrs	Des Moines
478	**A1.6.1.13**	**Project Status Meeting 12**		**7 d**	**Thu 4/26/12**	**Fri 5/4/12**					**2 hrs**	
479	A1.6.1.13.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/26/12	Thu 4/26/12	480SS-1 d		D-PMO	DP	1 hr	Des Moines
480	A1.6.1.13.2	Status Review Meeting		1 d	Fri 4/27/12	Fri 4/27/12	1004	9SS-1 d,481	D-PMO	DP	1 hr	Des Moines
481	A1.6.1.13.3	Post Meeting Minutes		5 d	Mon 4/30/12	Fri 5/4/12	480				0 hrs	Des Moines
482	**A1.6.1.14**	**Project Status Meeting 13**		**7 d**	**Thu 5/3/12**	**Fri 5/11/12**					**2 hrs**	
483	A1.6.1.14.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/3/12	Thu 5/3/12	484SS-1 d		D-PMO	DP	1 hr	Des Moines
484	A1.6.1.14.2	Status Review Meeting		1 d	Fri 5/4/12	Fri 5/4/12	1005	3SS-1 d,485	D-PMO	DP	1 hr	Des Moines
485	A1.6.1.14.3	Post Meeting Minutes		5 d	Mon 5/7/12	Fri 5/11/12	484				0 hrs	Des Moines
486	**A1.6.1.15**	**Project Status Meeting 14**		**7 d**	**Thu 5/10/12**	**Fri 5/18/12**					**2 hrs**	
487	A1.6.1.15.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/10/12	Thu 5/10/12	488SS-1 d		D-PMO	DP	1 hr	Des Moines
488	A1.6.1.15.2	Status Review Meeting		1 d	Fri 5/11/12	Fri 5/11/12	1006	7SS-1 d,489	D-PMO	DP	1 hr	Des Moines
489	A1.6.1.15.3	Post Meeting Minutes		5 d	Mon 5/14/12	Fri 5/18/12	488				0 hrs	Des Moines
490	**A1.6.1.16**	**Project Status Meeting 15**		**7 d**	**Thu 5/17/12**	**Fri 5/25/12**					**2 hrs**	
491	A1.6.1.16.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/17/12	Thu 5/17/12	492SS-1 d		D-PMO	DP	1 hr	Des Moines
492	A1.6.1.16.2	Status Review Meeting		1 d	Fri 5/18/12	Fri 5/18/12	1007	1SS-1 d,493	D-PMO	DP	1 hr	Des Moines
493	A1.6.1.16.3	Post Meeting Minutes		5 d	Mon 5/21/12	Fri 5/25/12	492				0 hrs	Des Moines
494	**A1.6.1.17**	**Project Status Meeting 16**		**7 d**	**Thu 5/24/12**	**Mon 6/4/12**					**2 hrs**	
495	A1.6.1.17.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/24/12	Thu 5/24/12	496SS-1 d		D-PMO	DP	1 hr	Des Moines
496	A1.6.1.17.2	Status Review Meeting		1 d	Fri 5/25/12	Fri 5/25/12	1008	5SS-1 d,497	D-PMO	DP	1 hr	Des Moines
497	A1.6.1.17.3	Post Meeting Minutes		5 d	Tue 5/29/12	Mon 6/4/12	496				0 hrs	Des Moines
498	**A1.6.1.18**	**Project Status Meeting 17**		**7 d**	**Thu 5/31/12**	**Fri 6/8/12**					**2 hrs**	
499	A1.6.1.18.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/31/12	Thu 5/31/12	500SS-1 d		D-PMO	DP	1 hr	Des Moines
500	A1.6.1.18.2	Status Review Meeting		1 d	Fri 6/1/12	Fri 6/1/12	1009	9SS-1 d,501	D-PMO	DP	1 hr	Des Moines
501	A1.6.1.18.3	Post Meeting Minutes		5 d	Mon 6/4/12	Fri 6/8/12	500				0 hrs	Des Moines
502	**A1.6.1.19**	**Project Status Meeting 18**		**7 d**	**Thu 6/7/12**	**Fri 6/15/12**					**2 hrs**	
503	A1.6.1.19.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/7/12	Thu 6/7/12	504SS-1 d		D-PMO	DP	1 hr	Des Moines
504	A1.6.1.19.2	Status Review Meeting		1 d	Fri 6/8/12	Fri 6/8/12	1010	3SS-1 d,505	D-PMO	DP	1 hr	Des Moines
505	A1.6.1.19.3	Post Meeting Minutes		5 d	Mon 6/11/12	Fri 6/15/12	504				0 hrs	Des Moines
506	**A1.6.1.20**	**Project Status Meeting 19**		**7 d**	**Thu 6/14/12**	**Fri 6/22/12**					**2 hrs**	
507	A1.6.1.20.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/14/12	Thu 6/14/12	508SS-1 d		D-PMO	DP	1 hr	Des Moines
508	A1.6.1.20.2	Status Review Meeting		1 d	Fri 6/15/12	Fri 6/15/12	1011	7SS-1 d,509	D-PMO	DP	1 hr	Des Moines
509	A1.6.1.20.3	Post Meeting Minutes		5 d	Mon 6/18/12	Fri 6/22/12	508				0 hrs	Des Moines
510	**A1.6.1.21**	**Project Status Meeting 20**		**7 d**	**Thu 6/21/12**	**Fri 6/29/12**					**2 hrs**	
511	A1.6.1.21.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/21/12	Thu 6/21/12	512SS-1 d		D-PMO	DP	1 hr	Des Moines
512	A1.6.1.21.2	Status Review Meeting		1 d	Fri 6/22/12	Fri 6/22/12	1012	1SS-1 d,513	D-PMO	DP	1 hr	Des Moines
513	A1.6.1.21.3	Post Meeting Minutes		5 d	Mon 6/25/12	Fri 6/29/12	512				0 hrs	Des Moines
514	**A1.6.1.22**	**Project Status Meeting 21**		**7 d**	**Thu 6/28/12**	**Mon 7/9/12**					**2 hrs**	
515	A1.6.1.22.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/28/12	Thu 6/28/12	516SS-1 d		D-PMO	DP	1 hr	Des Moines
516	A1.6.1.22.2	Status Review Meeting		1 d	Fri 6/29/12	Fri 6/29/12	1013	5SS-1 d,517	D-PMO	DP	1 hr	Des Moines
517	A1.6.1.22.3	Post Meeting Minutes		5 d	Mon 7/2/12	Mon 7/9/12	516				0 hrs	Des Moines
518	**A1.6.1.23**	**Project Status Meeting 22**		**7 d**	**Thu 7/5/12**	**Fri 7/13/12**					**2 hrs**	
519	A1.6.1.23.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/5/12	Thu 7/5/12	520SS-1 d		D-PMO	DP	1 hr	Des Moines
520	A1.6.1.23.2	Status Review Meeting		1 d	Fri 7/6/12	Fri 7/6/12	1014	9SS-1 d,521	D-PMO	DP	1 hr	Des Moines
521	A1.6.1.23.3	Post Meeting Minutes		5 d	Mon 7/9/12	Fri 7/13/12	520				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
522	**A1.6.1.24**	**Project Status Meeting 23**		**7 d**	**Thu 7/12/12**	**Fri 7/20/12**					**2 hrs**	
523	A1.6.1.24.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/12/12	Thu 7/12/12	524SS-1 d		D-PMO	DP	1 hr	Des Moines
524	A1.6.1.24.2	Status Review Meeting		1 d	Fri 7/13/12	Fri 7/13/12	1015	3SS-1 d,525	D-PMO	DP	1 hr	Des Moines
525	A1.6.1.24.3	Post Meeting Minutes		5 d	Mon 7/16/12	Fri 7/20/12	524				0 hrs	Des Moines
526	**A1.6.1.25**	**Project Status Meeting 24**		**7 d**	**Thu 7/19/12**	**Fri 7/27/12**					**2 hrs**	
527	A1.6.1.25.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/19/12	Thu 7/19/12	528SS-1 d		D-PMO	DP	1 hr	Des Moines
528	A1.6.1.25.2	Status Review Meeting		1 d	Fri 7/20/12	Fri 7/20/12	1016	7SS-1 d,529	D-PMO	DP	1 hr	Des Moines
529	A1.6.1.25.3	Post Meeting Minutes		5 d	Mon 7/23/12	Fri 7/27/12	528				0 hrs	Des Moines
530	**A1.6.1.26**	**Project Status Meeting 25**		**7 d**	**Thu 7/26/12**	**Fri 8/3/12**					**2 hrs**	
531	A1.6.1.26.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/26/12	Thu 7/26/12	532SS-1 d		D-PMO	DP	1 hr	Des Moines
532	A1.6.1.26.2	Status Review Meeting		1 d	Fri 7/27/12	Fri 7/27/12	1017	1SS-1 d,533	D-PMO	DP	1 hr	Des Moines
533	A1.6.1.26.3	Post Meeting Minutes		5 d	Mon 7/30/12	Fri 8/3/12	532				0 hrs	Des Moines
534	**A1.6.1.27**	**Project Status Meeting 26**		**7 d**	**Thu 8/2/12**	**Fri 8/10/12**					**2 hrs**	
535	A1.6.1.27.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/2/12	Thu 8/2/12	536SS-1 d		D-PMO	DP	1 hr	Des Moines
536	A1.6.1.27.2	Status Review Meeting		1 d	Fri 8/3/12	Fri 8/3/12	1018	5SS-1 d,537	D-PMO	DP	1 hr	Des Moines
537	A1.6.1.27.3	Post Meeting Minutes		5 d	Mon 8/6/12	Fri 8/10/12	536				0 hrs	Des Moines
538	**A1.6.1.28**	**Project Status Meeting 27**		**7 d**	**Thu 8/9/12**	**Fri 8/17/12**					**2 hrs**	
539	A1.6.1.28.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/9/12	Thu 8/9/12	540SS-1 d		D-PMO	DP	1 hr	Des Moines
540	A1.6.1.28.2	Status Review Meeting		1 d	Fri 8/10/12	Fri 8/10/12	1019	9SS-1 d,541	D-PMO	DP	1 hr	Des Moines
541	A1.6.1.28.3	Post Meeting Minutes		5 d	Mon 8/13/12	Fri 8/17/12	540				0 hrs	Des Moines
542	**A1.6.1.29**	**Project Status Meeting 28**		**7 d**	**Thu 8/16/12**	**Fri 8/24/12**					**2 hrs**	
543	A1.6.1.29.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/16/12	Thu 8/16/12	544SS-1 d		D-PMO	DP	1 hr	Des Moines
544	A1.6.1.29.2	Status Review Meeting		1 d	Fri 8/17/12	Fri 8/17/12	1020	3SS-1 d,545	D-PMO	DP	1 hr	Des Moines
545	A1.6.1.29.3	Post Meeting Minutes		5 d	Mon 8/20/12	Fri 8/24/12	544				0 hrs	Des Moines
546	**A1.6.1.30**	**Project Status Meeting 29**		**7 d**	**Thu 8/23/12**	**Fri 8/31/12**					**2 hrs**	
547	A1.6.1.30.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/23/12	Thu 8/23/12	548SS-1 d		D-PMO	DP	1 hr	Des Moines
548	A1.6.1.30.2	Status Review Meeting		1 d	Fri 8/24/12	Fri 8/24/12	1021	7SS-1 d,549	D-PMO	DP	1 hr	Des Moines
549	A1.6.1.30.3	Post Meeting Minutes		5 d	Mon 8/27/12	Fri 8/31/12	548				0 hrs	Des Moines
550	**A1.6.1.31**	**Project Status Meeting 30**		**7 d**	**Thu 8/30/12**	**Mon 9/10/12**					**2 hrs**	
551	A1.6.1.31.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/30/12	Thu 8/30/12	552SS-1 d		D-PMO	DP	1 hr	Des Moines
552	A1.6.1.31.2	Status Review Meeting		1 d	Fri 8/31/12	Fri 8/31/12	1022	1SS-1 d,553	D-PMO	DP	1 hr	Des Moines
553	A1.6.1.31.3	Post Meeting Minutes		5 d	Tue 9/4/12	Mon 9/10/12	552				0 hrs	Des Moines
554	**A1.6.1.32**	**Project Status Meeting 31**		**7 d**	**Thu 9/6/12**	**Fri 9/14/12**					**2 hrs**	
555	A1.6.1.32.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/6/12	Thu 9/6/12	556SS-1 d		D-PMO	DP	1 hr	Des Moines
556	A1.6.1.32.2	Status Review Meeting		1 d	Fri 9/7/12	Fri 9/7/12	1023	5SS-1 d,557	D-PMO	DP	1 hr	Des Moines
557	A1.6.1.32.3	Post Meeting Minutes		5 d	Mon 9/10/12	Fri 9/14/12	556				0 hrs	Des Moines
558	**A1.6.1.33**	**Project Status Meeting 32**		**7 d**	**Thu 9/13/12**	**Fri 9/21/12**					**2 hrs**	
559	A1.6.1.33.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/13/12	Thu 9/13/12	560SS-1 d		D-PMO	DP	1 hr	Des Moines
560	A1.6.1.33.2	Status Review Meeting		1 d	Fri 9/14/12	Fri 9/14/12	1024	9SS-1 d,561	D-PMO	DP	1 hr	Des Moines
561	A1.6.1.33.3	Post Meeting Minutes		5 d	Mon 9/17/12	Fri 9/21/12	560				0 hrs	Des Moines
562	**A1.6.1.34**	**Project Status Meeting 33**		**7 d**	**Thu 9/20/12**	**Fri 9/28/12**					**2 hrs**	
563	A1.6.1.34.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/20/12	Thu 9/20/12	564SS-1 d		D-PMO	DP	1 hr	Des Moines
564	A1.6.1.34.2	Status Review Meeting		1 d	Fri 9/21/12	Fri 9/21/12	1025	3SS-1 d,565	D-PMO	DP	1 hr	Des Moines
565	A1.6.1.34.3	Post Meeting Minutes		5 d	Mon 9/24/12	Fri 9/28/12	564				0 hrs	Des Moines
566	**A1.6.1.35**	**Project Status Meeting 34**		**7 d**	**Thu 9/27/12**	**Fri 10/5/12**					**2 hrs**	
567	A1.6.1.35.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/27/12	Thu 9/27/12	568SS-1 d		D-PMO	DP	1 hr	Des Moines
568	A1.6.1.35.2	Status Review Meeting		1 d	Fri 9/28/12	Fri 9/28/12	1026	7SS-1 d,569	D-PMO	DP	1 hr	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
569	A1.6.1.35.3	Post Meeting Minutes		5 d	Mon 10/1/12	Fri 10/5/12	568				0 hrs	Des Moines
570	**A1.6.1.36**	**Project Status Meeting 35**		**7 d**	**Thu 10/4/12**	**Fri 10/12/12**					**2 hrs**	
571	A1.6.1.36.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/4/12	Thu 10/4/12	572SS-1 d		D-PMO	DP	1 hr	Des Moines
572	A1.6.1.36.2	Status Review Meeting		1 d	Fri 10/5/12	Fri 10/5/12	1027	1SS-1 d,573	D-PMO	DP	1 hr	Des Moines
573	A1.6.1.36.3	Post Meeting Minutes		5 d	Mon 10/8/12	Fri 10/12/12	572				0 hrs	Des Moines
574	**A1.6.1.37**	**Project Status Meeting 36**		**7 d**	**Thu 10/11/12**	**Fri 10/19/12**					**2 hrs**	
575	A1.6.1.37.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/11/12	Thu 10/11/12	576SS-1 d		D-PMO	DP	1 hr	Des Moines
576	A1.6.1.37.2	Status Review Meeting		1 d	Fri 10/12/12	Fri 10/12/12	1028	5SS-1 d,577	D-PMO	DP	1 hr	Des Moines
577	A1.6.1.37.3	Post Meeting Minutes		5 d	Mon 10/15/12	Fri 10/19/12	576				0 hrs	Des Moines
578	**A1.6.1.38**	**Project Status Meeting 37**		**7 d**	**Thu 10/11/12**	**Fri 10/19/12**					**2 hrs**	
579	A1.6.1.38.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/11/12	Thu 10/11/12	580SS-1 d		D-PMO	DP	1 hr	Des Moines
580	A1.6.1.38.2	Status Review Meeting		1 d	Fri 10/12/12	Fri 10/12/12	1028	9SS-1 d,581	D-PMO	DP	1 hr	Des Moines
581	A1.6.1.38.3	Post Meeting Minutes		5 d	Mon 10/15/12	Fri 10/19/12	580				0 hrs	Des Moines
582	**A1.6.1.39**	**Project Status Meeting 38**		**7 d**	**Thu 10/25/12**	**Fri 11/2/12**					**2 hrs**	
583	A1.6.1.39.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/25/12	Thu 10/25/12	584SS-1 d		D-PMO	DP	1 hr	Des Moines
584	A1.6.1.39.2	Status Review Meeting		1 d	Fri 10/26/12	Fri 10/26/12	1030	3SS-1 d,585	D-PMO	DP	1 hr	Des Moines
585	A1.6.1.39.3	Post Meeting Minutes		5 d	Mon 10/29/12	Fri 11/2/12	584				0 hrs	Des Moines
586	**A1.6.1.40**	**Project Status Meeting 39**		**7 d**	**Thu 11/1/12**	**Fri 11/9/12**					**2 hrs**	
587	A1.6.1.40.1	Identify Agenda Items and Publish Agenda		1 d	Thu 11/1/12	Thu 11/1/12	588SS-1 d		D-PMO	DP	1 hr	Des Moines
588	A1.6.1.40.2	Status Review Meeting		1 d	Fri 11/2/12	Fri 11/2/12	1031	7SS-1 d,589	D-PMO	DP	1 hr	Des Moines
589	A1.6.1.40.3	Post Meeting Minutes		5 d	Mon 11/5/12	Fri 11/9/12	588				0 hrs	Des Moines
590	**A1.6.1.41**	**Project Status Meeting 40**		**7 d**	**Thu 11/8/12**	**Mon 11/19/12**					**2 hrs**	
591	A1.6.1.41.1	Identify Agenda Items and Publish Agenda		1 d	Thu 11/8/12	Thu 11/8/12	592SS-1 d		D-PMO	DP	1 hr	Des Moines
592	A1.6.1.41.2	Status Review Meeting		1 d	Fri 11/9/12	Fri 11/9/12	1032	1SS-1 d,593	D-PMO	DP	1 hr	Des Moines
593	A1.6.1.41.3	Post Meeting Minutes		5 d	Tue 11/13/12	Mon 11/19/12	592				0 hrs	Des Moines
594	**A1.6.1.42**	**Project Status Meeting 41**		**7 d**	**Thu 11/15/12**	**Tue 11/27/12**					**2 hrs**	
595	A1.6.1.42.1	Identify Agenda Items and Publish Agenda		1 d	Thu 11/15/12	Thu 11/15/12	596SS-1 d		D-PMO	DP	1 hr	Des Moines
596	A1.6.1.42.2	Status Review Meeting		1 d	Fri 11/16/12	Fri 11/16/12	1033	5SS-1 d,597	D-PMO	DP	1 hr	Des Moines
597	A1.6.1.42.3	Post Meeting Minutes		5 d	Mon 11/19/12	Tue 11/27/12	596				0 hrs	Des Moines
598	**A1.6.1.43**	**Project Status Meeting 42**		**7 d**	**Mon 11/26/12**	**Tue 12/4/12**					**2 hrs**	
599	A1.6.1.43.1	Identify Agenda Items and Publish Agenda		1 d	Mon 11/26/12	Mon 11/26/12	600SS-1 d		D-PMO	DP	1 hr	Des Moines
600	A1.6.1.43.2	Status Review Meeting		1 d	Tue 11/27/12	Tue 11/27/12	1034	9SS-1 d,601	D-PMO	DP	1 hr	Des Moines
601	A1.6.1.43.3	Post Meeting Minutes		5 d	Wed 11/28/12	Tue 12/4/12	600				0 hrs	Des Moines
602	**A1.6.1.44**	**Project Status Meeting 43**		**7 d**	**Thu 11/29/12**	**Fri 12/7/12**					**2 hrs**	
603	A1.6.1.44.1	Identify Agenda Items and Publish Agenda		1 d	Thu 11/29/12	Thu 11/29/12	604SS-1 d		D-PMO	DP	1 hr	Des Moines
604	A1.6.1.44.2	Status Review Meeting		1 d	Fri 11/30/12	Fri 11/30/12	1035	3SS-1 d,605	D-PMO	DP	1 hr	Des Moines
605	A1.6.1.44.3	Post Meeting Minutes		5 d	Mon 12/3/12	Fri 12/7/12	604				0 hrs	Des Moines
606	**A1.6.1.45**	**Project Status Meeting 44**		**7 d**	**Thu 12/6/12**	**Fri 12/14/12**					**2 hrs**	
607	A1.6.1.45.1	Identify Agenda Items and Publish Agenda		1 d	Thu 12/6/12	Thu 12/6/12	608SS-1 d		D-PMO	DP	1 hr	Des Moines
608	A1.6.1.45.2	Status Review Meeting		1 d	Fri 12/7/12	Fri 12/7/12	1036	7SS-1 d,609	D-PMO	DP	1 hr	Des Moines
609	A1.6.1.45.3	Post Meeting Minutes		5 d	Mon 12/10/12	Fri 12/14/12	608				0 hrs	Des Moines
610	**A1.6.1.46**	**Project Status Meeting 45**		**7 d**	**Thu 12/13/12**	**Fri 12/21/12**					**2 hrs**	
611	A1.6.1.46.1	Identify Agenda Items and Publish Agenda		1 d	Thu 12/13/12	Thu 12/13/12	612SS-1 d		D-PMO	DP	1 hr	Des Moines
612	A1.6.1.46.2	Status Review Meeting		1 d	Fri 12/14/12	Fri 12/14/12	1037	1SS-1 d,613	D-PMO	DP	1 hr	Des Moines
613	A1.6.1.46.3	Post Meeting Minutes		5 d	Mon 12/17/12	Fri 12/21/12	612				0 hrs	Des Moines
614	**A1.6.1.47**	**Project Status Meeting 46**		**7 d**	**Thu 12/20/12**	**Mon 12/31/12**					**2 hrs**	
615	A1.6.1.47.1	Identify Agenda Items and Publish Agenda		1 d	Thu 12/20/12	Thu 12/20/12	616SS-1 d		D-PMO	DP	1 hr	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
616	A1.6.1.47.2	Status Review Meeting		1 d	Fri 12/21/12	Fri 12/21/12	1038	5SS-1 d,617	D-PMO	DP	1 hr	Des Moines
617	A1.6.1.47.3	Post Meeting Minutes		5 d	Mon 12/24/12	Mon 12/31/12	616				0 hrs	Des Moines
618	**A1.6.1.48**	**Project Status Meeting 47**		**7 d**	**Thu 12/27/12**	**Mon 1/7/13**					**2 hrs**	
619	A1.6.1.48.1	Identify Agenda Items and Publish Agenda		1 d	Thu 12/27/12	Thu 12/27/12	620SS-1 d		D-PMO	DP	1 hr	Des Moines
620	A1.6.1.48.2	Status Review Meeting		1 d	Fri 12/28/12	Fri 12/28/12	1039	9SS-1 d,621	D-PMO	DP	1 hr	Des Moines
621	A1.6.1.48.3	Post Meeting Minutes		5 d	Mon 12/31/12	Mon 1/7/13	620				0 hrs	Des Moines
622	**A1.6.1.49**	**Project Status Meeting 48**		**7 d**	**Thu 1/3/13**	**Fri 1/11/13**					**2 hrs**	
623	A1.6.1.49.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/3/13	Thu 1/3/13	624SS-1 d		D-PMO	DP	1 hr	Des Moines
624	A1.6.1.49.2	Status Review Meeting		1 d	Fri 1/4/13	Fri 1/4/13	1040	3SS-1 d,625	D-PMO	DP	1 hr	Des Moines
625	A1.6.1.49.3	Post Meeting Minutes		5 d	Mon 1/7/13	Fri 1/11/13	624				0 hrs	Des Moines
626	**A1.6.1.50**	**Project Status Meeting 49**		**7 d**	**Thu 1/10/13**	**Fri 1/18/13**					**2 hrs**	
627	A1.6.1.50.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/10/13	Thu 1/10/13	628SS-1 d		D-PMO	DP	1 hr	Des Moines
628	A1.6.1.50.2	Status Review Meeting		1 d	Fri 1/11/13	Fri 1/11/13	1041	7SS-1 d,629	D-PMO	DP	1 hr	Des Moines
629	A1.6.1.50.3	Post Meeting Minutes		5 d	Mon 1/14/13	Fri 1/18/13	628				0 hrs	Des Moines
630	**A1.6.1.51**	**Project Status Meeting 50**		**7 d**	**Thu 1/17/13**	**Mon 1/28/13**					**2 hrs**	
631	A1.6.1.51.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/17/13	Thu 1/17/13	632SS-1 d		D-PMO	DP	1 hr	Des Moines
632	A1.6.1.51.2	Status Review Meeting		1 d	Fri 1/18/13	Fri 1/18/13	1042	1SS-1 d,633	D-PMO	DP	1 hr	Des Moines
633	A1.6.1.51.3	Post Meeting Minutes		5 d	Tue 1/22/13	Mon 1/28/13	632				0 hrs	Des Moines
634	**A1.6.1.52**	**Project Status Meeting 51**		**7 d**	**Thu 1/24/13**	**Fri 2/1/13**					**2 hrs**	
635	A1.6.1.52.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/24/13	Thu 1/24/13	636SS-1 d		D-PMO	DP	1 hr	Des Moines
636	A1.6.1.52.2	Status Review Meeting		1 d	Fri 1/25/13	Fri 1/25/13	1043	5SS-1 d,637	D-PMO	DP	1 hr	Des Moines
637	A1.6.1.52.3	Post Meeting Minutes		5 d	Mon 1/28/13	Fri 2/1/13	636				0 hrs	Des Moines
638	**A1.6.1.53**	**Project Status Meeting 52**		**7 d**	**Thu 1/31/13**	**Fri 2/8/13**					**2 hrs**	
639	A1.6.1.53.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/31/13	Thu 1/31/13	640SS-1 d		D-PMO	DP	1 hr	Des Moines
640	A1.6.1.53.2	Status Review Meeting		1 d	Fri 2/1/13	Fri 2/1/13	1044	9SS-1 d,641	D-PMO	DP	1 hr	Des Moines
641	A1.6.1.53.3	Post Meeting Minutes		5 d	Mon 2/4/13	Fri 2/8/13	640				0 hrs	Des Moines
642	**A1.6.1.54**	**Project Status Meeting 53**		**7 d**	**Thu 2/7/13**	**Fri 2/15/13**					**2 hrs**	
643	A1.6.1.54.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/7/13	Thu 2/7/13	644SS-1 d		D-PMO	DP	1 hr	Des Moines
644	A1.6.1.54.2	Status Review Meeting		1 d	Fri 2/8/13	Fri 2/8/13	1045	3SS-1 d,645	D-PMO	DP	1 hr	Des Moines
645	A1.6.1.54.3	Post Meeting Minutes		5 d	Mon 2/11/13	Fri 2/15/13	644				0 hrs	Des Moines
646	**A1.6.1.55**	**Project Status Meeting 54**		**7 d**	**Thu 2/14/13**	**Fri 2/22/13**					**2 hrs**	
647	A1.6.1.55.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/14/13	Thu 2/14/13	648SS-1 d		D-PMO	DP	1 hr	Des Moines
648	A1.6.1.55.2	Status Review Meeting		1 d	Fri 2/15/13	Fri 2/15/13	1046	7SS-1 d,649	D-PMO	DP	1 hr	Des Moines
649	A1.6.1.55.3	Post Meeting Minutes		5 d	Mon 2/18/13	Fri 2/22/13	648				0 hrs	Des Moines
650	**A1.6.1.56**	**Project Status Meeting 55**		**7 d**	**Thu 2/21/13**	**Fri 3/1/13**					**2 hrs**	
651	A1.6.1.56.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/21/13	Thu 2/21/13	652SS-1 d		D-PMO	DP	1 hr	Des Moines
652	A1.6.1.56.2	Status Review Meeting		1 d	Fri 2/22/13	Fri 2/22/13	1047	1SS-1 d,653	D-PMO	DP	1 hr	Des Moines
653	A1.6.1.56.3	Post Meeting Minutes		5 d	Mon 2/25/13	Fri 3/1/13	652				0 hrs	Des Moines
654	**A1.6.1.57**	**Project Status Meeting 56**		**7 d**	**Thu 2/28/13**	**Fri 3/8/13**					**2 hrs**	
655	A1.6.1.57.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/28/13	Thu 2/28/13	656SS-1 d		D-PMO	DP	1 hr	Des Moines
656	A1.6.1.57.2	Status Review Meeting		1 d	Fri 3/1/13	Fri 3/1/13	1048	5SS-1 d,657	D-PMO	DP	1 hr	Des Moines
657	A1.6.1.57.3	Post Meeting Minutes		5 d	Mon 3/4/13	Fri 3/8/13	656				0 hrs	Des Moines
658	**A1.6.1.58**	**Project Status Meeting 57**		**7 d**	**Thu 3/7/13**	**Fri 3/15/13**					**2 hrs**	
659	A1.6.1.58.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/7/13	Thu 3/7/13	660SS-1 d		D-PMO	DP	1 hr	Des Moines
660	A1.6.1.58.2	Status Review Meeting		1 d	Fri 3/8/13	Fri 3/8/13	1049	9SS-1 d,661	D-PMO	DP	1 hr	Des Moines
661	A1.6.1.58.3	Post Meeting Minutes		5 d	Mon 3/11/13	Fri 3/15/13	660				0 hrs	Des Moines
662	**A1.6.1.59**	**Project Status Meeting 58**		**7 d**	**Thu 3/14/13**	**Fri 3/22/13**					**2 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
663	A1.6.1.59.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/14/13	Thu 3/14/13	664SS-1 d		D-PMO	DP	1 hr	Des Moines
664	A1.6.1.59.2	Status Review Meeting		1 d	Fri 3/15/13	Fri 3/15/13	1050	3SS-1 d,665	D-PMO	DP	1 hr	Des Moines
665	A1.6.1.59.3	Post Meeting Minutes		5 d	Mon 3/18/13	Fri 3/22/13	664				0 hrs	Des Moines
666	**A1.6.1.60**	**Project Status Meeting 59**		**7 d**	**Thu 3/21/13**	**Fri 3/29/13**					**2 hrs**	
667	A1.6.1.60.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/21/13	Thu 3/21/13	668SS-1 d		D-PMO	DP	1 hr	Des Moines
668	A1.6.1.60.2	Status Review Meeting		1 d	Fri 3/22/13	Fri 3/22/13	1051	7SS-1 d,669	D-PMO	DP	1 hr	Des Moines
669	A1.6.1.60.3	Post Meeting Minutes		5 d	Mon 3/25/13	Fri 3/29/13	668				0 hrs	Des Moines
670	**A1.6.1.61**	**Project Status Meeting 60**		**7 d**	**Thu 3/28/13**	**Fri 4/5/13**					**2 hrs**	
671	A1.6.1.61.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/28/13	Thu 3/28/13	672SS-1 d		D-PMO	DP	1 hr	Des Moines
672	A1.6.1.61.2	Status Review Meeting		1 d	Fri 3/29/13	Fri 3/29/13	1052	1SS-1 d,673	D-PMO	DP	1 hr	Des Moines
673	A1.6.1.61.3	Post Meeting Minutes		5 d	Mon 4/1/13	Fri 4/5/13	672				0 hrs	Des Moines
674	**A1.6.1.62**	**Project Status Meeting 61**		**7 d**	**Thu 4/4/13**	**Fri 4/12/13**					**2 hrs**	
675	A1.6.1.62.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/4/13	Thu 4/4/13	676SS-1 d		D-PMO	DP	1 hr	Des Moines
676	A1.6.1.62.2	Status Review Meeting		1 d	Fri 4/5/13	Fri 4/5/13	1053	5SS-1 d,677	D-PMO	DP	1 hr	Des Moines
677	A1.6.1.62.3	Post Meeting Minutes		5 d	Mon 4/8/13	Fri 4/12/13	676				0 hrs	Des Moines
678	**A1.6.1.63**	**Project Status Meeting 62**		**7 d**	**Thu 4/11/13**	**Fri 4/19/13**					**2 hrs**	
679	A1.6.1.63.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/11/13	Thu 4/11/13	680SS-1 d		D-PMO	DP	1 hr	Des Moines
680	A1.6.1.63.2	Status Review Meeting		1 d	Fri 4/12/13	Fri 4/12/13	1054	9SS-1 d,681	D-PMO	DP	1 hr	Des Moines
681	A1.6.1.63.3	Post Meeting Minutes		5 d	Mon 4/15/13	Fri 4/19/13	680				0 hrs	Des Moines
682	**A1.6.1.64**	**Project Status Meeting 63**		**7 d**	**Thu 4/18/13**	**Fri 4/26/13**					**2 hrs**	
683	A1.6.1.64.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/18/13	Thu 4/18/13	684SS-1 d		D-PMO	DP	1 hr	Des Moines
684	A1.6.1.64.2	Status Review Meeting		1 d	Fri 4/19/13	Fri 4/19/13	1055	3SS-1 d,685	D-PMO	DP	1 hr	Des Moines
685	A1.6.1.64.3	Post Meeting Minutes		5 d	Mon 4/22/13	Fri 4/26/13	684				0 hrs	Des Moines
686	**A1.6.1.65**	**Project Status Meeting 64**		**7 d**	**Thu 4/25/13**	**Fri 5/3/13**					**2 hrs**	
687	A1.6.1.65.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/25/13	Thu 4/25/13	688SS-1 d		D-PMO	DP	1 hr	Des Moines
688	A1.6.1.65.2	Status Review Meeting		1 d	Fri 4/26/13	Fri 4/26/13	1056	7SS-1 d,689	D-PMO	DP	1 hr	Des Moines
689	A1.6.1.65.3	Post Meeting Minutes		5 d	Mon 4/29/13	Fri 5/3/13	688				0 hrs	Des Moines
690	**A1.6.1.66**	**Project Status Meeting 65**		**7 d**	**Thu 5/2/13**	**Fri 5/10/13**					**2 hrs**	
691	A1.6.1.66.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/2/13	Thu 5/2/13	692SS-1 d		D-PMO	DP	1 hr	Des Moines
692	A1.6.1.66.2	Status Review Meeting		1 d	Fri 5/3/13	Fri 5/3/13	1057	1SS-1 d,693	D-PMO	DP	1 hr	Des Moines
693	A1.6.1.66.3	Post Meeting Minutes		5 d	Mon 5/6/13	Fri 5/10/13	692				0 hrs	Des Moines
694	**A1.6.1.67**	**Project Status Meeting 66**		**7 d**	**Thu 5/9/13**	**Fri 5/17/13**					**2 hrs**	
695	A1.6.1.67.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/9/13	Thu 5/9/13	696SS-1 d		D-PMO	DP	1 hr	Des Moines
696	A1.6.1.67.2	Status Review Meeting		1 d	Fri 5/10/13	Fri 5/10/13	1058	5SS-1 d,697	D-PMO	DP	1 hr	Des Moines
697	A1.6.1.67.3	Post Meeting Minutes		5 d	Mon 5/13/13	Fri 5/17/13	696				0 hrs	Des Moines
698	**A1.6.1.68**	**Project Status Meeting 67**		**7 d**	**Thu 5/16/13**	**Fri 5/24/13**					**2 hrs**	
699	A1.6.1.68.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/16/13	Thu 5/16/13	700SS-1 d		D-PMO	DP	1 hr	Des Moines
700	A1.6.1.68.2	Status Review Meeting		1 d	Fri 5/17/13	Fri 5/17/13	1059	9SS-1 d,701	D-PMO	DP	1 hr	Des Moines
701	A1.6.1.68.3	Post Meeting Minutes		5 d	Mon 5/20/13	Fri 5/24/13	700				0 hrs	Des Moines
702	**A1.6.1.69**	**Project Status Meeting 68**		**7 d**	**Thu 5/23/13**	**Mon 6/3/13**					**2 hrs**	
703	A1.6.1.69.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/23/13	Thu 5/23/13	704SS-1 d		D-PMO	DP	1 hr	Des Moines
704	A1.6.1.69.2	Status Review Meeting		1 d	Fri 5/24/13	Fri 5/24/13	1060	3SS-1 d,705	D-PMO	DP	1 hr	Des Moines
705	A1.6.1.69.3	Post Meeting Minutes		5 d	Tue 5/28/13	Mon 6/3/13	704				0 hrs	Des Moines
706	**A1.6.1.70**	**Project Status Meeting 69**		**7 d**	**Thu 5/30/13**	**Fri 6/7/13**					**2 hrs**	
707	A1.6.1.70.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/30/13	Thu 5/30/13	708SS-1 d		D-PMO	DP	1 hr	Des Moines
708	A1.6.1.70.2	Status Review Meeting		1 d	Fri 5/31/13	Fri 5/31/13	1061	7SS-1 d,709	D-PMO	DP	1 hr	Des Moines
709	A1.6.1.70.3	Post Meeting Minutes		5 d	Mon 6/3/13	Fri 6/7/13	708				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
710	**A1.6.1.71**	**Project Status Meeting 70**		**7 d**	**Thu 6/6/13**	**Fri 6/14/13**					**2 hrs**	
711	A1.6.1.71.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/6/13	Thu 6/6/13	712SS-1 d		D-PMO	DP	1 hr	Des Moines
712	A1.6.1.71.2	Status Review Meeting		1 d	Fri 6/7/13	Fri 6/7/13	1062	1SS-1 d,713	D-PMO	DP	1 hr	Des Moines
713	A1.6.1.71.3	Post Meeting Minutes		5 d	Mon 6/10/13	Fri 6/14/13	712				0 hrs	Des Moines
714	**A1.6.1.72**	**Project Status Meeting 71**		**7 d**	**Thu 6/13/13**	**Fri 6/21/13**					**2 hrs**	
715	A1.6.1.72.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/13/13	Thu 6/13/13	716SS-1 d		D-PMO	DP	1 hr	Des Moines
716	A1.6.1.72.2	Status Review Meeting		1 d	Fri 6/14/13	Fri 6/14/13	1063	5SS-1 d,717	D-PMO	DP	1 hr	Des Moines
717	A1.6.1.72.3	Post Meeting Minutes		5 d	Mon 6/17/13	Fri 6/21/13	716				0 hrs	Des Moines
718	**A1.6.1.73**	**Project Status Meeting 72**		**7 d**	**Wed 6/19/13**	**Thu 6/27/13**					**2 hrs**	
719	A1.6.1.73.1	Identify Agenda Items and Publish Agenda		1 d	Wed 6/19/13	Wed 6/19/13	720SS-1 d		D-PMO	DP	1 hr	Des Moines
720	A1.6.1.73.2	Status Review Meeting		1 d	Thu 6/20/13	Thu 6/20/13	1064	9SS-1 d,721	D-PMO	DP	1 hr	Des Moines
721	A1.6.1.73.3	Post Meeting Minutes		5 d	Fri 6/21/13	Thu 6/27/13	720				0 hrs	Des Moines
722	**A1.6.1.74**	**Project Status Meeting 73**		**7 d**	**Wed 6/26/13**	**Fri 7/5/13**					**2 hrs**	
723	A1.6.1.74.1	Identify Agenda Items and Publish Agenda		1 d	Wed 6/26/13	Wed 6/26/13	724SS-1 d		D-PMO	DP	1 hr	Des Moines
724	A1.6.1.74.2	Status Review Meeting		1 d	Thu 6/27/13	Thu 6/27/13	1065	3SS-1 d,725	D-PMO	DP	1 hr	Des Moines
725	A1.6.1.74.3	Post Meeting Minutes		5 d	Fri 6/28/13	Fri 7/5/13	724				0 hrs	Des Moines
726	**A1.6.1.75**	**Project Status Meeting 74**		**7 d**	**Wed 7/3/13**	**Fri 7/12/13**					**2 hrs**	
727	A1.6.1.75.1	Identify Agenda Items and Publish Agenda		1 d	Wed 7/3/13	Wed 7/3/13	728SS-1 d		D-PMO	DP	1 hr	Des Moines
728	A1.6.1.75.2	Status Review Meeting		1 d	Fri 7/5/13	Fri 7/5/13	1066	9,827SS-1 d	D-PMO	DP	1 hr	Des Moines
729	A1.6.1.75.3	Post Meeting Minutes		5 d	Mon 7/8/13	Fri 7/12/13	728				0 hrs	Des Moines
730	**A1.6.1.76**	**Project Status Meeting 75**		**7 d**	**Thu 7/11/13**	**Fri 7/19/13**					**2 hrs**	
731	A1.6.1.76.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/11/13	Thu 7/11/13	732SS-1 d		D-PMO	DP	1 hr	Des Moines
732	A1.6.1.76.2	Status Review Meeting		1 d	Fri 7/12/13	Fri 7/12/13	1067	1SS-1 d,733	D-PMO	DP	1 hr	Des Moines
733	A1.6.1.76.3	Post Meeting Minutes		5 d	Mon 7/15/13	Fri 7/19/13	732				0 hrs	Des Moines
734	**A1.6.1.77**	**Project Status Meeting 76**		**7 d**	**Thu 7/18/13**	**Fri 7/26/13**					**2 hrs**	
735	A1.6.1.77.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/18/13	Thu 7/18/13	736SS-1 d		D-PMO	DP	1 hr	Des Moines
736	A1.6.1.77.2	Status Review Meeting		1 d	Fri 7/19/13	Fri 7/19/13	1068	5SS-1 d,737	D-PMO	DP	1 hr	Des Moines
737	A1.6.1.77.3	Post Meeting Minutes		5 d	Mon 7/22/13	Fri 7/26/13	736				0 hrs	Des Moines
738	**A1.6.1.78**	**Project Status Meeting 77**		**7 d**	**Thu 7/25/13**	**Fri 8/2/13**					**2 hrs**	
739	A1.6.1.78.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/25/13	Thu 7/25/13	740SS-1 d		D-PMO	DP	1 hr	Des Moines
740	A1.6.1.78.2	Status Review Meeting		1 d	Fri 7/26/13	Fri 7/26/13	1069	9SS-1 d,741	D-PMO	DP	1 hr	Des Moines
741	A1.6.1.78.3	Post Meeting Minutes		5 d	Mon 7/29/13	Fri 8/2/13	740				0 hrs	Des Moines
742	**A1.6.1.79**	**Project Status Meeting 78**		**7 d**	**Thu 8/1/13**	**Fri 8/9/13**					**2 hrs**	
743	A1.6.1.79.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/1/13	Thu 8/1/13	744SS-1 d				0 hrs	Des Moines
744	A1.6.1.79.2	Status Review Meeting		1 d	Fri 8/2/13	Fri 8/2/13	1070	3SS-1 d,745	D-PMO	DP	1 hr	Des Moines
745	A1.6.1.79.3	Post Meeting Minutes		5 d	Mon 8/5/13	Fri 8/9/13	744		D-PMO	DP	1 hr	Des Moines
746	**A1.6.1.80**	**Project Status Meeting 79**		**7 d**	**Thu 8/8/13**	**Fri 8/16/13**					**2 hrs**	
747	A1.6.1.80.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/8/13	Thu 8/8/13	748SS-1 d		D-PMO	DP	1 hr	Des Moines
748	A1.6.1.80.2	Status Review Meeting		1 d	Fri 8/9/13	Fri 8/9/13	1071	7SS-1 d,749	D-PMO	DP	1 hr	Des Moines
749	A1.6.1.80.3	Post Meeting Minutes		5 d	Mon 8/12/13	Fri 8/16/13	748				0 hrs	Des Moines
750	**A1.6.1.81**	**Project Status Meeting 80**		**7 d**	**Thu 8/15/13**	**Fri 8/23/13**					**2 hrs**	
751	A1.6.1.81.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/15/13	Thu 8/15/13	752SS-1 d		D-PMO	DP	1 hr	Des Moines
752	A1.6.1.81.2	Status Review Meeting		1 d	Fri 8/16/13	Fri 8/16/13	1072	1SS-1 d,753	D-PMO	DP	1 hr	Des Moines
753	A1.6.1.81.3	Post Meeting Minutes		5 d	Mon 8/19/13	Fri 8/23/13	752				0 hrs	Des Moines
754	**A1.6.1.82**	**Project Status Meeting 81**		**7 d**	**Thu 8/22/13**	**Fri 8/30/13**					**2 hrs**	
755	A1.6.1.82.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/22/13	Thu 8/22/13	756SS-1 d		D-PMO	DP	1 hr	Des Moines
756	A1.6.1.82.2	Status Review Meeting		1 d	Fri 8/23/13	Fri 8/23/13	1073	5SS-1 d,757	D-PMO	DP	1 hr	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
757	A1.6.1.82.3	Post Meeting Minutes		5 d	Mon 8/26/13	Fri 8/30/13	756				0 hrs	Des Moines
758	**A1.6.1.83**	**Project Status Meeting 82**		**7 d**	**Thu 8/29/13**	**Mon 9/9/13**					**2 hrs**	
759	A1.6.1.83.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/29/13	Thu 8/29/13	760SS-1 d		D-PMO	DP	1 hr	Des Moines
760	A1.6.1.83.2	Status Review Meeting		1 d	Fri 8/30/13	Fri 8/30/13	1074	9SS-1 d,761	D-PMO	DP	1 hr	Des Moines
761	A1.6.1.83.3	Post Meeting Minutes		5 d	Tue 9/3/13	Mon 9/9/13	760				0 hrs	Des Moines
762	**A1.6.1.84**	**Project Status Meeting 83**		**7 d**	**Fri 9/6/13**	**Mon 9/16/13**					**2 hrs**	
763	A1.6.1.84.1	Identify Agenda Items and Publish Agenda		1 d	Fri 9/6/13	Fri 9/6/13	764SS-1 d		D-PMO	DP	1 hr	Des Moines
764	A1.6.1.84.2	Status Review Meeting		1 d	Mon 9/9/13	Mon 9/9/13	1075	3SS-1 d,765	D-PMO	DP	1 hr	Des Moines
765	A1.6.1.84.3	Post Meeting Minutes		5 d	Tue 9/10/13	Mon 9/16/13	764				0 hrs	Des Moines
766	**A1.6.1.85**	**Project Status Meeting 84**		**7 d**	**Thu 9/12/13**	**Fri 9/20/13**					**2 hrs**	
767	A1.6.1.85.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/12/13	Thu 9/12/13	768SS-1 d		D-PMO	DP	1 hr	Des Moines
768	A1.6.1.85.2	Status Review Meeting		1 d	Fri 9/13/13	Fri 9/13/13	1076	7SS-1 d,769	D-PMO	DP	1 hr	Des Moines
769	A1.6.1.85.3	Post Meeting Minutes		5 d	Mon 9/16/13	Fri 9/20/13	768				0 hrs	Des Moines
770	**A1.6.1.86**	**Project Status Meeting 85**		**7 d**	**Thu 9/19/13**	**Fri 9/27/13**					**2 hrs**	
771	A1.6.1.86.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/19/13	Thu 9/19/13	772SS-1 d		D-PMO	DP	1 hr	Des Moines
772	A1.6.1.86.2	Status Review Meeting		1 d	Fri 9/20/13	Fri 9/20/13	1077	1SS-1 d,773	D-PMO	DP	1 hr	Des Moines
773	A1.6.1.86.3	Post Meeting Minutes		5 d	Mon 9/23/13	Fri 9/27/13	772				0 hrs	Des Moines
774	**A1.6.1.87**	**Project Status Meeting 86**		**7 d**	**Thu 9/26/13**	**Fri 10/4/13**					**2 hrs**	
775	A1.6.1.87.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/26/13	Thu 9/26/13	776SS-1 d		D-PMO	DP	1 hr	Des Moines
776	A1.6.1.87.2	Status Review Meeting		1 d	Fri 9/27/13	Fri 9/27/13	1078	5SS-1 d,777	D-PMO	DP	1 hr	Des Moines
777	A1.6.1.87.3	Post Meeting Minutes		5 d	Mon 9/30/13	Fri 10/4/13	776				0 hrs	Des Moines
778	**A1.6.1.88**	**Project Status Meeting 87**		**7 d**	**Thu 10/3/13**	**Fri 10/11/13**					**2 hrs**	
779	A1.6.1.88.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/3/13	Thu 10/3/13	780SS-1 d		D-PMO	DP	1 hr	Des Moines
780	A1.6.1.88.2	Status Review Meeting		1 d	Fri 10/4/13	Fri 10/4/13	1079	9SS-1 d,781	D-PMO	DP	1 hr	Des Moines
781	A1.6.1.88.3	Post Meeting Minutes		5 d	Mon 10/7/13	Fri 10/11/13	780				0 hrs	Des Moines
782	**A1.6.1.89**	**Project Status Meeting 88**		**7 d**	**Thu 10/10/13**	**Fri 10/18/13**					**2 hrs**	
783	A1.6.1.89.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/10/13	Thu 10/10/13	784SS-1 d		D-PMO	DP	1 hr	Des Moines
784	A1.6.1.89.2	Status Review Meeting		1 d	Fri 10/11/13	Fri 10/11/13	1080	3SS-1 d,785	D-PMO	DP	1 hr	Des Moines
785	A1.6.1.89.3	Post Meeting Minutes		5 d	Mon 10/14/13	Fri 10/18/13	784				0 hrs	Des Moines
786	**A1.6.1.90**	**Project Status Meeting 89**		**7 d**	**Thu 10/17/13**	**Fri 10/25/13**					**2 hrs**	
787	A1.6.1.90.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/17/13	Thu 10/17/13	788SS-1 d		D-PMO	DP	1 hr	Des Moines
788	A1.6.1.90.2	Status Review Meeting		1 d	Fri 10/18/13	Fri 10/18/13	1081	7SS-1 d,789	D-PMO	DP	1 hr	Des Moines
789	A1.6.1.90.3	Post Meeting Minutes		5 d	Mon 10/21/13	Fri 10/25/13	788				0 hrs	Des Moines
790	**A1.6.1.91**	**Project Status Meeting 90**		**7 d**	**Thu 10/24/13**	**Fri 11/1/13**					**2 hrs**	
791	A1.6.1.91.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/24/13	Thu 10/24/13	792SS-1 d		D-PMO	DP	1 hr	Des Moines
792	A1.6.1.91.2	Status Review Meeting		1 d	Fri 10/25/13	Fri 10/25/13	1082	1SS-1 d,793	D-PMO	DP	1 hr	Des Moines
793	A1.6.1.91.3	Post Meeting Minutes		5 d	Mon 10/28/13	Fri 11/1/13	792				0 hrs	Des Moines
794	**A1.6.1.92**	**Project Status Meeting 91**		**7 d**	**Thu 10/31/13**	**Fri 11/8/13**					**2 hrs**	
795	A1.6.1.92.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/31/13	Thu 10/31/13	796SS-1 d				0 hrs	Des Moines
796	A1.6.1.92.2	Status Review Meeting		1 d	Fri 11/1/13	Fri 11/1/13	1083	5SS-1 d,797	D-PMO	DP	1 hr	Des Moines
797	A1.6.1.92.3	Post Meeting Minutes		5 d	Mon 11/4/13	Fri 11/8/13	796		D-PMO	DP	1 hr	Des Moines
798	**A1.6.1.93**	**Project Status Meeting 92**		**7 d**	**Thu 11/7/13**	**Mon 11/18/13**					**2 hrs**	
799	A1.6.1.93.1	Identify Agenda Items and Publish Agenda		1 d	Thu 11/7/13	Thu 11/7/13	800SS-1 d		D-PMO	DP	1 hr	Des Moines
800	A1.6.1.93.2	Status Review Meeting		1 d	Fri 11/8/13	Fri 11/8/13	1084	9SS-1 d,801	D-PMO	DP	1 hr	Des Moines
801	A1.6.1.93.3	Post Meeting Minutes		5 d	Tue 11/12/13	Mon 11/18/13	800				0 hrs	Des Moines
802	**A1.6.1.94**	**Project Status Meeting 93**		**7 d**	**Thu 11/14/13**	**Fri 11/22/13**					**2 hrs**	
803	A1.6.1.94.1	Identify Agenda Items and Publish Agenda		1 d	Thu 11/14/13	Thu 11/14/13	804SS-1 d		D-PMO	DP	1 hr	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
804	A1.6.1.94.2	Status Review Meeting		1 d	Fri 11/15/13	Fri 11/15/13	1085	3SS-1 d,805	D-PMO	DP	1 hr	Des Moines
805	A1.6.1.94.3	Post Meeting Minutes		5 d	Mon 11/18/13	Fri 11/22/13	804				0 hrs	Des Moines
806	**A1.6.1.95**	**Project Status Meeting 94**		**7 d**	**Thu 11/21/13**	**Tue 12/3/13**					**2 hrs**	
807	A1.6.1.95.1	Identify Agenda Items and Publish Agenda		1 d	Thu 11/21/13	Thu 11/21/13	808SS-1 d		D-PMO	DP	1 hr	Des Moines
808	A1.6.1.95.2	Status Review Meeting		1 d	Fri 11/22/13	Fri 11/22/13	1086	7SS-1 d,809	D-PMO	DP	1 hr	Des Moines
809	A1.6.1.95.3	Post Meeting Minutes		5 d	Mon 11/25/13	Tue 12/3/13	808				0 hrs	Des Moines
810	**A1.6.1.96**	**Project Status Meeting 95**		**7 d**	**Wed 11/27/13**	**Mon 12/9/13**					**2 hrs**	
811	A1.6.1.96.1	Identify Agenda Items and Publish Agenda		1 d	Wed 11/27/13	Wed 11/27/13	812SS-1 d		D-PMO	DP	1 hr	Des Moines
812	A1.6.1.96.2	Status Review Meeting		1 d	Mon 12/2/13	Mon 12/2/13	1087	1SS-1 d,813	D-PMO	DP	1 hr	Des Moines
813	A1.6.1.96.3	Post Meeting Minutes		5 d	Tue 12/3/13	Mon 12/9/13	812				0 hrs	Des Moines
814	**A1.6.1.97**	**Project Status Meeting 96**		**7 d**	**Thu 12/5/13**	**Fri 12/13/13**					**2 hrs**	
815	A1.6.1.97.1	Identify Agenda Items and Publish Agenda		1 d	Thu 12/5/13	Thu 12/5/13	816SS-1 d		D-PMO	DP	1 hr	Des Moines
816	A1.6.1.97.2	Status Review Meeting		1 d	Fri 12/6/13	Fri 12/6/13	1088	5SS-1 d,817	D-PMO	DP	1 hr	Des Moines
817	A1.6.1.97.3	Post Meeting Minutes		5 d	Mon 12/9/13	Fri 12/13/13	816				0 hrs	Des Moines
818	**A1.6.1.98**	**Project Status Meeting 97**		**7 d**	**Thu 12/12/13**	**Fri 12/20/13**					**2 hrs**	
819	A1.6.1.98.1	Identify Agenda Items and Publish Agenda		1 d	Thu 12/12/13	Thu 12/12/13	820SS-1 d		D-PMO	DP	1 hr	Des Moines
820	A1.6.1.98.2	Status Review Meeting		1 d	Fri 12/13/13	Fri 12/13/13	1089	9SS-1 d,821	D-PMO	DP	1 hr	Des Moines
821	A1.6.1.98.3	Post Meeting Minutes		5 d	Mon 12/16/13	Fri 12/20/13	820				0 hrs	Des Moines
822	**A1.6.1.99**	**Project Status Meeting 98**		**7 d**	**Thu 12/19/13**	**Mon 12/30/13**					**2 hrs**	
823	A1.6.1.99.1	Identify Agenda Items and Publish Agenda		1 d	Thu 12/19/13	Thu 12/19/13	824SS-1 d		D-PMO	DP	1 hr	Des Moines
824	A1.6.1.99.2	Status Review Meeting		1 d	Fri 12/20/13	Fri 12/20/13	1090	3SS-1 d,825	D-PMO	DP	1 hr	Des Moines
825	A1.6.1.99.3	Post Meeting Minutes		5 d	Mon 12/23/13	Mon 12/30/13	824				0 hrs	Des Moines
826	**A1.6.1.100**	**Project Status Meeting 99**		**127 d**	**Wed 7/3/13**	**Mon 1/6/14**					**2 hrs**	
827	A1.6.1.100.1	Identify Agenda Items and Publish Agenda		1 d	Wed 7/3/13	Wed 7/3/13	728SS-1 d		D-PMO	DP	1 hr	Des Moines
828	A1.6.1.100.2	Status Review Meeting		1 d	Fri 12/27/13	Fri 12/27/13	1091	829	D-PMO	DP	1 hr	Des Moines
829	A1.6.1.100.3	Post Meeting Minutes		5 d	Mon 12/30/13	Mon 1/6/14	828				0 hrs	Des Moines
830	**A1.6.1.101**	**Project Status Meeting 100**		**7 d**	**Thu 1/2/14**	**Fri 1/10/14**					**2 hrs**	
831	A1.6.1.101.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/2/14	Thu 1/2/14	832SS-1 d		D-PMO	DP	1 hr	Des Moines
832	A1.6.1.101.2	Status Review Meeting		1 d	Fri 1/3/14	Fri 1/3/14	1092	1SS-1 d,833	D-PMO	DP	1 hr	Des Moines
833	A1.6.1.101.3	Post Meeting Minutes		5 d	Mon 1/6/14	Fri 1/10/14	832				0 hrs	Des Moines
834	**A1.6.1.102**	**Project Status Meeting 101**		**7 d**	**Thu 1/9/14**	**Fri 1/17/14**					**2 hrs**	
835	A1.6.1.102.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/9/14	Thu 1/9/14	836SS-1 d		D-PMO	DP	1 hr	Des Moines
836	A1.6.1.102.2	Status Review Meeting		1 d	Fri 1/10/14	Fri 1/10/14	1093	5SS-1 d,837	D-PMO	DP	1 hr	Des Moines
837	A1.6.1.102.3	Post Meeting Minutes		5 d	Mon 1/13/14	Fri 1/17/14	836				0 hrs	Des Moines
838	**A1.6.1.103**	**Project Status Meeting 102**		**7 d**	**Thu 1/16/14**	**Mon 1/27/14**					**2 hrs**	
839	A1.6.1.103.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/16/14	Thu 1/16/14	840SS-1 d		D-PMO	DP	1 hr	Des Moines
840	A1.6.1.103.2	Status Review Meeting		1 d	Fri 1/17/14	Fri 1/17/14	1094	9SS-1 d,841	D-PMO	DP	1 hr	Des Moines
841	A1.6.1.103.3	Post Meeting Minutes		5 d	Tue 1/21/14	Mon 1/27/14	840				0 hrs	Des Moines
842	**A1.6.1.104**	**Project Status Meeting 103**		**7 d**	**Thu 1/23/14**	**Fri 1/31/14**					**2 hrs**	
843	A1.6.1.104.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/23/14	Thu 1/23/14	844SS-1 d		D-PMO	DP	1 hr	Des Moines
844	A1.6.1.104.2	Status Review Meeting		1 d	Fri 1/24/14	Fri 1/24/14	1095	3SS-1 d,845	D-PMO	DP	1 hr	Des Moines
845	A1.6.1.104.3	Post Meeting Minutes		5 d	Mon 1/27/14	Fri 1/31/14	844				0 hrs	Des Moines
846	**A1.6.1.105**	**Project Status Meeting 104**		**7 d**	**Thu 1/30/14**	**Fri 2/7/14**					**2 hrs**	
847	A1.6.1.105.1	Identify Agenda Items and Publish Agenda		1 d	Thu 1/30/14	Thu 1/30/14	848SS-1 d		D-PMO	DP	1 hr	Des Moines
848	A1.6.1.105.2	Status Review Meeting		1 d	Fri 1/31/14	Fri 1/31/14	1096	7SS-1 d,849	D-PMO	DP	1 hr	Des Moines
849	A1.6.1.105.3	Post Meeting Minutes		5 d	Mon 2/3/14	Fri 2/7/14	848				0 hrs	Des Moines
850	**A1.6.1.106**	**Project Status Meeting 105**		**7 d**	**Thu 2/6/14**	**Fri 2/14/14**					**2 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
851	A1.6.1.106.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/6/14	Thu 2/6/14	852SS-1 d		D-PMO	DP	1 hr	Des Moines
852	A1.6.1.106.2	Status Review Meeting		1 d	Fri 2/7/14	Fri 2/7/14	1097	1SS-1 d,853	D-PMO	DP	1 hr	Des Moines
853	A1.6.1.106.3	Post Meeting Minutes		5 d	Mon 2/10/14	Fri 2/14/14	852				0 hrs	Des Moines
854	**A1.6.1.107**	**Project Status Meeting 106**		**7 d**	**Thu 2/13/14**	**Fri 2/21/14**					**2 hrs**	
855	A1.6.1.107.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/13/14	Thu 2/13/14	856SS-1 d		D-PMO	DP	1 hr	Des Moines
856	A1.6.1.107.2	Status Review Meeting		1 d	Fri 2/14/14	Fri 2/14/14	1098	5SS-1 d,857	D-PMO	DP	1 hr	Des Moines
857	A1.6.1.107.3	Post Meeting Minutes		5 d	Mon 2/17/14	Fri 2/21/14	856				0 hrs	Des Moines
858	**A1.6.1.108**	**Project Status Meeting 107**		**7 d**	**Thu 2/20/14**	**Fri 2/28/14**					**2 hrs**	
859	A1.6.1.108.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/20/14	Thu 2/20/14	860SS-1 d		D-PMO	DP	1 hr	Des Moines
860	A1.6.1.108.2	Status Review Meeting		1 d	Fri 2/21/14	Fri 2/21/14	1099	9SS-1 d,861	D-PMO	DP	1 hr	Des Moines
861	A1.6.1.108.3	Post Meeting Minutes		5 d	Mon 2/24/14	Fri 2/28/14	860				0 hrs	Des Moines
862	**A1.6.1.109**	**Project Status Meeting 108**		**7 d**	**Thu 2/27/14**	**Fri 3/7/14**					**2 hrs**	
863	A1.6.1.109.1	Identify Agenda Items and Publish Agenda		1 d	Thu 2/27/14	Thu 2/27/14	864SS-1 d		D-PMO	DP	1 hr	Des Moines
864	A1.6.1.109.2	Status Review Meeting		1 d	Fri 2/28/14	Fri 2/28/14	1100	3SS-1 d,865	D-PMO	DP	1 hr	Des Moines
865	A1.6.1.109.3	Post Meeting Minutes		5 d	Mon 3/3/14	Fri 3/7/14	864				0 hrs	Des Moines
866	**A1.6.1.110**	**Project Status Meeting 109**		**7 d**	**Thu 3/6/14**	**Fri 3/14/14**					**2 hrs**	
867	A1.6.1.110.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/6/14	Thu 3/6/14	868SS-1 d		D-PMO	DP	1 hr	Des Moines
868	A1.6.1.110.2	Status Review Meeting		1 d	Fri 3/7/14	Fri 3/7/14	1101	7SS-1 d,869	D-PMO	DP	1 hr	Des Moines
869	A1.6.1.110.3	Post Meeting Minutes		5 d	Mon 3/10/14	Fri 3/14/14	868				0 hrs	Des Moines
870	**A1.6.1.111**	**Project Status Meeting 110**		**7 d**	**Thu 3/13/14**	**Fri 3/21/14**					**2 hrs**	
871	A1.6.1.111.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/13/14	Thu 3/13/14	872SS-1 d		D-PMO	DP	1 hr	Des Moines
872	A1.6.1.111.2	Status Review Meeting		1 d	Fri 3/14/14	Fri 3/14/14	1102	1SS-1 d,873	D-PMO	DP	1 hr	Des Moines
873	A1.6.1.111.3	Post Meeting Minutes		5 d	Mon 3/17/14	Fri 3/21/14	872				0 hrs	Des Moines
874	**A1.6.1.112**	**Project Status Meeting 111**		**7 d**	**Thu 3/20/14**	**Fri 3/28/14**					**2 hrs**	
875	A1.6.1.112.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/20/14	Thu 3/20/14	876SS-1 d		D-PMO	DP	1 hr	Des Moines
876	A1.6.1.112.2	Status Review Meeting		1 d	Fri 3/21/14	Fri 3/21/14	1103	5SS-1 d,877	D-PMO	DP	1 hr	Des Moines
877	A1.6.1.112.3	Post Meeting Minutes		5 d	Mon 3/24/14	Fri 3/28/14	876				0 hrs	Des Moines
878	**A1.6.1.113**	**Project Status Meeting 112**		**7 d**	**Thu 3/27/14**	**Fri 4/4/14**					**2 hrs**	
879	A1.6.1.113.1	Identify Agenda Items and Publish Agenda		1 d	Thu 3/27/14	Thu 3/27/14	880SS-1 d		D-PMO	DP	1 hr	Des Moines
880	A1.6.1.113.2	Status Review Meeting		1 d	Fri 3/28/14	Fri 3/28/14	1104	9SS-1 d,881	D-PMO	DP	1 hr	Des Moines
881	A1.6.1.113.3	Post Meeting Minutes		5 d	Mon 3/31/14	Fri 4/4/14	880				0 hrs	Des Moines
882	**A1.6.1.114**	**Project Status Meeting 113**		**7 d**	**Thu 4/3/14**	**Fri 4/11/14**					**2 hrs**	
883	A1.6.1.114.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/3/14	Thu 4/3/14	884SS-1 d		D-PMO	DP	1 hr	Des Moines
884	A1.6.1.114.2	Status Review Meeting		1 d	Fri 4/4/14	Fri 4/4/14	1105	3SS-1 d,885	D-PMO	DP	1 hr	Des Moines
885	A1.6.1.114.3	Post Meeting Minutes		5 d	Mon 4/7/14	Fri 4/11/14	884				0 hrs	Des Moines
886	**A1.6.1.115**	**Project Status Meeting 114**		**7 d**	**Thu 4/10/14**	**Fri 4/18/14**					**2 hrs**	
887	A1.6.1.115.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/10/14	Thu 4/10/14	888SS-1 d		D-PMO	DP	1 hr	Des Moines
888	A1.6.1.115.2	Status Review Meeting		1 d	Fri 4/11/14	Fri 4/11/14	1106	7SS-1 d,889	D-PMO	DP	1 hr	Des Moines
889	A1.6.1.115.3	Post Meeting Minutes		5 d	Mon 4/14/14	Fri 4/18/14	888				0 hrs	Des Moines
890	**A1.6.1.116**	**Project Status Meeting 115**		**7 d**	**Thu 4/17/14**	**Fri 4/25/14**					**2 hrs**	
891	A1.6.1.116.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/17/14	Thu 4/17/14	892SS-1 d		D-PMO	DP	1 hr	Des Moines
892	A1.6.1.116.2	Status Review Meeting		1 d	Fri 4/18/14	Fri 4/18/14	1107	1SS-1 d,893	D-PMO	DP	1 hr	Des Moines
893	A1.6.1.116.3	Post Meeting Minutes		5 d	Mon 4/21/14	Fri 4/25/14	892				0 hrs	Des Moines
894	**A1.6.1.117**	**Project Status Meeting 116**		**7 d**	**Thu 4/24/14**	**Fri 5/2/14**					**2 hrs**	
895	A1.6.1.117.1	Identify Agenda Items and Publish Agenda		1 d	Thu 4/24/14	Thu 4/24/14	896SS-1 d		D-PMO	DP	1 hr	Des Moines
896	A1.6.1.117.2	Status Review Meeting		1 d	Fri 4/25/14	Fri 4/25/14	1108	5SS-1 d,897	D-PMO	DP	1 hr	Des Moines
897	A1.6.1.117.3	Post Meeting Minutes		5 d	Mon 4/28/14	Fri 5/2/14	896				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
898	**A1.6.1.118**	**Project Status Meeting 117**		**7 d**	**Thu 5/1/14**	**Fri 5/9/14**					**2 hrs**	
899	A1.6.1.118.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/1/14	Thu 5/1/14	900SS-1 d		D-PMO	DP	1 hr	Des Moines
900	A1.6.1.118.2	Status Review Meeting		1 d	Fri 5/2/14	Fri 5/2/14	1109	9SS-1 d,901	D-PMO	DP	1 hr	Des Moines
901	A1.6.1.118.3	Post Meeting Minutes		5 d	Mon 5/5/14	Fri 5/9/14	900				0 hrs	Des Moines
902	**A1.6.1.119**	**Project Status Meeting 118**		**7 d**	**Thu 5/8/14**	**Fri 5/16/14**					**2 hrs**	
903	A1.6.1.119.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/8/14	Thu 5/8/14	904SS-1 d		D-PMO	DP	1 hr	Des Moines
904	A1.6.1.119.2	Status Review Meeting		1 d	Fri 5/9/14	Fri 5/9/14	1110	3SS-1 d,905	D-PMO	DP	1 hr	Des Moines
905	A1.6.1.119.3	Post Meeting Minutes		5 d	Mon 5/12/14	Fri 5/16/14	904				0 hrs	Des Moines
906	**A1.6.1.120**	**Project Status Meeting 119**		**7 d**	**Thu 5/15/14**	**Fri 5/23/14**					**2 hrs**	
907	A1.6.1.120.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/15/14	Thu 5/15/14	908SS-1 d		D-PMO	DP	1 hr	Des Moines
908	A1.6.1.120.2	Status Review Meeting		1 d	Fri 5/16/14	Fri 5/16/14	1111	7SS-1 d,909	D-PMO	DP	1 hr	Des Moines
909	A1.6.1.120.3	Post Meeting Minutes		5 d	Mon 5/19/14	Fri 5/23/14	908				0 hrs	Des Moines
910	**A1.6.1.121**	**Project Status Meeting 120**		**7 d**	**Thu 5/22/14**	**Mon 6/2/14**					**2 hrs**	
911	A1.6.1.121.1	Identify Agenda Items and Publish Agenda		1 d	Thu 5/22/14	Thu 5/22/14	912SS-1 d		D-PMO	DP	1 hr	Des Moines
912	A1.6.1.121.2	Status Review Meeting		1 d	Fri 5/23/14	Fri 5/23/14	1112	1SS-1 d,913	D-PMO	DP	1 hr	Des Moines
913	A1.6.1.121.3	Post Meeting Minutes		5 d	Tue 5/27/14	Mon 6/2/14	912				0 hrs	Des Moines
914	**A1.6.1.122**	**Project Status Meeting 121**		**7 d**	**Fri 5/30/14**	**Mon 6/9/14**					**2 hrs**	
915	A1.6.1.122.1	Identify Agenda Items and Publish Agenda		1 d	Fri 5/30/14	Fri 5/30/14	916SS-1 d		D-PMO	DP	1 hr	Des Moines
916	A1.6.1.122.2	Status Review Meeting		1 d	Mon 6/2/14	Mon 6/2/14	1113	5SS-1 d,917	D-PMO	DP	1 hr	Des Moines
917	A1.6.1.122.3	Post Meeting Minutes		5 d	Tue 6/3/14	Mon 6/9/14	916				0 hrs	Des Moines
918	**A1.6.1.123**	**Project Status Meeting 122**		**7 d**	**Thu 6/5/14**	**Fri 6/13/14**					**2 hrs**	
919	A1.6.1.123.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/5/14	Thu 6/5/14	920SS-1 d		D-PMO	DP	1 hr	Des Moines
920	A1.6.1.123.2	Status Review Meeting		1 d	Fri 6/6/14	Fri 6/6/14	1114	9SS-1 d,921	D-PMO	DP	1 hr	Des Moines
921	A1.6.1.123.3	Post Meeting Minutes		5 d	Mon 6/9/14	Fri 6/13/14	920				0 hrs	Des Moines
922	**A1.6.1.124**	**Project Status Meeting 123**		**7 d**	**Thu 6/12/14**	**Fri 6/20/14**					**2 hrs**	
923	A1.6.1.124.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/12/14	Thu 6/12/14	924SS-1 d		D-PMO	DP	1 hr	Des Moines
924	A1.6.1.124.2	Status Review Meeting		1 d	Fri 6/13/14	Fri 6/13/14	1115	3SS-1 d,925	D-PMO	DP	1 hr	Des Moines
925	A1.6.1.124.3	Post Meeting Minutes		5 d	Mon 6/16/14	Fri 6/20/14	924				0 hrs	Des Moines
926	**A1.6.1.125**	**Project Status Meeting 124**		**7 d**	**Thu 6/19/14**	**Fri 6/27/14**					**2 hrs**	
927	A1.6.1.125.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/19/14	Thu 6/19/14	928SS-1 d		D-PMO	DP	1 hr	Des Moines
928	A1.6.1.125.2	Status Review Meeting		1 d	Fri 6/20/14	Fri 6/20/14	1116	7SS-1 d,929	D-PMO	DP	1 hr	Des Moines
929	A1.6.1.125.3	Post Meeting Minutes		5 d	Mon 6/23/14	Fri 6/27/14	928				0 hrs	Des Moines
930	**A1.6.1.126**	**Project Status Meeting 125**		**7 d**	**Thu 6/26/14**	**Mon 7/7/14**					**2 hrs**	
931	A1.6.1.126.1	Identify Agenda Items and Publish Agenda		1 d	Thu 6/26/14	Thu 6/26/14	932SS-1 d		D-PMO	DP	1 hr	Des Moines
932	A1.6.1.126.2	Status Review Meeting		1 d	Fri 6/27/14	Fri 6/27/14	1117	1SS-1 d,933	D-PMO	DP	1 hr	Des Moines
933	A1.6.1.126.3	Post Meeting Minutes		5 d	Mon 6/30/14	Mon 7/7/14	932				0 hrs	Des Moines
934	**A1.6.1.127**	**Project Status Meeting 126**		**7 d**	**Thu 7/3/14**	**Mon 7/14/14**					**2 hrs**	
935	A1.6.1.127.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/3/14	Thu 7/3/14	936SS-1 d		D-PMO	DP	1 hr	Des Moines
936	A1.6.1.127.2	Status Review Meeting		1 d	Mon 7/7/14	Mon 7/7/14	1118	5SS-1 d,937	D-PMO	DP	1 hr	Des Moines
937	A1.6.1.127.3	Post Meeting Minutes		5 d	Tue 7/8/14	Mon 7/14/14	936				0 hrs	Des Moines
938	**A1.6.1.128**	**Project Status Meeting 127**		**7 d**	**Thu 7/10/14**	**Fri 7/18/14**					**2 hrs**	
939	A1.6.1.128.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/10/14	Thu 7/10/14	940SS-1 d		D-PMO	DP	1 hr	Des Moines
940	A1.6.1.128.2	Status Review Meeting		1 d	Fri 7/11/14	Fri 7/11/14	1119	9SS-1 d,941	D-PMO	DP	1 hr	Des Moines
941	A1.6.1.128.3	Post Meeting Minutes		5 d	Mon 7/14/14	Fri 7/18/14	940				0 hrs	Des Moines
942	**A1.6.1.129**	**Project Status Meeting 128**		**7 d**	**Thu 7/17/14**	**Fri 7/25/14**					**2 hrs**	
943	A1.6.1.129.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/17/14	Thu 7/17/14	944SS-1 d		D-PMO	DP	1 hr	Des Moines
944	A1.6.1.129.2	Status Review Meeting		1 d	Fri 7/18/14	Fri 7/18/14	1120	3SS-1 d,945	D-PMO	DP	1 hr	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
945	A1.6.1.129.3	Post Meeting Minutes		5 d	Mon 7/21/14	Fri 7/25/14	944				0 hrs	Des Moines
946	**A1.6.1.130**	**Project Status Meeting 129**		**7 d**	**Thu 7/24/14**	**Fri 8/1/14**					**2 hrs**	
947	A1.6.1.130.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/24/14	Thu 7/24/14	948SS-1 d		D-PMO	DP	1 hr	Des Moines
948	A1.6.1.130.2	Status Review Meeting		1 d	Fri 7/25/14	Fri 7/25/14	1121	7SS-1 d,949	D-PMO	DP	1 hr	Des Moines
949	A1.6.1.130.3	Post Meeting Minutes		5 d	Mon 7/28/14	Fri 8/1/14	948				0 hrs	Des Moines
950	**A1.6.1.131**	**Project Status Meeting 130**		**7 d**	**Thu 7/31/14**	**Fri 8/8/14**					**2 hrs**	
951	A1.6.1.131.1	Identify Agenda Items and Publish Agenda		1 d	Thu 7/31/14	Thu 7/31/14	952SS-1 d		D-PMO	DP	1 hr	Des Moines
952	A1.6.1.131.2	Status Review Meeting		1 d	Fri 8/1/14	Fri 8/1/14	1122	1SS-1 d,953	D-PMO	DP	1 hr	Des Moines
953	A1.6.1.131.3	Post Meeting Minutes		5 d	Mon 8/4/14	Fri 8/8/14	952				0 hrs	Des Moines
954	**A1.6.1.132**	**Project Status Meeting 131**		**7 d**	**Thu 8/7/14**	**Fri 8/15/14**					**2 hrs**	
955	A1.6.1.132.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/7/14	Thu 8/7/14	956SS-1 d		D-PMO	DP	1 hr	Des Moines
956	A1.6.1.132.2	Status Review Meeting		1 d	Fri 8/8/14	Fri 8/8/14	1123	5SS-1 d,957	D-PMO	DP	1 hr	Des Moines
957	A1.6.1.132.3	Post Meeting Minutes		5 d	Mon 8/11/14	Fri 8/15/14	956				0 hrs	Des Moines
958	**A1.6.1.133**	**Project Status Meeting 132**		**7 d**	**Thu 8/14/14**	**Fri 8/22/14**					**2 hrs**	
959	A1.6.1.133.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/14/14	Thu 8/14/14	960SS-1 d		D-PMO	DP	1 hr	Des Moines
960	A1.6.1.133.2	Status Review Meeting		1 d	Fri 8/15/14	Fri 8/15/14	1124	9SS-1 d,961	D-PMO	DP	1 hr	Des Moines
961	A1.6.1.133.3	Post Meeting Minutes		5 d	Mon 8/18/14	Fri 8/22/14	960				0 hrs	Des Moines
962	**A1.6.1.134**	**Project Status Meeting 133**		**7 d**	**Thu 8/21/14**	**Fri 8/29/14**					**2 hrs**	
963	A1.6.1.134.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/21/14	Thu 8/21/14	964SS-1 d		D-PMO	DP	1 hr	Des Moines
964	A1.6.1.134.2	Status Review Meeting		1 d	Fri 8/22/14	Fri 8/22/14	1125	3SS-1 d,965	D-PMO	DP	1 hr	Des Moines
965	A1.6.1.134.3	Post Meeting Minutes		5 d	Mon 8/25/14	Fri 8/29/14	964				0 hrs	Des Moines
966	**A1.6.1.135**	**Project Status Meeting 134**		**7 d**	**Thu 8/28/14**	**Mon 9/8/14**					**2 hrs**	
967	A1.6.1.135.1	Identify Agenda Items and Publish Agenda		1 d	Thu 8/28/14	Thu 8/28/14	968SS-1 d		D-PMO	DP	1 hr	Des Moines
968	A1.6.1.135.2	Status Review Meeting		1 d	Fri 8/29/14	Fri 8/29/14	1126	7SS-1 d,969	D-PMO	DP	1 hr	Des Moines
969	A1.6.1.135.3	Post Meeting Minutes		5 d	Tue 9/2/14	Mon 9/8/14	968				0 hrs	Des Moines
970	**A1.6.1.136**	**Project Status Meeting 135**		**7 d**	**Thu 9/4/14**	**Fri 9/12/14**					**2 hrs**	
971	A1.6.1.136.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/4/14	Thu 9/4/14	972SS-1 d		D-PMO	DP	1 hr	Des Moines
972	A1.6.1.136.2	Status Review Meeting		1 d	Fri 9/5/14	Fri 9/5/14	1127	1SS-1 d,973	D-PMO	DP	1 hr	Des Moines
973	A1.6.1.136.3	Post Meeting Minutes		5 d	Mon 9/8/14	Fri 9/12/14	972				0 hrs	Des Moines
974	**A1.6.1.137**	**Project Status Meeting 136**		**7 d**	**Thu 9/11/14**	**Fri 9/19/14**					**2 hrs**	
975	A1.6.1.137.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/11/14	Thu 9/11/14	976SS-1 d		D-PMO	DP	1 hr	Des Moines
976	A1.6.1.137.2	Status Review Meeting		1 d	Fri 9/12/14	Fri 9/12/14	1128	5SS-1 d,977	D-PMO	DP	1 hr	Des Moines
977	A1.6.1.137.3	Post Meeting Minutes		5 d	Mon 9/15/14	Fri 9/19/14	976				0 hrs	Des Moines
978	**A1.6.1.138**	**Project Status Meeting 137**		**7 d**	**Thu 9/18/14**	**Fri 9/26/14**					**2 hrs**	
979	A1.6.1.138.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/18/14	Thu 9/18/14	980SS-1 d		D-PMO	DP	1 hr	Des Moines
980	A1.6.1.138.2	Status Review Meeting		1 d	Fri 9/19/14	Fri 9/19/14	1129	9SS-1 d,981	D-PMO	DP	1 hr	Des Moines
981	A1.6.1.138.3	Post Meeting Minutes		5 d	Mon 9/22/14	Fri 9/26/14	980				0 hrs	Des Moines
982	**A1.6.1.139**	**Project Status Meeting 138**		**7 d**	**Thu 9/25/14**	**Fri 10/3/14**					**2 hrs**	
983	A1.6.1.139.1	Identify Agenda Items and Publish Agenda		1 d	Thu 9/25/14	Thu 9/25/14	984SS-1 d		D-PMO	DP	1 hr	Des Moines
984	A1.6.1.139.2	Status Review Meeting		1 d	Fri 9/26/14	Fri 9/26/14	1130	3SS-1 d,985	D-PMO	DP	1 hr	Des Moines
985	A1.6.1.139.3	Post Meeting Minutes		5 d	Mon 9/29/14	Fri 10/3/14	984				0 hrs	Des Moines
986	**A1.6.1.140**	**Project Status Meeting 139**		**7 d**	**Thu 10/2/14**	**Fri 10/10/14**					**2 hrs**	
987	A1.6.1.140.1	Identify Agenda Items and Publish Agenda		1 d	Thu 10/2/14	Thu 10/2/14	988SS-1 d		D-PMO	DP	1 hr	Des Moines
988	A1.6.1.140.2	Status Review Meeting		1 d	Fri 10/3/14	Fri 10/3/14	1131	7SS-1 d,989	D-PMO	DP	1 hr	Des Moines
989	A1.6.1.140.3	Post Meeting Minutes		5 d	Mon 10/6/14	Fri 10/10/14	988				0 hrs	Des Moines
990	**A1.6.2**	**Weekly Project Status Reports**		**676 d**	**Wed 2/1/12**	**Thu 10/2/14**					**0 hrs**	
991	A1.6.2.1	Define Report Format and Content		3 d	Wed 2/1/12	Fri 2/3/12	2	993			0 hrs	Des Moines
992	**A1.6.2.2**	**Project Status Report (Weekly)**		**673 d**	**Mon 2/6/12**	**Thu 10/2/14**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
993	A1.6.2.2.1	Project Status Report Week 1		4 d	Mon 2/6/12	Thu 2/9/12	991	94,1135,436			0 hrs	Des Moines
994	A1.6.2.2.2	Project Status Report Week 2		5 d	Fri 2/10/12	Thu 2/16/12	993	95,1135,440			0 hrs	Des Moines
995	A1.6.2.2.3	Project Status Report Week 3		5 d	Fri 2/17/12	Thu 2/23/12	994	96,1135,444			0 hrs	Des Moines
996	A1.6.2.2.4	Project Status Report Week 4		5 d	Fri 2/24/12	Thu 3/1/12	995	97,448,1136			0 hrs	Des Moines
997	A1.6.2.2.5	Project Status Report Week 5		5 d	Fri 3/2/12	Thu 3/8/12	996	98,1136,452			0 hrs	Des Moines
998	A1.6.2.2.6	Project Status Report Week 6		5 d	Fri 3/9/12	Thu 3/15/12	997	99,1136,456			0 hrs	Des Moines
999	A1.6.2.2.7	Project Status Report Week 7		5 d	Fri 3/16/12	Thu 3/22/12	998	00,1136,460			0 hrs	Des Moines
1000	A1.6.2.2.8	Project Status Report Week 8		5 d	Fri 3/23/12	Thu 3/29/12	999	01,464,1137			0 hrs	Des Moines
1001	A1.6.2.2.9	Project Status Report Week 9		5 d	Fri 3/30/12	Thu 4/5/12	1000	02,1137,468			0 hrs	Des Moines
1002	A1.6.2.2.10	Project Status Report Week 10		5 d	Fri 4/6/12	Thu 4/12/12	1001	03,1137,472			0 hrs	Des Moines
1003	A1.6.2.2.11	Project Status Report Week 11		5 d	Fri 4/13/12	Thu 4/19/12	1002	04,1137,476			0 hrs	Des Moines
1004	A1.6.2.2.12	Project Status Report Week 12		5 d	Fri 4/20/12	Thu 4/26/12	1003	05,480,1138			0 hrs	Des Moines
1005	A1.6.2.2.13	Project Status Report Week 13		5 d	Fri 4/27/12	Thu 5/3/12	1004	06,1138,484			0 hrs	Des Moines
1006	A1.6.2.2.14	Project Status Report Week 14		5 d	Fri 5/4/12	Thu 5/10/12	1005	07,1138,488			0 hrs	Des Moines
1007	A1.6.2.2.15	Project Status Report Week 15		5 d	Fri 5/11/12	Thu 5/17/12	1006	08,1138,492			0 hrs	Des Moines
1008	A1.6.2.2.16	Project Status Report Week 16		5 d	Fri 5/18/12	Thu 5/24/12	1007	09,496,1138			0 hrs	Des Moines
1009	A1.6.2.2.17	Project Status Report Week 17		4 d	Fri 5/25/12	Thu 5/31/12	1008	10,1139,500			0 hrs	Des Moines
1010	A1.6.2.2.18	Project Status Report Week 18		5 d	Fri 6/1/12	Thu 6/7/12	1009	11,1139,504			0 hrs	Des Moines
1011	A1.6.2.2.19	Project Status Report Week 19		5 d	Fri 6/8/12	Thu 6/14/12	1010	1012,508			0 hrs	Des Moines
1012	A1.6.2.2.20	Project Status Report Week 20		5 d	Fri 6/15/12	Thu 6/21/12	1011	13,1139,512			0 hrs	Des Moines
1013	A1.6.2.2.21	Project Status Report Week 21		5 d	Fri 6/22/12	Thu 6/28/12	1012	14,1140,516			0 hrs	Des Moines
1014	A1.6.2.2.22	Project Status Report Week 22		4 d	Fri 6/29/12	Thu 7/5/12	1013	15,1140,520			0 hrs	Des Moines
1015	A1.6.2.2.23	Project Status Report Week 23		5 d	Fri 7/6/12	Thu 7/12/12	1014	16,1140,524			0 hrs	Des Moines
1016	A1.6.2.2.24	Project Status Report Week 24		5 d	Fri 7/13/12	Thu 7/19/12	1015	17,1140,528			0 hrs	Des Moines
1017	A1.6.2.2.25	Project Status Report Week 25		5 d	Fri 7/20/12	Thu 7/26/12	1016	18,532,1140			0 hrs	Des Moines
1018	A1.6.2.2.26	Project Status Report Week 26		5 d	Fri 7/27/12	Thu 8/2/12	1017	19,1141,536			0 hrs	Des Moines
1019	A1.6.2.2.27	Project Status Report Week 27		5 d	Fri 8/3/12	Thu 8/9/12	1018	20,1141,540			0 hrs	Des Moines
1020	A1.6.2.2.28	Project Status Report Week 28		5 d	Fri 8/10/12	Thu 8/16/12	1019	21,1141,544			0 hrs	Des Moines
1021	A1.6.2.2.29	Project Status Report Week 29		5 d	Fri 8/17/12	Thu 8/23/12	1020	22,548,1141			0 hrs	Des Moines
1022	A1.6.2.2.30	Project Status Report Week 30		5 d	Fri 8/24/12	Thu 8/30/12	1021	23,1142,552			0 hrs	Des Moines
1023	A1.6.2.2.31	Project Status Report Week 31		4 d	Fri 8/31/12	Thu 9/6/12	1022	24,1142,556			0 hrs	Des Moines
1024	A1.6.2.2.32	Project Status Report Week 32		5 d	Fri 9/7/12	Thu 9/13/12	1023	25,1142,560			0 hrs	Des Moines
1025	A1.6.2.2.33	Project Status Report Week 33		5 d	Fri 9/14/12	Thu 9/20/12	1024	26,564,1142			0 hrs	Des Moines
1026	A1.6.2.2.34	Project Status Report Week 34		5 d	Fri 9/21/12	Thu 9/27/12	1025	27,1143,568			0 hrs	Des Moines
1027	A1.6.2.2.35	Project Status Report Week 35		5 d	Fri 9/28/12	Thu 10/4/12	1026	28,1143,572			0 hrs	Des Moines
1028	A1.6.2.2.36	Project Status Report Week 36		5 d	Fri 10/5/12	Thu 10/11/12	1027	143,576,580			0 hrs	Des Moines
1029	A1.6.2.2.37	Project Status Report Week 37		5 d	Fri 10/12/12	Thu 10/18/12	1028	1030,1143			0 hrs	Des Moines
1030	A1.6.2.2.38	Project Status Report Week 38		5 d	Fri 10/19/12	Thu 10/25/12	1029	31,584,1143			0 hrs	Des Moines
1031	A1.6.2.2.39	Project Status Report Week 39		5 d	Fri 10/26/12	Thu 11/1/12	1030	32,1144,588			0 hrs	Des Moines
1032	A1.6.2.2.40	Project Status Report Week 40		5 d	Fri 11/2/12	Thu 11/8/12	1031	33,1144,592			0 hrs	Des Moines
1033	A1.6.2.2.41	Project Status Report Week 41		4 d	Fri 11/9/12	Thu 11/15/12	1032	34,596,1144			0 hrs	Des Moines
1034	A1.6.2.2.42	Project Status Report Week 42		5 d	Fri 11/16/12	Mon 11/26/12	1033	35,600,1144			0 hrs	Des Moines
1035	A1.6.2.2.43	Project Status Report Week 43		3 d	Tue 11/27/12	Thu 11/29/12	1034	36,1145,604			0 hrs	Des Moines
1036	A1.6.2.2.44	Project Status Report Week 44		5 d	Fri 11/30/12	Thu 12/6/12	1035	37,1145,608			0 hrs	Des Moines
1037	A1.6.2.2.45	Project Status Report Week 45		5 d	Fri 12/7/12	Thu 12/13/12	1036	38,612,1145			0 hrs	Des Moines
1038	A1.6.2.2.46	Project Status Report Week 46		5 d	Fri 12/14/12	Thu 12/20/12	1037	39,616,1145			0 hrs	Des Moines
1039	A1.6.2.2.47	Project Status Report Week 47		4 d	Fri 12/21/12	Thu 12/27/12	1038	40,1146,620			0 hrs	Des Moines
1040	A1.6.2.2.48	Project Status Report Week 48		4 d	Fri 12/28/12	Thu 1/3/13	1039	41,1146,624			0 hrs	Des Moines
1041	A1.6.2.2.49	Project Status Report Week 49		5 d	Fri 1/4/13	Thu 1/10/13	1040	42,628,1146			0 hrs	Des Moines
1042	A1.6.2.2.50	Project Status Report Week 50		5 d	Fri 1/11/13	Thu 1/17/13	1041	43,632,1146			0 hrs	Des Moines
1043	A1.6.2.2.51	Project Status Report Week 51		4 d	Fri 1/18/13	Thu 1/24/13	1042	44,636,1146			0 hrs	Des Moines
1044	A1.6.2.2.52	Project Status Report Week 52		5 d	Fri 1/25/13	Thu 1/31/13	1043	45,1147,640			0 hrs	Des Moines
1045	A1.6.2.2.53	Project Status Report Week 53		5 d	Fri 2/1/13	Thu 2/7/13	1044	46,644,1147			0 hrs	Des Moines
1046	A1.6.2.2.54	Project Status Report Week 54		5 d	Fri 2/8/13	Thu 2/14/13	1045	1047,648			0 hrs	Des Moines
1047	A1.6.2.2.55	Project Status Report Week 55		5 d	Fri 2/15/13	Thu 2/21/13	1046	48,652,1147			0 hrs	Des Moines
1048	A1.6.2.2.56	Project Status Report Week 56		5 d	Fri 2/22/13	Thu 2/28/13	1047	49,1148,656			0 hrs	Des Moines
1049	A1.6.2.2.57	Project Status Report Week 57		5 d	Fri 3/1/13	Thu 3/7/13	1048	50,660,1148			0 hrs	Des Moines
1050	A1.6.2.2.58	Project Status Report Week 58		5 d	Fri 3/8/13	Thu 3/14/13	1049	51,664,1148			0 hrs	Des Moines
1051	A1.6.2.2.59	Project Status Report Week 59		5 d	Fri 3/15/13	Thu 3/21/13	1050	52,668,1148			0 hrs	Des Moines
1052	A1.6.2.2.60	Project Status Report Week 60		5 d	Fri 3/22/13	Thu 3/28/13	1051	53,1149,672			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1053	A1.6.2.2.61	Project Status Report Week 61		5 d	Fri 3/29/13	Thu 4/4/13	1052	54,676,1149			0 hrs	Des Moines
1054	A1.6.2.2.62	Project Status Report Week 62		5 d	Fri 4/5/13	Thu 4/11/13	1053	55,680,1149			0 hrs	Des Moines
1055	A1.6.2.2.63	Project Status Report Week 63		5 d	Fri 4/12/13	Thu 4/18/13	1054	56,684,1149			0 hrs	Des Moines
1056	A1.6.2.2.64	Project Status Report Week 64		5 d	Fri 4/19/13	Thu 4/25/13	1055	57,688,1149			0 hrs	Des Moines
1057	A1.6.2.2.65	Project Status Report Week 65		5 d	Fri 4/26/13	Thu 5/2/13	1056	58,692,1150			0 hrs	Des Moines
1058	A1.6.2.2.66	Project Status Report Week 66		5 d	Fri 5/3/13	Thu 5/9/13	1057	59,696,1150			0 hrs	Des Moines
1059	A1.6.2.2.67	Project Status Report Week 67		5 d	Fri 5/10/13	Thu 5/16/13	1058	60,700,1150			0 hrs	Des Moines
1060	A1.6.2.2.68	Project Status Report Week 68		5 d	Fri 5/17/13	Thu 5/23/13	1059	61,704,1150			0 hrs	Des Moines
1061	A1.6.2.2.69	Project Status Report Week 69		4 d	Fri 5/24/13	Thu 5/30/13	1060	62,708,1151			0 hrs	Des Moines
1062	A1.6.2.2.70	Project Status Report Week 70		5 d	Fri 5/31/13	Thu 6/6/13	1061	63,712,1151			0 hrs	Des Moines
1063	A1.6.2.2.71	Project Status Report Week 71		5 d	Fri 6/7/13	Thu 6/13/13	1062	64,716,1151			0 hrs	Des Moines
1064	A1.6.2.2.72	Project Status Report Week 72		4 d	Fri 6/14/13	Wed 6/19/13	1063	65,720,1151			0 hrs	Des Moines
1065	A1.6.2.2.73	Project Status Report Week 73		5 d	Thu 6/20/13	Wed 6/26/13	1064	66,724,1152			0 hrs	Des Moines
1066	A1.6.2.2.74	Project Status Report Week 74		5 d	Thu 6/27/13	Wed 7/3/13	1065	67,728,1152			0 hrs	Des Moines
1067	A1.6.2.2.75	Project Status Report Week 75		5 d	Fri 7/5/13	Thu 7/11/13	1066	68,732,1152			0 hrs	Des Moines
1068	A1.6.2.2.76	Project Status Report Week 76		5 d	Fri 7/12/13	Thu 7/18/13	1067	69,736,1152			0 hrs	Des Moines
1069	A1.6.2.2.77	Project Status Report Week 77		5 d	Fri 7/19/13	Thu 7/25/13	1068	70,740,1152			0 hrs	Des Moines
1070	A1.6.2.2.78	Project Status Report Week 78		5 d	Fri 7/26/13	Thu 8/1/13	1069	71,744,1153			0 hrs	Des Moines
1071	A1.6.2.2.79	Project Status Report Week 79		5 d	Fri 8/2/13	Thu 8/8/13	1070	72,748,1153			0 hrs	Des Moines
1072	A1.6.2.2.80	Project Status Report Week 80		5 d	Fri 8/9/13	Thu 8/15/13	1071	73,752,1153			0 hrs	Des Moines
1073	A1.6.2.2.81	Project Status Report Week 81		5 d	Fri 8/16/13	Thu 8/22/13	1072	74,756,1153			0 hrs	Des Moines
1074	A1.6.2.2.82	Project Status Report Week 82		5 d	Fri 8/23/13	Thu 8/29/13	1073	75,760,1154			0 hrs	Des Moines
1075	A1.6.2.2.83	Project Status Report Week 83		5 d	Fri 8/30/13	Fri 9/6/13	1074	76,764,1154			0 hrs	Des Moines
1076	A1.6.2.2.84	Project Status Report Week 84		4 d	Mon 9/9/13	Thu 9/12/13	1075	77,768,1154			0 hrs	Des Moines
1077	A1.6.2.2.85	Project Status Report Week 85		5 d	Fri 9/13/13	Thu 9/19/13	1076	78,772,1154			0 hrs	Des Moines
1078	A1.6.2.2.86	Project Status Report Week 86		5 d	Fri 9/20/13	Thu 9/26/13	1077	79,776,1155			0 hrs	Des Moines
1079	A1.6.2.2.87	Project Status Report Week 87		5 d	Fri 9/27/13	Thu 10/3/13	1078	80,780,1155			0 hrs	Des Moines
1080	A1.6.2.2.88	Project Status Report Week 88		5 d	Fri 10/4/13	Thu 10/10/13	1079	81,784,1155			0 hrs	Des Moines
1081	A1.6.2.2.89	Project Status Report Week 89		5 d	Fri 10/11/13	Thu 10/17/13	1080	82,788,1155			0 hrs	Des Moines
1082	A1.6.2.2.90	Project Status Report Week 90		5 d	Fri 10/18/13	Thu 10/24/13	1081	83,792,1155			0 hrs	Des Moines
1083	A1.6.2.2.91	Project Status Report Week 91		5 d	Fri 10/25/13	Thu 10/31/13	1082	84,796,1156			0 hrs	Des Moines
1084	A1.6.2.2.92	Project Status Report Week 92		5 d	Fri 11/1/13	Thu 11/7/13	1083	85,800,1156			0 hrs	Des Moines
1085	A1.6.2.2.93	Project Status Report Week 93		4 d	Fri 11/8/13	Thu 11/14/13	1084	86,804,1156			0 hrs	Des Moines
1086	A1.6.2.2.94	Project Status Report Week 94		5 d	Fri 11/15/13	Thu 11/21/13	1085	87,808,1156			0 hrs	Des Moines
1087	A1.6.2.2.95	Project Status Report Week 95		4 d	Fri 11/22/13	Wed 11/27/13	1086	88,812,1157			0 hrs	Des Moines
1088	A1.6.2.2.96	Project Status Report Week 96		4 d	Mon 12/2/13	Thu 12/5/13	1087	89,816,1157			0 hrs	Des Moines
1089	A1.6.2.2.97	Project Status Report Week 97		5 d	Fri 12/6/13	Thu 12/12/13	1088	90,820,1157			0 hrs	Des Moines
1090	A1.6.2.2.98	Project Status Report Week 98		5 d	Fri 12/13/13	Thu 12/19/13	1089	91,824,1157			0 hrs	Des Moines
1091	A1.6.2.2.99	Project Status Report Week 99		4 d	Fri 12/20/13	Thu 12/26/13	1090	92,828,1157			0 hrs	Des Moines
1092	A1.6.2.2.100	Project Status Report Week 100		4 d	Fri 12/27/13	Thu 1/2/14	1091	93,832,1158			0 hrs	Des Moines
1093	A1.6.2.2.101	Project Status Report Week 101		5 d	Fri 1/3/14	Thu 1/9/14	1092	94,836,1158			0 hrs	Des Moines
1094	A1.6.2.2.102	Project Status Report Week 102		5 d	Fri 1/10/14	Thu 1/16/14	1093	95,840,1158			0 hrs	Des Moines
1095	A1.6.2.2.103	Project Status Report Week 103		4 d	Fri 1/17/14	Thu 1/23/14	1094	96,844,1158			0 hrs	Des Moines
1096	A1.6.2.2.104	Project Status Report Week 104		5 d	Fri 1/24/14	Thu 1/30/14	1095	97,848,1159			0 hrs	Des Moines
1097	A1.6.2.2.105	Project Status Report Week 105		5 d	Fri 1/31/14	Thu 2/6/14	1096	98,852,1159			0 hrs	Des Moines
1098	A1.6.2.2.106	Project Status Report Week 106		5 d	Fri 2/7/14	Thu 2/13/14	1097	99,856,1159			0 hrs	Des Moines
1099	A1.6.2.2.107	Project Status Report Week 107		5 d	Fri 2/14/14	Thu 2/20/14	1098	00,860,1159			0 hrs	Des Moines
1100	A1.6.2.2.108	Project Status Report Week 108		5 d	Fri 2/21/14	Thu 2/27/14	1099	01,864,1160			0 hrs	Des Moines
1101	A1.6.2.2.109	Project Status Report Week 109		5 d	Fri 2/28/14	Thu 3/6/14	1100	02,868,1160			0 hrs	Des Moines
1102	A1.6.2.2.110	Project Status Report Week 110		5 d	Fri 3/7/14	Thu 3/13/14	1101	03,872,1160			0 hrs	Des Moines
1103	A1.6.2.2.111	Project Status Report Week 111		5 d	Fri 3/14/14	Thu 3/20/14	1102	04,876,1160			0 hrs	Des Moines
1104	A1.6.2.2.112	Project Status Report Week 112		5 d	Fri 3/21/14	Thu 3/27/14	1103	05,880,1161			0 hrs	Des Moines
1105	A1.6.2.2.113	Project Status Report Week 113		5 d	Fri 3/28/14	Thu 4/3/14	1104	06,884,1161			0 hrs	Des Moines
1106	A1.6.2.2.114	Project Status Report Week 114		5 d	Fri 4/4/14	Thu 4/10/14	1105	07,888,1161			0 hrs	Des Moines
1107	A1.6.2.2.115	Project Status Report Week 115		5 d	Fri 4/11/14	Thu 4/17/14	1106	08,892,1161			0 hrs	Des Moines
1108	A1.6.2.2.116	Project Status Report Week 116		5 d	Fri 4/18/14	Thu 4/24/14	1107	09,896,1161			0 hrs	Des Moines
1109	A1.6.2.2.117	Project Status Report Week 117		5 d	Fri 4/25/14	Thu 5/1/14	1108	10,900,1162			0 hrs	Des Moines
1110	A1.6.2.2.118	Project Status Report Week 118		5 d	Fri 5/2/14	Thu 5/8/14	1109	11,904,1162			0 hrs	Des Moines
1111	A1.6.2.2.119	Project Status Report Week 119		5 d	Fri 5/9/14	Thu 5/15/14	1110	12,908,1162			0 hrs	Des Moines
1112	A1.6.2.2.120	Project Status Report Week 120		5 d	Fri 5/16/14	Thu 5/22/14	1111	13,912,1162			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1113	A1.6.2.2.121	Project Status Report Week 121		5 d	Fri 5/23/14	Fri 5/30/14	1112	14,916,1163			0 hrs	Des Moines
1114	A1.6.2.2.122	Project Status Report Week 122		4 d	Mon 6/2/14	Thu 6/5/14	1113	15,920,1163			0 hrs	Des Moines
1115	A1.6.2.2.123	Project Status Report Week 123		5 d	Fri 6/6/14	Thu 6/12/14	1114	16,924,1163			0 hrs	Des Moines
1116	A1.6.2.2.124	Project Status Report Week 124		5 d	Fri 6/13/14	Thu 6/19/14	1115	17,928,1163			0 hrs	Des Moines
1117	A1.6.2.2.125	Project Status Report Week 125		5 d	Fri 6/20/14	Thu 6/26/14	1116	66,932,1164			0 hrs	Des Moines
1118	A1.6.2.2.126	Project Status Report Week 126		5 d	Fri 6/27/14	Thu 7/3/14	1117	66,936,1164			0 hrs	Des Moines
1119	A1.6.2.2.127	Project Status Report Week 127		4 d	Mon 7/7/14	Thu 7/10/14	1118	66,940,1164			0 hrs	Des Moines
1120	A1.6.2.2.128	Project Status Report Week 128		5 d	Fri 7/11/14	Thu 7/17/14	1119	66,944,1164			0 hrs	Des Moines
1121	A1.6.2.2.129	Project Status Report Week 129		5 d	Fri 7/18/14	Thu 7/24/14	1120	67,948,1164			0 hrs	Des Moines
1122	A1.6.2.2.130	Project Status Report Week 130		5 d	Fri 7/25/14	Thu 7/31/14	1121	23,952,1165			0 hrs	Des Moines
1123	A1.6.2.2.131	Project Status Report Week 131		5 d	Fri 8/1/14	Thu 8/7/14	1122	6,1167,1165			0 hrs	Des Moines
1124	A1.6.2.2.132	Project Status Report Week 132		5 d	Fri 8/8/14	Thu 8/14/14	1123	0,1167,1165			0 hrs	Des Moines
1125	A1.6.2.2.133	Project Status Report Week 133		5 d	Fri 8/15/14	Thu 8/21/14	1124	26,964,1167			0 hrs	Des Moines
1126	A1.6.2.2.134	Project Status Report Week 134		5 d	Fri 8/22/14	Thu 8/28/14	1125	27,968,1168			0 hrs	Des Moines
1127	A1.6.2.2.135	Project Status Report Week 135		4 d	Fri 8/29/14	Thu 9/4/14	1126	28,972,1168			0 hrs	Des Moines
1128	A1.6.2.2.136	Project Status Report Week 136		5 d	Fri 9/5/14	Thu 9/11/14	1127	29,976,1168			0 hrs	Des Moines
1129	A1.6.2.2.137	Project Status Report Week 137		5 d	Fri 9/12/14	Thu 9/18/14	1128	30,980,1168			0 hrs	Des Moines
1130	A1.6.2.2.138	Project Status Report Week 138		5 d	Fri 9/19/14	Thu 9/25/14	1129	31,984,1168			0 hrs	Des Moines
1131	A1.6.2.2.139	Project Status Report Week 139		5 d	Fri 9/26/14	Thu 10/2/14	1130	988			0 hrs	Des Moines
1132	**A1.6.3**	**Monthly Project Status Reports**		**669 d**	**Wed 2/8/12**	**Tue 9/30/14**					**0 hrs**	
1133	A1.6.3.1	Define Report Format and Content		2 d	Wed 2/8/12	Thu 2/9/12	1135FS-15 d				0 hrs	Des Moines
1134	**A1.6.3.2**	**Monthly Project Status Report**		**657 d**	**Fri 2/24/12**	**Tue 9/30/14**					**0 hrs**	
1135	A1.6.3.2.1	Project Status Report Month 1		3 d	Fri 2/24/12	Tue 2/28/12	993,994,995	S-15 d,1172			0 hrs	Des Moines
1136	A1.6.3.2.2	Project Status Report Month 2		3 d	Fri 3/23/12	Tue 3/27/12	997,998,999,996	1172			0 hrs	Des Moines
1137	A1.6.3.2.3	Project Status Report Month 3		3 d	Fri 4/20/12	Tue 4/24/12	002,1003,1000	1172			0 hrs	Des Moines
1138	A1.6.3.2.4	Project Status Report Month 4		2 d	Fri 5/25/12	Tue 5/29/12	007,1004,1008	1172			0 hrs	Des Moines
1139	A1.6.3.2.5	Project Status Report Month 5		3 d	Fri 6/22/12	Tue 6/26/12	009,1010,1012	1172			0 hrs	Des Moines
1140	A1.6.3.2.6	Project Status Report Month 6		3 d	Fri 7/27/12	Tue 7/31/12	015,1016,1017	1173			0 hrs	Des Moines
1141	A1.6.3.2.7	Project Status Report Month 7		3 d	Fri 8/24/12	Tue 8/28/12	019,1020,1021	1173			0 hrs	Des Moines
1142	A1.6.3.2.8	Project Status Report Month 8		3 d	Fri 9/21/12	Tue 9/25/12	023,1024,1025	1173			0 hrs	Des Moines
1143	A1.6.3.2.9	Project Status Report Month 9		3 d	Fri 10/26/12	Tue 10/30/12	028,1029,1030	1174			0 hrs	Des Moines
1144	A1.6.3.2.10	Project Status Report Month 10		1 d	Tue 11/27/12	Tue 11/27/12	032,1033,1034	1174			0 hrs	Des Moines
1145	A1.6.3.2.11	Project Status Report Month 11		3 d	Fri 12/21/12	Wed 12/26/12	036,1037,1038	1174			0 hrs	Des Moines
1146	A1.6.3.2.12	Project Status Report Month 12		3 d	Fri 1/25/13	Tue 1/29/13	041,1042,1043	1175			0 hrs	Des Moines
1147	A1.6.3.2.13	Project Status Report Month 13		3 d	Fri 2/22/13	Tue 2/26/13	1045,103,1047	1175			0 hrs	Des Moines
1148	A1.6.3.2.14	Project Status Report Month 14		3 d	Fri 3/22/13	Tue 3/26/13	049,1050,1051	1175			0 hrs	Des Moines
1149	A1.6.3.2.15	Project Status Report Month 15		3 d	Fri 4/26/13	Tue 4/30/13	054,1055,1056	1175FS-1 d			0 hrs	Des Moines
1150	A1.6.3.2.16	Project Status Report Month 16		2 d	Fri 5/24/13	Tue 5/28/13	058,1059,1060				0 hrs	Des Moines
1151	A1.6.3.2.17	Project Status Report Month 17		4 d	Thu 6/20/13	Tue 6/25/13	062,1063,1064	1176			0 hrs	Des Moines
1152	A1.6.3.2.18	Project Status Report Month 18		3 d	Fri 7/26/13	Tue 7/30/13	067,1068,1069	1176			0 hrs	Des Moines
1153	A1.6.3.2.19	Project Status Report Month 19		3 d	Fri 8/23/13	Tue 8/27/13	071,1072,1073	1176			0 hrs	Des Moines
1154	A1.6.3.2.20	Project Status Report Month 20		3 d	Fri 9/20/13	Tue 9/24/13	075,1076,1077	1176			0 hrs	Des Moines
1155	A1.6.3.2.21	Project Status Report Month 21		3 d	Fri 10/25/13	Tue 10/29/13	080,1081,1082	1177			0 hrs	Des Moines
1156	A1.6.3.2.22	Project Status Report Month 22		3 d	Fri 11/22/13	Tue 11/26/13	084,1085,1086	1177			0 hrs	Des Moines
1157	A1.6.3.2.23	Project Status Report Month 23		3 d	Fri 12/27/13	Tue 12/31/13	089,1090,1091	1177			0 hrs	Des Moines
1158	A1.6.3.2.24	Project Status Report Month 24		3 d	Fri 1/24/14	Tue 1/28/14	093,1094,1095	1177			0 hrs	Des Moines
1159	A1.6.3.2.25	Project Status Report Month 25		3 d	Fri 2/21/14	Tue 2/25/14	097,1098,1099	1178			0 hrs	Des Moines
1160	A1.6.3.2.26	Project Status Report Month 26		3 d	Fri 3/21/14	Tue 3/25/14	101,1102,1103	1178			0 hrs	Des Moines
1161	A1.6.3.2.27	Project Status Report Month 27		3 d	Fri 4/25/14	Tue 4/29/14	106,1107,1108	1178			0 hrs	Des Moines
1162	A1.6.3.2.28	Project Status Report Month 28		2 d	Fri 5/23/14	Tue 5/27/14	110,1111,1112	1178			0 hrs	Des Moines
1163	A1.6.3.2.29	Project Status Report Month 29		3 d	Fri 6/20/14	Tue 6/24/14	114,1115,1116	1179			0 hrs	Des Moines
1164	A1.6.3.2.30	Project Status Report Month 30		3 d	Fri 7/25/14	Tue 7/29/14	119,1120,1121	1179			0 hrs	Des Moines
1165	A1.6.3.2.31	Project Status Report Month 31		3 d	Fri 8/15/14	Tue 8/19/14	122,1123,1124	1179			0 hrs	Des Moines
1166	A1.6.3.2.32	Project Status Report Month 32		3 d	Fri 7/18/14	Tue 7/22/14	118,1119,1120	1179			0 hrs	Des Moines
1167	A1.6.3.2.33	Project Status Report Month 33		3 d	Fri 8/22/14	Tue 8/26/14	123,1124,1125	1180			0 hrs	Des Moines
1168	A1.6.3.2.34	Project Status Report Month 34		3 d	Fri 9/26/14	Tue 9/30/14	128,1129,1130	1180			0 hrs	Des Moines
1169	**A1.6.4**	**Quarterly Project Status Report**		**583 d**	**Tue 6/12/12**	**Thu 10/2/14**					**0 hrs**	
1170	A1.6.4.1	Define Report Format and Content		2 d	Tue 6/12/12	Wed 6/13/12	1172FS-15 d				0 hrs	Des Moines
1171	**A1.6.4.2**	**Quarterly Project Status Report**		**572 d**	**Wed 6/27/12**	**Thu 10/2/14**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1172	A1.6.4.2.1	Project Status Quarter 1		4 d	Wed 6/27/12	Mon 7/2/12	137,1138,1139	1170FS-15 d			0 hrs	Des Moines
1173	A1.6.4.2.2	Project Status Quarter 2		10 d	Wed 9/26/12	Tue 10/9/12	140,1141,1142				0 hrs	Des Moines
1174	A1.6.4.2.3	Project Status Quarter 3		14 d	Thu 12/27/12	Wed 1/16/13	143,1144,1145				0 hrs	Des Moines
1175	A1.6.4.2.4	Project Status Quarter 4		1 d	Tue 4/30/13	Tue 4/30/13	49FS-1 d,1146				0 hrs	Des Moines
1176	A1.6.4.2.5	Project Status Quarter 5		2 d	Wed 9/25/13	Thu 9/26/13	152,1153,1154				0 hrs	Des Moines
1177	A1.6.4.2.6	Project Status Quarter 6		2 d	Wed 1/29/14	Thu 1/30/14	156,1157,1158				0 hrs	Des Moines
1178	A1.6.4.2.7	Project Status Quarter 7		2 d	Wed 5/28/14	Thu 5/29/14	160,1161,1162				0 hrs	Des Moines
1179	A1.6.4.2.8	Project Status Quarter 8		2 d	Wed 8/20/14	Thu 8/21/14	164,1165,1166				0 hrs	Des Moines
1180	A1.6.4.2.9	Project Status Quarter 9		2 d	Wed 10/1/14	Thu 10/2/14	1167,1168				0 hrs	Des Moines
1181	**A2**	**Implementation Phase**		**725 d**	**Wed 2/1/12**	**Mon 12/15/14**					**501,464.25 hrs**	
1182	**A2.1**	**Analysis and Design**		**228 d**	**Wed 2/1/12**	**Mon 12/24/12**			**BA#7, BA#8, BA#9, BA#10**	**TN**	**68,482.5 hrs**	
1183	A2.1.1	Requirements Validation Resources		57 d	Wed 2/1/12	Thu 4/19/12	2	1692	DCOM, IM, PMS, PMO, SIM, TESM, FM, TDS, TDS#2, AMCO, QM	TN	2,571.2 hrs	
1184	**A2.1.2**	**Requirements Review and Validation**		**75 d**	**Wed 2/1/12**	**Tue 5/15/12**		**3,2740,2744**			**16,108.5 hrs**	
1185	**A2.1.2.1**	**Requirements Validation Environment**		**1 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
1186	A2.1.2.1.1	Prepare System Environment for Requirement Validation Sessions		1 d	Wed 2/1/12	Wed 2/1/12	2	1187			0 hrs	Gaithersburg
1187	A2.1.2.1.2	Equipment available for RV Sessions	Milestone	0 d	Wed 2/1/12	Wed 2/1/12	1186	9,1190,1191			0 hrs	Gaithersburg
1188	**A2.1.2.2**	**Requirements Validation Session Preparation**		**1 d**	**Thu 2/2/12**	**Thu 2/2/12**					**0 hrs**	
1189	A2.1.2.2.1	Set-up and prepare requirements database		1 d	Thu 2/2/12	Thu 2/2/12	1187				0 hrs	Gaithersburg
1190	A2.1.2.2.2	Request current operations documentation		1 d	Thu 2/2/12	Thu 2/2/12	1187	1198SS			0 hrs	Des Moines
1191	A2.1.2.2.3	Define agenda format and content		1 d	Thu 2/2/12	Thu 2/2/12	1187	2SS,1196SS			0 hrs	Des Moines
1192	A2.1.2.2.4	Create meeting agenda template		1 d	Thu 2/2/12	Thu 2/2/12	1191SS	1193SS			0 hrs	Des Moines
1193	A2.1.2.2.5	Define session meeting notes format and content		1 d	Thu 2/2/12	Thu 2/2/12	1192SS	4SS,1197SS			0 hrs	Des Moines
1194	A2.1.2.2.6	Create meeting minutes documentation template		1 d	Thu 2/2/12	Thu 2/2/12	1193SS	1195SS			0 hrs	Des Moines
1195	A2.1.2.2.7	Provide knowledge transfer for participants on the processes and tools used for the		1 d	Thu 2/2/12	Thu 2/2/12	1194SS				0 hrs	Des Moines
1196	A2.1.2.2.8	Define schedule for sessions		1 d	Thu 2/2/12	Thu 2/2/12	1191SS				0 hrs	Des Moines
1197	A2.1.2.2.9	Set-up Requirement Validation folders on Project Portal to post meeting agendas and		1 d	Thu 2/2/12	Thu 2/2/12	1193SS				0 hrs	Des Moines
1198	A2.1.2.2.10	Review current operations documentation		1 d	Thu 2/2/12	Thu 2/2/12	1190SS	8,1406,1394			0 hrs	Des Moines
1199	**A2.1.2.3**	**Iterative Requirements Validation Sessions by Business Area/Sub-Area**		**73 d**	**Fri 2/3/12**	**Tue 5/15/12**		**7,2127,2320**	**BA, SBA#4, SBA#5**	**TN**	**16,108.5 hrs**	
1200	**A2.1.2.3.1**	**Member Management**		**33 d**	**Fri 2/3/12**	**Tue 3/20/12**		**1484**			**280 hrs**	
1201	**A2.1.2.3.1.1**	**Member Management**		**19 d**	**Fri 2/3/12**	**Wed 2/29/12**					**141 hrs**	
1202	A2.1.2.3.1.1.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1203			0 hrs	Des Moines
1203	A2.1.2.3.1.1.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1202	1204			0 hrs	Des Moines
1204	A2.1.2.3.1.1.3	Participate in JAD Sessions		10 d	Thu 2/9/12	Wed 2/22/12	1203	5,1206,1208	D-BA, D-UMMS, D-SME, D-PS	DP	141 hrs	Des Moines
1205	A2.1.2.3.1.1.4	Post minutes from sessions		5 d	Thu 2/23/12	Wed 2/29/12	1204				0 hrs	Des Moines
1206	A2.1.2.3.1.1.5	Update requirements database		1 d	Thu 2/23/12	Thu 2/23/12	1204				0 hrs	Des Moines
1207	**A2.1.2.3.1.2**	**Reports**		**19 d**	**Thu 2/23/12**	**Tue 3/20/12**					**139 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1208	A2.1.2.3.1.2.1	Receive and review relevant documentation from current		1 d	Thu 2/23/12	Thu 2/23/12	1204	1209			0 hrs	Des Moines
1209	A2.1.2.3.1.2.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 2/24/12	Tue 2/28/12	1208	1210			0 hrs	Des Moines
1210	A2.1.2.3.1.2.3	Participate in JAD Sessions		10 d	Wed 2/29/12	Tue 3/13/12	1209	1211,1212	D-BA, D-UMMS, D-SME, D-PS	DP	139 hrs	Des Moines
1211	A2.1.2.3.1.2.4	Post minutes from sessions		5 d	Wed 3/14/12	Tue 3/20/12	1210				0 hrs	Des Moines
1212	A2.1.2.3.1.2.5	Update requirements database		1 d	Wed 3/14/12	Wed 3/14/12	1210				0 hrs	Des Moines
1213	**A2.1.2.3.2**	**Provider Management**		**33 d**	**Fri 2/3/12**	**Tue 3/20/12**		**1504**	**SBA#3, PA#20**	**TN**	**788 hrs**	
1214	**A2.1.2.3.2.1**	**Provider Management**		**19 d**	**Fri 2/3/12**	**Wed 2/29/12**					**120 hrs**	
1215	A2.1.2.3.2.1.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1216			0 hrs	Des Moines
1216	A2.1.2.3.2.1.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1215	1217			0 hrs	Des Moines
1217	A2.1.2.3.2.1.3	Participate in JAD Sessions		10 d	Thu 2/9/12	Wed 2/22/12	1216	1218,1221	D-BA, D-SME, D-PS, D-DPCO	DP	120 hrs	Des Moines
1218	A2.1.2.3.2.1.4	Post minutes from sessions		5 d	Thu 2/23/12	Wed 2/29/12	1217				0 hrs	Des Moines
1219	A2.1.2.3.2.1.5	Update requirements database		1 d	Wed 2/29/12	Wed 2/29/12	1222				0 hrs	Des Moines
1220	**A2.1.2.3.2.2**	**Reports**		**19 d**	**Thu 2/23/12**	**Tue 3/20/12**					**140 hrs**	
1221	A2.1.2.3.2.2.1	Receive and review relevant documentation from current		1 d	Thu 2/23/12	Thu 2/23/12	1217	1222			0 hrs	Des Moines
1222	A2.1.2.3.2.2.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 2/24/12	Tue 2/28/12	1221	1223,1219			0 hrs	Des Moines
1223	A2.1.2.3.2.2.3	Participate in JAD Sessions		10 d	Wed 2/29/12	Tue 3/13/12	1222	1224,1225	D-BA, D-SME, D-PS, D-DPCO	DP	140 hrs	Des Moines
1224	A2.1.2.3.2.2.4	Post minutes from sessions		5 d	Wed 3/14/12	Tue 3/20/12	1223				0 hrs	Des Moines
1225	A2.1.2.3.2.2.5	Update requirements database		1 d	Wed 3/14/12	Wed 3/14/12	1223				0 hrs	Des Moines
1226	**A2.1.2.3.3**	**Operations Management**		**33 d**	**Fri 2/3/12**	**Tue 3/20/12**		**1524**	**SBA, BA#11, BA#12, BA#13, SME, PA#9, PA#10, APS#19, APS#20, APS#21, PA#11, APS#22, PA#14, APS#24, TST#6, APS#25**	**TN**	**4,730 hrs**	
1227	**A2.1.2.3.3.1**	**Claims Receipt**		**18 d**	**Fri 2/3/12**	**Tue 2/28/12**					**135.5 hrs**	
1228	A2.1.2.3.3.1.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1229			0 hrs	Des Moines
1229	A2.1.2.3.3.1.2	Prepare for Joint Application Design (JAD) sessions		2 d	Mon 2/6/12	Tue 2/7/12	1228	1230			0 hrs	Des Moines
1230	A2.1.2.3.3.1.3	Participate in JAD Sessions		10 d	Wed 2/8/12	Tue 2/21/12	1229	4,1231,1232	D-BA, D-UMMDS, D-SME, D-PS, D-DPCO	DP	135.5 hrs	Des Moines
1231	A2.1.2.3.3.1.4	Post minutes from sessions		5 d	Wed 2/22/12	Tue 2/28/12	1230				0 hrs	Des Moines
1232	A2.1.2.3.3.1.5	Update requirements database		1 d	Wed 2/22/12	Wed 2/22/12	1230				0 hrs	Des Moines
1233	**A2.1.2.3.3.2**	**Claims Adjudication**		**18 d**	**Wed 2/22/12**	**Fri 3/16/12**					**139 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1234	A2.1.2.3.3.2.1	Receive and review relevant documentation from current		1 d	Wed 2/22/12	Wed 2/22/12	1230	1235			0 hrs	Des Moines
1235	A2.1.2.3.3.2.2	Prepare for Joint Application Design (JAD) sessions		2 d	Thu 2/23/12	Fri 2/24/12	1234	1236			0 hrs	Des Moines
1236	A2.1.2.3.3.2.3	Participate in JAD Sessions		10 d	Mon 2/27/12	Fri 3/9/12	1235	3,1321,1339	D-BA, D-UMCO, D-UMMDS, D-SME, D-PS	DP	139 hrs	Des Moines
1237	A2.1.2.3.3.2.4	Post minutes from sessions		5 d	Mon 3/12/12	Fri 3/16/12	1236				0 hrs	Des Moines
1238	A2.1.2.3.3.2.5	Update requirements database		1 d	Mon 3/12/12	Mon 3/12/12	1236	1726,1751			0 hrs	Des Moines
1239	**A2.1.2.3.3.3**	**Reference Management**		**19 d**	**Fri 2/3/12**	**Wed 2/29/12**					**114.5 hrs**	
1240	A2.1.2.3.3.3.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1241			0 hrs	Des Moines
1241	A2.1.2.3.3.3.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1240	1242			0 hrs	Des Moines
1242	A2.1.2.3.3.3.3	Participate in JAD Sessions		10 d	Thu 2/9/12	Wed 2/22/12	1241	1243,1244	D-BA, D-UMCO, D-UMMDS, D-SME, D-PS	DP	114.5 hrs	Des Moines
1243	A2.1.2.3.3.3.4	Post minutes from sessions		5 d	Thu 2/23/12	Wed 2/29/12	1242				0 hrs	Des Moines
1244	A2.1.2.3.3.3.5	Update requirements database		1 d	Thu 2/23/12	Thu 2/23/12	1242	1736			0 hrs	Des Moines
1245	**A2.1.2.3.3.4**	**Third Party Liability**		**19 d**	**Fri 2/3/12**	**Wed 2/29/12**					**152 hrs**	
1246	A2.1.2.3.3.4.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1247			0 hrs	Des Moines
1247	A2.1.2.3.3.4.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1246	1248			0 hrs	Des Moines
1248	A2.1.2.3.3.4.3	Participate in JAD Sessions		10 d	Thu 2/9/12	Wed 2/22/12	1247	2,1249,1250	D-BA, D-UMCO, D-UMMDS, D-SME, D-UMRV, D-PS	DP	152 hrs	Des Moines
1249	A2.1.2.3.3.4.4	Post minutes from sessions		5 d	Thu 2/23/12	Wed 2/29/12	1248				0 hrs	Des Moines
1250	A2.1.2.3.3.4.5	Update requirements database		1 d	Thu 2/23/12	Thu 2/23/12	1248				0 hrs	Des Moines
1251	**A2.1.2.3.3.5**	**Health Insurance Premium Payment (HIPP) Requirements**		**19 d**	**Thu 2/23/12**	**Tue 3/20/12**					**144 hrs**	
1252	A2.1.2.3.3.5.1	Receive and review relevant documentation from current		1 d	Thu 2/23/12	Thu 2/23/12	1248	1253			0 hrs	Des Moines
1253	A2.1.2.3.3.5.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 2/24/12	Tue 2/28/12	1252	1254			0 hrs	Des Moines
1254	A2.1.2.3.3.5.3	Participate in JAD Sessions		10 d	Wed 2/29/12	Tue 3/13/12	1253	0,1283,1278	D-BA, D-UMCO, D-UMMDS, D-SME, D-PS	DP	144 hrs	Des Moines
1255	A2.1.2.3.3.5.4	Post minutes from sessions		5 d	Wed 3/14/12	Tue 3/20/12	1254				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1256	A2.1.2.3.3.5.5	Update requirements database		1 d	Wed 3/14/12	Wed 3/14/12	1254	1741			0 hrs	Des Moines
1257	**A2.1.2.3.3.6**	**Reports**		**29 d**	**Fri 2/3/12**	**Wed 3/14/12**					**277 hrs**	
1258	A2.1.2.3.3.6.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1259			0 hrs	Des Moines
1259	A2.1.2.3.3.6.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1258	1260			0 hrs	Des Moines
1260	A2.1.2.3.3.6.3	Participate in JAD Sessions		19 d	Thu 2/9/12	Tue 3/6/12	1259	1261	D-BA, D-UMMDS, D-SME, D-PS, D-DPCO	DP	277 hrs	Des Moines
1261	A2.1.2.3.3.6.4	Post minutes from sessions		5 d	Wed 3/7/12	Tue 3/13/12	1260	1262			0 hrs	Des Moines
1262	A2.1.2.3.3.6.5	Update requirements database		1 d	Wed 3/14/12	Wed 3/14/12	1261				0 hrs	Des Moines
1263	**A2.1.2.3.4**	**Program Management**		**39 d**	**Wed 3/14/12**	**Mon 5/7/12**		**1544**	**SBA#4, BA#14, PA#21, APS#36, PA#22, APS#37, TST#9, APS#38**	**TN**	**3,549 hrs**	
1264	**A2.1.2.3.4.1**	**Program Management Reporting**		**24 d**	**Wed 3/14/12**	**Mon 4/16/12**					**178 hrs**	
1265	A2.1.2.3.4.1.1	Receive and review relevant documentation from current		1 d	Wed 3/14/12	Wed 3/14/12	1254	1266			0 hrs	Des Moines
1266	A2.1.2.3.4.1.2	Prepare for Joint Application Design (JAD) sessions		3 d	Thu 3/15/12	Mon 3/19/12	1265	1267			0 hrs	Des Moines
1267	A2.1.2.3.4.1.3	Participate in JAD Sessions		15 d	Tue 3/20/12	Mon 4/9/12	1266	1,1268,1269	D-BA, D-SME, D-UMCO, D-PS	DP	178 hrs	Des Moines
1268	A2.1.2.3.4.1.4	Post minutes from sessions		5 d	Tue 4/10/12	Mon 4/16/12	1267				0 hrs	Des Moines
1269	A2.1.2.3.4.1.5	Update requirements database		1 d	Tue 4/10/12	Tue 4/10/12	1267				0 hrs	Des Moines
1270	**A2.1.2.3.4.2**	**Federal Reporting**		**19 d**	**Tue 4/10/12**	**Fri 5/4/12**					**177.5 hrs**	
1271	A2.1.2.3.4.2.1	Receive and review relevant documentation from current		1 d	Tue 4/10/12	Tue 4/10/12	1267	1272			0 hrs	Des Moines
1272	A2.1.2.3.4.2.2	Prepare for Joint Application Design (JAD) sessions		3 d	Wed 4/11/12	Fri 4/13/12	1271	1273			0 hrs	Des Moines
1273	A2.1.2.3.4.2.3	Participate in JAD Sessions		10 d	Mon 4/16/12	Fri 4/27/12	1272	7,1274,1275	D-BA, D-SME, D-UMCO,	DP	177.5 hrs	Des Moines
1274	A2.1.2.3.4.2.4	Post minutes from sessions		5 d	Mon 4/30/12	Fri 5/4/12	1273				0 hrs	Des Moines
1275	A2.1.2.3.4.2.5	Update requirements database		1 d	Mon 4/30/12	Mon 4/30/12	1273				0 hrs	Des Moines
1276	**A2.1.2.3.4.3**	**Financial Management**		**34 d**	**Wed 3/14/12**	**Mon 4/30/12**					**243.5 hrs**	
1277	A2.1.2.3.4.3.1	Receive and review relevant documentation from current		1 d	Mon 4/30/12	Mon 4/30/12	1273				0 hrs	Des Moines
1278	A2.1.2.3.4.3.2	Prepare for Joint Application Design (JAD) sessions		3 d	Wed 3/14/12	Fri 3/16/12	1254	1279			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1279	A2.1.2.3.4.3.3	Participate in JAD Sessions		15 d	Mon 3/19/12	Fri 4/6/12	1278	1280,1281	D-BA, D-SME, D-UMMDS, D-UMPA, D-PS, D-DPCO	DP	243.5 hrs	Des Moines
1280	A2.1.2.3.4.3.4	Post minutes from sessions		5 d	Mon 4/9/12	Fri 4/13/12	1279				0 hrs	Des Moines
1281	A2.1.2.3.4.3.5	Update requirements database		1 d	Mon 4/9/12	Mon 4/9/12	1279				0 hrs	Des Moines
1282	**A2.1.2.3.4.4**	**Reports**		**39 d**	**Wed 3/14/12**	**Mon 5/7/12**					**454 hrs**	
1283	A2.1.2.3.4.4.1	Receive and review relevant documentation from current		1 d	Wed 3/14/12	Wed 3/14/12	1254	1284			0 hrs	Des Moines
1284	A2.1.2.3.4.4.2	Prepare for Joint Application Design (JAD) sessions		3 d	Thu 3/15/12	Mon 3/19/12	1283	1285			0 hrs	Des Moines
1285	A2.1.2.3.4.4.3	Participate in JAD Sessions		30 d	Tue 3/20/12	Mon 4/30/12	1284	1286,1287	D-BA, D-SME, D-UMMDS, D-UMPA, D-PS, D-DPCO	DP	454 hrs	Des Moines
1286	A2.1.2.3.4.4.4	Post minutes from sessions		5 d	Tue 5/1/12	Mon 5/7/12	1285				0 hrs	Des Moines
1287	A2.1.2.3.4.4.5	Update requirements database		1 d	Tue 5/1/12	Tue 5/1/12	1285				0 hrs	Des Moines
1288	**A2.1.2.3.5**	**Program Integrity Management**		**33 d**	**Wed 3/14/12**	**Fri 4/27/12**		**1564**			**265 hrs**	
1289	**A2.1.2.3.5.1**	**Program Integrity Management**		**19 d**	**Wed 3/14/12**	**Mon 4/9/12**					**130 hrs**	
1290	A2.1.2.3.5.1.1	Receive and review relevant documentation from current		1 d	Wed 3/14/12	Wed 3/14/12	1254	1291			0 hrs	Des Moines
1291	A2.1.2.3.5.1.2	Prepare for Joint Application Design (JAD) sessions		3 d	Thu 3/15/12	Mon 3/19/12	1290	1292			0 hrs	Des Moines
1292	A2.1.2.3.5.1.3	Participate in JAD Sessions		10 d	Tue 3/20/12	Mon 4/2/12	1291	3,1294,1296	D-BA, D-SME, D-UMPI, D-PS	DP	130 hrs	Des Moines
1293	A2.1.2.3.5.1.4	Post minutes from sessions		5 d	Tue 4/3/12	Mon 4/9/12	1292				0 hrs	Des Moines
1294	A2.1.2.3.5.1.5	Update requirements database		1 d	Tue 4/3/12	Tue 4/3/12	1292				0 hrs	Des Moines
1295	**A2.1.2.3.5.2**	**Reports**		**19 d**	**Tue 4/3/12**	**Fri 4/27/12**					**135 hrs**	
1296	A2.1.2.3.5.2.1	Receive and review relevant documentation from current		1 d	Tue 4/3/12	Tue 4/3/12	1292	1297			0 hrs	Des Moines
1297	A2.1.2.3.5.2.2	Prepare for Joint Application Design (JAD) sessions		3 d	Wed 4/4/12	Fri 4/6/12	1296	1298			0 hrs	Des Moines
1298	A2.1.2.3.5.2.3	Participate in JAD Sessions		10 d	Mon 4/9/12	Fri 4/20/12	1297	1299,1300	D-BA, D-SME, D-UMPI, D-PS	DP	135 hrs	Des Moines
1299	A2.1.2.3.5.2.4	Post minutes from sessions		5 d	Mon 4/23/12	Fri 4/27/12	1298				0 hrs	Des Moines
1300	A2.1.2.3.5.2.5	Update requirements database		1 d	Mon 4/23/12	Mon 4/23/12	1298				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1301	**A2.1.2.3.6**	**Care Management**		**47 d**	**Mon 3/12/12**	**Tue 5/15/12**		**1584**	**SBA#5, BA#5, APS#43, APS#44, PA#23, APS#45, TST#11**	**TN**	**3,038.9 hrs**	
1302	**A2.1.2.3.6.1**	**Managed Care**		**18 d**	**Mon 3/12/12**	**Wed 4/4/12**					**153 hrs**	
1303	A2.1.2.3.6.1.1	Receive and review relevant documentation from current		1 d	Mon 3/12/12	Mon 3/12/12	1236	1304			0 hrs	Des Moines
1304	A2.1.2.3.6.1.2	Prepare for Joint Application Design (JAD) sessions		2 d	Tue 3/13/12	Wed 3/14/12	1303	1305			0 hrs	Des Moines
1305	A2.1.2.3.6.1.3	Participate in JAD Sessions		10 d	Thu 3/15/12	Wed 3/28/12	1304	9,1306,1307	D-BA, D-UMMDS, D-UMCO, D-SME, D-PS	DP	153 hrs	Des Moines
1306	A2.1.2.3.6.1.4	Post minutes from sessions		5 d	Thu 3/29/12	Wed 4/4/12	1305				0 hrs	Des Moines
1307	A2.1.2.3.6.1.5	Update requirements database		1 d	Thu 3/29/12	Thu 3/29/12	1305				0 hrs	Des Moines
1308	**A2.1.2.3.6.2**	**Managed Care Organization**		**18 d**	**Thu 3/29/12**	**Mon 4/23/12**					**146.5 hrs**	
1309	A2.1.2.3.6.2.1	Receive and review relevant documentation from current		1 d	Thu 3/29/12	Thu 3/29/12	1305	1310			0 hrs	Des Moines
1310	A2.1.2.3.6.2.2	Prepare for Joint Application Design (JAD) sessions		2 d	Fri 3/30/12	Mon 4/2/12	1309	1311			0 hrs	Des Moines
1311	A2.1.2.3.6.2.3	Participate in JAD Sessions		10 d	Tue 4/3/12	Mon 4/16/12	1310	5,1312,1313	D-BA, D-UMMDS, D-UMCO, D-SME,	DP	146.5 hrs	Des Moines
1312	A2.1.2.3.6.2.4	Post minutes from sessions		5 d	Tue 4/17/12	Mon 4/23/12	1311				0 hrs	Des Moines
1313	A2.1.2.3.6.2.5	Update requirements database		1 d	Tue 4/17/12	Tue 4/17/12	1311				0 hrs	Des Moines
1314	**A2.1.2.3.6.3**	**Primary Care Case Manager (PCCM) and Medical Home and Managed Care Gatekeeper Requirements**		**18 d**	**Tue 4/17/12**	**Thu 5/10/12**					**141.5 hrs**	
1315	A2.1.2.3.6.3.1	Receive and review relevant documentation from current		1 d	Tue 4/17/12	Tue 4/17/12	1311	1316			0 hrs	Des Moines
1316	A2.1.2.3.6.3.2	Prepare for Joint Application Design (JAD) sessions		2 d	Wed 4/18/12	Thu 4/19/12	1315	1317			0 hrs	Des Moines
1317	A2.1.2.3.6.3.3	Participate in JAD Sessions		10 d	Fri 4/20/12	Thu 5/3/12	1316	1318,1319	D-BA, D-UMMDS, D-UMCO, D-SME, D-PS	DP	141.5 hrs	Des Moines
1318	A2.1.2.3.6.3.4	Post minutes from sessions		5 d	Fri 5/4/12	Thu 5/10/12	1317				0 hrs	Des Moines
1319	A2.1.2.3.6.3.5	Update requirements database		1 d	Fri 5/4/12	Fri 5/4/12	1317	1789,1819			0 hrs	Des Moines
1320	**A2.1.2.3.6.4**	**Waiver, Facility and Enhanced Department Plan Services Management Requirements**		**19 d**	**Mon 3/12/12**	**Thu 4/5/12**					**112.5 hrs**	
1321	A2.1.2.3.6.4.1	Receive and review relevant documentation from current		1 d	Mon 3/12/12	Mon 3/12/12	1236	1322			0 hrs	Des Moines
1322	A2.1.2.3.6.4.2	Prepare for Joint Application Design (JAD) sessions		3 d	Tue 3/13/12	Thu 3/15/12	1321	1323			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1323	A2.1.2.3.6.4.3	Participate in JAD Sessions		10 d	Fri 3/16/12	Thu 3/29/12	1322	7,1324,1325	D-BA, D-UMMDS, D-SME, D-PS, D-DPCO	DP	112.5 hrs	Des Moines
1324	A2.1.2.3.6.4.4	Post minutes from sessions		5 d	Fri 3/30/12	Thu 4/5/12	1323				0 hrs	Des Moines
1325	A2.1.2.3.6.4.5	Update requirements database		1 d	Fri 3/30/12	Fri 3/30/12	1323	1804			0 hrs	Des Moines
1326	**A2.1.2.3.6.5**	**Optional Waiver, Facility and Enhanced Department Plan Services Management**		**19 d**	**Fri 3/30/12**	**Wed 4/25/12**			**APS#78, APS#81**	**TN**	**376 hrs**	
1327	A2.1.2.3.6.5.1	Receive and review relevant documentation from current		1 d	Fri 3/30/12	Fri 3/30/12	1323	1328			0 hrs	Des Moines
1328	A2.1.2.3.6.5.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 4/2/12	Wed 4/4/12	1327	1329			0 hrs	Des Moines
1329	A2.1.2.3.6.5.3	Participate in JAD Sessions		10 d	Thu 4/5/12	Wed 4/18/12	1328	3,1330,1331	D-BA, D-UMMDS, D-SME, D-PS, D-DPCO	DP	112 hrs	Des Moines
1330	A2.1.2.3.6.5.4	Post minutes from sessions		5 d	Thu 4/19/12	Wed 4/25/12	1329				0 hrs	Des Moines
1331	A2.1.2.3.6.5.5	Update requirements database		1 d	Thu 4/19/12	Thu 4/19/12	1329				0 hrs	Des Moines
1332	**A2.1.2.3.6.6**	**Immunization Registry**		**19 d**	**Thu 4/19/12**	**Tue 5/15/12**					**123 hrs**	
1333	A2.1.2.3.6.6.1	Receive and review relevant documentation from current		1 d	Thu 4/19/12	Thu 4/19/12	1329	1334			0 hrs	Des Moines
1334	A2.1.2.3.6.6.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 4/20/12	Tue 4/24/12	1333	1335			0 hrs	Des Moines
1335	A2.1.2.3.6.6.3	Participate in JAD Sessions		10 d	Wed 4/25/12	Tue 5/8/12	1334	1336,1337	D-BA, D-UMMDS, D-SME, D-PS, D-DPCO	DP	123 hrs	Des Moines
1336	A2.1.2.3.6.6.4	Post minutes from sessions		5 d	Wed 5/9/12	Tue 5/15/12	1335				0 hrs	Des Moines
1337	A2.1.2.3.6.6.5	Update requirements database		1 d	Wed 5/9/12	Wed 5/9/12	1335				0 hrs	Des Moines
1338	**A2.1.2.3.6.7**	**Reports**		**47 d**	**Mon 3/12/12**	**Tue 5/15/12**					**454.4 hrs**	
1339	A2.1.2.3.6.7.1	Receive and review relevant documentation from current		1 d	Mon 3/12/12	Mon 3/12/12	1236	1340			0 hrs	Des Moines
1340	A2.1.2.3.6.7.2	Prepare for Joint Application Design (JAD) sessions		3 d	Tue 3/13/12	Thu 3/15/12	1339	1341			0 hrs	Des Moines
1341	A2.1.2.3.6.7.3	Participate in JAD Sessions		38 d	Fri 3/16/12	Tue 5/8/12	1340	1342,1343	D-BA, D-UMMDS, D-SME, D-PS, D-DPCO	DP	454.4 hrs	Des Moines
1342	A2.1.2.3.6.7.4	Post minutes from sessions		5 d	Wed 5/9/12	Tue 5/15/12	1341				0 hrs	Des Moines
1343	A2.1.2.3.6.7.5	Update requirements database		1 d	Wed 5/9/12	Wed 5/9/12	1341				0 hrs	Des Moines
1344	**A2.1.2.3.7**	**Architecture**		**38 d**	**Fri 2/3/12**	**Tue 3/27/12**		**1604,1451**	**SAR, BA#6, APS#49, PA#24, PA#25, SIS, APS#51, APS#52**	**TN**	**2,428.6 hrs**	
1345	**A2.1.2.3.7.1**	**Infrastructure - Rules Engines**		**19 d**	**Fri 2/3/12**	**Wed 2/29/12**					**100.5 hrs**	
1346	A2.1.2.3.7.1.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1347			0 hrs	Des Moines
1347	A2.1.2.3.7.1.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1346	1348			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1348	A2.1.2.3.7.1.3	Participate in JAD Sessions		10 d	Thu 2/9/12	Wed 2/22/12	1347	1349,1350	D-BA, D-UMMDS, D-UMCO, D-SME	DP	100.5 hrs	Des Moines
1349	A2.1.2.3.7.1.4	Post minutes from sessions		5 d	Thu 2/23/12	Wed 2/29/12	1348				0 hrs	Des Moines
1350	A2.1.2.3.7.1.5	Update requirements database		1 d	Thu 2/23/12	Thu 2/23/12	1348	1412,1430			0 hrs	Des Moines
1351	**A2.1.2.3.7.2**	**General Architectural Requirements**		**14 d**	**Fri 2/3/12**	**Wed 2/22/12**					**48 hrs**	
1352	A2.1.2.3.7.2.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1353			0 hrs	Des Moines
1353	A2.1.2.3.7.2.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1352	1354			0 hrs	Des Moines
1354	A2.1.2.3.7.2.3	Participate in JAD Sessions		5 d	Thu 2/9/12	Wed 2/15/12	1353	5,1356,1364	D-BA, D-UMMDS, D-UMCO, D-SME	DP	48 hrs	Des Moines
1355	A2.1.2.3.7.2.4	Post minutes from sessions		5 d	Thu 2/16/12	Wed 2/22/12	1354				0 hrs	Des Moines
1356	A2.1.2.3.7.2.5	Update requirements database		1 d	Thu 2/16/12	Thu 2/16/12	1354				0 hrs	Des Moines
1357	**A2.1.2.3.7.3**	**HIPAA Transaction Requirements**		**19 d**	**Fri 2/3/12**	**Wed 2/29/12**					**97.5 hrs**	
1358	A2.1.2.3.7.3.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1359			0 hrs	Des Moines
1359	A2.1.2.3.7.3.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1358	1360			0 hrs	Des Moines
1360	A2.1.2.3.7.3.3	Participate in JAD Sessions		10 d	Thu 2/9/12	Wed 2/22/12	1359	1,1362,1382	D-BA, D-UMMDS, D-UMCO, D-SME	DP	97.5 hrs	Des Moines
1361	A2.1.2.3.7.3.4	Post minutes from sessions		5 d	Thu 2/23/12	Wed 2/29/12	1360				0 hrs	Des Moines
1362	A2.1.2.3.7.3.5	Update requirements database		1 d	Thu 2/23/12	Thu 2/23/12	1360				0 hrs	Des Moines
1363	**A2.1.2.3.7.4**	**MITA Technical Requirements**		**14 d**	**Thu 2/16/12**	**Tue 3/6/12**					**51 hrs**	
1364	A2.1.2.3.7.4.1	Receive and review relevant documentation from current		1 d	Thu 2/16/12	Thu 2/16/12	1354	1365			0 hrs	Des Moines
1365	A2.1.2.3.7.4.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 2/17/12	Tue 2/21/12	1364	1366			0 hrs	Des Moines
1366	A2.1.2.3.7.4.3	Participate in JAD Sessions		5 d	Wed 2/22/12	Tue 2/28/12	1365	7,1368,1835	D-BA, D-UMMDS, D-UMCO, D-SME	DP	51 hrs	Des Moines
1367	A2.1.2.3.7.4.4	Post minutes from sessions		5 d	Wed 2/29/12	Tue 3/6/12	1366				0 hrs	Des Moines
1368	A2.1.2.3.7.4.5	Update requirements database		1 d	Wed 2/29/12	Wed 2/29/12	1366				0 hrs	Des Moines
1369	**A2.1.2.3.7.5**	**SOA Requirements**		**14 d**	**Wed 2/29/12**	**Mon 3/19/12**					**49 hrs**	
1370	A2.1.2.3.7.5.1	Receive and review relevant documentation from current		1 d	Wed 2/29/12	Wed 2/29/12	1366	1371			0 hrs	Des Moines
1371	A2.1.2.3.7.5.2	Prepare for Joint Application Design (JAD) sessions		3 d	Thu 3/1/12	Mon 3/5/12	1370	1372			0 hrs	Des Moines
1372	A2.1.2.3.7.5.3	Participate in JAD Sessions		5 d	Tue 3/6/12	Mon 3/12/12	1371	1373,1374	D-BA, D-UMMDS, D-UMCO, D-SME	DP	49 hrs	Des Moines
1373	A2.1.2.3.7.5.4	Post minutes from sessions		5 d	Tue 3/13/12	Mon 3/19/12	1372				0 hrs	Des Moines
1374	A2.1.2.3.7.5.5	Update requirements database		1 d	Tue 3/13/12	Tue 3/13/12	1372				0 hrs	Des Moines
1375	**A2.1.2.3.7.6**	**Programming Language Requirements**		**12 d**	**Mon 3/5/12**	**Tue 3/20/12**					**50 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1376	A2.1.2.3.7.6.1	Receive and review relevant documentation from current		1 d	Mon 3/5/12	Mon 3/5/12	1420	1377			0 hrs	Des Moines
1377	A2.1.2.3.7.6.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 3/6/12	Tue 3/6/12	1376	1378			0 hrs	Des Moines
1378	A2.1.2.3.7.6.3	Participate in JAD Sessions		5 d	Wed 3/7/12	Tue 3/13/12	1377	1379,1380	D-BA, D-UMMDS, D-UMCO, D-SME	DP	50 hrs	Des Moines
1379	A2.1.2.3.7.6.4	Post minutes from sessions		5 d	Wed 3/14/12	Tue 3/20/12	1378				0 hrs	Des Moines
1380	A2.1.2.3.7.6.5	Update requirements database		1 d	Wed 3/14/12	Wed 3/14/12	1378	1875			0 hrs	Des Moines
1381	**A2.1.2.3.7.7**	**Security & Privacy Requirements**		**14 d**	**Thu 2/23/12**	**Tue 3/13/12**					**50 hrs**	
1382	A2.1.2.3.7.7.1	Receive and review relevant documentation from current		1 d	Thu 2/23/12	Thu 2/23/12	1360	1383			0 hrs	Des Moines
1383	A2.1.2.3.7.7.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 2/24/12	Tue 2/28/12	1382	1384			0 hrs	Des Moines
1384	A2.1.2.3.7.7.3	Participate in JAD Sessions		5 d	Wed 2/29/12	Tue 3/6/12	1383	5,1386,1388	D-BA, D-UMMDS, D-UMCO, D-SME	DP	50 hrs	Des Moines
1385	A2.1.2.3.7.7.4	Post minutes from sessions		5 d	Wed 3/7/12	Tue 3/13/12	1384				0 hrs	Des Moines
1386	A2.1.2.3.7.7.5	Update requirements database		1 d	Wed 3/7/12	Wed 3/7/12	1384				0 hrs	Des Moines
1387	**A2.1.2.3.7.8**	**Software Licenses and Maintenance Requirements**		**14 d**	**Wed 3/7/12**	**Mon 3/26/12**					**52 hrs**	
1388	A2.1.2.3.7.8.1	Receive and review relevant documentation from current		1 d	Wed 3/7/12	Wed 3/7/12	1384	1389			0 hrs	Des Moines
1389	A2.1.2.3.7.8.2	Prepare for Joint Application Design (JAD) sessions		3 d	Thu 3/8/12	Mon 3/12/12	1388	1390			0 hrs	Des Moines
1390	A2.1.2.3.7.8.3	Participate in JAD Sessions		5 d	Tue 3/13/12	Mon 3/19/12	1389	1391,1392	D-BA, D-UMMDS, D-UMCO, D-SME	DP	52 hrs	Des Moines
1391	A2.1.2.3.7.8.4	Post minutes from sessions		5 d	Tue 3/20/12	Mon 3/26/12	1390				0 hrs	Des Moines
1392	A2.1.2.3.7.8.5	Update requirements database		1 d	Tue 3/20/12	Tue 3/20/12	1390				0 hrs	Des Moines
1393	**A2.1.2.3.7.9**	**Data Quality Control Requirements**		**14 d**	**Fri 2/3/12**	**Wed 2/22/12**					**49 hrs**	
1394	A2.1.2.3.7.9.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1395			0 hrs	Des Moines
1395	A2.1.2.3.7.9.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1394	1396			0 hrs	Des Moines
1396	A2.1.2.3.7.9.3	Participate in JAD Sessions		5 d	Thu 2/9/12	Wed 2/15/12	1395	7,1398,1400	D-BA, D-UMMDS, D-UMCO, D-SME	DP	49 hrs	Des Moines
1397	A2.1.2.3.7.9.4	Post minutes from sessions		5 d	Thu 2/16/12	Wed 2/22/12	1396				0 hrs	Des Moines
1398	A2.1.2.3.7.9.5	Update requirements database		1 d	Thu 2/16/12	Thu 2/16/12	1396				0 hrs	Des Moines
1399	**A2.1.2.3.7.10**	**Environments Requirements**		**14 d**	**Thu 2/16/12**	**Tue 3/6/12**					**85.2 hrs**	
1400	A2.1.2.3.7.10.1	Receive and review relevant documentation from current operations		1 d	Thu 2/16/12	Thu 2/16/12	1396	1401	D-BA, D-PMO, D-SME	DP	31.2 hrs	Des Moines
1401	A2.1.2.3.7.10.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 2/17/12	Tue 2/21/12	1400	1402			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1402	A2.1.2.3.7.10.3	Participate in JAD Sessions		5 d	Wed 2/22/12	Tue 2/28/12	1401	1403,1404	D-BA, D-UMMDS, D-UMCO, D-SME	DP	54 hrs	Des Moines
1403	A2.1.2.3.7.10.4	Post minutes from sessions		5 d	Wed 2/29/12	Tue 3/6/12	1402				0 hrs	Des Moines
1404	A2.1.2.3.7.10.5	Update requirements database		1 d	Wed 2/29/12	Wed 2/29/12	1402	1830,1865			0 hrs	Des Moines
1405	**A2.1.2.3.7.11**	**Web Portal**		**19 d**	**Fri 2/3/12**	**Wed 2/29/12**					**98 hrs**	
1406	A2.1.2.3.7.11.1	Receive and review relevant documentation from current		1 d	Fri 2/3/12	Fri 2/3/12	1198	1407			0 hrs	Des Moines
1407	A2.1.2.3.7.11.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/6/12	Wed 2/8/12	1406	1408			0 hrs	Des Moines
1408	A2.1.2.3.7.11.3	Participate in JAD Sessions		10 d	Thu 2/9/12	Wed 2/22/12	1407	9,1410,1418	D-BA, D-UMMDS, D-UMCO, D-SME	DP	98 hrs	Des Moines
1409	A2.1.2.3.7.11.4	Post minutes from sessions		5 d	Thu 2/23/12	Wed 2/29/12	1408				0 hrs	Des Moines
1410	A2.1.2.3.7.11.5	Update requirements database		1 d	Thu 2/23/12	Thu 2/23/12	1408				0 hrs	Des Moines
1411	**A2.1.2.3.7.12**	**Workflow Requirements**		**14 d**	**Fri 2/24/12**	**Wed 3/14/12**					**50 hrs**	
1412	A2.1.2.3.7.12.1	Receive and review relevant documentation from current		1 d	Fri 2/24/12	Fri 2/24/12	1350	1413			0 hrs	Des Moines
1413	A2.1.2.3.7.12.2	Prepare for Joint Application Design (JAD) sessions		3 d	Mon 2/27/12	Wed 2/29/12	1412	1414			0 hrs	Des Moines
1414	A2.1.2.3.7.12.3	Participate in JAD Sessions		5 d	Thu 3/1/12	Wed 3/7/12	1413	5,1416,1424	D-BA, D-UMMDS, D-UMCO, D-SME	DP	50 hrs	Des Moines
1415	A2.1.2.3.7.12.4	Post minutes from sessions		5 d	Thu 3/8/12	Wed 3/14/12	1414				0 hrs	Des Moines
1416	A2.1.2.3.7.12.5	Update requirements database		1 d	Thu 3/8/12	Thu 3/8/12	1414				0 hrs	Des Moines
1417	**A2.1.2.3.7.13**	**Electronic Data Management System Requirements**		**12 d**	**Thu 2/23/12**	**Fri 3/9/12**					**55 hrs**	
1418	A2.1.2.3.7.13.1	Receive and review relevant documentation from current		1 d	Thu 2/23/12	Thu 2/23/12	1408	1419			0 hrs	Des Moines
1419	A2.1.2.3.7.13.2	Prepare for Joint Application Design (JAD) sessions		1 d	Fri 2/24/12	Fri 2/24/12	1418	1420			0 hrs	Des Moines
1420	A2.1.2.3.7.13.3	Participate in JAD Sessions		5 d	Mon 2/27/12	Fri 3/2/12	1419	1,1422,1376	D-BA, D-UMMDS, D-UMCO, D-SME	DP	55 hrs	Des Moines
1421	A2.1.2.3.7.13.4	Post minutes from sessions		5 d	Mon 3/5/12	Fri 3/9/12	1420				0 hrs	Des Moines
1422	A2.1.2.3.7.13.5	Update requirements database		1 d	Mon 3/5/12	Mon 3/5/12	1420				0 hrs	Des Moines
1423	**A2.1.2.3.7.14**	**Automatic Letter Generation Requirements**		**14 d**	**Thu 3/8/12**	**Tue 3/27/12**					**55 hrs**	
1424	A2.1.2.3.7.14.1	Receive and review relevant documentation from current		1 d	Thu 3/8/12	Thu 3/8/12	1414	1425			0 hrs	Des Moines
1425	A2.1.2.3.7.14.2	Prepare for Joint Application Design (JAD) sessions		3 d	Fri 3/9/12	Tue 3/13/12	1424	1426			0 hrs	Des Moines
1426	A2.1.2.3.7.14.3	Participate in JAD Sessions		5 d	Wed 3/14/12	Tue 3/20/12	1425	7,1428,1825	D-BA, D-UMMDS, D-UMCO, D-SME	DP	55 hrs	Des Moines
1427	A2.1.2.3.7.14.4	Post minutes from sessions		5 d	Wed 3/21/12	Tue 3/27/12	1426				0 hrs	Des Moines
1428	A2.1.2.3.7.14.5	Update requirements database		1 d	Wed 3/21/12	Wed 3/21/12	1426				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1429	**A2.1.2.3.8**	**Interfaces**	**Interface**	**40 d**	**Fri 2/24/12**	**Thu 4/19/12**		**1624**	**BA**	**TN**	**477 hrs**	
1430	A2.1.2.3.8.1	Receive and review relevant documentation from current operations	Interface	1 d	Fri 2/24/12	Fri 2/24/12	1350	1431			0 hrs	Des Moines
1431	A2.1.2.3.8.2	Prepare for Joint Application Design (JAD) sessions	Interface	3 d	Mon 2/27/12	Wed 2/29/12	1430	1432			0 hrs	Des Moines
1432	A2.1.2.3.8.3	Participate in JAD Sessions	Interface	15 d	Thu 3/1/12	Wed 3/21/12	1431	1433			0 hrs	
1433	A2.1.2.3.8.4	Participate in JAD Sessions	Interface	15 d	Thu 3/22/12	Wed 4/11/12	1432	1434	D-BA, D-UMMDS, D-UMCO, D-SME	DP	165 hrs	Des Moines
1434	A2.1.2.3.8.5	Post minutes from sessions	Interface	5 d	Thu 4/12/12	Wed 4/18/12	1433	1435			0 hrs	Des Moines
1435	A2.1.2.3.8.6	Update requirements database	Interface	1 d	Thu 4/19/12	Thu 4/19/12	1434				0 hrs	Des Moines
1436	**A2.1.3**	**Architectural and System Requirements Deliverable**		**81.5 d**	**Wed 2/1/12**	**Thu 5/24/12**					**166 hrs**	
1437	**A2.1.3.1**	**Develop Deliverable Expectations Document (DXD)**		**1 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
1438	A2.1.3.1.1	Develop DXD for Requirements Deliverable		1 d	Wed 2/1/12	Wed 2/1/12	2	1441			0 hrs	Des Moines
1439	**A2.1.3.2**	**Deliverable Expectations Document Review and Approval**		**20.5 d**	**Thu 2/2/12**	**Thu 3/1/12**					**4 hrs**	
1440	**A2.1.3.2.1**	**Conduct Internal Review**		**2.5 d**	**Thu 2/2/12**	**Mon 2/6/12**					**0 hrs**	
1441	A2.1.3.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 2/2/12	Thu 2/2/12	1438	1442			0 hrs	Des Moines
1442	A2.1.3.2.1.2	Update DXD based on review		1 d	Fri 2/3/12	Fri 2/3/12	1441	1443			0 hrs	Des Moines
1443	A2.1.3.2.1.3	Management review/approval for submission to Department		0.5 d	Mon 2/6/12	Mon 2/6/12	1442	1445			0 hrs	Des Moines
1444	**A2.1.3.2.2**	**Department Review**		**18 d**	**Mon 2/6/12**	**Thu 3/1/12**					**4 hrs**	
1445	A2.1.3.2.2.1	Walkthrough and submit DXD to Department		1 d	Mon 2/6/12	Tue 2/7/12	1443	1446	D-PMO, D-SME	DP	4 hrs	Des Moines
1446	A2.1.3.2.2.2	Department review DXD for Requirements Deliverable		10 d	Tue 2/7/12	Tue 2/21/12	1445	1447			0 hrs	Des Moines
1447	A2.1.3.2.2.3	Update DXD based on review as required		1 d	Tue 2/21/12	Wed 2/22/12	1446	1448			0 hrs	Des Moines
1448	A2.1.3.2.2.4	Internal quality assurance review and management review/approval for		1 d	Wed 2/22/12	Thu 2/23/12	1447	1449			0 hrs	Des Moines
1449	A2.1.3.2.2.5	Department review of final submission		5 d	Thu 2/23/12	Thu 3/1/12	1448				0 hrs	Des Moines
1450	**A2.1.3.3**	**Develop Requirements Deliverable**		**41.5 d**	**Wed 3/28/12**	**Thu 5/24/12**					**162 hrs**	
1451	A2.1.3.3.1	Extract requirements from database		1 d	Wed 3/28/12	Wed 3/28/12	1344	1452			0 hrs	Des Moines
1452	A2.1.3.3.2	Finalize Deliverable		3 d	Thu 3/29/12	Mon 4/2/12	1451	1454			0 hrs	Des Moines
1453	**A2.1.3.3.3**	**Conduct Internal Review**		**4 d**	**Tue 4/3/12**	**Fri 4/6/12**					**0 hrs**	
1454	A2.1.3.3.3.1	Walkthrough with manager and quality assurance		1 d	Tue 4/3/12	Tue 4/3/12	1452	1455			0 hrs	Des Moines
1455	A2.1.3.3.3.2	Internal quality assurance review		1 d	Wed 4/4/12	Wed 4/4/12	1454	1456			0 hrs	Des Moines
1456	A2.1.3.3.3.3	Update deliverable based on review		2 d	Thu 4/5/12	Fri 4/6/12	1455	1457SS			0 hrs	Des Moines
1457	A2.1.3.3.3.4	Management review/approval for submission to Department		0.5 d	Thu 4/5/12	Thu 4/5/12	1456SS	1459			0 hrs	Des Moines
1458	**A2.1.3.3.4**	**Department Review**		**35 d**	**Thu 4/5/12**	**Thu 5/24/12**					**162 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1459	A2.1.3.3.4.1	Walkthrough and submit deliverable to Department		1 d	Thu 4/5/12	Fri 4/6/12	1457	1460	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
1460	A2.1.3.3.4.2	Department review of initial submission		15 d	Fri 4/6/12	Fri 4/27/12	1459	1461	D-PMO, D-BA, D-SME	DP	90 hrs	Des Moines
1461	A2.1.3.3.4.3	Update deliverable based on review		5 d	Fri 4/27/12	Fri 5/4/12	1460	1462			0 hrs	Des Moines
1462	A2.1.3.3.4.4	Internal quality assurance review		1 d	Fri 5/4/12	Mon 5/7/12	1461	1463			0 hrs	Des Moines
1463	A2.1.3.3.4.5	Update deliverable based on review		1 d	Mon 5/7/12	Tue 5/8/12	1462	1464			0 hrs	Des Moines
1464	A2.1.3.3.4.6	Management review/approval for submission to Department		1 d	Tue 5/8/12	Wed 5/9/12	1463	1465			0 hrs	Des Moines
1465	A2.1.3.3.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 5/9/12	Thu 5/10/12	1464	1466	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
1466	A2.1.3.3.4.8	Department review of final submission		10 d	Thu 5/10/12	Thu 5/24/12	1465	1467	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
1467	A2.1.3.3.4.9	Department approves deliverable	Milestone	0 d	Thu 5/24/12	Thu 5/24/12	1466				0 hrs	Des Moines
1468	**A2.1.4**	**Requirements Specification Document (RSD)**		**101 d**	**Mon 2/13/12**	**Tue 7/3/12**					**1,165 hrs**	**Des Moines**
1469	**A2.1.4.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Mon 2/13/12**	**Tue 2/14/12**					**0 hrs**	**Des Moines**
1470	A2.1.4.1.1	Develop RSD		2 d	Mon 2/13/12	Tue 2/14/12	1484FS-28 d	1473			0 hrs	Des Moines
1471	**A2.1.4.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Wed 2/15/12**	**Wed 3/14/12**					**64 hrs**	**Des Moines**
1472	**A2.1.4.2.1**	**Conduct Internal Review**		**3 d**	**Wed 2/15/12**	**Fri 2/17/12**					**0 hrs**	**Des Moines**
1473	A2.1.4.2.1.1	Walkthrough with manager and quality assurance		1 d	Wed 2/15/12	Wed 2/15/12	1470	1474			0 hrs	Des Moines
1474	A2.1.4.2.1.2	Update DXD based on review		1 d	Thu 2/16/12	Thu 2/16/12	1473	1475			0 hrs	Des Moines
1475	A2.1.4.2.1.3	Management review/approval for submission to Department		1 d	Fri 2/17/12	Fri 2/17/12	1474	1477			0 hrs	Des Moines
1476	**A2.1.4.2.2**	**Department Review**		**18 d**	**Mon 2/20/12**	**Wed 3/14/12**					**64 hrs**	**Des Moines**
1477	A2.1.4.2.2.1	Walkthrough and submit DXD to Department		1 d	Mon 2/20/12	Mon 2/20/12	1475	1478	D-PMO, D-SME	DP	4 hrs	Des Moines
1478	A2.1.4.2.2.2	Department review DXD for RSD		10 d	Tue 2/21/12	Mon 3/5/12	1477	1479	D-PMO, D-SME	DP	40 hrs	Des Moines
1479	A2.1.4.2.2.3	Update DXD based on review as required		1 d	Tue 3/6/12	Tue 3/6/12	1478	1480			0 hrs	Des Moines
1480	A2.1.4.2.2.4	Internal quality assurance review and management review/approval for		1 d	Wed 3/7/12	Wed 3/7/12	1479	1481			0 hrs	Des Moines
1481	A2.1.4.2.2.5	Department review of final submission		5 d	Thu 3/8/12	Wed 3/14/12	1480		D-PMO, D-SME	DP	20 hrs	Des Moines
1482	**A2.1.4.3**	**Member Management Requirements Specification Document**		**37 d**	**Wed 3/21/12**	**Thu 5/10/12**					**170 hrs**	**Des Moines**
1483	**A2.1.4.3.1**	**Develop RSD**		**9 d**	**Wed 3/21/12**	**Mon 4/2/12**		**1704**			**0 hrs**	**Des Moines**
1484	A2.1.4.3.1.1	Extract requirements from database		1 d	Wed 3/21/12	Wed 3/21/12	1200	5,1470FS-28 d			0 hrs	Des Moines
1485	A2.1.4.3.1.2	Prepare how requirements met and crosswalks		3 d	Thu 3/22/12	Mon 3/26/12	1484	1486			0 hrs	Des Moines
1486	A2.1.4.3.1.3	Finalize RSD		5 d	Tue 3/27/12	Mon 4/2/12	1485	1488			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1487	**A2.1.4.3.2**	**Conduct Internal Review**		**5 d**	**Tue 4/3/12**	**Mon 4/9/12**					**0 hrs**	**Des Moines**
1488	A2.1.4.3.2.1	Walkthrough with manager and quality assurance		1 d	Tue 4/3/12	Tue 4/3/12	1486	1489			0 hrs	Des Moines
1489	A2.1.4.3.2.2	Internal quality assurance review		2 d	Wed 4/4/12	Thu 4/5/12	1488	1490			0 hrs	Des Moines
1490	A2.1.4.3.2.3	Update deliverable based on review		1 d	Fri 4/6/12	Fri 4/6/12	1489	1491			0 hrs	Des Moines
1491	A2.1.4.3.2.4	Management review/approval for submission to Department		1 d	Mon 4/9/12	Mon 4/9/12	1490	1493			0 hrs	Des Moines
1492	**A2.1.4.3.3**	**Department Review**		**23 d**	**Tue 4/10/12**	**Thu 5/10/12**					**170 hrs**	
1493	A2.1.4.3.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 4/10/12	Tue 4/10/12	1491	1494	D-PMO, D-SME, D-BA, D-UMCO, D-UMMS	DP	10 hrs	Des Moines
1494	A2.1.4.3.3.2	Department review of initial submission		10 d	Wed 4/11/12	Tue 4/24/12	1493	1495	D-PMO, D-SME, D-BA, D-UMCO, D-UMMS	DP	100 hrs	Des Moines
1495	A2.1.4.3.3.3	Update deliverable based on review		3 d	Wed 4/25/12	Fri 4/27/12	1494	1496			0 hrs	Des Moines
1496	A2.1.4.3.3.4	Internal quality assurance review		1 d	Mon 4/30/12	Mon 4/30/12	1495	1497			0 hrs	Des Moines
1497	A2.1.4.3.3.5	Update deliverable based on review		1 d	Tue 5/1/12	Tue 5/1/12	1496	1498			0 hrs	Des Moines
1498	A2.1.4.3.3.6	Management review/approval for submission to Department		1 d	Wed 5/2/12	Wed 5/2/12	1497	1499			0 hrs	Des Moines
1499	A2.1.4.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 5/3/12	Thu 5/3/12	1498	1500	D-PMO, D-SME, D-BA, D-UMCO, D-UMMS	DP	10 hrs	Des Moines
1500	A2.1.4.3.3.8	Department review of final submission		5 d	Fri 5/4/12	Thu 5/10/12	1499	1501	D-PMO, D-SME, D-BA, D-UMCO, D-UMMS	DP	50 hrs	Des Moines
1501	A2.1.4.3.3.9	Department approves deliverable	Milestone	0 d	Thu 5/10/12	Thu 5/10/12	1500				0 hrs	Des Moines
1502	**A2.1.4.4**	**Provider Management Requirements Specification Document**		**36 d**	**Wed 3/21/12**	**Wed 5/9/12**					**125 hrs**	
1503	**A2.1.4.4.1**	**Develop RSD**		**9 d**	**Wed 3/21/12**	**Mon 4/2/12**		**1715**			**0 hrs**	
1504	A2.1.4.4.1.1	Extract requirements from database		1 d	Wed 3/21/12	Wed 3/21/12	1213	1505			0 hrs	Des Moines
1505	A2.1.4.4.1.2	Prepare how requirements met and crosswalks		3 d	Thu 3/22/12	Mon 3/26/12	1504	1506			0 hrs	Des Moines
1506	A2.1.4.4.1.3	Finalize RSD		5 d	Tue 3/27/12	Mon 4/2/12	1505	1508			0 hrs	Des Moines
1507	**A2.1.4.4.2**	**Conduct Internal Review**		**4 d**	**Tue 4/3/12**	**Fri 4/6/12**					**0 hrs**	
1508	A2.1.4.4.2.1	Walkthrough with manager and quality assurance		1 d	Tue 4/3/12	Tue 4/3/12	1506	1509			0 hrs	Des Moines
1509	A2.1.4.4.2.2	Internal quality assurance review		1 d	Wed 4/4/12	Wed 4/4/12	1508	1510			0 hrs	Des Moines
1510	A2.1.4.4.2.3	Update deliverable based on review		1 d	Thu 4/5/12	Thu 4/5/12	1509	1511			0 hrs	Des Moines
1511	A2.1.4.4.2.4	Management review/approval for submission to Department		1 d	Fri 4/6/12	Fri 4/6/12	1510	1513			0 hrs	Des Moines
1512	**A2.1.4.4.3**	**Department Review**		**23 d**	**Mon 4/9/12**	**Wed 5/9/12**					**125 hrs**	
1513	A2.1.4.4.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 4/9/12	Mon 4/9/12	1511	1514	D-PMO, D-UMMDS, D-BA, D-SME	DP	7 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1514	A2.1.4.4.3.2	Department review of initial submission		10 d	Tue 4/10/12	Mon 4/23/12	1513	1515	D-PMO, D-UMMDS, D-BA, D-SME	DP	70 hrs	Des Moines
1515	A2.1.4.4.3.3	Update deliverable based on review		3 d	Tue 4/24/12	Thu 4/26/12	1514	1516			0 hrs	Des Moines
1516	A2.1.4.4.3.4	Internal quality assurance review		1 d	Fri 4/27/12	Fri 4/27/12	1515	1517			0 hrs	Des Moines
1517	A2.1.4.4.3.5	Update deliverable based on review		1 d	Mon 4/30/12	Mon 4/30/12	1516	1518			0 hrs	Des Moines
1518	A2.1.4.4.3.6	Management review/approval for submission to Department		1 d	Tue 5/1/12	Tue 5/1/12	1517	1519			0 hrs	Des Moines
1519	A2.1.4.4.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 5/2/12	Wed 5/2/12	1518	1520	D-PMO, D-UMMDS, D-BA, D-SME	DP	8 hrs	Des Moines
1520	A2.1.4.4.3.8	Department review of final submission		5 d	Thu 5/3/12	Wed 5/9/12	1519	1521	D-PMO, D-UMMDS, D-BA, D-SME	DP	40 hrs	Des Moines
1521	A2.1.4.4.3.9	Department approves deliverable	Milestone	0 d	Wed 5/9/12	Wed 5/9/12	1520				0 hrs	Des Moines
1522	**A2.1.4.5**	**Operations Management Requirements Specification**		**36 d**	**Wed 3/21/12**	**Wed 5/9/12**					**127 hrs**	
1523	**A2.1.4.5.1**	**Develop RSD**		**9 d**	**Wed 3/21/12**	**Mon 4/2/12**					**0 hrs**	
1524	A2.1.4.5.1.1	Extract requirements from database		1 d	Wed 3/21/12	Wed 3/21/12	1226	1525			0 hrs	Des Moines
1525	A2.1.4.5.1.2	Prepare how requirements met and crosswalks		3 d	Thu 3/22/12	Mon 3/26/12	1524	1526			0 hrs	Des Moines
1526	A2.1.4.5.1.3	Finalize RSD		5 d	Tue 3/27/12	Mon 4/2/12	1525	1528			0 hrs	Des Moines
1527	**A2.1.4.5.2**	**Conduct Internal Review**		**4 d**	**Tue 4/3/12**	**Fri 4/6/12**					**0 hrs**	
1528	A2.1.4.5.2.1	Walkthrough with manager and quality assurance		1 d	Tue 4/3/12	Tue 4/3/12	1526	1529			0 hrs	Des Moines
1529	A2.1.4.5.2.2	Internal quality assurance review		1 d	Wed 4/4/12	Wed 4/4/12	1528	1530			0 hrs	Des Moines
1530	A2.1.4.5.2.3	Update deliverable based on review		1 d	Thu 4/5/12	Thu 4/5/12	1529	1531			0 hrs	Des Moines
1531	A2.1.4.5.2.4	Management review/approval for submission to Department		1 d	Fri 4/6/12	Fri 4/6/12	1530	1533			0 hrs	Des Moines
1532	**A2.1.4.5.3**	**Department Review**		**23 d**	**Mon 4/9/12**	**Wed 5/9/12**					**127 hrs**	
1533	A2.1.4.5.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 4/9/12	Mon 4/9/12	1531	1534	D-PMO, D-BA, D-SME, D-UMMDS	DP	8 hrs	Des Moines
1534	A2.1.4.5.3.2	Department review of initial submission		10 d	Tue 4/10/12	Mon 4/23/12	1533	1535	D-PMO, D-BA, D-SME, D-UMMDS	DP	71 hrs	Des Moines
1535	A2.1.4.5.3.3	Update deliverable based on review		3 d	Tue 4/24/12	Thu 4/26/12	1534	1536			0 hrs	Des Moines
1536	A2.1.4.5.3.4	Internal quality assurance review		1 d	Fri 4/27/12	Fri 4/27/12	1535	1537			0 hrs	Des Moines
1537	A2.1.4.5.3.5	Update deliverable based on review		1 d	Mon 4/30/12	Mon 4/30/12	1536	1538			0 hrs	Des Moines
1538	A2.1.4.5.3.6	Management review/approval for submission to Department		1 d	Tue 5/1/12	Tue 5/1/12	1537	1539			0 hrs	Des Moines
1539	A2.1.4.5.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 5/2/12	Wed 5/2/12	1538	1540	D-PMO, D-BA, D-SME, D-UMMDS	DP	8 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1540	A2.1.4.5.3.8	Department review of final submission		5 d	Thu 5/3/12	Wed 5/9/12	1539	1541	D-PMO, D-BA, D-SME, D-UMMDS	DP	40 hrs	Des Moines
1541	A2.1.4.5.3.9	Department approves deliverable	Milestone	0 d	Wed 5/9/12	Wed 5/9/12	1540				0 hrs	Des Moines
1542	**A2.1.4.6**	**Program Management Requirements Specification**		**36 d**	**Tue 5/8/12**	**Wed 6/27/12**					**136 hrs**	
1543	**A2.1.4.6.1**	**Develop RSD**		**9 d**	**Tue 5/8/12**	**Fri 5/18/12**		**7,1767,1772**			**0 hrs**	
1544	A2.1.4.6.1.1	Extract requirements from database		1 d	Tue 5/8/12	Tue 5/8/12	1263	1545			0 hrs	Des Moines
1545	A2.1.4.6.1.2	Prepare how requirements met and crosswalks		3 d	Wed 5/9/12	Fri 5/11/12	1544	1546			0 hrs	Des Moines
1546	A2.1.4.6.1.3	Finalize RSD		5 d	Mon 5/14/12	Fri 5/18/12	1545	1548			0 hrs	Des Moines
1547	**A2.1.4.6.2**	**Conduct Internal Review**		**4 d**	**Mon 5/21/12**	**Thu 5/24/12**					**0 hrs**	
1548	A2.1.4.6.2.1	Walkthrough with manager and quality assurance		1 d	Mon 5/21/12	Mon 5/21/12	1546	1549			0 hrs	Des Moines
1549	A2.1.4.6.2.2	Internal quality assurance review		1 d	Tue 5/22/12	Tue 5/22/12	1548	1550			0 hrs	Des Moines
1550	A2.1.4.6.2.3	Update deliverable based on review		1 d	Wed 5/23/12	Wed 5/23/12	1549	1551			0 hrs	Des Moines
1551	A2.1.4.6.2.4	Management review/approval for submission to Department		1 d	Thu 5/24/12	Thu 5/24/12	1550	1553			0 hrs	Des Moines
1552	**A2.1.4.6.3**	**Department Review**		**23 d**	**Fri 5/25/12**	**Wed 6/27/12**					**136 hrs**	
1553	A2.1.4.6.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 5/25/12	Fri 5/25/12	1551	1554	D-PMO, D-BA, D-SME, D-UMMDS	DP	8 hrs	Des Moines
1554	A2.1.4.6.3.2	Department review of initial submission		10 d	Tue 5/29/12	Mon 6/11/12	1553	1555	D-PMO, D-BA, D-SME, D-UMMDS	DP	80 hrs	Des Moines
1555	A2.1.4.6.3.3	Update deliverable based on review		3 d	Tue 6/12/12	Thu 6/14/12	1554	1556			0 hrs	Des Moines
1556	A2.1.4.6.3.4	Internal quality assurance review		1 d	Fri 6/15/12	Fri 6/15/12	1555	1557			0 hrs	Des Moines
1557	A2.1.4.6.3.5	Update deliverable based on review		1 d	Mon 6/18/12	Mon 6/18/12	1556	1558			0 hrs	Des Moines
1558	A2.1.4.6.3.6	Management review/approval for submission to Department		1 d	Tue 6/19/12	Tue 6/19/12	1557	1559			0 hrs	Des Moines
1559	A2.1.4.6.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 6/20/12	Wed 6/20/12	1558	1560	D-PMO, D-BA, D-SME, D-UMMDS	DP	8 hrs	Des Moines
1560	A2.1.4.6.3.8	Department review of final submission		5 d	Thu 6/21/12	Wed 6/27/12	1559	1561	D-PMO, D-BA, D-SME, D-UMMDS	DP	40 hrs	Des Moines
1561	A2.1.4.6.3.9	Department approves deliverable	Milestone	0 d	Wed 6/27/12	Wed 6/27/12	1560				0 hrs	Des Moines
1562	**A2.1.4.7**	**Program Integrity Management Requirements Specification**		**34 d**	**Mon 4/30/12**	**Fri 6/15/12**					**136 hrs**	
1563	**A2.1.4.7.1**	**Develop RSD**		**9 d**	**Mon 4/30/12**	**Thu 5/10/12**		**1778**			**0 hrs**	
1564	A2.1.4.7.1.1	Extract requirements from database		1 d	Mon 4/30/12	Mon 4/30/12	1288	1565			0 hrs	Des Moines
1565	A2.1.4.7.1.2	Prepare how requirements met and crosswalks		3 d	Tue 5/1/12	Thu 5/3/12	1564	1566			0 hrs	Des Moines
1566	A2.1.4.7.1.3	Finalize RSD		5 d	Fri 5/4/12	Thu 5/10/12	1565	1568			0 hrs	Des Moines
1567	**A2.1.4.7.2**	**Conduct Internal Review**		**4 d**	**Fri 5/11/12**	**Wed 5/16/12**					**0 hrs**	
1568	A2.1.4.7.2.1	Walkthrough with manager and quality assurance		1 d	Fri 5/11/12	Fri 5/11/12	1566	1569			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1569	A2.1.4.7.2.2	Internal quality assurance review		1 d	Mon 5/14/12	Mon 5/14/12	1568	1570			0 hrs	Des Moines
1570	A2.1.4.7.2.3	Update deliverable based on review		1 d	Tue 5/15/12	Tue 5/15/12	1569	1571			0 hrs	Des Moines
1571	A2.1.4.7.2.4	Management review/approval for submission to Department		1 d	Wed 5/16/12	Wed 5/16/12	1570	1573			0 hrs	Des Moines
1572	**A2.1.4.7.3**	**Department Review**		**21 d**	**Thu 5/17/12**	**Fri 6/15/12**					**136 hrs**	
1573	A2.1.4.7.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 5/17/12	Thu 5/17/12	1571	1574	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
1574	A2.1.4.7.3.2	Department review of initial submission		10 d	Fri 5/18/12	Fri 6/1/12	1573	1575	D-PMO, D-BA, D-SME, D-UMPI	DP	80 hrs	Des Moines
1575	A2.1.4.7.3.3	Update deliverable based on review		1 d	Mon 6/4/12	Mon 6/4/12	1574	1576			0 hrs	Des Moines
1576	A2.1.4.7.3.4	Internal quality assurance review		1 d	Tue 6/5/12	Tue 6/5/12	1575	1577			0 hrs	Des Moines
1577	A2.1.4.7.3.5	Update deliverable based on review		1 d	Wed 6/6/12	Wed 6/6/12	1576	1578			0 hrs	Des Moines
1578	A2.1.4.7.3.6	Management review/approval for submission to Department		1 d	Thu 6/7/12	Thu 6/7/12	1577	1579			0 hrs	Des Moines
1579	A2.1.4.7.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 6/8/12	Fri 6/8/12	1578	1580	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
1580	A2.1.4.7.3.8	Department review of final submission		5 d	Mon 6/11/12	Fri 6/15/12	1579	1581	D-PMO, D-BA, D-SME, D-UMPI	DP	40 hrs	Des Moines
1581	A2.1.4.7.3.9	Department approves deliverable	Milestone	0 d	Fri 6/15/12	Fri 6/15/12	1580				0 hrs	Des Moines
1582	**A2.1.4.8**	**Care Management Requirements Specification**		**34 d**	**Wed 5/16/12**	**Tue 7/3/12**					**169 hrs**	
1583	**A2.1.4.8.1**	**Develop RSD**		**9 d**	**Wed 5/16/12**	**Tue 5/29/12**					**0 hrs**	
1584	A2.1.4.8.1.1	Extract requirements from database		1 d	Wed 5/16/12	Wed 5/16/12	1301	1585			0 hrs	Des Moines
1585	A2.1.4.8.1.2	Prepare how requirements met and crosswalks		3 d	Thu 5/17/12	Mon 5/21/12	1584	1586			0 hrs	Des Moines
1586	A2.1.4.8.1.3	Finalize RSD		5 d	Tue 5/22/12	Tue 5/29/12	1585	1588			0 hrs	Des Moines
1587	**A2.1.4.8.2**	**Conduct Internal Review**		**4 d**	**Wed 5/30/12**	**Mon 6/4/12**					**0 hrs**	
1588	A2.1.4.8.2.1	Walkthrough with manager and quality assurance		1 d	Wed 5/30/12	Wed 5/30/12	1586	1589			0 hrs	Des Moines
1589	A2.1.4.8.2.2	Internal quality assurance review		1 d	Thu 5/31/12	Thu 5/31/12	1588	1590			0 hrs	Des Moines
1590	A2.1.4.8.2.3	Update deliverable based on review		1 d	Fri 6/1/12	Fri 6/1/12	1589	1591			0 hrs	Des Moines
1591	A2.1.4.8.2.4	Management review/approval for submission to Department		1 d	Mon 6/4/12	Mon 6/4/12	1590	1593			0 hrs	Des Moines
1592	**A2.1.4.8.3**	**Department Review**		**21 d**	**Tue 6/5/12**	**Tue 7/3/12**					**169 hrs**	
1593	A2.1.4.8.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 6/5/12	Tue 6/5/12	1591	1594	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	9 hrs	Des Moines
1594	A2.1.4.8.3.2	Department review of initial submission		10 d	Wed 6/6/12	Tue 6/19/12	1593	1595	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	100 hrs	Des Moines
1595	A2.1.4.8.3.3	Update deliverable based on review		1 d	Wed 6/20/12	Wed 6/20/12	1594	1596			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1596	A2.1.4.8.3.4	Internal quality assurance review		1 d	Thu 6/21/12	Thu 6/21/12	1595	1597			0 hrs	Des Moines
1597	A2.1.4.8.3.5	Update deliverable based on review		1 d	Fri 6/22/12	Fri 6/22/12	1596	1598			0 hrs	Des Moines
1598	A2.1.4.8.3.6	Management review/approval for submission to Department		1 d	Mon 6/25/12	Mon 6/25/12	1597	1599			0 hrs	Des Moines
1599	A2.1.4.8.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 6/26/12	Tue 6/26/12	1598	1600	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
1600	A2.1.4.8.3.8	Department review of final submission		5 d	Wed 6/27/12	Tue 7/3/12	1599	1601	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	50 hrs	Des Moines
1601	A2.1.4.8.3.9	Department approves deliverable	Milestone	0 d	Tue 7/3/12	Tue 7/3/12	1600				0 hrs	Des Moines
1602	**A2.1.4.9**	**Architecture Requirements Specification**		**36 d**	**Wed 3/28/12**	**Wed 5/16/12**					**136 hrs**	
1603	**A2.1.4.9.1**	**Develop RSD**		**9 d**	**Wed 3/28/12**	**Mon 4/9/12**					**0 hrs**	
1604	A2.1.4.9.1.1	Extract requirements from database		1 d	Wed 3/28/12	Wed 3/28/12	1344	1605			0 hrs	Des Moines
1605	A2.1.4.9.1.2	Prepare how requirements met and crosswalks		3 d	Thu 3/29/12	Mon 4/2/12	1604	1606			0 hrs	Des Moines
1606	A2.1.4.9.1.3	Finalize RSD		5 d	Tue 4/3/12	Mon 4/9/12	1605	1608			0 hrs	Des Moines
1607	**A2.1.4.9.2**	**Conduct Internal Review**		**4 d**	**Tue 4/10/12**	**Fri 4/13/12**					**0 hrs**	
1608	A2.1.4.9.2.1	Walkthrough with manager and quality assurance		1 d	Tue 4/10/12	Tue 4/10/12	1606	1609			0 hrs	Des Moines
1609	A2.1.4.9.2.2	Internal quality assurance review		1 d	Wed 4/11/12	Wed 4/11/12	1608	1610			0 hrs	Des Moines
1610	A2.1.4.9.2.3	Update deliverable based on review		1 d	Thu 4/12/12	Thu 4/12/12	1609	1611			0 hrs	Des Moines
1611	A2.1.4.9.2.4	Management review/approval for submission to Department		1 d	Fri 4/13/12	Fri 4/13/12	1610	1613			0 hrs	Des Moines
1612	**A2.1.4.9.3**	**Department Review**		**23 d**	**Mon 4/16/12**	**Wed 5/16/12**					**136 hrs**	
1613	A2.1.4.9.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 4/16/12	Mon 4/16/12	1611	1614	D-PMO, D-BA, D-SME, D-UMCO	DP	8 hrs	Des Moines
1614	A2.1.4.9.3.2	Department review of initial submission		10 d	Tue 4/17/12	Mon 4/30/12	1613	1615	D-PMO, D-BA, D-SME, D-UMCO	DP	80 hrs	Des Moines
1615	A2.1.4.9.3.3	Update deliverable based on review		3 d	Tue 5/1/12	Thu 5/3/12	1614	1616			0 hrs	Des Moines
1616	A2.1.4.9.3.4	Internal quality assurance review		1 d	Fri 5/4/12	Fri 5/4/12	1615	1617			0 hrs	Des Moines
1617	A2.1.4.9.3.5	Update deliverable based on review		1 d	Mon 5/7/12	Mon 5/7/12	1616	1618			0 hrs	Des Moines
1618	A2.1.4.9.3.6	Management review/approval for submission to Department		1 d	Tue 5/8/12	Tue 5/8/12	1617	1619			0 hrs	Des Moines
1619	A2.1.4.9.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 5/9/12	Wed 5/9/12	1618	1620	D-PMO, D-BA, D-SME, D-UMCO	DP	8 hrs	Des Moines
1620	A2.1.4.9.3.8	Department review of final submission		5 d	Thu 5/10/12	Wed 5/16/12	1619	1621	D-PMO, D-BA, D-SME, D-UMCO	DP	40 hrs	Des Moines
1621	A2.1.4.9.3.9	Department approves deliverable	Milestone	0 d	Wed 5/16/12	Wed 5/16/12	1620				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1622	**A2.1.4.10**	**Interface Requirements Specification**	**Interface**	**38 d**	**Fri 4/20/12**	**Wed 6/13/12**					**102 hrs**	
1623	**A2.1.4.10.1**	**Develop RSD**	**Interface**	**9 d**	**Fri 4/20/12**	**Wed 5/2/12**					**0 hrs**	
1624	A2.1.4.10.1.1	Extract requirements from database	Interface	1 d	Fri 4/20/12	Fri 4/20/12	1429	1625			0 hrs	Des Moines
1625	A2.1.4.10.1.2	Prepare how requirements met and crosswalks	Interface	3 d	Mon 4/23/12	Wed 4/25/12	1624	1626			0 hrs	Des Moines
1626	A2.1.4.10.1.3	Finalize RSD	Interface	5 d	Thu 4/26/12	Wed 5/2/12	1625	1628			0 hrs	Des Moines
1627	**A2.1.4.10.2**	**Conduct Internal Review**		**6 d**	**Thu 5/3/12**	**Thu 5/10/12**					**0 hrs**	
1628	A2.1.4.10.2.1	Walkthrough with manager and quality assurance		1 d	Thu 5/3/12	Thu 5/3/12	1626	1629			0 hrs	Des Moines
1629	A2.1.4.10.2.2	Internal quality assurance review		3 d	Fri 5/4/12	Tue 5/8/12	1628	1630			0 hrs	Des Moines
1630	A2.1.4.10.2.3	Update deliverable based on review		1 d	Wed 5/9/12	Wed 5/9/12	1629	1631			0 hrs	Des Moines
1631	A2.1.4.10.2.4	Management review/approval for submission to Department		1 d	Thu 5/10/12	Thu 5/10/12	1630	1633			0 hrs	Des Moines
1632	**A2.1.4.10.3**	**Department Review**		**23 d**	**Fri 5/11/12**	**Wed 6/13/12**					**102 hrs**	
1633	A2.1.4.10.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 5/11/12	Fri 5/11/12	1631	1634	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
1634	A2.1.4.10.3.2	Department review of initial submission		10 d	Mon 5/14/12	Fri 5/25/12	1633	1635	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
1635	A2.1.4.10.3.3	Update deliverable based on review		3 d	Tue 5/29/12	Thu 5/31/12	1634	1636			0 hrs	Des Moines
1636	A2.1.4.10.3.4	Internal quality assurance review		1 d	Fri 6/1/12	Fri 6/1/12	1635	1637			0 hrs	Des Moines
1637	A2.1.4.10.3.5	Update deliverable based on review		1 d	Mon 6/4/12	Mon 6/4/12	1636	1638			0 hrs	Des Moines
1638	A2.1.4.10.3.6	Management review/approval for submission to Department		1 d	Tue 6/5/12	Tue 6/5/12	1637	1639			0 hrs	Des Moines
1639	A2.1.4.10.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 6/6/12	Wed 6/6/12	1638	1640	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
1640	A2.1.4.10.3.8	Department review of final submission		5 d	Thu 6/7/12	Wed 6/13/12	1639	1641	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
1641	A2.1.4.10.3.9	Department approves deliverable	Milestone	0 d	Wed 6/13/12	Wed 6/13/12	1640				0 hrs	Des Moines
1642	**A2.1.5**	**Results of JAD Sessions**		**76 d**	**Wed 2/1/12**	**Wed 5/16/12**					**58 hrs**	
1643	**A2.1.5.1**	**Develop Deliverable Expectations Document (DXD)**		**0.5 d**	**Wed 2/1/12**	**Wed 2/1/12**					**0 hrs**	
1644	A2.1.5.1.1	Develop DXD for Results of JAD Session Deliverable		0.5 d	Wed 2/1/12	Wed 2/1/12	2	1647			0 hrs	Des Moines
1645	**A2.1.5.2**	**Deliverable Expectations Document Review and Approval**		**18.5 d**	**Wed 2/1/12**	**Mon 2/27/12**					**58 hrs**	
1646	**A2.1.5.2.1**	**Conduct Internal Review**		**1 d**	**Wed 2/1/12**	**Thu 2/2/12**					**0 hrs**	
1647	A2.1.5.2.1.1	Walkthrough with manager and quality assurance		0.5 d	Wed 2/1/12	Wed 2/1/12	1644	1648			0 hrs	Des Moines
1648	A2.1.5.2.1.2	Update DXD based on review		0.5 d	Thu 2/2/12	Thu 2/2/12	1647	1649SS			0 hrs	Des Moines
1649	A2.1.5.2.1.3	Management review/approval for submission to Department		0.5 d	Thu 2/2/12	Thu 2/2/12	1648SS	1651			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1650	**A2.1.5.2.2**	**Department Review**		**17.5 d**	**Thu 2/2/12**	**Mon 2/27/12**					**58 hrs**	
1651	A2.1.5.2.2.1	Walkthrough and submit DXD to Department		1 d	Thu 2/2/12	Fri 2/3/12	1649	1652	D-PMO, D-UMCO	DP	4 hrs	Des Moines
1652	A2.1.5.2.2.2	Department review DXD for deliverable		10 d	Fri 2/3/12	Fri 2/17/12	1651	1653	D-PMO, D-UMCO	DP	35 hrs	Des Moines
1653	A2.1.5.2.2.3	Update DXD based on review as required		0.5 d	Fri 2/17/12	Fri 2/17/12	1652	1654			0 hrs	Des Moines
1654	A2.1.5.2.2.4	Internal quality assurance review and management review/approval for submission		1 d	Mon 2/20/12	Mon 2/20/12	1653	1655			0 hrs	Des Moines
1655	A2.1.5.2.2.5	Department review of final submission		5 d	Tue 2/21/12	Mon 2/27/12	1654		D-PMO, D-UMCO	DP	19 hrs	Des Moines
1656	**A2.1.5.3**	**Develop Results Deliverable**		**1 d**	**Wed 5/16/12**	**Wed 5/16/12**					**0 hrs**	
1657	A2.1.5.3.1	Submitted as sessions occur		1 d	Wed 5/16/12	Wed 5/16/12	1199				0 hrs	Des Moines
1658	**A2.1.6**	**Requirements Traceability Matrix**		**58 d**	**Mon 4/16/12**	**Fri 7/6/12**					**132 hrs**	
1659	**A2.1.6.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Mon 4/16/12**	**Tue 4/17/12**					**0 hrs**	
1660	A2.1.6.1.1	Develop DXD for Requirements Traceability Matrix (RTM)		2 d	Mon 4/16/12	Tue 4/17/12	1673FS-28 d	1663			0 hrs	Des Moines
1661	**A2.1.6.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Wed 4/18/12**	**Wed 5/16/12**					**64 hrs**	
1662	**A2.1.6.2.1**	**Conduct Internal Review**		**3 d**	**Wed 4/18/12**	**Fri 4/20/12**					**0 hrs**	
1663	A2.1.6.2.1.1	Walkthrough with manager and quality assurance		1 d	Wed 4/18/12	Wed 4/18/12	1660	1664			0 hrs	Des Moines
1664	A2.1.6.2.1.2	Update DXD based on review		1 d	Thu 4/19/12	Thu 4/19/12	1663	1665			0 hrs	Des Moines
1665	A2.1.6.2.1.3	Management review/approval for submission to Department		1 d	Fri 4/20/12	Fri 4/20/12	1664	1667			0 hrs	Des Moines
1666	**A2.1.6.2.2**	**Department Review**		**18 d**	**Mon 4/23/12**	**Wed 5/16/12**					**64 hrs**	
1667	A2.1.6.2.2.1	Walkthrough and submit DXD to Department		1 d	Mon 4/23/12	Mon 4/23/12	1665	1668	D-PMO, D-UMCO	DP	4 hrs	Des Moines
1668	A2.1.6.2.2.2	Department review DXD for RSD		10 d	Tue 4/24/12	Mon 5/7/12	1667	1669	D-PMO, D-UMCO	DP	40 hrs	Des Moines
1669	A2.1.6.2.2.3	Update DXD based on review as required		1 d	Tue 5/8/12	Tue 5/8/12	1668	1670			0 hrs	Des Moines
1670	A2.1.6.2.2.4	Internal quality assurance review and management review/approval for submission		1 d	Wed 5/9/12	Wed 5/9/12	1669	1671			0 hrs	Des Moines
1671	A2.1.6.2.2.5	Department review of final submission		5 d	Thu 5/10/12	Wed 5/16/12	1670		D-PMO, D-UMCO	DP	20 hrs	Des Moines
1672	**A2.1.6.3**	**Develop RTM**		**5 d**	**Wed 5/23/12**	**Wed 5/30/12**					**0 hrs**	
1673	A2.1.6.3.1	Extract and consolidate requirements from database		1 d	Wed 5/23/12	Wed 5/23/12	1184FS+5 d	4,1660FS-28 d			0 hrs	Des Moines
1674	A2.1.6.3.2	Prepare how requirements are met		1 d	Thu 5/24/12	Thu 5/24/12	1673	1675			0 hrs	Des Moines
1675	A2.1.6.3.3	Finalize RTM		3 d	Fri 5/25/12	Wed 5/30/12	1674	1677			0 hrs	Des Moines
1676	**A2.1.6.4**	**Conduct Internal Review**		**5 d**	**Thu 5/31/12**	**Wed 6/6/12**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1677	A2.1.6.4.1	Walkthrough with manager and quality assurance		1 d	Thu 5/31/12	Thu 5/31/12	1675	1678			0 hrs	Des Moines
1678	A2.1.6.4.2	Internal quality assurance review		2 d	Fri 6/1/12	Mon 6/4/12	1677	1679			0 hrs	Des Moines
1679	A2.1.6.4.3	Update deliverable based on review		1 d	Tue 6/5/12	Tue 6/5/12	1678	1680			0 hrs	Des Moines
1680	A2.1.6.4.4	Management review/approval for submission to Department		1 d	Wed 6/6/12	Wed 6/6/12	1679	1682			0 hrs	Des Moines
1681	**A2.1.6.5**	**Department Review**		**21 d**	**Thu 6/7/12**	**Fri 7/6/12**					**68 hrs**	
1682	A2.1.6.5.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/7/12	Thu 6/7/12	1680	1683	D-PMO, D-UMCO	DP	4 hrs	Des Moines
1683	A2.1.6.5.2	Department review of initial submission		10 d	Fri 6/8/12	Thu 6/21/12	1682	1684	D-PMO, D-UMCO	DP	40 hrs	Des Moines
1684	A2.1.6.5.3	Update deliverable based on review		1 d	Fri 6/22/12	Fri 6/22/12	1683	1685			0 hrs	Des Moines
1685	A2.1.6.5.4	Internal quality assurance review		1 d	Mon 6/25/12	Mon 6/25/12	1684	1686			0 hrs	Des Moines
1686	A2.1.6.5.5	Update deliverable based on review		1 d	Tue 6/26/12	Tue 6/26/12	1685	1687			0 hrs	Des Moines
1687	A2.1.6.5.6	Management review/approval for submission to Department		1 d	Wed 6/27/12	Wed 6/27/12	1686	1688			0 hrs	Des Moines
1688	A2.1.6.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 6/28/12	Thu 6/28/12	1687	1689	D-PMO, D-UMCO	DP	4 hrs	Des Moines
1689	A2.1.6.5.8	Department review of final submission		5 d	Fri 6/29/12	Fri 7/6/12	1688	1690	D-PMO, D-UMCO	DP	20 hrs	Des Moines
1690	A2.1.6.5.9	Department approves deliverable	Milestone	0 d	Fri 7/6/12	Fri 7/6/12	1689				0 hrs	Des Moines
1691	**A2.1.7**	**Detailed System Design**		**156 d**	**Fri 2/3/12**	**Wed 9/12/12**		**6,6296,6216**	**QA**	**TN**	**41,125.8 hrs**	
1692	A2.1.7.1	Detailed System Design Resources		85 d	Fri 4/20/12	Mon 8/20/12	1183	2339	DCOM, FM, IM, PMS, PMO, SIM, TESM, TDS, TDS#2, AMCO, QM	TN	7,434 hrs	
1693	**A2.1.7.2**	**Detailed Design Session Preparation**		**15 d**	**Fri 2/3/12**	**Thu 2/23/12**					**0 hrs**	
1694	A2.1.7.2.1	Define agenda format and content		2 d	Fri 2/3/12	Mon 2/6/12	1198	1695			0 hrs	Des Moines
1695	A2.1.7.2.2	Create meeting agenda template		2 d	Tue 2/7/12	Wed 2/8/12	1694	1696			0 hrs	Des Moines
1696	A2.1.7.2.3	Define session meeting notes format and content		2 d	Thu 2/9/12	Fri 2/10/12	1695	1697			0 hrs	Des Moines
1697	A2.1.7.2.4	Create meeting minutes documentation template		1 d	Mon 2/13/12	Mon 2/13/12	1696	1698			0 hrs	Des Moines
1698	A2.1.7.2.5	Provide knowledge transfer for participants on the processes and tools used for the		2 d	Tue 2/14/12	Wed 2/15/12	1697	1699			0 hrs	Des Moines
1699	A2.1.7.2.6	Define schedule for sessions		5 d	Thu 2/16/12	Wed 2/22/12	1698	1700			0 hrs	Des Moines
1700	A2.1.7.2.7	Set-up System Design folders on Project Portal to post meeting agendas and meeting		1 d	Thu 2/23/12	Thu 2/23/12	1699				0 hrs	Gaithersburg
1701	**A2.1.7.3**	**Iterative Design Sessions by Business Area/Sub-Area**		**101 d**	**Fri 2/24/12**	**Tue 7/17/12**		**1,2106,2217**			**18,027 hrs**	
1702	**A2.1.7.3.1**	**Member Management**		**32 d**	**Tue 4/3/12**	**Wed 5/16/12**		**1946**	**SBA#2, APS#27, TST#8**	**TN**	**918 hrs**	
1703	**A2.1.7.3.1.1**	**Member Management**		**19 d**	**Tue 4/3/12**	**Fri 4/27/12**					**90 hrs**	
1704	A2.1.7.3.1.1.1	Receive and review relevant documentation from current		2 d	Tue 4/3/12	Wed 4/4/12	1483	1705			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1705	A2.1.7.3.1.1.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 4/5/12	Thu 4/5/12	1704	1706			0 hrs	Des Moines
1706	A2.1.7.3.1.1.3	Participate in JAD Sessions		15 d	Fri 4/6/12	Thu 4/26/12	1705	1709,1707	D-BA, D-SME, D-UMMS	DP	90 hrs	Des Moines
1707	A2.1.7.3.1.1.4	Update requirements database and design documentation		1 d	Fri 4/27/12	Fri 4/27/12	1706				0 hrs	Gaithersburg
1708	**A2.1.7.3.1.2**	**Reports**		**14 d**	**Fri 4/27/12**	**Wed 5/16/12**					**60 hrs**	
1709	A2.1.7.3.1.2.1	Receive and review relevant documentation from current		2 d	Fri 4/27/12	Mon 4/30/12	1706	1710			0 hrs	Des Moines
1710	A2.1.7.3.1.2.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 5/1/12	Tue 5/1/12	1709	1711			0 hrs	Des Moines
1711	A2.1.7.3.1.2.3	Participate in JAD Sessions		10 d	Wed 5/2/12	Tue 5/15/12	1710	1712,1896	D-BA, D-SME, D-UMMS	DP	60 hrs	Des Moines
1712	A2.1.7.3.1.2.4	Update requirements database and design documentation		1 d	Wed 5/16/12	Wed 5/16/12	1711				0 hrs	Gaithersburg
1713	**A2.1.7.3.2**	**Provider Management**		**27 d**	**Tue 4/3/12**	**Wed 5/9/12**		**1966**	**SBA#3, APS#31, PA#20, APS#33**	**TN**	**984 hrs**	
1714	**A2.1.7.3.2.1**	**Provider Management**		**14 d**	**Tue 4/3/12**	**Fri 4/20/12**					**40 hrs**	
1715	A2.1.7.3.2.1.1	Receive and review relevant documentation from current		2 d	Tue 4/3/12	Wed 4/4/12	1503	1716			0 hrs	Des Moines
1716	A2.1.7.3.2.1.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 4/5/12	Thu 4/5/12	1715	1717			0 hrs	Des Moines
1717	A2.1.7.3.2.1.3	Participate in JAD Sessions		10 d	Fri 4/6/12	Thu 4/19/12	1716	1718,1720	D-BA, D-SME	DP	40 hrs	Des Moines
1718	A2.1.7.3.2.1.4	Update requirements database and design documentation		1 d	Fri 4/20/12	Fri 4/20/12	1717				0 hrs	Gaithersburg
1719	**A2.1.7.3.2.2**	**Reports**		**14 d**	**Fri 4/20/12**	**Wed 5/9/12**					**80 hrs**	
1720	A2.1.7.3.2.2.1	Receive and review relevant documentation from current		2 d	Fri 4/20/12	Mon 4/23/12	1717	1721			0 hrs	Des Moines
1721	A2.1.7.3.2.2.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 4/24/12	Tue 4/24/12	1720	1722			0 hrs	Des Moines
1722	A2.1.7.3.2.2.3	Participate in JAD Sessions		10 d	Wed 4/25/12	Tue 5/8/12	1721	1723,1901	D-BA, D-SME	DP	80 hrs	Des Moines
1723	A2.1.7.3.2.2.4	Update requirements database and design documentation		1 d	Wed 5/9/12	Wed 5/9/12	1722				0 hrs	Gaithersburg
1724	**A2.1.7.3.3**	**Operations Management**		**44 d**	**Fri 2/24/12**	**Wed 4/25/12**		**1986**	**SBA, BA#11, BA#12, BA#13, SME, PA#9, APS#19, APS#20, APS#21, PA#11, APS#22, APS#23, PA#14, APS#24, TST#5, APS#25**	**TN**	**3,945 hrs**	
1725	**A2.1.7.3.3.1**	**Claims Receipt**		**14 d**	**Tue 3/13/12**	**Fri 3/30/12**					**50 hrs**	
1726	A2.1.7.3.3.1.1	Receive and review relevant documentation from current		2 d	Tue 3/13/12	Wed 3/14/12	1238	1727			0 hrs	Des Moines
1727	A2.1.7.3.3.1.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 3/15/12	Thu 3/15/12	1726	1728			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1728	A2.1.7.3.3.1.3	Participate in JAD Sessions		10 d	Fri 3/16/12	Thu 3/29/12	1727	1731,1729	D-BA, D-SME, D-UMMDS	DP	50 hrs	Des Moines
1729	A2.1.7.3.3.1.4	Update requirements database and design documentation		1 d	Fri 3/30/12	Fri 3/30/12	1728				0 hrs	Gaithersburg
1730	**A2.1.7.3.3.2**	**Claims Adjudication**		**19 d**	**Fri 3/30/12**	**Wed 4/25/12**					**76 hrs**	
1731	A2.1.7.3.3.2.1	Receive and review relevant documentation from current		2 d	Fri 3/30/12	Mon 4/2/12	1728	1732			0 hrs	Des Moines
1732	A2.1.7.3.3.2.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 4/3/12	Tue 4/3/12	1731	1733			0 hrs	Des Moines
1733	A2.1.7.3.3.2.3	Participate in JAD Sessions		15 d	Wed 4/4/12	Tue 4/24/12	1732	1734	D-BA, D-SME, D-UMMDS	DP	76 hrs	Des Moines
1734	A2.1.7.3.3.2.4	Update requirements database and design documentation		1 d	Wed 4/25/12	Wed 4/25/12	1733				0 hrs	Gaithersburg
1735	**A2.1.7.3.3.3**	**Reference Management**		**14 d**	**Fri 2/24/12**	**Wed 3/14/12**					**60 hrs**	
1736	A2.1.7.3.3.3.1	Receive and review relevant documentation from current		2 d	Fri 2/24/12	Mon 2/27/12	1244	1737			0 hrs	Des Moines
1737	A2.1.7.3.3.3.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 2/28/12	Tue 2/28/12	1736	1738			0 hrs	Des Moines
1738	A2.1.7.3.3.3.3	Participate in JAD Sessions		10 d	Wed 2/29/12	Tue 3/13/12	1737	1739	D-BA, D-SME, D-UMMDS	DP	60 hrs	Des Moines
1739	A2.1.7.3.3.3.4	Update requirements database and design documentation		1 d	Wed 3/14/12	Wed 3/14/12	1738				0 hrs	Gaithersburg
1740	**A2.1.7.3.3.4**	**Third Party Liability**		**14 d**	**Thu 3/15/12**	**Tue 4/3/12**					**60 hrs**	
1741	A2.1.7.3.3.4.1	Receive and review relevant documentation from current		2 d	Thu 3/15/12	Fri 3/16/12	1256	1742			0 hrs	Des Moines
1742	A2.1.7.3.3.4.2	Prepare for Joint Application Design (JAD) sessions		1 d	Mon 3/19/12	Mon 3/19/12	1741	1743			0 hrs	Des Moines
1743	A2.1.7.3.3.4.3	Participate in JAD Sessions		10 d	Tue 3/20/12	Mon 4/2/12	1742	1744,1746	D-BA, D-SME, D-UMRV	DP	60 hrs	Des Moines
1744	A2.1.7.3.3.4.4	Update requirements database and design documentation		1 d	Tue 4/3/12	Tue 4/3/12	1743				0 hrs	Gaithersburg
1745	**A2.1.7.3.3.5**	**Health Insurance Premium Payment (HIPP) Requirements**		**14 d**	**Tue 4/3/12**	**Fri 4/20/12**					**130 hrs**	
1746	A2.1.7.3.3.5.1	Receive and review relevant documentation from current		2 d	Tue 4/3/12	Wed 4/4/12	1743	1747			0 hrs	Des Moines
1747	A2.1.7.3.3.5.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 4/5/12	Thu 4/5/12	1746	1748			0 hrs	Des Moines
1748	A2.1.7.3.3.5.3	Participate in JAD Sessions		10 d	Fri 4/6/12	Thu 4/19/12	1747	1749	D-BA, D-SME, D-UMMDS	DP	130 hrs	Des Moines
1749	A2.1.7.3.3.5.4	Update requirements database and design documentation		1 d	Fri 4/20/12	Fri 4/20/12	1748				0 hrs	Gaithersburg
1750	**A2.1.7.3.3.6**	**Reports**		**27 d**	**Tue 3/13/12**	**Wed 4/18/12**					**305 hrs**	
1751	A2.1.7.3.3.6.1	Receive and review relevant documentation from current		2 d	Tue 3/13/12	Wed 3/14/12	1238	1752			0 hrs	Des Moines
1752	A2.1.7.3.3.6.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 3/15/12	Thu 3/15/12	1751	1753			0 hrs	Des Moines
1753	A2.1.7.3.3.6.3	Participate in JAD Sessions		23 d	Fri 3/16/12	Tue 4/17/12	1752	1754,1906	D-BA, D-SME, D-UMMDS	DP	305 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1754	A2.1.7.3.3.6.4	Update requirements database and design documentation		1 d	Wed 4/18/12	Wed 4/18/12	1753				0 hrs	Gaithersburg
1755	**A2.1.7.3.4**	**Program Management**		**27 d**	**Mon 5/21/12**	**Wed 6/27/12**		**2006**	**SBA#4, BA#14, PA#21, APS#36, PA#22, APS#37, TST#9, APS#38**	**TN**	**2,036 hrs**	
1756	**A2.1.7.3.4.1**	**Program Management Reporting**		**14 d**	**Mon 5/21/12**	**Fri 6/8/12**					**40 hrs**	
1757	A2.1.7.3.4.1.1	Receive and review relevant documentation from current		2 d	Mon 5/21/12	Tue 5/22/12	1543	1758			0 hrs	Des Moines
1758	A2.1.7.3.4.1.2	Prepare for Joint Application Design (JAD) sessions		1 d	Wed 5/23/12	Wed 5/23/12	1757	1759			0 hrs	Des Moines
1759	A2.1.7.3.4.1.3	Participate in JAD Sessions		10 d	Thu 5/24/12	Thu 6/7/12	1758	1762,1760	D-BA, D-SME	DP	40 hrs	Des Moines
1760	A2.1.7.3.4.1.4	Update requirements database and design documentation		1 d	Fri 6/8/12	Fri 6/8/12	1759				0 hrs	Gaithersburg
1761	**A2.1.7.3.4.2**	**Federal Reporting**		**14 d**	**Fri 6/8/12**	**Wed 6/27/12**					**40 hrs**	
1762	A2.1.7.3.4.2.1	Receive and review relevant documentation from current		2 d	Fri 6/8/12	Mon 6/11/12	1759	1763			0 hrs	Des Moines
1763	A2.1.7.3.4.2.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 6/12/12	Tue 6/12/12	1762	1764			0 hrs	Des Moines
1764	A2.1.7.3.4.2.3	Participate in JAD Sessions		10 d	Wed 6/13/12	Tue 6/26/12	1763	1765	D-BA, D-SME	DP	40 hrs	Des Moines
1765	A2.1.7.3.4.2.4	Update requirements database and design documentation		1 d	Wed 6/27/12	Wed 6/27/12	1764				0 hrs	Gaithersburg
1766	**A2.1.7.3.4.3**	**Financial Management**		**19 d**	**Mon 5/21/12**	**Fri 6/15/12**					**90 hrs**	
1767	A2.1.7.3.4.3.1	Receive and review relevant documentation from current		2 d	Mon 5/21/12	Tue 5/22/12	1543	1768			0 hrs	Des Moines
1768	A2.1.7.3.4.3.2	Prepare for Joint Application Design (JAD) sessions		1 d	Wed 5/23/12	Wed 5/23/12	1767	1769			0 hrs	Des Moines
1769	A2.1.7.3.4.3.3	Participate in JAD Sessions		15 d	Thu 5/24/12	Thu 6/14/12	1768	1770	D-BA, D-SME, D-UMPA	DP	90 hrs	Des Moines
1770	A2.1.7.3.4.3.4	Update requirements database and design documentation		1 d	Fri 6/15/12	Fri 6/15/12	1769				0 hrs	Gaithersburg
1771	**A2.1.7.3.4.4**	**Reports**		**27 d**	**Mon 5/21/12**	**Wed 6/27/12**					**138 hrs**	
1772	A2.1.7.3.4.4.1	Receive and review relevant documentation from current		2 d	Mon 5/21/12	Tue 5/22/12	1543	1773			0 hrs	Des Moines
1773	A2.1.7.3.4.4.2	Prepare for Joint Application Design (JAD) sessions		1 d	Wed 5/23/12	Wed 5/23/12	1772	1774			0 hrs	Des Moines
1774	A2.1.7.3.4.4.3	Participate in JAD Sessions		23 d	Thu 5/24/12	Tue 6/26/12	1773	1775,1911	D-BA, D-SME, D-UMPA	DP	138 hrs	Des Moines
1775	A2.1.7.3.4.4.4	Update requirements database and design documentation		1 d	Wed 6/27/12	Wed 6/27/12	1774				0 hrs	Gaithersburg
1776	**A2.1.7.3.5**	**Program Integrity Management**		**27 d**	**Fri 5/11/12**	**Tue 6/19/12**		**2026**			**120 hrs**	
1777	**A2.1.7.3.5.1**	**Program Integrity Management**		**14 d**	**Fri 5/11/12**	**Thu 5/31/12**					**60 hrs**	
1778	A2.1.7.3.5.1.1	Receive and review relevant documentation from current		2 d	Fri 5/11/12	Mon 5/14/12	1563	1779			0 hrs	Des Moines
1779	A2.1.7.3.5.1.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 5/15/12	Tue 5/15/12	1778	1780			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1780	A2.1.7.3.5.1.3	Participate in JAD Sessions		10 d	Wed 5/16/12	Wed 5/30/12	1779	1783,1781	D-BA, D-SME, D-UMPI	DP	60 hrs	Des Moines
1781	A2.1.7.3.5.1.4	Update requirements database and design documentation		1 d	Thu 5/31/12	Thu 5/31/12	1780				0 hrs	Gaithersburg
1782	**A2.1.7.3.5.2**	**Reports**		**14 d**	**Thu 5/31/12**	**Tue 6/19/12**					**60 hrs**	
1783	A2.1.7.3.5.2.1	Receive and review relevant documentation from current		2 d	Thu 5/31/12	Fri 6/1/12	1780	1784			0 hrs	Des Moines
1784	A2.1.7.3.5.2.2	Prepare for Joint Application Design (JAD) sessions		1 d	Mon 6/4/12	Mon 6/4/12	1783	1785			0 hrs	Des Moines
1785	A2.1.7.3.5.2.3	Participate in JAD Sessions		10 d	Tue 6/5/12	Mon 6/18/12	1784	1786,1916	D-BA, D-SME, D-UMPI	DP	60 hrs	Des Moines
1786	A2.1.7.3.5.2.4	Update requirements database and design documentation		1 d	Tue 6/19/12	Tue 6/19/12	1785				0 hrs	Gaithersburg
1787	**A2.1.7.3.6**	**Care Management**		**67 d**	**Mon 4/2/12**	**Thu 7/5/12**		**2046**	**SBA#5, BA#5, APS#43, APS#44, PA#23, APS#45, TST#11**	**TN**	**3,586 hrs**	
1788	**A2.1.7.3.6.1**	**Managed Care**		**18 d**	**Mon 5/7/12**	**Thu 5/31/12**					**90 hrs**	
1789	A2.1.7.3.6.1.1	Receive and review relevant documentation from current		1 d	Mon 5/7/12	Mon 5/7/12	1319	1790			0 hrs	Des Moines
1790	A2.1.7.3.6.1.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 5/8/12	Tue 5/8/12	1789	1791			0 hrs	Des Moines
1791	A2.1.7.3.6.1.3	Participate in JAD Sessions		15 d	Wed 5/9/12	Wed 5/30/12	1790	1794,1792	D-BA, D-SME, D-UMMDS	DP	90 hrs	Des Moines
1792	A2.1.7.3.6.1.4	Update requirements database and design documentation		1 d	Thu 5/31/12	Thu 5/31/12	1791				0 hrs	Gaithersburg
1793	**A2.1.7.3.6.2**	**Managed Care Organization**		**13 d**	**Thu 5/31/12**	**Mon 6/18/12**					**57 hrs**	
1794	A2.1.7.3.6.2.1	Receive and review relevant documentation from current		1 d	Thu 5/31/12	Thu 5/31/12	1791	1795			0 hrs	Des Moines
1795	A2.1.7.3.6.2.2	Prepare for Joint Application Design (JAD) sessions		1 d	Fri 6/1/12	Fri 6/1/12	1794	1796	D-BA	DP	0 hrs	Des Moines
1796	A2.1.7.3.6.2.3	Participate in JAD Sessions		10 d	Mon 6/4/12	Fri 6/15/12	1795	1797,1799	D-BA, D-SME, D-UMMDS	DP	57 hrs	Des Moines
1797	A2.1.7.3.6.2.4	Update requirements database and design documentation		1 d	Mon 6/18/12	Mon 6/18/12	1796				0 hrs	Gaithersburg
1798	**A2.1.7.3.6.3**	**Primary Care Case Manager (PCCM) and Medical Home and Managed Care Gatekeeper Requirements**		**13 d**	**Mon 6/18/12**	**Thu 7/5/12**					**60 hrs**	
1799	A2.1.7.3.6.3.1	Receive and review relevant documentation from current		1 d	Mon 6/18/12	Mon 6/18/12	1796	1800			0 hrs	Des Moines
1800	A2.1.7.3.6.3.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 6/19/12	Tue 6/19/12	1799	1801			0 hrs	Des Moines
1801	A2.1.7.3.6.3.3	Participate in JAD Sessions		10 d	Wed 6/20/12	Tue 7/3/12	1800	1802	D-BA, D-SME, D-UMMDS	DP	60 hrs	Des Moines
1802	A2.1.7.3.6.3.4	Update requirements database and design documentation		1 d	Thu 7/5/12	Thu 7/5/12	1801				0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1803	**A2.1.7.3.6.4**	**Waiver, Facility and Enhanced Department Plan Services Management Requirements**		**14 d**	**Mon 4/2/12**	**Thu 4/19/12**					**0 hrs**	
1804	A2.1.7.3.6.4.1	Receive and review relevant documentation from current		2 d	Mon 4/2/12	Tue 4/3/12	1325	1805			0 hrs	Des Moines
1805	A2.1.7.3.6.4.2	Prepare for Joint Application Design (JAD) sessions		1 d	Wed 4/4/12	Wed 4/4/12	1804	1806			0 hrs	Des Moines
1806	A2.1.7.3.6.4.3	Participate in JAD Sessions		10 d	Thu 4/5/12	Wed 4/18/12	1805	1807,1809			0 hrs	Des Moines
1807	A2.1.7.3.6.4.4	Update requirements database and design documentation		1 d	Thu 4/19/12	Thu 4/19/12	1806				0 hrs	Gaithersburg
1808	**A2.1.7.3.6.5**	Optional Waiver, Facility and Enhanced Department Plan Services Management		**14 d**	**Thu 4/19/12**	**Tue 5/8/12**			**APS#78, APS#81**	**TN**	**243 hrs**	
1809	A2.1.7.3.6.5.1	Receive and review relevant documentation from current operations		2 d	Thu 4/19/12	Fri 4/20/12	1806	1810			0 hrs	Des Moines
1810	A2.1.7.3.6.5.2	Prepare for Joint Application Design (JAD) sessions		1 d	Mon 4/23/12	Mon 4/23/12	1809	1811			0 hrs	Des Moines
1811	A2.1.7.3.6.5.3	Participate in JAD Sessions		10 d	Tue 4/24/12	Mon 5/7/12	1810	1812,1814	D-BA, D-SME, D-UMMDS	DP	59 hrs	Des Moines
1812	A2.1.7.3.6.5.4	Update requirements database and design documentation		1 d	Tue 5/8/12	Tue 5/8/12	1811				0 hrs	Gaithersburg
1813	**A2.1.7.3.6.6**	**Immunization Registry**		**14 d**	**Tue 5/8/12**	**Fri 5/25/12**					**60 hrs**	
1814	A2.1.7.3.6.6.1	Receive and review relevant documentation from current		2 d	Tue 5/8/12	Wed 5/9/12	1811	1815			0 hrs	Des Moines
1815	A2.1.7.3.6.6.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 5/10/12	Thu 5/10/12	1814	1816			0 hrs	Des Moines
1816	A2.1.7.3.6.6.3	Participate in JAD Sessions		10 d	Fri 5/11/12	Thu 5/24/12	1815	1817	D-BA, D-SME, D-UMMDS	DP	60 hrs	Des Moines
1817	A2.1.7.3.6.6.4	Update requirements database and design documentation		1 d	Fri 5/25/12	Fri 5/25/12	1816				0 hrs	Gaithersburg
1818	**A2.1.7.3.6.7**	**Reports**		**27 d**	**Mon 5/7/12**	**Wed 6/13/12**					**136 hrs**	
1819	A2.1.7.3.6.7.1	Receive and review relevant documentation from current		2 d	Mon 5/7/12	Tue 5/8/12	1319	1820			0 hrs	Des Moines
1820	A2.1.7.3.6.7.2	Prepare for Joint Application Design (JAD) sessions		1 d	Wed 5/9/12	Wed 5/9/12	1819	1821			0 hrs	Des Moines
1821	A2.1.7.3.6.7.3	Participate in JAD Sessions		23 d	Thu 5/10/12	Tue 6/12/12	1820	1822,1921	D-BA, D-SME, D-UMMDS	DP	136 hrs	Des Moines
1822	A2.1.7.3.6.7.4	Update requirements database and design documentation		1 d	Wed 6/13/12	Wed 6/13/12	1821				0 hrs	Gaithersburg
1823	**A2.1.7.3.7**	**Architecture**		**65 d**	**Wed 2/29/12**	**Wed 5/30/12**		**2066**	**SAR, BA#6, APS#49, PA#24, PA#25, SIS, APS#50, APS#51, APS#52**	**TN**	**2,534 hrs**	
1824	**A2.1.7.3.7.1**	**Infrastructure - Rules Engines**		**19 d**	**Wed 3/21/12**	**Mon 4/16/12**					**60 hrs**	
1825	A2.1.7.3.7.1.1	Receive and review relevant documentation from current		2 d	Wed 3/21/12	Thu 3/22/12	1426	1826			0 hrs	Des Moines
1826	A2.1.7.3.7.1.2	Prepare for Joint Application Design (JAD) sessions		1 d	Fri 3/23/12	Fri 3/23/12	1825	1827			0 hrs	Des Moines
1827	A2.1.7.3.7.1.3	Participate in JAD Sessions		15 d	Mon 3/26/12	Fri 4/13/12	1826	1828	D-BA, D-SME	DP	60 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1828	A2.1.7.3.7.1.4	Update requirements database and design documentation		1 d	Mon 4/16/12	Mon 4/16/12	1827	1880			0 hrs	Gaithersburg
1829	**A2.1.7.3.7.2**	**General Architectural Requirements**		**19 d**	**Thu 3/1/12**	**Tue 3/27/12**					**60 hrs**	
1830	A2.1.7.3.7.2.1	Receive and review relevant documentation from current		2 d	Thu 3/1/12	Fri 3/2/12	1404	1831			0 hrs	Des Moines
1831	A2.1.7.3.7.2.2	Prepare for Joint Application Design (JAD) sessions		1 d	Mon 3/5/12	Mon 3/5/12	1830	1832			0 hrs	Des Moines
1832	A2.1.7.3.7.2.3	Participate in JAD Sessions		15 d	Tue 3/6/12	Mon 3/26/12	1831	1833,1840	D-BA, D-SME	DP	60 hrs	Des Moines
1833	A2.1.7.3.7.2.4	Update requirements database and design documentation		1 d	Tue 3/27/12	Tue 3/27/12	1832				0 hrs	Gaithersburg
1834	**A2.1.7.3.7.3**	**HIPAA Transaction Requirements**		**19 d**	**Wed 2/29/12**	**Mon 3/26/12**					**60 hrs**	
1835	A2.1.7.3.7.3.1	Receive and review relevant documentation from current		2 d	Wed 2/29/12	Thu 3/1/12	1366	1836			0 hrs	Des Moines
1836	A2.1.7.3.7.3.2	Prepare for Joint Application Design (JAD) sessions		1 d	Fri 3/2/12	Fri 3/2/12	1835	1837			0 hrs	Des Moines
1837	A2.1.7.3.7.3.3	Participate in JAD Sessions		15 d	Mon 3/5/12	Fri 3/23/12	1836	1838,1860	D-BA, D-SME	DP	60 hrs	Des Moines
1838	A2.1.7.3.7.3.4	Update requirements database and design documentation		1 d	Mon 3/26/12	Mon 3/26/12	1837				0 hrs	Gaithersburg
1839	**A2.1.7.3.7.4**	**MITA Technical Requirements**		**14 d**	**Tue 3/27/12**	**Fri 4/13/12**					**40 hrs**	
1840	A2.1.7.3.7.4.1	Receive and review relevant documentation from current		2 d	Tue 3/27/12	Wed 3/28/12	1832	1841			0 hrs	Des Moines
1841	A2.1.7.3.7.4.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 3/29/12	Thu 3/29/12	1840	1842			0 hrs	Des Moines
1842	A2.1.7.3.7.4.3	Participate in JAD Sessions		10 d	Fri 3/30/12	Thu 4/12/12	1841	1843,1845	D-BA, D-SME	DP	40 hrs	Des Moines
1843	A2.1.7.3.7.4.4	Update requirements database and design documentation		1 d	Fri 4/13/12	Fri 4/13/12	1842				0 hrs	Gaithersburg
1844	**A2.1.7.3.7.5**	**SOA Requirements**		**14 d**	**Fri 4/13/12**	**Wed 5/2/12**					**40 hrs**	
1845	A2.1.7.3.7.5.1	Receive and review relevant documentation from current		2 d	Fri 4/13/12	Mon 4/16/12	1842	1846			0 hrs	Des Moines
1846	A2.1.7.3.7.5.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 4/17/12	Tue 4/17/12	1845	1847			0 hrs	Des Moines
1847	A2.1.7.3.7.5.3	Participate in JAD Sessions		10 d	Wed 4/18/12	Tue 5/1/12	1846	1848	D-BA, D-SME	DP	40 hrs	Des Moines
1848	A2.1.7.3.7.5.4	Update requirements database and design documentation		1 d	Wed 5/2/12	Wed 5/2/12	1847				0 hrs	Gaithersburg
1849	**A2.1.7.3.7.6**	**Programming Language Requirements**		**13 d**	**Mon 4/9/12**	**Wed 4/25/12**					**40 hrs**	
1850	A2.1.7.3.7.6.1	Receive and review relevant documentation from current		1 d	Mon 4/9/12	Mon 4/9/12	1877	1851			0 hrs	Des Moines
1851	A2.1.7.3.7.6.2	Prepare for Joint Application Design (JAD) sessions		1 d	Tue 4/10/12	Tue 4/10/12	1850	1852			0 hrs	Des Moines
1852	A2.1.7.3.7.6.3	Participate in JAD Sessions		10 d	Wed 4/11/12	Tue 4/24/12	1851	1853,1885	D-BA, D-SME	DP	40 hrs	Des Moines
1853	A2.1.7.3.7.6.4	Update requirements database and design documentation		1 d	Wed 4/25/12	Wed 4/25/12	1852				0 hrs	Gaithersburg
1854	**A2.1.7.3.7.7**	**Security & Privacy Requirements**		**19 d**	**Thu 4/12/12**	**Tue 5/8/12**					**60 hrs**	
1855	A2.1.7.3.7.7.1	Receive and review relevant documentation from current		2 d	Thu 4/12/12	Fri 4/13/12	1862	1856			0 hrs	Des Moines
1856	A2.1.7.3.7.7.2	Prepare for Joint Application Design (JAD) sessions		1 d	Mon 4/16/12	Mon 4/16/12	1855	1857			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1857	A2.1.7.3.7.7.3	Participate in JAD Sessions		15 d	Tue 4/17/12	Mon 5/7/12	1856	1858	D-BA, D-SME	DP	60 hrs	Des Moines
1858	A2.1.7.3.7.7.4	Update requirements database and design documentation		1 d	Tue 5/8/12	Tue 5/8/12	1857				0 hrs	Gaithersburg
1859	**A2.1.7.3.7.8**	**Software Licenses and Maintenance Requirements**		**14 d**	**Mon 3/26/12**	**Thu 4/12/12**					**40 hrs**	
1860	A2.1.7.3.7.8.1	Receive and review relevant documentation from current		2 d	Mon 3/26/12	Tue 3/27/12	1837	1861			0 hrs	Des Moines
1861	A2.1.7.3.7.8.2	Prepare for Joint Application Design (JAD) sessions		1 d	Wed 3/28/12	Wed 3/28/12	1860	1862			0 hrs	Des Moines
1862	A2.1.7.3.7.8.3	Participate in JAD Sessions		10 d	Thu 3/29/12	Wed 4/11/12	1861	1863,1855	D-BA, D-SME	DP	40 hrs	Des Moines
1863	A2.1.7.3.7.8.4	Update requirements database and design documentation		1 d	Thu 4/12/12	Thu 4/12/12	1862				0 hrs	Gaithersburg
1864	**A2.1.7.3.7.9**	**Data Quality Control Requirements**		**14 d**	**Thu 3/1/12**	**Tue 3/20/12**					**40 hrs**	
1865	A2.1.7.3.7.9.1	Receive and review relevant documentation from current		2 d	Thu 3/1/12	Fri 3/2/12	1404	1866			0 hrs	Des Moines
1866	A2.1.7.3.7.9.2	Prepare for Joint Application Design (JAD) sessions		1 d	Mon 3/5/12	Mon 3/5/12	1865	1867			0 hrs	Des Moines
1867	A2.1.7.3.7.9.3	Participate in JAD Sessions		10 d	Tue 3/6/12	Mon 3/19/12	1866	8,4732,1870	D-BA, D-SME	DP	40 hrs	Des Moines
1868	A2.1.7.3.7.9.4	Update requirements database and design documentation		1 d	Tue 3/20/12	Tue 3/20/12	1867				0 hrs	Gaithersburg
1869	**A2.1.7.3.7.10**	**Environments Requirements**		**14 d**	**Tue 3/20/12**	**Fri 4/6/12**					**40 hrs**	
1870	A2.1.7.3.7.10.1	Receive and review relevant documentation from current		2 d	Tue 3/20/12	Wed 3/21/12	1867	1871			0 hrs	Des Moines
1871	A2.1.7.3.7.10.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 3/22/12	Thu 3/22/12	1870	1872			0 hrs	Des Moines
1872	A2.1.7.3.7.10.3	Participate in JAD Sessions		10 d	Fri 3/23/12	Thu 4/5/12	1871	1873,4669	D-BA, D-SME	DP	40 hrs	Des Moines
1873	A2.1.7.3.7.10.4	Update requirements database and design documentation		1 d	Fri 4/6/12	Fri 4/6/12	1872	5110			0 hrs	Gaithersburg
1874	**A2.1.7.3.7.11**	**Web Portal**		**18 d**	**Thu 3/15/12**	**Mon 4/9/12**					**60 hrs**	
1875	A2.1.7.3.7.11.1	Receive and review relevant documentation from current		1 d	Thu 3/15/12	Thu 3/15/12	1380	1876			0 hrs	Gaithersburg
1876	A2.1.7.3.7.11.2	Prepare for Joint Application Design (JAD) sessions		1 d	Fri 3/16/12	Fri 3/16/12	1875	1877			0 hrs	Gaithersburg
1877	A2.1.7.3.7.11.3	Participate in JAD Sessions		15 d	Mon 3/19/12	Fri 4/6/12	1876	1878,1850	D-BA, D-SME	DP	60 hrs	Des Moines
1878	A2.1.7.3.7.11.4	Update requirements database and design documentation		1 d	Mon 4/9/12	Mon 4/9/12	1877				0 hrs	Gaithersburg
1879	**A2.1.7.3.7.12**	**Workflow Requirements**		**14 d**	**Tue 4/17/12**	**Fri 5/4/12**					**40 hrs**	
1880	A2.1.7.3.7.12.1	Receive and review relevant documentation from current		2 d	Tue 4/17/12	Wed 4/18/12	1828	1881			0 hrs	Des Moines
1881	A2.1.7.3.7.12.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 4/19/12	Thu 4/19/12	1880	1882			0 hrs	Des Moines
1882	A2.1.7.3.7.12.3	Participate in JAD Sessions		10 d	Fri 4/20/12	Thu 5/3/12	1881	1883	D-BA, D-SME	DP	40 hrs	Des Moines
1883	A2.1.7.3.7.12.4	Update requirements database and design documentation		1 d	Fri 5/4/12	Fri 5/4/12	1882				0 hrs	Gaithersburg
1884	**A2.1.7.3.7.13**	**Electronic Data Management System Requirements**		**13 d**	**Wed 4/25/12**	**Fri 5/11/12**					**40 hrs**	
1885	A2.1.7.3.7.13.1	Receive and review relevant documentation from current		1 d	Wed 4/25/12	Wed 4/25/12	1852	1886			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1886	A2.1.7.3.7.13.2	Prepare for Joint Application Design (JAD) sessions		1 d	Thu 4/26/12	Thu 4/26/12	1885	1887			0 hrs	Des Moines
1887	A2.1.7.3.7.13.3	Participate in JAD Sessions		10 d	Fri 4/27/12	Thu 5/10/12	1886	8,1890,5236	D-BA, D-SME	DP	40 hrs	Des Moines
1888	A2.1.7.3.7.13.4	Update requirements database and design documentation		1 d	Fri 5/11/12	Fri 5/11/12	1887				0 hrs	Gaithersburg
1889	**A2.1.7.3.7.14**	**Automatic Letter Generation Requirements**		**13 d**	**Fri 5/11/12**	**Wed 5/30/12**					**40 hrs**	
1890	A2.1.7.3.7.14.1	Receive and review relevant documentation from current		1 d	Fri 5/11/12	Fri 5/11/12	1887	1891			0 hrs	Des Moines
1891	A2.1.7.3.7.14.2	Prepare for Joint Application Design (JAD) sessions		1 d	Mon 5/14/12	Mon 5/14/12	1890	1892			0 hrs	Des Moines
1892	A2.1.7.3.7.14.3	Participate in JAD Sessions		10 d	Tue 5/15/12	Tue 5/29/12	1891	3,1926,4598	D-BA, D-SME	DP	40 hrs	Des Moines
1893	A2.1.7.3.7.14.4	Update requirements database and design documentation		1 d	Wed 5/30/12	Wed 5/30/12	1892				0 hrs	Gaithersburg
1894	**A2.1.7.3.8**	**Interface**		**63 d**	**Wed 4/18/12**	**Tue 7/17/12**		**2086,6122**	**PA#4, PA#5, PA#6, PA#7, PA#8, APS#5, APS#6, TST, BA**	**TN**	**3,904 hrs**	
1895	**A2.1.7.3.8.1**	**Member Management**		**14 d**	**Wed 5/16/12**	**Tue 6/5/12**					**40 hrs**	
1896	A2.1.7.3.8.1.1	Receive and review relevant documentation from current	Interface	2 d	Wed 5/16/12	Thu 5/17/12	1711	1897			0 hrs	Des Moines
1897	A2.1.7.3.8.1.2	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Fri 5/18/12	Fri 5/18/12	1896	1898			0 hrs	Des Moines
1898	A2.1.7.3.8.1.3	Participate in JAD Sessions	Interface	10 d	Mon 5/21/12	Mon 6/4/12	1897	1899	D-BA, D-SME	DP	40 hrs	Des Moines
1899	A2.1.7.3.8.1.4	Update requirements database and design documentation	Interface	1 d	Tue 6/5/12	Tue 6/5/12	1898				0 hrs	Gaithersburg
1900	**A2.1.7.3.8.2**	**Provider Management**		**14 d**	**Wed 5/9/12**	**Tue 5/29/12**					**40 hrs**	
1901	A2.1.7.3.8.2.1	Receive and review relevant documentation from current	Interface	2 d	Wed 5/9/12	Thu 5/10/12	1722	1902			0 hrs	Des Moines
1902	A2.1.7.3.8.2.2	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Fri 5/11/12	Fri 5/11/12	1901	1903			0 hrs	Des Moines
1903	A2.1.7.3.8.2.3	Participate in JAD Sessions	Interface	10 d	Mon 5/14/12	Fri 5/25/12	1902	1904	D-BA, D-SME	DP	40 hrs	Des Moines
1904	A2.1.7.3.8.2.4	Update requirements database and design documentation	Interface	1 d	Tue 5/29/12	Tue 5/29/12	1903				0 hrs	Gaithersburg
1905	**A2.1.7.3.8.3**	**Operations Management**		**14 d**	**Wed 4/18/12**	**Mon 5/7/12**					**40 hrs**	
1906	A2.1.7.3.8.3.1	Receive and review relevant documentation from current	Interface	2 d	Wed 4/18/12	Thu 4/19/12	1753	1907			0 hrs	Des Moines
1907	A2.1.7.3.8.3.2	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Fri 4/20/12	Fri 4/20/12	1906	1908			0 hrs	Des Moines
1908	A2.1.7.3.8.3.3	Participate in JAD Sessions	Interface	10 d	Mon 4/23/12	Fri 5/4/12	1907	1909	D-BA, D-SME	DP	40 hrs	Des Moines
1909	A2.1.7.3.8.3.4	Update requirements database and design documentation	Interface	1 d	Mon 5/7/12	Mon 5/7/12	1908				0 hrs	Gaithersburg
1910	**A2.1.7.3.8.4**	**Program Management**		**14 d**	**Wed 6/27/12**	**Tue 7/17/12**					**40 hrs**	
1911	A2.1.7.3.8.4.1	Receive and review relevant documentation from current	Interface	2 d	Wed 6/27/12	Thu 6/28/12	1774	1912			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1912	A2.1.7.3.8.4.2	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Fri 6/29/12	Fri 6/29/12	1911	1913			0 hrs	Des Moines
1913	A2.1.7.3.8.4.3	Participate in JAD Sessions	Interface	10 d	Mon 7/2/12	Mon 7/16/12	1912	1914	D-BA, D-SME	DP	40 hrs	Des Moines
1914	A2.1.7.3.8.4.4	Update requirements database and design documentation	Interface	1 d	Tue 7/17/12	Tue 7/17/12	1913				0 hrs	Gaithersburg
1915	**A2.1.7.3.8.5**	**Program Integrity Management**		**14 d**	**Tue 6/19/12**	**Mon 7/9/12**					**40 hrs**	
1916	A2.1.7.3.8.5.1	Receive and review relevant documentation from current	Interface	2 d	Tue 6/19/12	Wed 6/20/12	1785	1917			0 hrs	Des Moines
1917	A2.1.7.3.8.5.2	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Thu 6/21/12	Thu 6/21/12	1916	1918			0 hrs	Des Moines
1918	A2.1.7.3.8.5.3	Participate in JAD Sessions	Interface	10 d	Fri 6/22/12	Fri 7/6/12	1917	1919	D-BA, D-SME	DP	40 hrs	Des Moines
1919	A2.1.7.3.8.5.4	Update requirements database and design documentation	Interface	1 d	Mon 7/9/12	Mon 7/9/12	1918				0 hrs	Gaithersburg
1920	**A2.1.7.3.8.6**	**Care Management**		**14 d**	**Wed 6/13/12**	**Mon 7/2/12**					**40 hrs**	
1921	A2.1.7.3.8.6.1	Receive and review relevant documentation from current	Interface	2 d	Wed 6/13/12	Thu 6/14/12	1821	1922			0 hrs	Des Moines
1922	A2.1.7.3.8.6.2	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Fri 6/15/12	Fri 6/15/12	1921	1923			0 hrs	Des Moines
1923	A2.1.7.3.8.6.3	Participate in JAD Sessions	Interface	10 d	Mon 6/18/12	Fri 6/29/12	1922	1924	D-BA, D-SME	DP	40 hrs	Des Moines
1924	A2.1.7.3.8.6.4	Update requirements database and design documentation	Interface	1 d	Mon 7/2/12	Mon 7/2/12	1923				0 hrs	Gaithersburg
1925	**A2.1.7.3.8.7**	**Architecture**		**14 d**	**Wed 5/30/12**	**Mon 6/18/12**					**40 hrs**	
1926	A2.1.7.3.8.7.1	Receive and review relevant documentation from current	Interface	2 d	Wed 5/30/12	Thu 5/31/12	1892	1927			0 hrs	Des Moines
1927	A2.1.7.3.8.7.2	Prepare for Joint Application Design (JAD) sessions	Interface	1 d	Fri 6/1/12	Fri 6/1/12	1926	1928			0 hrs	Des Moines
1928	A2.1.7.3.8.7.3	Participate in JAD Sessions	Interface	10 d	Mon 6/4/12	Fri 6/15/12	1927	1929	D-BA, D-SME	DP	40 hrs	Des Moines
1929	A2.1.7.3.8.7.4	Update requirements database and design documentation	Interface	1 d	Mon 6/18/12	Mon 6/18/12	1928				0 hrs	Gaithersburg
1930	**A2.1.7.4**	**Detailed System Design (DSD)**		**109 d**	**Tue 4/10/12**	**Wed 9/12/12**		**2253,2352**			**15,256.8 hrs**	
1931	**A2.1.7.4.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 4/10/12**	**Wed 4/11/12**					**0 hrs**	
1932	A2.1.7.4.1.1	Develop DXD for DSD		2 d	Tue 4/10/12	Wed 4/11/12	1946FS-28 d	1935			0 hrs	Gaithersburg
1933	**A2.1.7.4.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 4/12/12**	**Thu 5/10/12**					**14.8 hrs**	
1934	**A2.1.7.4.2.1**	**Conduct Internal Review**		**3 d**	**Thu 4/12/12**	**Mon 4/16/12**					**0 hrs**	
1935	A2.1.7.4.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 4/12/12	Thu 4/12/12	1932	1936			0 hrs	Gaithersburg
1936	A2.1.7.4.2.1.2	Update DXD based on review		1 d	Fri 4/13/12	Fri 4/13/12	1935	1937			0 hrs	Gaithersburg
1937	A2.1.7.4.2.1.3	Management review/approval for submission to Department		1 d	Mon 4/16/12	Mon 4/16/12	1936	1939			0 hrs	Gaithersburg
1938	**A2.1.7.4.2.2**	**Department Review**		**18 d**	**Tue 4/17/12**	**Thu 5/10/12**					**14.8 hrs**	
1939	A2.1.7.4.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 4/17/12	Tue 4/17/12	1937	1940	D-BA, D-PMO, D-SME	DP	4.8 hrs	Des Moines
1940	A2.1.7.4.2.2.2	Department review DXD for DSD		10 d	Wed 4/18/12	Tue 5/1/12	1939	1941			0 hrs	Des Moines

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1941	A2.1.7.4.2.2.3	Update DXD based on review as required		1 d	Wed 5/2/12	Wed 5/2/12	1940	1942			0 hrs	Gaithersburg
1942	A2.1.7.4.2.2.4	Internal quality assurance review and management review/approval		1 d	Thu 5/3/12	Thu 5/3/12	1941	1943			0 hrs	Gaithersburg
1943	A2.1.7.4.2.2.5	Department review of final submission		5 d	Fri 5/4/12	Thu 5/10/12	1942		D-PMO	DP	10 hrs	Des Moines
1944	**A2.1.7.4.3**	**Member Management Detailed Design Document**		**40 d**	**Thu 5/17/12**	**Fri 7/13/12**		**2867,5489**	**SBA#2, APS#27, TST#8**	**TN**	**1,044 hrs**	
1945	**A2.1.7.4.3.1**	**Develop DSD**		**9 d**	**Thu 5/17/12**	**Wed 5/30/12**					**0 hrs**	
1946	A2.1.7.4.3.1.1	Update design artifacts created during design sessions		1 d	Thu 5/17/12	Thu 5/17/12	1702	7,1932FS-28 d			0 hrs	Gaithersburg
1947	A2.1.7.4.3.1.2	Prepare screens shots and other illustrations		3 d	Fri 5/18/12	Tue 5/22/12	1946	1948			0 hrs	Gaithersburg
1948	A2.1.7.4.3.1.3	Finalize DSD		5 d	Wed 5/23/12	Wed 5/30/12	1947	1950			0 hrs	Gaithersburg
1949	**A2.1.7.4.3.2**	**Conduct Internal Review**		**5 d**	**Thu 5/31/12**	**Wed 6/6/12**					**0 hrs**	
1950	A2.1.7.4.3.2.1	Walkthrough with manager and quality assurance		1 d	Thu 5/31/12	Thu 5/31/12	1948	1951			0 hrs	Gaithersburg
1951	A2.1.7.4.3.2.2	Internal quality assurance review		2 d	Fri 6/1/12	Mon 6/4/12	1950	1952			0 hrs	Gaithersburg
1952	A2.1.7.4.3.2.3	Update deliverable based on review		1 d	Tue 6/5/12	Tue 6/5/12	1951	1953			0 hrs	Gaithersburg
1953	A2.1.7.4.3.2.4	Management review/approval for submission to Department		1 d	Wed 6/6/12	Wed 6/6/12	1952	1955			0 hrs	Gaithersburg
1954	**A2.1.7.4.3.3**	**Department Review**		**26 d**	**Thu 6/7/12**	**Fri 7/13/12**					**84 hrs**	
1955	A2.1.7.4.3.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/7/12	Thu 6/7/12	1953	1956	D-UMMS	DP	2 hrs	Des Moines
1956	A2.1.7.4.3.3.2	Department review of initial submission		15 d	Fri 6/8/12	Thu 6/28/12	1955	1957	D-PMO, D-UMMS	DP	60 hrs	Des Moines
1957	A2.1.7.4.3.3.3	Update deliverable based on review		1 d	Fri 6/29/12	Fri 6/29/12	1956	1958			0 hrs	Gaithersburg
1958	A2.1.7.4.3.3.4	Internal quality assurance review		1 d	Mon 7/2/12	Mon 7/2/12	1957	1959			0 hrs	Gaithersburg
1959	A2.1.7.4.3.3.5	Update deliverable based on review		1 d	Tue 7/3/12	Tue 7/3/12	1958	1960			0 hrs	Gaithersburg
1960	A2.1.7.4.3.3.6	Management review/approval for submission to Department		1 d	Thu 7/5/12	Thu 7/5/12	1959	1961			0 hrs	Gaithersburg
1961	A2.1.7.4.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 7/6/12	Fri 7/6/12	1960	1962	D-UMMS	DP	2 hrs	Des Moines
1962	A2.1.7.4.3.3.8	Department review of final submission		5 d	Mon 7/9/12	Fri 7/13/12	1961	1963	D-PMO, D-UMMS	DP	20 hrs	Des Moines
1963	A2.1.7.4.3.3.9	Department approves deliverable	Milestone	0 d	Fri 7/13/12	Fri 7/13/12	1962				0 hrs	Des Moines
1964	**A2.1.7.4.4**	**Provider Management Detailed Design Document**		**40 d**	**Thu 5/10/12**	**Fri 7/6/12**		**3018,5564**	**SBA#3, APS#31, PA#20, APS#33**	**TN**	**1,364 hrs**	
1965	**A2.1.7.4.4.1**	**Develop DSD**		**9 d**	**Thu 5/10/12**	**Tue 5/22/12**					**0 hrs**	
1966	A2.1.7.4.4.1.1	Update design artifacts created during design sessions		1 d	Thu 5/10/12	Thu 5/10/12	1713	1967			0 hrs	Gaithersburg
1967	A2.1.7.4.4.1.2	Prepare screens shots and other illustrations		3 d	Fri 5/11/12	Tue 5/15/12	1966	1968			0 hrs	Gaithersburg
1968	A2.1.7.4.4.1.3	Finalize DSD		5 d	Wed 5/16/12	Tue 5/22/12	1967	1970			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1969	**A2.1.7.4.4.2**	**Conduct Internal Review**		**5 d**	**Wed 5/23/12**	**Wed 5/30/12**					**0 hrs**	
1970	A2.1.7.4.4.2.1	Walkthrough with manager and quality assurance		1 d	Wed 5/23/12	Wed 5/23/12	1968	1971			0 hrs	Gaithersburg
1971	A2.1.7.4.4.2.2	Internal quality assurance review		2 d	Thu 5/24/12	Fri 5/25/12	1970	1972			0 hrs	Gaithersburg
1972	A2.1.7.4.4.2.3	Update deliverable based on review		1 d	Tue 5/29/12	Tue 5/29/12	1971	1973,8278			0 hrs	Gaithersburg
1973	A2.1.7.4.4.2.4	Management review/approval for submission to Department		1 d	Wed 5/30/12	Wed 5/30/12	1972	1975			0 hrs	Gaithersburg
1974	**A2.1.7.4.4.3**	**Department Review**		**26 d**	**Thu 5/31/12**	**Fri 7/6/12**					**84 hrs**	
1975	A2.1.7.4.4.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 5/31/12	Thu 5/31/12	1973	1976	D-UMPMD	DP	2 hrs	Des Moines
1976	A2.1.7.4.4.3.2	Department review of initial submission		15 d	Fri 6/1/12	Thu 6/21/12	1975	1977	D-PMO, D-UMPMD	DP	60 hrs	Des Moines
1977	A2.1.7.4.4.3.3	Update deliverable based on review		1 d	Fri 6/22/12	Fri 6/22/12	1976	1978			0 hrs	Gaithersburg
1978	A2.1.7.4.4.3.4	Internal quality assurance review		1 d	Mon 6/25/12	Mon 6/25/12	1977	1979			0 hrs	Gaithersburg
1979	A2.1.7.4.4.3.5	Update deliverable based on review		1 d	Tue 6/26/12	Tue 6/26/12	1978	1980			0 hrs	Gaithersburg
1980	A2.1.7.4.4.3.6	Management review/approval for submission to Department		1 d	Wed 6/27/12	Wed 6/27/12	1979	1981			0 hrs	Gaithersburg
1981	A2.1.7.4.4.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 6/28/12	Thu 6/28/12	1980	1982	D-UMPMD	DP	2 hrs	Des Moines
1982	A2.1.7.4.4.3.8	Department review of final submission		5 d	Fri 6/29/12	Fri 7/6/12	1981	1983	D-PMO, D-UMPMD	DP	20 hrs	Des Moines
1983	A2.1.7.4.4.3.9	Department approves deliverable	Milestone	0 d	Fri 7/6/12	Fri 7/6/12	1982				0 hrs	Des Moines
1984	**A2.1.7.4.5**	**Operations Management Detailed Design Document**		**40 d**	**Thu 4/26/12**	**Thu 6/21/12**		**9,3319,3394**	**SBA, BA#11, BA#12, BA#13, SME, APS#16, APS#17, APS#18, PA#9, PA#10, APS#19, APS#20, APS#21, PA#11, PA#13, APS#22, APS#23, PA#14, APS#24, TST#5, TST#6, APS#25**	**TN**	**6,310 hrs**	
1985	**A2.1.7.4.5.1**	**Develop DSD**		**9 d**	**Thu 4/26/12**	**Tue 5/8/12**					**0 hrs**	
1986	A2.1.7.4.5.1.1	Update design artifacts created during design sessions		1 d	Thu 4/26/12	Thu 4/26/12	1724	1987			0 hrs	Gaithersburg
1987	A2.1.7.4.5.1.2	Prepare screens shots and other illustrations		3 d	Fri 4/27/12	Tue 5/1/12	1986	1988			0 hrs	Gaithersburg
1988	A2.1.7.4.5.1.3	Finalize DSD		5 d	Wed 5/2/12	Tue 5/8/12	1987	1990			0 hrs	Gaithersburg
1989	**A2.1.7.4.5.2**	**Conduct Internal Review**		**5 d**	**Wed 5/9/12**	**Tue 5/15/12**					**0 hrs**	
1990	A2.1.7.4.5.2.1	Walkthrough with manager and quality assurance		1 d	Wed 5/9/12	Wed 5/9/12	1988	1991			0 hrs	Gaithersburg
1991	A2.1.7.4.5.2.2	Internal quality assurance review		2 d	Thu 5/10/12	Fri 5/11/12	1990	1992			0 hrs	Gaithersburg
1992	A2.1.7.4.5.2.3	Update deliverable based on review		1 d	Mon 5/14/12	Mon 5/14/12	1991	1993			0 hrs	Gaithersburg
1993	A2.1.7.4.5.2.4	Management review/approval for submission to Department		1 d	Tue 5/15/12	Tue 5/15/12	1992	1995			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
1994	**A2.1.7.4.5.3**	**Department Review**		**26 d**	**Wed 5/16/12**	**Thu 6/21/12**					**84 hrs**	
1995	A2.1.7.4.5.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 5/16/12	Wed 5/16/12	1993	1996	D-UMPMD	DP	2 hrs	Des Moines
1996	A2.1.7.4.5.3.2	Department review of initial submission		15 d	Thu 5/17/12	Thu 6/7/12	1995	1997	D-PMO, D-UMMDS	DP	60 hrs	Des Moines
1997	A2.1.7.4.5.3.3	Update deliverable based on review		1 d	Fri 6/8/12	Fri 6/8/12	1996	1998			0 hrs	Gaithersburg
1998	A2.1.7.4.5.3.4	Internal quality assurance review		1 d	Mon 6/11/12	Mon 6/11/12	1997	1999			0 hrs	Gaithersburg
1999	A2.1.7.4.5.3.5	Update deliverable based on review		1 d	Tue 6/12/12	Tue 6/12/12	1998	2000			0 hrs	Gaithersburg
2000	A2.1.7.4.5.3.6	Management review/approval for submission to Department		1 d	Wed 6/13/12	Wed 6/13/12	1999	2001			0 hrs	Gaithersburg
2001	A2.1.7.4.5.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 6/14/12	Thu 6/14/12	2000	2002	D-UMMDS	DP	2 hrs	Des Moines
2002	A2.1.7.4.5.3.8	Department review of final submission		5 d	Fri 6/15/12	Thu 6/21/12	2001	2003	D-PMO, D-UMMDS	DP	20 hrs	Des Moines
2003	A2.1.7.4.5.3.9	Department approves deliverable	Milestone	0 d	Thu 6/21/12	Thu 6/21/12	2002				0 hrs	Des Moines
2004	**A2.1.7.4.6**	**Program Management detailed Design Document**		**40 d**	**Thu 6/28/12**	**Thu 8/23/12**		**3620,5714**	**SBA#4, BA#14, PA#21, APS#36, PA#22, APS#37, TST#9, APS#38**	**TN**	**2,644 hrs**	
2005	**A2.1.7.4.6.1**	**Develop DSD**		**9 d**	**Thu 6/28/12**	**Wed 7/11/12**					**0 hrs**	
2006	A2.1.7.4.6.1.1	Update design artifacts created during design sessions		1 d	Thu 6/28/12	Thu 6/28/12	1755	2007			0 hrs	Gaithersburg
2007	A2.1.7.4.6.1.2	Prepare screens shots and other illustrations		3 d	Fri 6/29/12	Tue 7/3/12	2006	2008			0 hrs	Gaithersburg
2008	A2.1.7.4.6.1.3	Finalize DSD		5 d	Thu 7/5/12	Wed 7/11/12	2007	2010			0 hrs	Gaithersburg
2009	**A2.1.7.4.6.2**	**Conduct Internal Review**		**5 d**	**Thu 7/12/12**	**Wed 7/18/12**					**0 hrs**	
2010	A2.1.7.4.6.2.1	Walkthrough with manager and quality assurance		1 d	Thu 7/12/12	Thu 7/12/12	2008	2011			0 hrs	Gaithersburg
2011	A2.1.7.4.6.2.2	Internal quality assurance review		2 d	Fri 7/13/12	Mon 7/16/12	2010	2012			0 hrs	Gaithersburg
2012	A2.1.7.4.6.2.3	Update deliverable based on review		1 d	Tue 7/17/12	Tue 7/17/12	2011	2013			0 hrs	Gaithersburg
2013	A2.1.7.4.6.2.4	Management review/approval for submission to Department		1 d	Wed 7/18/12	Wed 7/18/12	2012	2015			0 hrs	Gaithersburg
2014	**A2.1.7.4.6.3**	**Department Review**		**26 d**	**Thu 7/19/12**	**Thu 8/23/12**					**84 hrs**	
2015	A2.1.7.4.6.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 7/19/12	Thu 7/19/12	2013	2016	D-UMMDS	DP	2 hrs	Des Moines
2016	A2.1.7.4.6.3.2	Department review of initial submission		15 d	Fri 7/20/12	Thu 8/9/12	2015	2017	D-PMO, D-UMMDS	DP	60 hrs	Des Moines
2017	A2.1.7.4.6.3.3	Update deliverable based on review		1 d	Fri 8/10/12	Fri 8/10/12	2016	2018			0 hrs	Gaithersburg
2018	A2.1.7.4.6.3.4	Internal quality assurance review		1 d	Mon 8/13/12	Mon 8/13/12	2017	2019			0 hrs	Gaithersburg
2019	A2.1.7.4.6.3.5	Update deliverable based on review		1 d	Tue 8/14/12	Tue 8/14/12	2018	2020			0 hrs	Gaithersburg
2020	A2.1.7.4.6.3.6	Management review/approval for submission to Department		1 d	Wed 8/15/12	Wed 8/15/12	2019	2021			0 hrs	Gaithersburg
2021	A2.1.7.4.6.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 8/16/12	Thu 8/16/12	2020	2022	D-UMMDS	DP	2 hrs	Des Moines
2022	A2.1.7.4.6.3.8	Department review of final submission		5 d	Fri 8/17/12	Thu 8/23/12	2021	2023	D-PMO, D-UMMDS	DP	20 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2023	A2.1.7.4.6.3.9	Department approves deliverable	Milestone	0 d	Thu 8/23/12	Thu 8/23/12	2022				0 hrs	Des Moines
2024	**A2.1.7.4.7**	**Program Integrity Management Detailed Design Document**		**40 d**	**Wed 6/20/12**	**Wed 8/15/12**		**3921,5789**			**84 hrs**	
2025	**A2.1.7.4.7.1**	**Develop DSD**		**9 d**	**Wed 6/20/12**	**Mon 7/2/12**					**0 hrs**	
2026	A2.1.7.4.7.1.1	Update design artifacts created during design sessions		1 d	Wed 6/20/12	Wed 6/20/12	1776	2027			0 hrs	Gaithersburg
2027	A2.1.7.4.7.1.2	Prepare screens shots and other illustrations		3 d	Thu 6/21/12	Mon 6/25/12	2026	2028			0 hrs	Gaithersburg
2028	A2.1.7.4.7.1.3	Finalize DSD		5 d	Tue 6/26/12	Mon 7/2/12	2027	2030			0 hrs	Gaithersburg
2029	**A2.1.7.4.7.2**	**Conduct Internal Review**		**5 d**	**Tue 7/3/12**	**Tue 7/10/12**					**0 hrs**	
2030	A2.1.7.4.7.2.1	Walkthrough with manager and quality assurance		1 d	Tue 7/3/12	Tue 7/3/12	2028	2031			0 hrs	Gaithersburg
2031	A2.1.7.4.7.2.2	Internal quality assurance review		2 d	Thu 7/5/12	Fri 7/6/12	2030	2032			0 hrs	Gaithersburg
2032	A2.1.7.4.7.2.3	Update deliverable based on review		1 d	Mon 7/9/12	Mon 7/9/12	2031	2033			0 hrs	Gaithersburg
2033	A2.1.7.4.7.2.4	Management review/approval for submission to Department		1 d	Tue 7/10/12	Tue 7/10/12	2032	2035			0 hrs	Gaithersburg
2034	**A2.1.7.4.7.3**	**Department Review**		**26 d**	**Wed 7/11/12**	**Wed 8/15/12**					**84 hrs**	
2035	A2.1.7.4.7.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 7/11/12	Wed 7/11/12	2033	2036	D-UMPI	DP	2 hrs	Des Moines
2036	A2.1.7.4.7.3.2	Department review of initial submission		15 d	Thu 7/12/12	Wed 8/1/12	2035	2037	D-PMO, D-UMPI	DP	60 hrs	Des Moines
2037	A2.1.7.4.7.3.3	Update deliverable based on review		1 d	Thu 8/2/12	Thu 8/2/12	2036	2038			0 hrs	Gaithersburg
2038	A2.1.7.4.7.3.4	Internal quality assurance review		1 d	Fri 8/3/12	Fri 8/3/12	2037	2039			0 hrs	Gaithersburg
2039	A2.1.7.4.7.3.5	Update deliverable based on review		1 d	Mon 8/6/12	Mon 8/6/12	2038	2040			0 hrs	Gaithersburg
2040	A2.1.7.4.7.3.6	Management review/approval for submission to Department		1 d	Tue 8/7/12	Tue 8/7/12	2039	2041			0 hrs	Gaithersburg
2041	A2.1.7.4.7.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 8/8/12	Wed 8/8/12	2040	2042	D-UMPI	DP	2 hrs	Des Moines
2042	A2.1.7.4.7.3.8	Department review of final submission		5 d	Thu 8/9/12	Wed 8/15/12	2041	2043	D-PMO, D-UMPI	DP	20 hrs	Des Moines
2043	A2.1.7.4.7.3.9	Department approves deliverable	Milestone	0 d	Wed 8/15/12	Wed 8/15/12	2042				0 hrs	Des Moines
2044	**A2.1.7.4.8**	**Care Management Detailed Design Document**		**40 d**	**Fri 7/6/12**	**Thu 8/30/12**		**7,4297,4222**	**SBA#5, BA#5, APS#43, APS#44, PA#23, APS#45, TST#11**	**TN**	**2,324 hrs**	
2045	**A2.1.7.4.8.1**	**Develop DSD**		**9 d**	**Fri 7/6/12**	**Wed 7/18/12**					**0 hrs**	
2046	A2.1.7.4.8.1.1	Update design artifacts created during design sessions		1 d	Fri 7/6/12	Fri 7/6/12	1787	2047			0 hrs	Gaithersburg
2047	A2.1.7.4.8.1.2	Prepare screens shots and other illustrations		3 d	Mon 7/9/12	Wed 7/11/12	2046	2048			0 hrs	Gaithersburg
2048	A2.1.7.4.8.1.3	Finalize DSD		5 d	Thu 7/12/12	Wed 7/18/12	2047	2050			0 hrs	Gaithersburg
2049	**A2.1.7.4.8.2**	**Conduct Internal Review**		**5 d**	**Thu 7/19/12**	**Wed 7/25/12**					**0 hrs**	
2050	A2.1.7.4.8.2.1	Walkthrough with manager and quality assurance		1 d	Thu 7/19/12	Thu 7/19/12	2048	2051			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2051	A2.1.7.4.8.2.2	Internal quality assurance review		2 d	Fri 7/20/12	Mon 7/23/12	2050	2052			0 hrs	Gaithersburg
2052	A2.1.7.4.8.2.3	Update deliverable based on review		1 d	Tue 7/24/12	Tue 7/24/12	2051	2053			0 hrs	Gaithersburg
2053	A2.1.7.4.8.2.4	Management review/approval for submission to Department		1 d	Wed 7/25/12	Wed 7/25/12	2052	2055			0 hrs	Gaithersburg
2054	**A2.1.7.4.8.3**	**Department Review**		**26 d**	**Thu 7/26/12**	**Thu 8/30/12**					**84 hrs**	
2055	A2.1.7.4.8.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 7/26/12	Thu 7/26/12	2053	2056	D-UMMDS	DP	2 hrs	Des Moines
2056	A2.1.7.4.8.3.2	Department review of initial submission		15 d	Fri 7/27/12	Thu 8/16/12	2055	2057	D-PMO, D-UMMDS	DP	60 hrs	Des Moines
2057	A2.1.7.4.8.3.3	Update deliverable based on review		1 d	Fri 8/17/12	Fri 8/17/12	2056	2058			0 hrs	Gaithersburg
2058	A2.1.7.4.8.3.4	Internal quality assurance review		1 d	Mon 8/20/12	Mon 8/20/12	2057	2059			0 hrs	Gaithersburg
2059	A2.1.7.4.8.3.5	Update deliverable based on review		1 d	Tue 8/21/12	Tue 8/21/12	2058	2060			0 hrs	Gaithersburg
2060	A2.1.7.4.8.3.6	Management review/approval for submission to Department		1 d	Wed 8/22/12	Wed 8/22/12	2059	2061			0 hrs	Gaithersburg
2061	A2.1.7.4.8.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 8/23/12	Thu 8/23/12	2060	2062	D-UMMDS	DP	2 hrs	Des Moines
2062	A2.1.7.4.8.3.8	Department review of final submission		5 d	Fri 8/24/12	Thu 8/30/12	2061	2063	D-PMO, D-UMMDS	DP	20 hrs	Des Moines
2063	A2.1.7.4.8.3.9	Department approves deliverable	Milestone	0 d	Thu 8/30/12	Thu 8/30/12	2062				0 hrs	Des Moines
2064	**A2.1.7.4.9**	**Architecture Detailed Design Document**		**40 d**	**Thu 5/31/12**	**Thu 7/26/12**		**5939**	**BA#6, SIS, PA#24, PA#25, SAR, APS#49, APS#50, APS#51, APS#52**	**TN**	**1,388 hrs**	
2065	**A2.1.7.4.9.1**	**Develop DSD**		**9 d**	**Thu 5/31/12**	**Tue 6/12/12**					**0 hrs**	
2066	A2.1.7.4.9.1.1	Update design artifacts created during design sessions		1 d	Thu 5/31/12	Thu 5/31/12	1823	2067			0 hrs	Gaithersburg
2067	A2.1.7.4.9.1.2	Prepare screens shots and other illustrations		3 d	Fri 6/1/12	Tue 6/5/12	2066	2068			0 hrs	Gaithersburg
2068	A2.1.7.4.9.1.3	Finalize DSD		5 d	Wed 6/6/12	Tue 6/12/12	2067	2070			0 hrs	Gaithersburg
2069	**A2.1.7.4.9.2**	**Conduct Internal Review**		**5 d**	**Wed 6/13/12**	**Tue 6/19/12**					**0 hrs**	
2070	A2.1.7.4.9.2.1	Walkthrough with manager and quality assurance		1 d	Wed 6/13/12	Wed 6/13/12	2068	2071			0 hrs	Gaithersburg
2071	A2.1.7.4.9.2.2	Internal quality assurance review		2 d	Thu 6/14/12	Fri 6/15/12	2070	2072			0 hrs	Gaithersburg
2072	A2.1.7.4.9.2.3	Update deliverable based on review		1 d	Mon 6/18/12	Mon 6/18/12	2071	2073			0 hrs	Gaithersburg
2073	A2.1.7.4.9.2.4	Management review/approval for submission to Department		1 d	Tue 6/19/12	Tue 6/19/12	2072	2075			0 hrs	Gaithersburg
2074	**A2.1.7.4.9.3**	**Department Review**		**26 d**	**Wed 6/20/12**	**Thu 7/26/12**					**84 hrs**	
2075	A2.1.7.4.9.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 6/20/12	Wed 6/20/12	2073	2076	D-SME	DP	2 hrs	Des Moines
2076	A2.1.7.4.9.3.2	Department review of initial submission		15 d	Thu 6/21/12	Thu 7/12/12	2075	2077	D-PMO, D-SME	DP	60 hrs	Des Moines
2077	A2.1.7.4.9.3.3	Update deliverable based on review		1 d	Fri 7/13/12	Fri 7/13/12	2076	2078			0 hrs	Gaithersburg
2078	A2.1.7.4.9.3.4	Internal quality assurance review		1 d	Mon 7/16/12	Mon 7/16/12	2077	2079			0 hrs	Gaithersburg
2079	A2.1.7.4.9.3.5	Update deliverable based on review		1 d	Tue 7/17/12	Tue 7/17/12	2078	2080			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2080	A2.1.7.4.9.3.6	Management review/approval for submission to Department		1 d	Wed 7/18/12	Wed 7/18/12	2079	2081			0 hrs	Gaithersburg
2081	A2.1.7.4.9.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 7/19/12	Thu 7/19/12	2080	2082	D-SME	DP	2 hrs	Des Moines
2082	A2.1.7.4.9.3.8	Department review of final submission		5 d	Fri 7/20/12	Thu 7/26/12	2081	2083	D-PMO, D-SME	DP	20 hrs	Des Moines
2083	A2.1.7.4.9.3.9	Department approves deliverable	Milestone	0 d	Thu 7/26/12	Thu 7/26/12	2082				0 hrs	Des Moines
2084	**A2.1.7.4.10**	**Interface Detailed Design Document**	**Interface**	**40 d**	**Wed 7/18/12**	**Wed 9/12/12**					**84 hrs**	
2085	**A2.1.7.4.10.1**	**Develop DSD**	**Interface**	**9 d**	**Wed 7/18/12**	**Mon 7/30/12**					**0 hrs**	
2086	A2.1.7.4.10.1.1	Update design artifacts created during design sessions	Interface	1 d	Wed 7/18/12	Wed 7/18/12	1894	2087			0 hrs	Gaithersburg
2087	A2.1.7.4.10.1.2	Prepare screens shots and other illustrations	Interface	3 d	Thu 7/19/12	Mon 7/23/12	2086	2088			0 hrs	Gaithersburg
2088	A2.1.7.4.10.1.3	Finalize DSD	Interface	5 d	Tue 7/24/12	Mon 7/30/12	2087	2090			0 hrs	Gaithersburg
2089	**A2.1.7.4.10.2**	**Conduct Internal Review**		**5 d**	**Tue 7/31/12**	**Mon 8/6/12**					**0 hrs**	
2090	A2.1.7.4.10.2.1	Walkthrough with manager and quality assurance		1 d	Tue 7/31/12	Tue 7/31/12	2088	2091			0 hrs	Gaithersburg
2091	A2.1.7.4.10.2.2	Internal quality assurance review		2 d	Wed 8/1/12	Thu 8/2/12	2090	2092			0 hrs	Gaithersburg
2092	A2.1.7.4.10.2.3	Update deliverable based on review		1 d	Fri 8/3/12	Fri 8/3/12	2091	2093			0 hrs	Gaithersburg
2093	A2.1.7.4.10.2.4	Management review/approval for submission to Department		1 d	Mon 8/6/12	Mon 8/6/12	2092	2095			0 hrs	Gaithersburg
2094	**A2.1.7.4.10.3**	**Department Review**		**26 d**	**Tue 8/7/12**	**Wed 9/12/12**					**84 hrs**	
2095	A2.1.7.4.10.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 8/7/12	Tue 8/7/12	2093	2096	D-SME	DP	2 hrs	Des Moines
2096	A2.1.7.4.10.3.2	Department review of initial submission		15 d	Wed 8/8/12	Tue 8/28/12	2095	2097	D-PMO, D-SME	DP	60 hrs	Des Moines
2097	A2.1.7.4.10.3.3	Update deliverable based on review		1 d	Wed 8/29/12	Wed 8/29/12	2096	2098			0 hrs	Gaithersburg
2098	A2.1.7.4.10.3.4	Internal quality assurance review		1 d	Thu 8/30/12	Thu 8/30/12	2097	2099			0 hrs	Gaithersburg
2099	A2.1.7.4.10.3.5	Update deliverable based on review		1 d	Fri 8/31/12	Fri 8/31/12	2098	2100			0 hrs	Gaithersburg
2100	A2.1.7.4.10.3.6	Management review/approval for submission to Department		1 d	Tue 9/4/12	Tue 9/4/12	2099	2101			0 hrs	Gaithersburg
2101	A2.1.7.4.10.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 9/5/12	Wed 9/5/12	2100	2102	D-SME	DP	2 hrs	Des Moines
2102	A2.1.7.4.10.3.8	Department review of final submission		5 d	Thu 9/6/12	Wed 9/12/12	2101	2103	D-PMO, D-SME	DP	20 hrs	Des Moines
2103	A2.1.7.4.10.3.9	Department approves deliverable	Milestone	0 d	Wed 9/12/12	Wed 9/12/12	2102				0 hrs	Des Moines
2104	**A2.1.8**	**Updated Requirements Traceability Matrix**		**31 d**	**Wed 7/18/12**	**Wed 8/29/12**					**68 hrs**	
2105	**A2.1.8.1**	**Update RTM**		**5 d**	**Wed 7/18/12**	**Tue 7/24/12**					**0 hrs**	
2106	A2.1.8.1.1	Extract and consolidate requirements from database		1 d	Wed 7/18/12	Wed 7/18/12	1701	2107			0 hrs	Gaithersburg
2107	A2.1.8.1.2	Update requirements matrix		1 d	Thu 7/19/12	Thu 7/19/12	2106	2108			0 hrs	Gaithersburg
2108	A2.1.8.1.3	Finalize RTM		3 d	Fri 7/20/12	Tue 7/24/12	2107	2110			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2109	**A2.1.8.2**	**Conduct Internal Review**		**5 d**	**Wed 7/25/12**	**Tue 7/31/12**					**0 hrs**	
2110	A2.1.8.2.1	Walkthrough with manager and quality assurance		1 d	Wed 7/25/12	Wed 7/25/12	2108	2111			0 hrs	Gaithersburg
2111	A2.1.8.2.2	Internal quality assurance review		2 d	Thu 7/26/12	Fri 7/27/12	2110	2112			0 hrs	Gaithersburg
2112	A2.1.8.2.3	Update deliverable based on review		1 d	Mon 7/30/12	Mon 7/30/12	2111	2113			0 hrs	Gaithersburg
2113	A2.1.8.2.4	Management review/approval for submission to Department		1 d	Tue 7/31/12	Tue 7/31/12	2112	2115			0 hrs	Gaithersburg
2114	**A2.1.8.3**	**Department Review**		**21 d**	**Wed 8/1/12**	**Wed 8/29/12**					**68 hrs**	
2115	A2.1.8.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 8/1/12	Wed 8/1/12	2113	2116	D-PMO, D-UMCO	DP	4 hrs	Des Moines
2116	A2.1.8.3.2	Department review of initial submission		10 d	Thu 8/2/12	Wed 8/15/12	2115	2117	D-PMO, D-UMCO	DP	40 hrs	Des Moines
2117	A2.1.8.3.3	Update deliverable based on review		1 d	Thu 8/16/12	Thu 8/16/12	2116	2118			0 hrs	Gaithersburg
2118	A2.1.8.3.4	Internal quality assurance review		1 d	Fri 8/17/12	Fri 8/17/12	2117	2119			0 hrs	Gaithersburg
2119	A2.1.8.3.5	Update deliverable based on review		1 d	Mon 8/20/12	Mon 8/20/12	2118	2120			0 hrs	Gaithersburg
2120	A2.1.8.3.6	Management review/approval for submission to Department		1 d	Tue 8/21/12	Tue 8/21/12	2119	2121			0 hrs	Gaithersburg
2121	A2.1.8.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 8/22/12	Wed 8/22/12	2120	2122	D-PMO, D-UMCO	DP	4 hrs	Des Moines
2122	A2.1.8.3.8	Department review of final submission		5 d	Thu 8/23/12	Wed 8/29/12	2121	2123	D-PMO, D-UMCO	DP	20 hrs	Des Moines
2123	A2.1.8.3.9	Department approves deliverable	Milestone	0 d	Wed 8/29/12	Wed 8/29/12	2122				0 hrs	Des Moines
2124	**A2.1.9**	**Methodology for Development**		**37 d**	**Wed 5/16/12**	**Mon 7/9/12**					**69 hrs**	
2125	**A2.1.9.1**	**Methodology for Development of MMIS Document**		**34 d**	**Wed 5/16/12**	**Tue 7/3/12**					**68 hrs**	
2126	**A2.1.9.1.1**	**Develop Methodology Document**		**9 d**	**Wed 5/16/12**	**Tue 5/29/12**					**0 hrs**	
2127	A2.1.9.1.1.1	Update Application of Implementation Plan		1 d	Wed 5/16/12	Wed 5/16/12	1199	2128			0 hrs	Gaithersburg
2128	A2.1.9.1.1.2	Develop iteration schedule		3 d	Thu 5/17/12	Mon 5/21/12	2127	2129			0 hrs	Des Moines
2129	A2.1.9.1.1.3	Finalize deliverable		5 d	Tue 5/22/12	Tue 5/29/12	2128	2131			0 hrs	Gaithersburg
2130	**A2.1.9.1.2**	**Conduct Internal Review**		**4 d**	**Wed 5/30/12**	**Mon 6/4/12**					**0 hrs**	
2131	A2.1.9.1.2.1	Walkthrough with manager and quality assurance		1 d	Wed 5/30/12	Wed 5/30/12	2129	2132			0 hrs	Gaithersburg
2132	A2.1.9.1.2.2	Internal quality assurance review		1 d	Thu 5/31/12	Thu 5/31/12	2131	2133			0 hrs	Gaithersburg
2133	A2.1.9.1.2.3	Update deliverable based on review		1 d	Fri 6/1/12	Fri 6/1/12	2132	2134			0 hrs	Gaithersburg
2134	A2.1.9.1.2.4	Management review/approval for submission to Department		1 d	Mon 6/4/12	Mon 6/4/12	2133	2136			0 hrs	Gaithersburg
2135	**A2.1.9.1.3**	**Department Review**		**21 d**	**Tue 6/5/12**	**Tue 7/3/12**					**68 hrs**	
2136	A2.1.9.1.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 6/5/12	Tue 6/5/12	2134	2137	D-PMO, D-UMCO	DP	4 hrs	Des Moines
2137	A2.1.9.1.3.2	Department review of initial submission		10 d	Wed 6/6/12	Tue 6/19/12	2136	2138	D-PMO, D-UMCO	DP	40 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2138	A2.1.9.1.3.3	Update deliverable based on review		1 d	Wed 6/20/12	Wed 6/20/12	2137	2139			0 hrs	Gaithersburg
2139	A2.1.9.1.3.4	Internal quality assurance review		1 d	Thu 6/21/12	Thu 6/21/12	2138	2140			0 hrs	Gaithersburg
2140	A2.1.9.1.3.5	Update deliverable based on review		1 d	Fri 6/22/12	Fri 6/22/12	2139	2141			0 hrs	Gaithersburg
2141	A2.1.9.1.3.6	Management review/approval for submission to Department		1 d	Mon 6/25/12	Mon 6/25/12	2140	2142			0 hrs	Des Moines
2142	A2.1.9.1.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 6/26/12	Tue 6/26/12	2141	2143	D-PMO, D-UMCO	DP	4 hrs	Des Moines
2143	A2.1.9.1.3.8	Department review of final submission		5 d	Wed 6/27/12	Tue 7/3/12	2142	2144	D-PMO, D-UMCO	DP	20 hrs	Des Moines
2144	A2.1.9.1.3.9	Department approves deliverable	Milestone	0 d	Tue 7/3/12	Tue 7/3/12	2143	2145			0 hrs	Des Moines
2145	A2.1.9.2	Create test case and defect repository		2 d	Thu 7/5/12	Fri 7/6/12	2144	2146			0 hrs	Gaithersburg
2146	A2.1.9.3	Conduct Readiness Review		1 d	Mon 7/9/12	Mon 7/9/12	2145		D-PMO	DP	1 hr	Des Moines
2147	**A2.1.10**	**Conversion Plan**		**62 d**	**Fri 6/8/12**	**Wed 9/5/12**					**132 hrs**	
2148	**A2.1.10.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Fri 6/8/12**	**Mon 6/11/12**					**0 hrs**	
2149	A2.1.10.1.1	Create DXD for Conversion Plan		2 d	Fri 6/8/12	Mon 6/11/12	2160FS-28 d	2151			0 hrs	Des Moines
2150	**A2.1.10.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Tue 6/12/12**	**Wed 7/11/12**					**64 hrs**	
2151	A2.1.10.2.1	Conduct Internal Review		3 d	Tue 6/12/12	Thu 6/14/12	2149	2153			0 hrs	
2152	**A2.1.10.2.2**	**Department Review**		**18 d**	**Fri 6/15/12**	**Wed 7/11/12**					**64 hrs**	
2153	A2.1.10.2.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 6/15/12	Fri 6/15/12	2151	2154	D-PMO, D-SME	DP	4 hrs	Des Moines
2154	A2.1.10.2.2.2	Department review DXD for Conversion Plan		10 d	Mon 6/18/12	Fri 6/29/12	2153	2155	D-PMO, D-SME	DP	40 hrs	Des Moines
2155	A2.1.10.2.2.3	Update DXD based on review as required		1 d	Mon 7/2/12	Mon 7/2/12	2154	2156			0 hrs	Des Moines
2156	A2.1.10.2.2.4	Internal quality assurance review and management review/approval for		1 d	Tue 7/3/12	Tue 7/3/12	2155	2157			0 hrs	Des Moines
2157	A2.1.10.2.2.5	Department review of final submission		5 d	Thu 7/5/12	Wed 7/11/12	2156		D-PMO, D-SME	DP	20 hrs	Des Moines
2158	**A2.1.10.3**	**Data Conversion Plan**		**35 d**	**Wed 7/18/12**	**Wed 9/5/12**		**2352**			**68 hrs**	
2159	**A2.1.10.3.1**	**Develop Conversion Plan**		**9 d**	**Wed 7/18/12**	**Mon 7/30/12**					**0 hrs**	
2160	A2.1.10.3.1.1	Define data conversion approach		1 d	Wed 7/18/12	Wed 7/18/12	1701	1,2149FS-28 d			0 hrs	Des Moines
2161	A2.1.10.3.1.2	Develop conversion methodology		3 d	Thu 7/19/12	Mon 7/23/12	2160	2162			0 hrs	Des Moines
2162	A2.1.10.3.1.3	Finalize Deliverable		5 d	Tue 7/24/12	Mon 7/30/12	2161	2164			0 hrs	Des Moines
2163	**A2.1.10.3.2**	**Conduct Internal Review**		**5 d**	**Tue 7/31/12**	**Mon 8/6/12**					**0 hrs**	
2164	A2.1.10.3.2.1	Walkthrough with manager and quality assurance		1 d	Tue 7/31/12	Tue 7/31/12	2162	2165			0 hrs	Des Moines
2165	A2.1.10.3.2.2	Internal quality assurance review		2 d	Wed 8/1/12	Thu 8/2/12	2164	2166			0 hrs	Des Moines
2166	A2.1.10.3.2.3	Update deliverable based on review		1 d	Fri 8/3/12	Fri 8/3/12	2165	2167			0 hrs	Des Moines
2167	A2.1.10.3.2.4	Management review/approval for submission to Department		1 d	Mon 8/6/12	Mon 8/6/12	2166	2169			0 hrs	Des Moines
2168	**A2.1.10.3.3**	**Department Review**		**21 d**	**Tue 8/7/12**	**Wed 9/5/12**					**68 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2169	A2.1.10.3.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 8/7/12	Tue 8/7/12	2167	2170	D-PMO, D-SME	DP	4 hrs	Des Moines
2170	A2.1.10.3.3.2	Department review of initial submission		10 d	Wed 8/8/12	Tue 8/21/12	2169	2171	D-PMO, D-SME	DP	40 hrs	Des Moines
2171	A2.1.10.3.3.3	Update deliverable based on review		1 d	Wed 8/22/12	Wed 8/22/12	2170	2172			0 hrs	Des Moines
2172	A2.1.10.3.3.4	Internal quality assurance review		1 d	Thu 8/23/12	Thu 8/23/12	2171	2173			0 hrs	Des Moines
2173	A2.1.10.3.3.5	Update deliverable based on review		1 d	Fri 8/24/12	Fri 8/24/12	2172	2174			0 hrs	Des Moines
2174	A2.1.10.3.3.6	Management review/approval for submission to Department		1 d	Mon 8/27/12	Mon 8/27/12	2173	2175			0 hrs	Des Moines
2175	A2.1.10.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 8/28/12	Tue 8/28/12	2174	2176	D-PMO, D-SME	DP	4 hrs	Des Moines
2176	A2.1.10.3.3.8	Department review of final submission		5 d	Wed 8/29/12	Wed 9/5/12	2175	2177	D-PMO, D-SME	DP	20 hrs	Des Moines
2177	A2.1.10.3.3.9	Department approves deliverable	Milestone	0 d	Wed 9/5/12	Wed 9/5/12	2176				0 hrs	Des Moines
2178	**A2.1.11**	**Interface Plan**		**37 d**	**Wed 7/18/12**	**Fri 9/7/12**					**88 hrs**	
2179	**A2.1.11.1**	**Interface Plan**	**Interface**	**37 d**	**Wed 7/18/12**	**Fri 9/7/12**					**88 hrs**	
2180	**A2.1.11.1.1**	**Update Interface Plan**	**Interface**	**11 d**	**Wed 7/18/12**	**Wed 8/1/12**					**20 hrs**	
2181	A2.1.11.1.1.1	Update development approach for internal and external interfaces	Interface	1 d	Wed 7/18/12	Wed 7/18/12	1701	2182			0 hrs	Des Moines
2182	A2.1.11.1.1.2	Document methodology and schedule for interfaces	Interface	3 d	Thu 7/19/12	Mon 7/23/12	2181	2183			0 hrs	Des Moines
2183	A2.1.11.1.1.3	Identify process for interface validation	Interface	1 d	Tue 7/24/12	Tue 7/24/12	2182	2184			0 hrs	Des Moines
2184	A2.1.11.1.1.4	Define interface contingencies	Interface	1 d	Wed 7/25/12	Wed 7/25/12	2183	2185			0 hrs	Des Moines
2185	A2.1.11.1.1.5	Finalize Deliverable	Interface	5 d	Thu 7/26/12	Wed 8/1/12	2184	2187	D-PMO, D-SME	DP	20 hrs	Des Moines
2186	**A2.1.11.1.2**	**Conduct Internal Review**		**5 d**	**Thu 8/2/12**	**Wed 8/8/12**					**0 hrs**	
2187	A2.1.11.1.2.1	Walkthrough with manager and quality assurance		1 d	Thu 8/2/12	Thu 8/2/12	2185	2188			0 hrs	Des Moines
2188	A2.1.11.1.2.2	Internal quality assurance review		2 d	Fri 8/3/12	Mon 8/6/12	2187	2189			0 hrs	Des Moines
2189	A2.1.11.1.2.3	Update deliverable based on review		1 d	Tue 8/7/12	Tue 8/7/12	2188	2190			0 hrs	Des Moines
2190	A2.1.11.1.2.4	Management review/approval for submission to Department		1 d	Wed 8/8/12	Wed 8/8/12	2189	2192			0 hrs	Des Moines
2191	**A2.1.11.1.3**	**Department Review**		**21 d**	**Thu 8/9/12**	**Fri 9/7/12**					**68 hrs**	
2192	A2.1.11.1.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 8/9/12	Thu 8/9/12	2190	2193	D-PMO, D-SME	DP	4 hrs	Des Moines
2193	A2.1.11.1.3.2	Department review of initial submission		10 d	Fri 8/10/12	Thu 8/23/12	2192	2194	D-PMO, D-SME	DP	40 hrs	Des Moines
2194	A2.1.11.1.3.3	Update deliverable based on review		1 d	Fri 8/24/12	Fri 8/24/12	2193	2195			0 hrs	Des Moines
2195	A2.1.11.1.3.4	Internal quality assurance review		1 d	Mon 8/27/12	Mon 8/27/12	2194	2196			0 hrs	Des Moines
2196	A2.1.11.1.3.5	Update deliverable based on review		1 d	Tue 8/28/12	Tue 8/28/12	2195	2197			0 hrs	Des Moines
2197	A2.1.11.1.3.6	Management review/approval for submission to Department		1 d	Wed 8/29/12	Wed 8/29/12	2196	2198			0 hrs	Des Moines
2198	A2.1.11.1.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 8/30/12	Thu 8/30/12	2197	2199	D-PMO, D-SME	DP	4 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2199	A2.1.11.1.3.8	Department review of final submission		5 d	Fri 8/31/12	Fri 9/7/12	2198	2200	D-PMO, D-SME	DP	20 hrs	Des Moines
2200	A2.1.11.1.3.9	Department approves deliverable	Milestone	0 d	Fri 9/7/12	Fri 9/7/12	2199				0 hrs	Des Moines
2201	**A2.1.12**	**Test Management Plan**		**57 d**	**Fri 6/8/12**	**Tue 8/28/12**					**132 hrs**	
2202	**A2.1.12.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Fri 6/8/12**	**Mon 6/11/12**					**0 hrs**	
2203	A2.1.12.1.1	Create DXD for Test Management Plan		2 d	Fri 6/8/12	Mon 6/11/12	2217FS-28 d	2206			0 hrs	Des Moines
2204	**A2.1.12.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Tue 6/12/12**	**Wed 7/11/12**					**64 hrs**	
2205	**A2.1.12.2.1**	**Conduct Internal Review**		**3 d**	**Tue 6/12/12**	**Thu 6/14/12**					**0 hrs**	
2206	A2.1.12.2.1.1	Walkthrough with manager and quality assurance		1 d	Tue 6/12/12	Tue 6/12/12	2203	2207			0 hrs	Des Moines
2207	A2.1.12.2.1.2	Update DXD based on review		1 d	Wed 6/13/12	Wed 6/13/12	2206	2208			0 hrs	Des Moines
2208	A2.1.12.2.1.3	Management review/approval for submission to Department		1 d	Thu 6/14/12	Thu 6/14/12	2207	2210			0 hrs	Des Moines
2209	**A2.1.12.2.2**	**Department Review**		**18 d**	**Fri 6/15/12**	**Wed 7/11/12**					**64 hrs**	
2210	A2.1.12.2.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 6/15/12	Fri 6/15/12	2208	2211	D-PMO, D-SME	DP	4 hrs	Des Moines
2211	A2.1.12.2.2.2	Department review DXD for Test Management Plan		10 d	Mon 6/18/12	Fri 6/29/12	2210	2212	D-PMO, D-SME	DP	40 hrs	Des Moines
2212	A2.1.12.2.2.3	Update DXD based on review as required		1 d	Mon 7/2/12	Mon 7/2/12	2211	2213			0 hrs	Des Moines
2213	A2.1.12.2.2.4	Internal quality assurance review and management review/approval for		1 d	Tue 7/3/12	Tue 7/3/12	2212	2214			0 hrs	Des Moines
2214	A2.1.12.2.2.5	Department review of final submission		5 d	Thu 7/5/12	Wed 7/11/12	2213		D-PMO, D-SME	DP	20 hrs	Des Moines
2215	**A2.1.12.3**	**Test Management Plan**		**30 d**	**Wed 7/18/12**	**Tue 8/28/12**					**68 hrs**	
2216	**A2.1.12.3.1**	**Develop Test Management Plan**		**4 d**	**Wed 7/18/12**	**Mon 7/23/12**					**0 hrs**	
2217	A2.1.12.3.1.1	Define test approach for internal and external interfaces		1 d	Wed 7/18/12	Wed 7/18/12	1701	3,2203FS-28 d			0 hrs	Des Moines
2218	A2.1.12.3.1.2	Document methodology and schedule for testing		1 d	Thu 7/19/12	Thu 7/19/12	2217	2219SS			0 hrs	Des Moines
2219	A2.1.12.3.1.3	Identify test management and defect processes		1 d	Thu 7/19/12	Thu 7/19/12	2218SS	2220SS			0 hrs	Des Moines
2220	A2.1.12.3.1.4	Define test contingencies		1 d	Thu 7/19/12	Thu 7/19/12	2219SS	2221SS			0 hrs	Des Moines
2221	A2.1.12.3.1.5	Finalize Deliverable		3 d	Thu 7/19/12	Mon 7/23/12	2220SS	2223			0 hrs	Des Moines
2222	**A2.1.12.3.2**	**Conduct Internal Review**		**5 d**	**Tue 7/24/12**	**Mon 7/30/12**					**0 hrs**	
2223	A2.1.12.3.2.1	Walkthrough with manager and quality assurance		1 d	Tue 7/24/12	Tue 7/24/12	2221	2224			0 hrs	Des Moines
2224	A2.1.12.3.2.2	Internal quality assurance review		2 d	Wed 7/25/12	Thu 7/26/12	2223	2225			0 hrs	Des Moines
2225	A2.1.12.3.2.3	Update deliverable based on review		1 d	Fri 7/27/12	Fri 7/27/12	2224	2226			0 hrs	Des Moines
2226	A2.1.12.3.2.4	Management review/approval for submission to Department		1 d	Mon 7/30/12	Mon 7/30/12	2225	2228			0 hrs	Des Moines
2227	**A2.1.12.3.3**	**Department Review**		**21 d**	**Tue 7/31/12**	**Tue 8/28/12**					**68 hrs**	
2228	A2.1.12.3.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 7/31/12	Tue 7/31/12	2226	2229	D-PMO, D-SME	DP	4 hrs	Des Moines
2229	A2.1.12.3.3.2	Department review of initial submission		10 d	Wed 8/1/12	Tue 8/14/12	2228	2230	D-PMO, D-SME	DP	40 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2230	A2.1.12.3.3.3	Update deliverable based on review		1 d	Wed 8/15/12	Wed 8/15/12	2229	2231			0 hrs	Des Moines
2231	A2.1.12.3.3.4	Internal quality assurance review		1 d	Thu 8/16/12	Thu 8/16/12	2230	2232			0 hrs	Des Moines
2232	A2.1.12.3.3.5	Update deliverable based on review		1 d	Fri 8/17/12	Fri 8/17/12	2231	2233			0 hrs	Des Moines
2233	A2.1.12.3.3.6	Management review/approval for submission to Department		1 d	Mon 8/20/12	Mon 8/20/12	2232	2234			0 hrs	Des Moines
2234	A2.1.12.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 8/21/12	Tue 8/21/12	2233	2235	D-PMO, D-SME	DP	4 hrs	Des Moines
2235	A2.1.12.3.3.8	Department review of final submission		5 d	Wed 8/22/12	Tue 8/28/12	2234	2236	D-PMO, D-SME	DP	20 hrs	Des Moines
2236	A2.1.12.3.3.9	Department approves deliverable	Milestone	0 d	Tue 8/28/12	Tue 8/28/12	2235				0 hrs	Des Moines
2237	**A2.1.13**	**Business Continuity Plan**		**58 d**	**Wed 8/8/12**	**Mon 10/29/12**					**132 hrs**	
2238	**A2.1.13.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Wed 8/8/12**	**Thu 8/9/12**					**0 hrs**	
2239	A2.1.13.1.1	Create DXD for Business Continuity Plan		2 d	Wed 8/8/12	Thu 8/9/12	2253FS-28 d	2242			0 hrs	Gaithersburg
2240	**A2.1.13.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Fri 8/10/12**	**Mon 9/10/12**					**64 hrs**	
2241	**A2.1.13.2.1**	**Conduct Internal Review**		**3 d**	**Fri 8/10/12**	**Tue 8/14/12**					**0 hrs**	
2242	A2.1.13.2.1.1	Walkthrough with manager and quality assurance		1 d	Fri 8/10/12	Fri 8/10/12	2239	2243			0 hrs	Gaithersburg
2243	A2.1.13.2.1.2	Update DXD based on review		1 d	Mon 8/13/12	Mon 8/13/12	2242	2244			0 hrs	Gaithersburg
2244	A2.1.13.2.1.3	Management review/approval for submission to Department		1 d	Tue 8/14/12	Tue 8/14/12	2243	2246			0 hrs	Gaithersburg
2245	**A2.1.13.2.2**	**Department Review**		**18 d**	**Wed 8/15/12**	**Mon 9/10/12**					**64 hrs**	
2246	A2.1.13.2.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 8/15/12	Wed 8/15/12	2244	2247	D-PMO, D-SME	DP	4 hrs	Gaithersburg
2247	A2.1.13.2.2.2	Department review DXD for Interface		10 d	Thu 8/16/12	Wed 8/29/12	2246	2248	D-PMO, D-SME	DP	40 hrs	Des Moines
2248	A2.1.13.2.2.3	Update DXD based on review as required		1 d	Thu 8/30/12	Thu 8/30/12	2247	2249			0 hrs	Gaithersburg
2249	A2.1.13.2.2.4	Internal quality assurance review and management review/approval for		1 d	Fri 8/31/12	Fri 8/31/12	2248	2250			0 hrs	Gaithersburg
2250	A2.1.13.2.2.5	Department review of final submission		5 d	Tue 9/4/12	Mon 9/10/12	2249		D-PMO, D-SME	DP	20 hrs	Des Moines
2251	**A2.1.13.3**	**Business Continuity Plan**		**33 d**	**Thu 9/13/12**	**Mon 10/29/12**					**68 hrs**	
2252	**A2.1.13.3.1**	**Develop Business Continuity Plan**		**8 d**	**Thu 9/13/12**	**Mon 9/24/12**					**0 hrs**	
2253	A2.1.13.3.1.1	Define business continuity processes		3 d	Thu 9/13/12	Mon 9/17/12	1930	4,2239FS-28 d			0 hrs	Gaithersburg
2254	A2.1.13.3.1.2	Finalize Deliverable		5 d	Tue 9/18/12	Mon 9/24/12	2253	2256			0 hrs	Gaithersburg
2255	**A2.1.13.3.2**	**Conduct Internal Review**		**4 d**	**Tue 9/25/12**	**Fri 9/28/12**					**0 hrs**	
2256	A2.1.13.3.2.1	Walkthrough with manager and quality assurance		1 d	Tue 9/25/12	Tue 9/25/12	2254	2257			0 hrs	Gaithersburg
2257	A2.1.13.3.2.2	Internal quality assurance review		1 d	Wed 9/26/12	Wed 9/26/12	2256	2258			0 hrs	Gaithersburg
2258	A2.1.13.3.2.3	Update deliverable based on review		1 d	Thu 9/27/12	Thu 9/27/12	2257	2259			0 hrs	Gaithersburg
2259	A2.1.13.3.2.4	Management review/approval for submission to Department		1 d	Fri 9/28/12	Fri 9/28/12	2258	2261			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2260	**A2.1.13.3.3**	**Department Review**		**21 d**	**Mon 10/1/12**	**Mon 10/29/12**					**68 hrs**	
2261	A2.1.13.3.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 10/1/12	Mon 10/1/12	2259	2262	D-PMO, D-SME	DP	4 hrs	Des Moines
2262	A2.1.13.3.3.2	Department review of initial submission		10 d	Tue 10/2/12	Mon 10/15/12	2261	2263	D-PMO, D-SME	DP	40 hrs	Des Moines
2263	A2.1.13.3.3.3	Update deliverable based on review		1 d	Tue 10/16/12	Tue 10/16/12	2262	2264			0 hrs	Gaithersburg
2264	A2.1.13.3.3.4	Internal quality assurance review		1 d	Wed 10/17/12	Wed 10/17/12	2263	2265			0 hrs	Gaithersburg
2265	A2.1.13.3.3.5	Update deliverable based on review		1 d	Thu 10/18/12	Thu 10/18/12	2264	2266			0 hrs	Gaithersburg
2266	A2.1.13.3.3.6	Management review/approval for submission to Department		1 d	Fri 10/19/12	Fri 10/19/12	2265	2267			0 hrs	Des Moines
2267	A2.1.13.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 10/22/12	Mon 10/22/12	2266	2268	D-PMO, D-SME	DP	4 hrs	Des Moines
2268	A2.1.13.3.3.8	Department review of final submission		5 d	Tue 10/23/12	Mon 10/29/12	2267	2269	D-PMO, D-SME	DP	20 hrs	Des Moines
2269	A2.1.13.3.3.9	Department approves deliverable	Milestone	0 d	Mon 10/29/12	Mon 10/29/12	2268	2286			0 hrs	Des Moines
2270	**A2.1.14**	**Disaster Recovery Plan**		**62 d**	**Tue 9/25/12**	**Mon 12/24/12**					**132 hrs**	
2271	**A2.1.14.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 9/25/12**	**Wed 9/26/12**					**0 hrs**	
2272	A2.1.14.1.1	Create DXD for Disaster Recovery Plan		2 d	Tue 9/25/12	Wed 9/26/12	2286FS-28 d	2275			0 hrs	Gaithersburg
2273	**A2.1.14.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 9/27/12**	**Thu 10/25/12**					**64 hrs**	
2274	**A2.1.14.2.1**	**Conduct Internal Review**		**3 d**	**Thu 9/27/12**	**Mon 10/1/12**					**0 hrs**	
2275	A2.1.14.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 9/27/12	Thu 9/27/12	2272	2276			0 hrs	Gaithersburg
2276	A2.1.14.2.1.2	Update DXD based on review		1 d	Fri 9/28/12	Fri 9/28/12	2275	2277			0 hrs	Gaithersburg
2277	A2.1.14.2.1.3	Management review/approval for submission to Department		1 d	Mon 10/1/12	Mon 10/1/12	2276	2279			0 hrs	Gaithersburg
2278	**A2.1.14.2.2**	**Department Review**		**18 d**	**Tue 10/2/12**	**Thu 10/25/12**					**64 hrs**	
2279	A2.1.14.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 10/2/12	Tue 10/2/12	2277	2280	D-PMO, D-SME	DP	4 hrs	Des Moines
2280	A2.1.14.2.2.2	Department review DXD for Disaster Recovery Plan		10 d	Wed 10/3/12	Tue 10/16/12	2279	2281	D-PMO, D-SME	DP	40 hrs	Des Moines
2281	A2.1.14.2.2.3	Update DXD based on review as required		1 d	Wed 10/17/12	Wed 10/17/12	2280	2282			0 hrs	Gaithersburg
2282	A2.1.14.2.2.4	Internal quality assurance review and management review/approval for		1 d	Thu 10/18/12	Thu 10/18/12	2281	2283			0 hrs	Gaithersburg
2283	A2.1.14.2.2.5	Department review of final submission		5 d	Fri 10/19/12	Thu 10/25/12	2282		D-PMO, D-SME	DP	20 hrs	Des Moines
2284	**A2.1.14.3**	**Disaster Recovery Plan**		**37 d**	**Tue 10/30/12**	**Mon 12/24/12**					**68 hrs**	
2285	**A2.1.14.3.1**	**Develop Disaster Recovery Plan**		**11 d**	**Tue 10/30/12**	**Wed 11/14/12**					**0 hrs**	
2286	A2.1.14.3.1.1	Define back-up procedures		3 d	Tue 10/30/12	Thu 11/1/12	2269	7,2272FS-28 d			0 hrs	Gaithersburg
2287	A2.1.14.3.1.2	Document Recovery Processes		3 d	Fri 11/2/12	Tue 11/6/12	2286	2288			0 hrs	Gaithersburg
2288	A2.1.14.3.1.3	Finalize Deliverable		5 d	Wed 11/7/12	Wed 11/14/12	2287	2290			0 hrs	Gaithersburg
2289	**A2.1.14.3.2**	**Conduct Internal Review**		**5 d**	**Thu 11/15/12**	**Wed 11/21/12**					**0 hrs**	
2290	A2.1.14.3.2.1	Walkthrough with manager and quality assurance		1 d	Thu 11/15/12	Thu 11/15/12	2288	2291			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2291	A2.1.14.3.2.2	Internal quality assurance review		2 d	Fri 11/16/12	Mon 11/19/12	2290	2292			0 hrs	Gaithersburg
2292	A2.1.14.3.2.3	Update deliverable based on review		1 d	Tue 11/20/12	Tue 11/20/12	2291	2293			0 hrs	Gaithersburg
2293	A2.1.14.3.2.4	Management review/approval for submission to Department		1 d	Wed 11/21/12	Wed 11/21/12	2292	2295			0 hrs	Gaithersburg
2294	**A2.1.14.3.3**	**Department Review**		**21 d**	**Mon 11/26/12**	**Mon 12/24/12**					**68 hrs**	
2295	A2.1.14.3.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 11/26/12	Mon 11/26/12	2293	2296	D-PMO, D-SME	DP	4 hrs	Des Moines
2296	A2.1.14.3.3.2	Department review of initial submission		10 d	Tue 11/27/12	Mon 12/10/12	2295	2297	D-PMO, D-SME	DP	40 hrs	Des Moines
2297	A2.1.14.3.3.3	Update deliverable based on review		1 d	Tue 12/11/12	Tue 12/11/12	2296	2298			0 hrs	Gaithersburg
2298	A2.1.14.3.3.4	Internal quality assurance review		1 d	Wed 12/12/12	Wed 12/12/12	2297	2299			0 hrs	Gaithersburg
2299	A2.1.14.3.3.5	Update deliverable based on review		1 d	Thu 12/13/12	Thu 12/13/12	2298	2300			0 hrs	Gaithersburg
2300	A2.1.14.3.3.6	Management review/approval for submission to Department		1 d	Fri 12/14/12	Fri 12/14/12	2299	2301			0 hrs	Gaithersburg
2301	A2.1.14.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 12/17/12	Mon 12/17/12	2300	2302	D-PMO, D-SME	DP	4 hrs	Des Moines
2302	A2.1.14.3.3.8	Department review of final submission		5 d	Tue 12/18/12	Mon 12/24/12	2301	2303	D-PMO, D-SME	DP	20 hrs	Des Moines
2303	A2.1.14.3.3.9	Department approves deliverable	Milestone	0 d	Mon 12/24/12	Mon 12/24/12	2302				0 hrs	Des Moines
2304	**A2.1.15**	**Configuration Management Plan**		**59 d**	**Tue 4/10/12**	**Mon 7/2/12**					**131 hrs**	
2305	**A2.1.15.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 4/10/12**	**Wed 4/11/12**					**0 hrs**	
2306	A2.1.15.1.1	Create DXD for Configuration Management Plan		2 d	Tue 4/10/12	Wed 4/11/12	2320FS-28 d	2309			0 hrs	Gaithersburg
2307	**A2.1.15.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 4/12/12**	**Thu 5/10/12**					**64 hrs**	
2308	**A2.1.15.2.1**	**Conduct Internal Review**		**3 d**	**Thu 4/12/12**	**Mon 4/16/12**					**0 hrs**	
2309	A2.1.15.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 4/12/12	Thu 4/12/12	2306	2310			0 hrs	Gaithersburg
2310	A2.1.15.2.1.2	Update DXD based on review		1 d	Fri 4/13/12	Fri 4/13/12	2309	2311			0 hrs	Gaithersburg
2311	A2.1.15.2.1.3	Management review/approval for submission to Department		1 d	Mon 4/16/12	Mon 4/16/12	2310	2313			0 hrs	Gaithersburg
2312	**A2.1.15.2.2**	**Department Review**		**18 d**	**Tue 4/17/12**	**Thu 5/10/12**					**64 hrs**	
2313	A2.1.15.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 4/17/12	Tue 4/17/12	2311	2314	D-PMO, D-SME	DP	4 hrs	Des Moines
2314	A2.1.15.2.2.2	Department review DXD for Configuration Management Plan		10 d	Wed 4/18/12	Tue 5/1/12	2313	2315	D-PMO, D-SME	DP	40 hrs	Des Moines
2315	A2.1.15.2.2.3	Update DXD based on review as required		1 d	Wed 5/2/12	Wed 5/2/12	2314	2316			0 hrs	Gaithersburg
2316	A2.1.15.2.2.4	Internal quality assurance review and management review/approval for		1 d	Thu 5/3/12	Thu 5/3/12	2315	2317			0 hrs	Gaithersburg
2317	A2.1.15.2.2.5	Department review of final submission		5 d	Fri 5/4/12	Thu 5/10/12	2316		D-PMO, D-SME	DP	20 hrs	Des Moines
2318	**A2.1.15.3**	**Configuration Management Plan**		**33 d**	**Wed 5/16/12**	**Mon 7/2/12**					**67 hrs**	
2319	**A2.1.15.3.1**	**Develop Plan**		**5 d**	**Wed 5/16/12**	**Tue 5/22/12**					**0 hrs**	
2320	A2.1.15.3.1.1	Define configuration management processes		2 d	Wed 5/16/12	Thu 5/17/12	1199	1,2306FS-28 d			0 hrs	Gaithersburg
2321	A2.1.15.3.1.2	Document configuration management procedures		2 d	Fri 5/18/12	Mon 5/21/12	2320	2322			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2322	A2.1.15.3.1.3	Finalize Deliverable		1 d	Tue 5/22/12	Tue 5/22/12	2321	2324			0 hrs	Gaithersburg
2323	**A2.1.15.3.2**	**Conduct Internal Review**		**7 d**	**Wed 5/23/12**	**Fri 6/1/12**					**0 hrs**	
2324	A2.1.15.3.2.1	Walkthrough with manager and quality assurance		2 d	Wed 5/23/12	Thu 5/24/12	2322	2325			0 hrs	Gaithersburg
2325	A2.1.15.3.2.2	Internal quality assurance review		2 d	Fri 5/25/12	Tue 5/29/12	2324	2326			0 hrs	Gaithersburg
2326	A2.1.15.3.2.3	Update deliverable based on review		2 d	Wed 5/30/12	Thu 5/31/12	2325	2327			0 hrs	Gaithersburg
2327	A2.1.15.3.2.4	Management review/approval for submission to Department		1 d	Fri 6/1/12	Fri 6/1/12	2326	2329			0 hrs	Gaithersburg
2328	**A2.1.15.3.3**	**Department Review**		**21 d**	**Mon 6/4/12**	**Mon 7/2/12**					**67 hrs**	
2329	A2.1.15.3.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 6/4/12	Mon 6/4/12	2327	2330	D-PMO, D-SME	DP	4 hrs	Des Moines
2330	A2.1.15.3.3.2	Department review of initial submission		10 d	Tue 6/5/12	Mon 6/18/12	2329	2331	D-PMO, D-SME	DP	39 hrs	Des Moines
2331	A2.1.15.3.3.3	Update deliverable based on review		1 d	Tue 6/19/12	Tue 6/19/12	2330	2332			0 hrs	Gaithersburg
2332	A2.1.15.3.3.4	Internal quality assurance review		1 d	Wed 6/20/12	Wed 6/20/12	2331	2333			0 hrs	Gaithersburg
2333	A2.1.15.3.3.5	Update deliverable based on review		1 d	Thu 6/21/12	Thu 6/21/12	2332	2334			0 hrs	Gaithersburg
2334	A2.1.15.3.3.6	Management review/approval for submission to Department		1 d	Fri 6/22/12	Fri 6/22/12	2333	2335			0 hrs	Gaithersburg
2335	A2.1.15.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 6/25/12	Mon 6/25/12	2334	2336	D-PMO, D-SME	DP	4 hrs	Des Moines
2336	A2.1.15.3.3.8	Department review of final submission		5 d	Tue 6/26/12	Mon 7/2/12	2335	2337	D-PMO, D-SME	DP	20 hrs	Des Moines
2337	A2.1.15.3.3.9	Department approves deliverable	Milestone	0 d	Mon 7/2/12	Mon 7/2/12	2336				0 hrs	Des Moines
2338	**A2.2**	**Development**		**725 d**	**Wed 2/1/12**	**Mon 12/15/14**			**QA, BA#7, BA#9, BA#8, BA#10**	**TN**	**432,981.75 hrs**	
2339	A2.2.1	Development Resources		283 d	Tue 8/21/12	Thu 10/3/13	1692	6315	DCOM, FM, IM, PMS, PMO, SIM, TESM, TDS, TDS#2,	TN	25,068.4 hrs	
2340	**A2.2.2**	**Data Conversion**		**399 d**	**Wed 2/1/12**	**Tue 8/27/13**			**PA, PA#2, PA#3, APS#68, APS#2, APS#3, APS#4, APS#53, APS#54**	**TN**	**22,250.4 hrs**	
2341	**A2.2.2.1**	**Conversion Environment**		**51 d**	**Thu 6/14/12**	**Fri 8/24/12**					**0 hrs**	
2342	**A2.2.2.1.1**	**Plan and Procure Infrastructure and Environment**		**31 d**	**Thu 6/28/12**	**Fri 8/10/12**					**0 hrs**	
2343	A2.2.2.1.1.1	Purchase Order to Acquire/Purchase Equipment for Development		5 d	Thu 6/28/12	Thu 7/5/12	2514FS-45 d	2344FS+20 d			0 hrs	Des Moines and
2344	A2.2.2.1.1.2	Equipment available for set up		1 d	Fri 8/3/12	Fri 8/3/12	2343FS+20 d	2345			0 hrs	Des Moines and
2345	A2.2.2.1.1.3	Configure Equipment		5 d	Mon 8/6/12	Fri 8/10/12	2344				0 hrs	Des Moines and
2346	**A2.2.2.1.2**	**Establish Connectivity and Test**		**51 d**	**Thu 6/14/12**	**Fri 8/24/12**					**0 hrs**	
2347	A2.2.2.1.2.1	Procure Telecom		1 d	Thu 6/14/12	Thu 6/14/12	2514FS-55 d	2348FS+40 d			0 hrs	Des Moines and
2348	A2.2.2.1.2.2	Establish Communication Link with Facility		5 d	Mon 8/13/12	Fri 8/17/12	2347FS+40 d	2349			0 hrs	Des Moines and

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2349	A2.2.2.1.2.3	Test equipment configuration and connectivity		5 d	Mon 8/20/12	Fri 8/24/12	2348				0 hrs	Des Moines and
2350	**A2.2.2.2**	**Final Data Conversion Plan**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**68 hrs**	
2351	**A2.2.2.2.1**	**Develop Final Conversion Plan**		**9 d**	**Thu 9/13/12**	**Tue 9/25/12**					**0 hrs**	
2352	A2.2.2.2.1.1	Update Data Conversion Plan		1 d	Thu 9/13/12	Thu 9/13/12	2158,1930	2353			0 hrs	Des Moines
2353	A2.2.2.2.1.2	Develop conversion methodology		3 d	Fri 9/14/12	Tue 9/18/12	2352	2354			0 hrs	Des Moines
2354	A2.2.2.2.1.3	Finalize Deliverable		5 d	Wed 9/19/12	Tue 9/25/12	2353	2356			0 hrs	Des Moines
2355	**A2.2.2.2.2**	**Conduct Internal Review**		**5 d**	**Wed 9/26/12**	**Tue 10/2/12**					**0 hrs**	
2356	A2.2.2.2.2.1	Walkthrough with manager and quality assurance		1 d	Wed 9/26/12	Wed 9/26/12	2354	2357			0 hrs	Des Moines
2357	A2.2.2.2.2.2	Internal quality assurance review		2 d	Thu 9/27/12	Fri 9/28/12	2356	2358			0 hrs	Des Moines
2358	A2.2.2.2.2.3	Update deliverable based on review		1 d	Mon 10/1/12	Mon 10/1/12	2357	2359			0 hrs	Des Moines
2359	A2.2.2.2.2.4	Management review/approval for submission to Department		1 d	Tue 10/2/12	Tue 10/2/12	2358	2361			0 hrs	Des Moines
2360	**A2.2.2.2.3**	**Department Review**		**21 d**	**Wed 10/3/12**	**Wed 10/31/12**					**68 hrs**	
2361	A2.2.2.2.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 10/3/12	Wed 10/3/12	2359	2362	D-PMO, D-SME	DP	4 hrs	Des Moines
2362	A2.2.2.2.3.2	Department review of initial submission		10 d	Thu 10/4/12	Wed 10/17/12	2361	2363	D-PMO, D-SME	DP	40 hrs	Des Moines
2363	A2.2.2.2.3.3	Update deliverable based on review		1 d	Thu 10/18/12	Thu 10/18/12	2362	2364			0 hrs	Des Moines
2364	A2.2.2.2.3.4	Internal quality assurance review		1 d	Fri 10/19/12	Fri 10/19/12	2363	2365			0 hrs	Des Moines
2365	A2.2.2.2.3.5	Update deliverable based on review		1 d	Mon 10/22/12	Mon 10/22/12	2364	2366			0 hrs	Des Moines
2366	A2.2.2.2.3.6	Management review/approval for submission to Department		1 d	Tue 10/23/12	Tue 10/23/12	2365	2367			0 hrs	Des Moines
2367	A2.2.2.2.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 10/24/12	Wed 10/24/12	2366	2368	D-PMO, D-SME	DP	4 hrs	Des Moines
2368	A2.2.2.2.3.8	Department review of final submission		5 d	Thu 10/25/12	Wed 10/31/12	2367	2369	D-PMO, D-SME	DP	20 hrs	Des Moines
2369	A2.2.2.2.3.9	Department approves deliverable	Milestone	0 d	Wed 10/31/12	Wed 10/31/12	2368				0 hrs	Des Moines
2370	**A2.2.2.3**	**Conversion Design**		**70 d**	**Wed 5/16/12**	**Thu 8/23/12**		**2514,2492**			**330 hrs**	
2371	**A2.2.2.3.1**	**Provider and Reference**		**40 d**	**Wed 5/16/12**	**Thu 7/12/12**		**2456,2439**			**90 hrs**	
2372	**A2.2.2.3.1.1**	**Conversion Data Identification**		**40 d**	**Wed 5/16/12**	**Thu 7/12/12**					**60 hrs**	
2373	A2.2.2.3.1.1.1	Conduct Collaborative Sessions		10 d	Wed 5/16/12	Wed 5/30/12	1184	5,2390,2383	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines
2374	**A2.2.2.3.1.1.2**	**Create Data Source identification Documentation**		**15 d**	**Thu 5/31/12**	**Wed 6/20/12**					**0 hrs**	
2375	A2.2.2.3.1.1.2.1	Master Feed List		5 d	Thu 5/31/12	Wed 6/6/12	2373	2376			0 hrs	Des Moines
2376	A2.2.2.3.1.1.2.2	Data Layouts		5 d	Thu 6/7/12	Wed 6/13/12	2375	2377			0 hrs	Des Moines
2377	A2.2.2.3.1.1.2.3	Data Definitions		5 d	Thu 6/14/12	Wed 6/20/12	2376	2379			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2378	**A2.2.2.3.1.1.3**	**Stage Data**		**15 d**	**Thu 6/21/12**	**Thu 7/12/12**					**0 hrs**	
2379	A2.2.2.3.1.1.3.1	Create Staging Database		5 d	Thu 6/21/12	Wed 6/27/12	2377	2380			0 hrs	Des Moines
2380	A2.2.2.3.1.1.3.2	Identify exceptions		5 d	Thu 6/28/12	Thu 7/5/12	2379	2381			0 hrs	Des Moines
2381	A2.2.2.3.1.1.3.3	Complete Staging Analysis Report		5 d	Fri 7/6/12	Thu 7/12/12	2380				0 hrs	Des Moines
2382	**A2.2.2.3.1.2**	**Data Analysis**		**22 d**	**Thu 5/31/12**	**Fri 6/29/12**					**30 hrs**	
2383	A2.2.2.3.1.2.1	Analyze Data		10 d	Thu 5/31/12	Wed 6/13/12	2373	2385			0 hrs	Des Moines
2384	**A2.2.2.3.1.2.2**	**Conversion Mapping and Rules**		**12 d**	**Thu 6/14/12**	**Fri 6/29/12**					**30 hrs**	
2385	A2.2.2.3.1.2.2.1	Conduct Collaborative Sessions		5 d	Thu 6/14/12	Wed 6/20/12	2383	2386	D-PMO, D-SME, D-BA	DP	30 hrs	Des Moines
2386	A2.2.2.3.1.2.2.2	Document Mapping and Rules		5 d	Thu 6/21/12	Wed 6/27/12	2385	2387			0 hrs	Des Moines
2387	A2.2.2.3.1.2.2.3	Conduct Technical Review		2 d	Thu 6/28/12	Fri 6/29/12	2386				0 hrs	Des Moines
2388	**A2.2.2.3.2**	**Non-pharmacy Claims and Prior Authorization**		**40 d**	**Thu 5/31/12**	**Thu 7/26/12**		**2457,2439**			**60 hrs**	
2389	**A2.2.2.3.2.1**	**Conversion Data Identification**		**25 d**	**Thu 5/31/12**	**Thu 7/5/12**					**60 hrs**	
2390	A2.2.2.3.2.1.1	Conduct Collaborative Sessions		10 d	Thu 5/31/12	Wed 6/13/12	2373	2,2407,2400	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines
2391	**A2.2.2.3.2.1.2**	**Create Data Source identification Documentation**		**15 d**	**Thu 6/14/12**	**Thu 7/5/12**					**0 hrs**	
2392	A2.2.2.3.2.1.2.1	Master Feed List		5 d	Thu 6/14/12	Wed 6/20/12	2390	2393			0 hrs	Des Moines
2393	A2.2.2.3.2.1.2.2	Data Layouts		5 d	Thu 6/21/12	Wed 6/27/12	2392	2394			0 hrs	Des Moines
2394	A2.2.2.3.2.1.2.3	Data Definitions		5 d	Thu 6/28/12	Thu 7/5/12	2393	2396			0 hrs	Des Moines
2395	**A2.2.2.3.2.2**	**Stage Data**		**15 d**	**Fri 7/6/12**	**Thu 7/26/12**					**0 hrs**	
2396	A2.2.2.3.2.2.1	Create Staging Database		5 d	Fri 7/6/12	Thu 7/12/12	2394	2397			0 hrs	Des Moines
2397	A2.2.2.3.2.2.2	Identify exceptions		5 d	Fri 7/13/12	Thu 7/19/12	2396	2398			0 hrs	Des Moines
2398	A2.2.2.3.2.2.3	Complete Staging Analysis Report		5 d	Fri 7/20/12	Thu 7/26/12	2397				0 hrs	Des Moines
2399	**A2.2.2.3.2.3**	**Data Analysis**		**22 d**	**Thu 6/14/12**	**Mon 7/16/12**					**0 hrs**	
2400	A2.2.2.3.2.3.1	Analyze Data		10 d	Thu 6/14/12	Wed 6/27/12	2390	2402			0 hrs	Des Moines
2401	**A2.2.2.3.2.3.2**	**Conversion Mapping and Rules**		**12 d**	**Thu 6/28/12**	**Mon 7/16/12**					**0 hrs**	
2402	A2.2.2.3.2.3.2.1	Conduct Collaborative Sessions		5 d	Thu 6/28/12	Thu 7/5/12	2400	2403			0 hrs	Des Moines
2403	A2.2.2.3.2.3.2.2	Document Mapping and Rules		5 d	Fri 7/6/12	Thu 7/12/12	2402	2404			0 hrs	Des Moines
2404	A2.2.2.3.2.3.2.3	Conduct Technical Review		2 d	Fri 7/13/12	Mon 7/16/12	2403				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2405	**A2.2.2.3.3**	**Pharmacy Claims**		**40 d**	**Thu 6/14/12**	**Thu 8/9/12**		**2458,2439**			**90 hrs**	
2406	**A2.2.2.3.3.1**	**Conversion Data Identification**		**25 d**	**Thu 6/14/12**	**Thu 7/19/12**					**60 hrs**	
2407	A2.2.2.3.3.1.1	Conduct Collaborative Sessions		10 d	Thu 6/14/12	Wed 6/27/12	2390	9,2424,2417	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines
2408	**A2.2.2.3.3.1.2**	**Create Data Source identification Documentation**		**15 d**	**Thu 6/28/12**	**Thu 7/19/12**					**0 hrs**	
2409	A2.2.2.3.3.1.2.1	Master Feed List		5 d	Thu 6/28/12	Thu 7/5/12	2407	2410			0 hrs	Des Moines
2410	A2.2.2.3.3.1.2.2	Data Layouts		5 d	Fri 7/6/12	Thu 7/12/12	2409	2411			0 hrs	Des Moines
2411	A2.2.2.3.3.1.2.3	Data Definitions		5 d	Fri 7/13/12	Thu 7/19/12	2410	2413			0 hrs	Des Moines
2412	**A2.2.2.3.3.2**	**Stage Data**		**15 d**	**Fri 7/20/12**	**Thu 8/9/12**					**0 hrs**	
2413	A2.2.2.3.3.2.1	Create Staging Database		5 d	Fri 7/20/12	Thu 7/26/12	2411	2414			0 hrs	Des Moines
2414	A2.2.2.3.3.2.2	Identify exceptions		5 d	Fri 7/27/12	Thu 8/2/12	2413	2415			0 hrs	Des Moines
2415	A2.2.2.3.3.2.3	Complete Staging Analysis Report		5 d	Fri 8/3/12	Thu 8/9/12	2414				0 hrs	Des Moines
2416	**A2.2.2.3.3.3**	**Data Analysis**		**22 d**	**Thu 6/28/12**	**Mon 7/30/12**					**30 hrs**	
2417	A2.2.2.3.3.3.1	Analyze Data		10 d	Thu 6/28/12	Thu 7/12/12	2407	2419			0 hrs	Des Moines
2418	**A2.2.2.3.3.3.2**	**Conversion Mapping and Rules**		**12 d**	**Fri 7/13/12**	**Mon 7/30/12**					**30 hrs**	
2419	A2.2.2.3.3.3.2.1	Conduct Collaborative Sessions		5 d	Fri 7/13/12	Thu 7/19/12	2417	2420	D-PMO, D-SME, D-BA	DP	30 hrs	Des Moines
2420	A2.2.2.3.3.3.2.2	Document Mapping and Rules		5 d	Fri 7/20/12	Thu 7/26/12	2419	2421			0 hrs	Des Moines
2421	A2.2.2.3.3.3.2.3	Conduct Technical Review		2 d	Fri 7/27/12	Mon 7/30/12	2420				0 hrs	Des Moines
2422	**A2.2.2.3.4**	**Member and Third Party Liability**		**40 d**	**Thu 6/28/12**	**Thu 8/23/12**		**2459,2439**			**90 hrs**	
2423	**A2.2.2.3.4.1**	**Conversion Data Identification**		**25 d**	**Thu 6/28/12**	**Thu 8/2/12**					**60 hrs**	
2424	A2.2.2.3.4.1.1	Conduct Collaborative Sessions		10 d	Thu 6/28/12	Thu 7/12/12	2407	2426,2434	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines
2425	**A2.2.2.3.4.1.2**	**Create Data Source identification Documentation**		**15 d**	**Fri 7/13/12**	**Thu 8/2/12**					**0 hrs**	
2426	A2.2.2.3.4.1.2.1	Master Feed List		5 d	Fri 7/13/12	Thu 7/19/12	2424	2427			0 hrs	Des Moines
2427	A2.2.2.3.4.1.2.2	Data Layouts		5 d	Fri 7/20/12	Thu 7/26/12	2426	2428			0 hrs	Des Moines
2428	A2.2.2.3.4.1.2.3	Data Definitions		5 d	Fri 7/27/12	Thu 8/2/12	2427	2430			0 hrs	Des Moines
2429	**A2.2.2.3.4.2**	**Stage Data**		**15 d**	**Fri 8/3/12**	**Thu 8/23/12**					**0 hrs**	
2430	A2.2.2.3.4.2.1	Create Staging Database		5 d	Fri 8/3/12	Thu 8/9/12	2428	2431			0 hrs	Des Moines
2431	A2.2.2.3.4.2.2	Identify exceptions		5 d	Fri 8/10/12	Thu 8/16/12	2430	2432			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2432	A2.2.2.3.4.2.3	Complete Staging Analysis Report		5 d	Fri 8/17/12	Thu 8/23/12	2431				0 hrs	Des Moines
2433	**A2.2.2.3.4.3**	**Data Analysis**		**22 d**	**Fri 7/13/12**	**Mon 8/13/12**					**30 hrs**	
2434	A2.2.2.3.4.3.1	Analyze Data		10 d	Fri 7/13/12	Thu 7/26/12	2424	2436			0 hrs	Des Moines
2435	**A2.2.2.3.4.3.2**	**Conversion Mapping and Rules**		**12 d**	**Fri 7/27/12**	**Mon 8/13/12**					**30 hrs**	
2436	A2.2.2.3.4.3.2.1	Conduct Collaborative Sessions		5 d	Fri 7/27/12	Thu 8/2/12	2434	2437	D-PMO, D-SME, D-BA	DP	30 hrs	Des Moines
2437	A2.2.2.3.4.3.2.2	Document Mapping and Rules		5 d	Fri 8/3/12	Thu 8/9/12	2436	2438			0 hrs	Des Moines
2438	A2.2.2.3.4.3.2.3	Conduct Technical Review		2 d	Fri 8/10/12	Mon 8/13/12	2437				0 hrs	Des Moines
2439	A2.2.2.4	Validate conversion design for Optional Waiver		1 d	Fri 8/24/12	Fri 8/24/12	388,2422,2405				0 hrs	
2440	**A2.2.2.5**	**Data Conversion Checklists**		**89 d**	**Thu 6/7/12**	**Thu 10/11/12**					**198 hrs**	
2441	**A2.2.2.5.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Thu 6/7/12**	**Fri 6/8/12**					**0 hrs**	
2442	A2.2.2.5.1.1	Create DXD for Data Conversion Checklists		2 d	Thu 6/7/12	Fri 6/8/12	2456FS-28 d	2445			0 hrs	Des Moines
2443	**A2.2.2.5.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Mon 6/11/12**	**Tue 7/10/12**					**96 hrs**	
2444	**A2.2.2.5.2.1**	**Conduct Internal Review**		**3 d**	**Mon 6/11/12**	**Wed 6/13/12**					**0 hrs**	
2445	A2.2.2.5.2.1.1	Walkthrough with manager and quality assurance		1 d	Mon 6/11/12	Mon 6/11/12	2442	2446			0 hrs	Des Moines
2446	A2.2.2.5.2.1.2	Update DXD based on review		1 d	Tue 6/12/12	Tue 6/12/12	2445	2447			0 hrs	Des Moines
2447	A2.2.2.5.2.1.3	Management review/approval for submission to Department		1 d	Wed 6/13/12	Wed 6/13/12	2446	2449			0 hrs	Des Moines
2448	**A2.2.2.5.2.2**	**Department Review**		**18 d**	**Thu 6/14/12**	**Tue 7/10/12**					**96 hrs**	
2449	A2.2.2.5.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/14/12	Thu 6/14/12	2447	2450	D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2450	A2.2.2.5.2.2.2	Department review DXD for Data Conversion Checklists		10 d	Fri 6/15/12	Thu 6/28/12	2449	2451	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines
2451	A2.2.2.5.2.2.3	Update DXD based on review as required		1 d	Fri 6/29/12	Fri 6/29/12	2450	2452			0 hrs	Des Moines
2452	A2.2.2.5.2.2.4	Internal quality assurance review and management review/approval		1 d	Mon 7/2/12	Mon 7/2/12	2451	2453			0 hrs	Des Moines
2453	A2.2.2.5.2.2.5	Department review of final submission		5 d	Tue 7/3/12	Tue 7/10/12	2452		D-PMO, D-SME, D-BA	DP	30 hrs	Des Moines
2454	**A2.2.2.5.3**	**Data Conversion Checklists**		**64 d**	**Fri 7/13/12**	**Thu 10/11/12**					**102 hrs**	
2455	**A2.2.2.5.3.1**	**Develop Data Conversion Checklists**		**38 d**	**Fri 7/13/12**	**Wed 9/5/12**					**0 hrs**	
2456	A2.2.2.5.3.1.1	Create Provider Services and Reference Checklists		3 d	Fri 7/13/12	Tue 7/17/12	2371	2442FS-28 d			0 hrs	Des Moines
2457	A2.2.2.5.3.1.2	Create Non-Pharmacy Claims and Service Authorization Checklists		3 d	Fri 7/27/12	Tue 7/31/12	2388				0 hrs	Des Moines
2458	A2.2.2.5.3.1.3	Create Drug Rebate Checklist		3 d	Fri 8/10/12	Tue 8/14/12	2405				0 hrs	Des Moines
2459	A2.2.2.5.3.1.4	Create Enrollee and Third Party Liability Checklists		3 d	Fri 8/24/12	Tue 8/28/12	2422	2460			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2460	A2.2.2.5.3.1.5	Finalize Deliverable with material from Optional Waiver		5 d	Wed 8/29/12	Wed 9/5/12	2459	2462			0 hrs	Des Moines
2461	**A2.2.2.5.3.2**	**Conduct Internal Review**		**5 d**	**Thu 9/6/12**	**Wed 9/12/12**					**0 hrs**	
2462	A2.2.2.5.3.2.1	Walkthrough with manager and quality assurance		1 d	Thu 9/6/12	Thu 9/6/12	2460	2463			0 hrs	Des Moines
2463	A2.2.2.5.3.2.2	Internal quality assurance review		2 d	Fri 9/7/12	Mon 9/10/12	2462	2464			0 hrs	Des Moines
2464	A2.2.2.5.3.2.3	Update deliverable based on review		1 d	Tue 9/11/12	Tue 9/11/12	2463	2465			0 hrs	Des Moines
2465	A2.2.2.5.3.2.4	Management review/approval for submission to Department		1 d	Wed 9/12/12	Wed 9/12/12	2464	2467			0 hrs	Des Moines
2466	**A2.2.2.5.3.3**	**Department Review**		**21 d**	**Thu 9/13/12**	**Thu 10/11/12**					**102 hrs**	
2467	A2.2.2.5.3.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 9/13/12	Thu 9/13/12	2465	2468	D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2468	A2.2.2.5.3.3.2	Department review of initial submission		10 d	Fri 9/14/12	Thu 9/27/12	2467	2469	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines
2469	A2.2.2.5.3.3.3	Update deliverable based on review		1 d	Fri 9/28/12	Fri 9/28/12	2468	2470			0 hrs	Des Moines
2470	A2.2.2.5.3.3.4	Internal quality assurance review		1 d	Mon 10/1/12	Mon 10/1/12	2469	2471			0 hrs	Des Moines
2471	A2.2.2.5.3.3.5	Update deliverable based on review		1 d	Tue 10/2/12	Tue 10/2/12	2470	2472			0 hrs	Des Moines
2472	A2.2.2.5.3.3.6	Management review/approval for submission to Department		1 d	Wed 10/3/12	Wed 10/3/12	2471	2473			0 hrs	Des Moines
2473	A2.2.2.5.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 10/4/12	Thu 10/4/12	2472	2474	D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2474	A2.2.2.5.3.3.8	Department review of final submission		5 d	Fri 10/5/12	Thu 10/11/12	2473	2475	D-PMO, D-SME, D-BA	DP	30 hrs	Des Moines
2475	A2.2.2.5.3.3.9	Department approves deliverable	Milestone	0 d	Thu 10/11/12	Thu 10/11/12	2474				0 hrs	Des Moines
2476	**A2.2.2.6**	**Data Reconciliation Procedures**		**68 d**	**Fri 7/20/12**	**Wed 10/24/12**					**198 hrs**	
2477	**A2.2.2.6.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Fri 7/20/12**	**Mon 7/23/12**					**0 hrs**	
2478	A2.2.2.6.1.1	Create DXD for Data Reconciliation Procedures		2 d	Fri 7/20/12	Mon 7/23/12	2492FS-28 d	2481			0 hrs	Des Moines
2479	**A2.2.2.6.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Tue 7/24/12**	**Tue 8/21/12**					**96 hrs**	
2480	**A2.2.2.6.2.1**	**Conduct Internal Review**		**3 d**	**Tue 7/24/12**	**Thu 7/26/12**					**0 hrs**	
2481	A2.2.2.6.2.1.1	Walkthrough with manager and quality assurance		1 d	Tue 7/24/12	Tue 7/24/12	2478	2482			0 hrs	Des Moines
2482	A2.2.2.6.2.1.2	Update DXD based on review		1 d	Wed 7/25/12	Wed 7/25/12	2481	2483			0 hrs	Des Moines
2483	A2.2.2.6.2.1.3	Management review/approval for submission to Department		1 d	Thu 7/26/12	Thu 7/26/12	2482	2485			0 hrs	Des Moines
2484	**A2.2.2.6.2.2**	**Department Review**		**18 d**	**Fri 7/27/12**	**Tue 8/21/12**					**96 hrs**	
2485	A2.2.2.6.2.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 7/27/12	Fri 7/27/12	2483	2486	D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2486	A2.2.2.6.2.2.2	Department review DXD for Data Conversion Procedures		10 d	Mon 7/30/12	Fri 8/10/12	2485	2487	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2487	A2.2.2.6.2.2.3	Update DXD based on review as required		1 d	Mon 8/13/12	Mon 8/13/12	2486	2488			0 hrs	Des Moines
2488	A2.2.2.6.2.2.4	Internal quality assurance review and management review/approval		1 d	Tue 8/14/12	Tue 8/14/12	2487	2489			0 hrs	Des Moines
2489	A2.2.2.6.2.2.5	Department review of final submission		5 d	Wed 8/15/12	Tue 8/21/12	2488		D-PMO, D-SME, D-BA	DP	30 hrs	Des Moines
2490	**A2.2.2.6.3**	**Data Reconciliation Procedures**		**43 d**	**Fri 8/24/12**	**Wed 10/24/12**					**102 hrs**	
2491	**A2.2.2.6.3.1**	**Develop Data Reconciliation Procedures**		**17 d**	**Fri 8/24/12**	**Tue 9/18/12**					**0 hrs**	
2492	A2.2.2.6.3.1.1	Create Provider Services and Reference procedures		3 d	Fri 8/24/12	Tue 8/28/12	2370	3,2478FS-28 d			0 hrs	Des Moines
2493	A2.2.2.6.3.1.2	Create Non-Pharmacy Claims and Service Authorization Procedures		3 d	Wed 8/29/12	Fri 8/31/12	2492	2494			0 hrs	Des Moines
2494	A2.2.2.6.3.1.3	Create Drug Rebate Procedures		3 d	Tue 9/4/12	Thu 9/6/12	2493	2495			0 hrs	Des Moines
2495	A2.2.2.6.3.1.4	Create Enrollee and Third Party Liability Procedures		3 d	Fri 9/7/12	Tue 9/11/12	2494	2496			0 hrs	Des Moines
2496	A2.2.2.6.3.1.5	Finalize Deliverable and update material to address Optional		5 d	Wed 9/12/12	Tue 9/18/12	2495	2498			0 hrs	Des Moines
2497	**A2.2.2.6.3.2**	**Conduct Internal Review**		**5 d**	**Wed 9/19/12**	**Tue 9/25/12**					**0 hrs**	
2498	A2.2.2.6.3.2.1	Walkthrough with manager and quality assurance		1 d	Wed 9/19/12	Wed 9/19/12	2496	2499			0 hrs	Des Moines
2499	A2.2.2.6.3.2.2	Internal quality assurance review		2 d	Thu 9/20/12	Fri 9/21/12	2498	2500			0 hrs	Des Moines
2500	A2.2.2.6.3.2.3	Update deliverable based on review		1 d	Mon 9/24/12	Mon 9/24/12	2499	2501			0 hrs	Des Moines
2501	A2.2.2.6.3.2.4	Management review/approval for submission to Department		1 d	Tue 9/25/12	Tue 9/25/12	2500	2503			0 hrs	Des Moines
2502	**A2.2.2.6.3.3**	**Department Review**		**21 d**	**Wed 9/26/12**	**Wed 10/24/12**					**102 hrs**	
2503	A2.2.2.6.3.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 9/26/12	Wed 9/26/12	2501	2504	D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2504	A2.2.2.6.3.3.2	Department review of initial submission		10 d	Thu 9/27/12	Wed 10/10/12	2503	2505	D-PMO, D-SME, D-BA	DP	60 hrs	Des Moines
2505	A2.2.2.6.3.3.3	Update deliverable based on review		1 d	Thu 10/11/12	Thu 10/11/12	2504	2506			0 hrs	Des Moines
2506	A2.2.2.6.3.3.4	Internal quality assurance review		1 d	Fri 10/12/12	Fri 10/12/12	2505	2507			0 hrs	Des Moines
2507	A2.2.2.6.3.3.5	Update deliverable based on review		1 d	Mon 10/15/12	Mon 10/15/12	2506	2508			0 hrs	Des Moines
2508	A2.2.2.6.3.3.6	Management review/approval for submission to Department		1 d	Tue 10/16/12	Tue 10/16/12	2507	2509			0 hrs	Des Moines
2509	A2.2.2.6.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 10/17/12	Wed 10/17/12	2508	2510	D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2510	A2.2.2.6.3.3.8	Department review of final submission		5 d	Thu 10/18/12	Wed 10/24/12	2509	2511	D-PMO, D-SME, D-BA	DP	30 hrs	Des Moines
2511	A2.2.2.6.3.3.9	Department approves deliverable	Milestone	0 d	Wed 10/24/12	Wed 10/24/12	2510				0 hrs	Des Moines
2512	**A2.2.2.7**	**Conversion Development and Test**		**318 d**	**Wed 2/1/12**	**Thu 5/2/13**		**2762,7159**			**418.4 hrs**	
2513	**A2.2.2.7.1**	**Provider and Reference**		**149 d**	**Fri 8/24/12**	**Fri 3/29/13**					**97.2 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2514	A2.2.2.7.1.1	Prepare Environment and Data		5 d	Fri 8/24/12	Thu 8/30/12	2370	5,2343FS-45 ,2347FS-55			0 hrs	Des Moines and
2515	A2.2.2.7.1.2	Develop Test Cases		5 d	Fri 8/31/12	Fri 9/7/12	2514	2516			0 hrs	Des Moines and
2516	A2.2.2.7.1.3	Develop Iteration Plan		5 d	Mon 9/10/12	Fri 9/14/12	2515	8,2571,2682			0 hrs	Des Moines
2517	**A2.2.2.7.1.4**	**Iteration 1**		**16 d**	**Mon 9/17/12**	**Mon 10/8/12**					**10.8 hrs**	
2518	A2.2.2.7.1.4.1	Iteration 1 Kick-off		1 d	Mon 9/17/12	Mon 9/17/12	2516	2519	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2519	A2.2.2.7.1.4.2	Iteration 1 Development		10 d	Tue 9/18/12	Mon 10/1/12	2518	2520			0 hrs	Des Moines
2520	A2.2.2.7.1.4.3	Iteration 1 Unit Test		4 d	Tue 10/2/12	Fri 10/5/12	2519	2521,2523			0 hrs	Des Moines
2521	A2.2.2.7.1.4.4	Iteration 1 Demonstration and Closure		1 d	Mon 10/8/12	Mon 10/8/12	2520		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2522	**A2.2.2.7.1.5**	**Iteration 2**		**16 d**	**Mon 10/8/12**	**Mon 10/29/12**					**10.8 hrs**	
2523	A2.2.2.7.1.5.1	Iteration 2 Kick-off		1 d	Mon 10/8/12	Mon 10/8/12	2520	2524	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2524	A2.2.2.7.1.5.2	Iteration 2 Development		10 d	Tue 10/9/12	Mon 10/22/12	2523	2525,2528			0 hrs	Des Moines
2525	A2.2.2.7.1.5.3	Iteration 2 Unit Test		4 d	Tue 10/23/12	Fri 10/26/12	2524	2526			0 hrs	Des Moines
2526	A2.2.2.7.1.5.4	Iteration 2 Demonstration and Closure		1 d	Mon 10/29/12	Mon 10/29/12	2525		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2527	**A2.2.2.7.1.6**	**Iteration 3**		**16 d**	**Tue 10/23/12**	**Wed 11/14/12**					**10.8 hrs**	
2528	A2.2.2.7.1.6.1	Iteration 3 Kick-off		1 d	Tue 10/23/12	Tue 10/23/12	2524	2529	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2529	A2.2.2.7.1.6.2	Iteration 3 Development		10 d	Wed 10/24/12	Tue 11/6/12	2528	2530,2533			0 hrs	Des Moines
2530	A2.2.2.7.1.6.3	Iteration 3 Unit Test		4 d	Wed 11/7/12	Tue 11/13/12	2529	2531			0 hrs	Des Moines
2531	A2.2.2.7.1.6.4	Iteration 3 Demonstration and Closure		1 d	Wed 11/14/12	Wed 11/14/12	2530		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2532	**A2.2.2.7.1.7**	**Iteration 4**		**16 d**	**Wed 11/7/12**	**Mon 12/3/12**					**10.8 hrs**	
2533	A2.2.2.7.1.7.1	Iteration 4 Kick-off		1 d	Wed 11/7/12	Wed 11/7/12	2529	2534	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2534	A2.2.2.7.1.7.2	Iteration 4 Development		10 d	Thu 11/8/12	Mon 11/26/12	2533	2535,2538			0 hrs	Des Moines
2535	A2.2.2.7.1.7.3	Iteration 4 Unit Test		4 d	Tue 11/27/12	Fri 11/30/12	2534	2536			0 hrs	Des Moines
2536	A2.2.2.7.1.7.4	Iteration 4 Demonstration and Closure		1 d	Mon 12/3/12	Mon 12/3/12	2535		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2537	**A2.2.2.7.1.8**	**Iteration 5**		**16 d**	**Tue 11/27/12**	**Tue 12/18/12**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2538	A2.2.2.7.1.8.1	Iteration 5 Kick-off		1 d	Tue 11/27/12	Tue 11/27/12	2534	2539	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2539	A2.2.2.7.1.8.2	Iteration 5 Development		10 d	Wed 11/28/12	Tue 12/11/12	2538	2540,2543			0 hrs	Des Moines
2540	A2.2.2.7.1.8.3	Iteration 5 Unit Test		4 d	Wed 12/12/12	Mon 12/17/12	2539	2541			0 hrs	Des Moines
2541	A2.2.2.7.1.8.4	Iteration 5 Demonstration and Closure		1 d	Tue 12/18/12	Tue 12/18/12	2540		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2542	**A2.2.2.7.1.9**	**Iteration 6**		**16 d**	**Wed 12/12/12**	**Fri 1/4/13**					**10.8 hrs**	
2543	A2.2.2.7.1.9.1	Iteration 6 Kick-off		1 d	Wed 12/12/12	Wed 12/12/12	2539	2544	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2544	A2.2.2.7.1.9.2	Iteration 6 Development		10 d	Thu 12/13/12	Thu 12/27/12	2543	2545,2548			0 hrs	Des Moines
2545	A2.2.2.7.1.9.3	Iteration 6 Unit Test		4 d	Fri 12/28/12	Thu 1/3/13	2544	2546			0 hrs	Des Moines
2546	A2.2.2.7.1.9.4	Iteration 6 Demonstration and Closure		1 d	Fri 1/4/13	Fri 1/4/13	2545		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2547	**A2.2.2.7.1.10**	**Iteration 7**		**16 d**	**Fri 12/28/12**	**Tue 1/22/13**					**10.8 hrs**	
2548	A2.2.2.7.1.10.1	Iteration 7 Kick-off		1 d	Fri 12/28/12	Fri 12/28/12	2544	2549	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2549	A2.2.2.7.1.10.2	Iteration 7 Development		10 d	Mon 12/31/12	Mon 1/14/13	2548	2550,2553			0 hrs	Des Moines
2550	A2.2.2.7.1.10.3	Iteration 7 Unit Test		4 d	Tue 1/15/13	Fri 1/18/13	2549	2551			0 hrs	Des Moines
2551	A2.2.2.7.1.10.4	Iteration 7 Demonstration and Closure		1 d	Tue 1/22/13	Tue 1/22/13	2550		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2552	**A2.2.2.7.1.11**	**Iteration 8**		**16 d**	**Tue 1/15/13**	**Wed 2/6/13**					**10.8 hrs**	
2553	A2.2.2.7.1.11.1	Iteration 8 Kick-off		1 d	Tue 1/15/13	Tue 1/15/13	2549	2554	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2554	A2.2.2.7.1.11.2	Iteration 8 Development		10 d	Wed 1/16/13	Wed 1/30/13	2553	2555,2558			0 hrs	Des Moines
2555	A2.2.2.7.1.11.3	Iteration 8 Unit Test		4 d	Thu 1/31/13	Tue 2/5/13	2554	2556			0 hrs	Des Moines
2556	A2.2.2.7.1.11.4	Iteration 8 Demonstration and Closure		1 d	Wed 2/6/13	Wed 2/6/13	2555		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2557	**A2.2.2.7.1.12**	**Iteration 9**		**16 d**	**Thu 1/31/13**	**Thu 2/21/13**					**10.8 hrs**	
2558	A2.2.2.7.1.12.1	Iteration 9 Kick-off		1 d	Thu 1/31/13	Thu 1/31/13	2554	2559	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2559	A2.2.2.7.1.12.2	Iteration 9 Development		10 d	Fri 2/1/13	Thu 2/14/13	2558	2560			0 hrs	Des Moines
2560	A2.2.2.7.1.12.3	Iteration 9 Unit Test		4 d	Fri 2/15/13	Wed 2/20/13	2559	2561,2563			0 hrs	Des Moines
2561	A2.2.2.7.1.12.4	Iteration 9 Demonstration and Closure		1 d	Thu 2/21/13	Thu 2/21/13	2560		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2562	**A2.2.2.7.1.13**	**Module Test**		**27 d**	**Thu 2/21/13**	**Fri 3/29/13**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2563	A2.2.2.7.1.13.1	Finalize Module Test Scenarios		5 d	Thu 2/21/13	Wed 2/27/13	2560	2564SS			0 hrs	Des Moines
2564	A2.2.2.7.1.13.2	Configure COTS/Automated Test Tools		5 d	Thu 2/21/13	Wed 2/27/13	2563SS	2565			0 hrs	Des Moines
2565	A2.2.2.7.1.13.3	Conduct Test Readiness Review		1 d	Thu 2/28/13	Thu 2/28/13	2564	2566			0 hrs	Des Moines
2566	A2.2.2.7.1.13.4	Conduct Unit Testing		9 d	Fri 3/1/13	Wed 3/13/13	2565	2567FS-4 d			0 hrs	Des Moines
2567	A2.2.2.7.1.13.5	Correct Defects		4 d	Fri 3/8/13	Wed 3/13/13	2566FS-4 d	2568			0 hrs	Des Moines
2568	A2.2.2.7.1.13.6	Complete Regression Testing		3 d	Thu 3/14/13	Mon 3/18/13	2567	2569			0 hrs	Des Moines
2569	A2.2.2.7.1.13.7	Interim Conversion Test Results		9 d	Tue 3/19/13	Fri 3/29/13	2568				0 hrs	Des Moines
2570	**A2.2.2.7.2**	**Non-pharmacy Claims and Prior Authorization**		**149 d**	**Mon 9/17/12**	**Fri 4/19/13**					**94.4 hrs**	
2571	A2.2.2.7.2.1	Prepare Environment and Data		5 d	Mon 9/17/12	Fri 9/21/12	2516	2572			0 hrs	Des Moines and
2572	A2.2.2.7.2.2	Develop Test Cases		5 d	Mon 9/24/12	Fri 9/28/12	2571	2573			0 hrs	Des Moines and
2573	A2.2.2.7.2.3	Develop Iteration Plan		5 d	Mon 10/1/12	Fri 10/5/12	2572	2575			0 hrs	Des Moines
2574	**A2.2.2.7.2.4**	**Iteration 1**		**16 d**	**Mon 10/8/12**	**Mon 10/29/12**					**8 hrs**	
2575	A2.2.2.7.2.4.1	Iteration 1 Kick-off		1 d	Mon 10/8/12	Mon 10/8/12	2573	2576	D-PMO, D-SME, D-BA	DP	2 hrs	Des Moines
2576	A2.2.2.7.2.4.2	Iteration 1 Development		10 d	Tue 10/9/12	Mon 10/22/12	2575	2577			0 hrs	Des Moines
2577	A2.2.2.7.2.4.3	Iteration 1 Unit Test		4 d	Tue 10/23/12	Fri 10/26/12	2576	2578,2580			0 hrs	Des Moines
2578	A2.2.2.7.2.4.4	Iteration 1 Demonstration and Closure		1 d	Mon 10/29/12	Mon 10/29/12	2577		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2579	**A2.2.2.7.2.5**	**Iteration 2**		**16 d**	**Mon 10/29/12**	**Tue 11/20/12**					**10.8 hrs**	
2580	A2.2.2.7.2.5.1	Iteration 2 Kick-off		1 d	Mon 10/29/12	Mon 10/29/12	2577	2581	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2581	A2.2.2.7.2.5.2	Iteration 2 Development		10 d	Tue 10/30/12	Tue 11/13/12	2580	2582,2585			0 hrs	Des Moines
2582	A2.2.2.7.2.5.3	Iteration 2 Unit Test		4 d	Wed 11/14/12	Mon 11/19/12	2581	2583			0 hrs	Des Moines
2583	A2.2.2.7.2.5.4	Iteration 2 Demonstration and Closure		1 d	Tue 11/20/12	Tue 11/20/12	2582		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2584	**A2.2.2.7.2.6**	**Iteration 3**		**16 d**	**Wed 11/14/12**	**Fri 12/7/12**					**10.8 hrs**	
2585	A2.2.2.7.2.6.1	Iteration 3 Kick-off		1 d	Wed 11/14/12	Wed 11/14/12	2581	2586	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2586	A2.2.2.7.2.6.2	Iteration 3 Development		10 d	Thu 11/15/12	Fri 11/30/12	2585	2587,2590			0 hrs	Des Moines
2587	A2.2.2.7.2.6.3	Iteration 3 Unit Test		4 d	Mon 12/3/12	Thu 12/6/12	2586	2588			0 hrs	Des Moines

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2588	A2.2.2.7.2.6.4	Iteration 3 Demonstration and Closure		1 d	Fri 12/7/12	Fri 12/7/12	2587		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2589	**A2.2.2.7.2.7**	**Iteration 4**		**16 d**	**Mon 12/3/12**	**Mon 12/24/12**					**10.8 hrs**	
2590	A2.2.2.7.2.7.1	Iteration 4 Kick-off		1 d	Mon 12/3/12	Mon 12/3/12	2586	2591	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2591	A2.2.2.7.2.7.2	Iteration 4 Development		10 d	Tue 12/4/12	Mon 12/17/12	2590	2592,2595			0 hrs	Des Moines
2592	A2.2.2.7.2.7.3	Iteration 4 Unit Test		4 d	Tue 12/18/12	Fri 12/21/12	2591	2593			0 hrs	Des Moines
2593	A2.2.2.7.2.7.4	Iteration 4 Demonstration and Closure		1 d	Mon 12/24/12	Mon 12/24/12	2592		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2594	**A2.2.2.7.2.8**	**Iteration 5**		**16 d**	**Tue 12/18/12**	**Thu 1/10/13**					**10.8 hrs**	
2595	A2.2.2.7.2.8.1	Iteration 5 Kick-off		1 d	Tue 12/18/12	Tue 12/18/12	2591	2596	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2596	A2.2.2.7.2.8.2	Iteration 5 Development		10 d	Wed 12/19/12	Thu 1/3/13	2595	2597,2600			0 hrs	Des Moines
2597	A2.2.2.7.2.8.3	Iteration 5 Unit Test		4 d	Fri 1/4/13	Wed 1/9/13	2596	2598			0 hrs	Des Moines
2598	A2.2.2.7.2.8.4	Iteration 5 Demonstration and Closure		1 d	Thu 1/10/13	Thu 1/10/13	2597		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2599	**A2.2.2.7.2.9**	**Iteration 6**		**16 d**	**Fri 1/4/13**	**Mon 1/28/13**		**6715FS-27 1,6922FS-27**			**10.8 hrs**	
2600	A2.2.2.7.2.9.1	Iteration 6 Kick-off		1 d	Fri 1/4/13	Fri 1/4/13	2596	2601	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2601	A2.2.2.7.2.9.2	Iteration 6 Development		10 d	Mon 1/7/13	Fri 1/18/13	2600	2602,2605			0 hrs	Des Moines
2602	A2.2.2.7.2.9.3	Iteration 6 Unit Test		4 d	Tue 1/22/13	Fri 1/25/13	2601	2603			0 hrs	Des Moines
2603	A2.2.2.7.2.9.4	Iteration 6 Demonstration and Closure		1 d	Mon 1/28/13	Mon 1/28/13	2602		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2604	**A2.2.2.7.2.10**	**Iteration 7**		**16 d**	**Tue 1/22/13**	**Tue 2/12/13**					**10.8 hrs**	
2605	A2.2.2.7.2.10.1	Iteration 7 Kick-off		1 d	Tue 1/22/13	Tue 1/22/13	2601	2606	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2606	A2.2.2.7.2.10.2	Iteration 7 Development		10 d	Wed 1/23/13	Tue 2/5/13	2605	2607,2610			0 hrs	Des Moines
2607	A2.2.2.7.2.10.3	Iteration 7 Unit Test		4 d	Wed 2/6/13	Mon 2/11/13	2606	2608			0 hrs	Des Moines
2608	A2.2.2.7.2.10.4	Iteration 7 Demonstration and Closure		1 d	Tue 2/12/13	Tue 2/12/13	2607		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2609	**A2.2.2.7.2.11**	**Iteration 8**		**16 d**	**Wed 2/6/13**	**Wed 2/27/13**					**10.8 hrs**	
2610	A2.2.2.7.2.11.1	Iteration 8 Kick-off		1 d	Wed 2/6/13	Wed 2/6/13	2606	2611	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2611	A2.2.2.7.2.11.2	Iteration 8 Development		10 d	Thu 2/7/13	Wed 2/20/13	2610	2612,2615			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2612	A2.2.2.7.2.11.3	Iteration 8 Unit Test		4 d	Thu 2/21/13	Tue 2/26/13	2611	2613			0 hrs	Des Moines
2613	A2.2.2.7.2.11.4	Iteration 8 Demonstration and Closure		1 d	Wed 2/27/13	Wed 2/27/13	2612		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2614	**A2.2.2.7.2.12**	**Iteration 9**		**16 d**	**Thu 2/21/13**	**Thu 3/14/13**					**10.8 hrs**	
2615	A2.2.2.7.2.12.1	Iteration 9 Kick-off		1 d	Thu 2/21/13	Thu 2/21/13	2611	2616	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2616	A2.2.2.7.2.12.2	Iteration 9 Development		10 d	Fri 2/22/13	Thu 3/7/13	2615	2617			0 hrs	Des Moines
2617	A2.2.2.7.2.12.3	Iteration 9 Unit Test		4 d	Fri 3/8/13	Wed 3/13/13	2616	2618,2620			0 hrs	Des Moines
2618	A2.2.2.7.2.12.4	Iteration 9 Demonstration and Closure		1 d	Thu 3/14/13	Thu 3/14/13	2617		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2619	**A2.2.2.7.2.13**	**Final Module Test**		**27 d**	**Thu 3/14/13**	**Fri 4/19/13**					**0 hrs**	
2620	A2.2.2.7.2.13.1	Finalize Module Test Scenarios		5 d	Thu 3/14/13	Wed 3/20/13	2617	2621SS			0 hrs	Des Moines
2621	A2.2.2.7.2.13.2	Configure COTS/Automated Test Tools		5 d	Thu 3/14/13	Wed 3/20/13	2620SS	2622			0 hrs	Des Moines
2622	A2.2.2.7.2.13.3	Conduct Test Readiness Review		1 d	Thu 3/21/13	Thu 3/21/13	2621	2623			0 hrs	Des Moines
2623	A2.2.2.7.2.13.4	Conduct Unit Testing		9 d	Fri 3/22/13	Wed 4/3/13	2622	2624FS-4 d			0 hrs	Des Moines
2624	A2.2.2.7.2.13.5	Correct Defects		4 d	Fri 3/29/13	Wed 4/3/13	2623FS-4 d	2625			0 hrs	Des Moines
2625	A2.2.2.7.2.13.6	Complete Regression Testing		3 d	Thu 4/4/13	Mon 4/8/13	2624	2626			0 hrs	Des Moines
2626	A2.2.2.7.2.13.7	Interim Conversion Test Results		9 d	Tue 4/9/13	Fri 4/19/13	2625				0 hrs	Des Moines
2627	**A2.2.2.7.3**	**Pharmacy Claims**		**134 d**	**Wed 2/1/12**	**Wed 8/8/12**					**129.6 hrs**	
2628	**A2.2.2.7.3.4**	**Iteration 1**		**16 d**	**Wed 2/1/12**	**Wed 2/22/12**					**14.4 hrs**	
2629	A2.2.2.7.3.4.1	Iteration 1 Kick-off		1 d	Wed 2/1/12	Wed 2/1/12		2630	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2630	A2.2.2.7.3.4.2	Iteration 1 Development		10 d	Thu 2/2/12	Wed 2/15/12	2629	2631			0 hrs	Des Moines
2631	A2.2.2.7.3.4.3	Iteration 1 Unit Test		4 d	Thu 2/16/12	Tue 2/21/12	2630	2632,2634			0 hrs	Des Moines
2632	A2.2.2.7.3.4.4	Iteration 1 Demonstration and Closure		1 d	Wed 2/22/12	Wed 2/22/12	2631		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2633	**A2.2.2.7.3.5**	**Iteration 2**		**16 d**	**Wed 2/22/12**	**Wed 3/14/12**					**14.4 hrs**	
2634	A2.2.2.7.3.5.1	Iteration 2 Kick-off		1 d	Wed 2/22/12	Wed 2/22/12	2631	2635	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2635	A2.2.2.7.3.5.2	Iteration 2 Development		10 d	Thu 2/23/12	Wed 3/7/12	2634	2636,2639			0 hrs	Des Moines
2636	A2.2.2.7.3.5.3	Iteration 2 Unit Test		4 d	Thu 3/8/12	Tue 3/13/12	2635	2637			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2637	A2.2.2.7.3.5.4	Iteration 2 Demonstration and Closure		1 d	Wed 3/14/12	Wed 3/14/12	2636		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2638	**A2.2.2.7.3.6**	**Iteration 3**		**16 d**	**Thu 3/8/12**	**Thu 3/29/12**					**14.4 hrs**	
2639	A2.2.2.7.3.6.1	Iteration 3 Kick-off		1 d	Thu 3/8/12	Thu 3/8/12	2635	2640	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2640	A2.2.2.7.3.6.2	Iteration 3 Development		10 d	Fri 3/9/12	Thu 3/22/12	2639	2641,2644			0 hrs	Des Moines
2641	A2.2.2.7.3.6.3	Iteration 3 Unit Test		4 d	Fri 3/23/12	Wed 3/28/12	2640	2642			0 hrs	Des Moines
2642	A2.2.2.7.3.6.4	Iteration 3 Demonstration and Closure		1 d	Thu 3/29/12	Thu 3/29/12	2641		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2643	**A2.2.2.7.3.7**	**Iteration 4**		**16 d**	**Fri 3/23/12**	**Fri 4/13/12**					**14.4 hrs**	
2644	A2.2.2.7.3.7.1	Iteration 4 Kick-off		1 d	Fri 3/23/12	Fri 3/23/12	2640	2645	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2645	A2.2.2.7.3.7.2	Iteration 4 Development		10 d	Mon 3/26/12	Fri 4/6/12	2644	2646,2649			0 hrs	Des Moines
2646	A2.2.2.7.3.7.3	Iteration 4 Unit Test		4 d	Mon 4/9/12	Thu 4/12/12	2645	2647			0 hrs	Des Moines
2647	A2.2.2.7.3.7.4	Iteration 4 Demonstration and Closure		1 d	Fri 4/13/12	Fri 4/13/12	2646		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2648	**A2.2.2.7.3.8**	**Iteration 5**		**16 d**	**Mon 4/9/12**	**Mon 4/30/12**					**14.4 hrs**	
2649	A2.2.2.7.3.8.1	Iteration 5 Kick-off		1 d	Mon 4/9/12	Mon 4/9/12	2645	2650	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2650	A2.2.2.7.3.8.2	Iteration 5 Development		10 d	Tue 4/10/12	Mon 4/23/12	2649	2651,2654			0 hrs	Des Moines
2651	A2.2.2.7.3.8.3	Iteration 5 Unit Test		4 d	Tue 4/24/12	Fri 4/27/12	2650	2652			0 hrs	Des Moines
2652	A2.2.2.7.3.8.4	Iteration 5 Demonstration and Closure		1 d	Mon 4/30/12	Mon 4/30/12	2651		D-PMO, D-SME, D-BA, D-UMPMD	DP	8 hrs	Des Moines
2653	**A2.2.2.7.3.9**	**Iteration 6**		**16 d**	**Tue 4/24/12**	**Tue 5/15/12**					**14.4 hrs**	
2654	A2.2.2.7.3.9.1	Iteration 6 Kick-off		1 d	Tue 4/24/12	Tue 4/24/12	2650	2655	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2655	A2.2.2.7.3.9.2	Iteration 6 Development		10 d	Wed 4/25/12	Tue 5/8/12	2654	2656,2659			0 hrs	Des Moines
2656	A2.2.2.7.3.9.3	Iteration 6 Unit Test		4 d	Wed 5/9/12	Mon 5/14/12	2655	2657			0 hrs	Des Moines
2657	A2.2.2.7.3.9.4	Iteration 6 Demonstration and Closure		1 d	Tue 5/15/12	Tue 5/15/12	2656		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2658	**A2.2.2.7.3.10**	**Iteration 7**		**16 d**	**Wed 5/9/12**	**Thu 5/31/12**					**14.4 hrs**	
2659	A2.2.2.7.3.10.1	Iteration 7 Kick-off		1 d	Wed 5/9/12	Wed 5/9/12	2655	2660	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2660	A2.2.2.7.3.10.2	Iteration 7 Development		10 d	Thu 5/10/12	Wed 5/23/12	2659	2661,2664			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2661	A2.2.2.7.3.10.3	Iteration 7 Unit Test		4 d	Thu 5/24/12	Wed 5/30/12	2660	2662			0 hrs	Des Moines
2662	A2.2.2.7.3.10.4	Iteration 7 Demonstration and Closure		1 d	Thu 5/31/12	Thu 5/31/12	2661		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2663	**A2.2.2.7.3.11**	**Iteration 8**		**16 d**	**Thu 5/24/12**	**Fri 6/15/12**					**14.4 hrs**	
2664	A2.2.2.7.3.11.1	Iteration 8 Kick-off		1 d	Thu 5/24/12	Thu 5/24/12	2660	2665	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2665	A2.2.2.7.3.11.2	Iteration 8 Development		10 d	Fri 5/25/12	Fri 6/8/12	2664	2666,2669			0 hrs	Des Moines
2666	A2.2.2.7.3.11.3	Iteration 8 Unit Test		4 d	Mon 6/11/12	Thu 6/14/12	2665	2667			0 hrs	Des Moines
2667	A2.2.2.7.3.11.4	Iteration 8 Demonstration and Closure		1 d	Fri 6/15/12	Fri 6/15/12	2666		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2668	**A2.2.2.7.3.12**	**Iteration 9**		**16 d**	**Mon 6/11/12**	**Mon 7/2/12**					**14.4 hrs**	
2669	A2.2.2.7.3.12.1	Iteration 9 Kick-off		1 d	Mon 6/11/12	Mon 6/11/12	2665	2670	D-PMO, D-SME, D-BA, D-UMPOS	DP	6.4 hrs	Des Moines
2670	A2.2.2.7.3.12.2	Iteration 9 Development		10 d	Tue 6/12/12	Mon 6/25/12	2669	2671			0 hrs	Des Moines
2671	A2.2.2.7.3.12.3	Iteration 9 Unit Test		4 d	Tue 6/26/12	Fri 6/29/12	2670	2672,2674			0 hrs	Des Moines
2672	A2.2.2.7.3.12.4	Iteration 9 Demonstration and Closure		1 d	Mon 7/2/12	Mon 7/2/12	2671		D-PMO, D-SME, D-BA, D-UMPOS	DP	8 hrs	Des Moines
2673	**A2.2.2.7.3.13**	**Module Test**		**27 d**	**Mon 7/2/12**	**Wed 8/8/12**					**0 hrs**	
2674	A2.2.2.7.3.13.1	Finalize Module Test Scenarios		5 d	Mon 7/2/12	Mon 7/9/12	2671	2675SS			0 hrs	Des Moines
2675	A2.2.2.7.3.13.2	Configure COTS/Automated Test Tools		5 d	Mon 7/2/12	Mon 7/9/12	2674SS	2676			0 hrs	Des Moines
2676	A2.2.2.7.3.13.3	Conduct Test Readiness Review		1 d	Tue 7/10/12	Tue 7/10/12	2675	2677			0 hrs	Des Moines
2677	A2.2.2.7.3.13.4	Conduct Unit Testing		9 d	Wed 7/11/12	Mon 7/23/12	2676	2678FS-4 d			0 hrs	Des Moines
2678	A2.2.2.7.3.13.5	Correct Defects		4 d	Wed 7/18/12	Mon 7/23/12	2677FS-4 d	2679			0 hrs	Des Moines
2679	A2.2.2.7.3.13.6	Complete Regression Testing		3 d	Tue 7/24/12	Thu 7/26/12	2678	2680			0 hrs	Des Moines
2680	A2.2.2.7.3.13.7	Interim Conversion Test Results		9 d	Fri 7/27/12	Wed 8/8/12	2679				0 hrs	Des Moines
2681	**A2.2.2.7.4**	**Member and Third Party Liability**		**158 d**	**Mon 9/17/12**	**Thu 5/2/13**					**97.2 hrs**	
2682	A2.2.2.7.4.1	Prepare Environment and Data		5 d	Mon 9/17/12	Fri 9/21/12	2516	2683			0 hrs	Des Moines and
2683	A2.2.2.7.4.2	Develop Test Cases		5 d	Mon 9/24/12	Fri 9/28/12	2682	2684			0 hrs	Des Moines and
2684	A2.2.2.7.4.3	Develop Iteration Plan		5 d	Mon 10/1/12	Fri 10/5/12	2683	2686			0 hrs	Des Moines
2685	**A2.2.2.7.4.4**	**Iteration 1**		**16 d**	**Mon 10/8/12**	**Mon 10/29/12**					**10.8 hrs**	
2686	A2.2.2.7.4.4.1	Iteration 1 Kick-off		1 d	Mon 10/8/12	Mon 10/8/12	2684	2687	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2687	A2.2.2.7.4.4.2	Iteration 1 Development		10 d	Tue 10/9/12	Mon 10/22/12	2686	2688			0 hrs	Des Moines
2688	A2.2.2.7.4.4.3	Iteration 1 Unit Test		4 d	Tue 10/23/12	Fri 10/26/12	2687	2689,2691			0 hrs	Des Moines
2689	A2.2.2.7.4.4.4	Iteration 1 Demonstration and Closure		1 d	Mon 10/29/12	Mon 10/29/12	2688		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2690	**A2.2.2.7.4.5**	**Iteration 2**		**16 d**	**Mon 10/29/12**	**Tue 11/20/12**					**10.8 hrs**	
2691	A2.2.2.7.4.5.1	Iteration 2 Kick-off		1 d	Mon 10/29/12	Mon 10/29/12	2688	2692	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2692	A2.2.2.7.4.5.2	Iteration 2 Development		10 d	Tue 10/30/12	Tue 11/13/12	2691	2693,2696			0 hrs	Des Moines
2693	A2.2.2.7.4.5.3	Iteration 2 Unit Test		4 d	Wed 11/14/12	Mon 11/19/12	2692	2694			0 hrs	Des Moines
2694	A2.2.2.7.4.5.4	Iteration 2 Demonstration and Closure		1 d	Tue 11/20/12	Tue 11/20/12	2693		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2695	**A2.2.2.7.4.6**	**Iteration 3**		**16 d**	**Wed 11/14/12**	**Fri 12/7/12**					**10.8 hrs**	
2696	A2.2.2.7.4.6.1	Iteration 3 Kick-off		1 d	Wed 11/14/12	Wed 11/14/12	2692	2697	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2697	A2.2.2.7.4.6.2	Iteration 3 Development		10 d	Thu 11/15/12	Fri 11/30/12	2696	2698,2701			0 hrs	Des Moines
2698	A2.2.2.7.4.6.3	Iteration 3 Unit Test		4 d	Mon 12/3/12	Thu 12/6/12	2697	2699			0 hrs	Des Moines
2699	A2.2.2.7.4.6.4	Iteration 3 Demonstration and Closure		1 d	Fri 12/7/12	Fri 12/7/12	2698		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2700	**A2.2.2.7.4.7**	**Iteration 4**		**16 d**	**Mon 12/3/12**	**Mon 12/24/12**					**10.8 hrs**	
2701	A2.2.2.7.4.7.1	Iteration 4 Kick-off		1 d	Mon 12/3/12	Mon 12/3/12	2697	2702	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2702	A2.2.2.7.4.7.2	Iteration 4 Development		10 d	Tue 12/4/12	Mon 12/17/12	2701	2703,2706			0 hrs	Des Moines
2703	A2.2.2.7.4.7.3	Iteration 4 Unit Test		4 d	Tue 12/18/12	Fri 12/21/12	2702	2704			0 hrs	Des Moines
2704	A2.2.2.7.4.7.4	Iteration 4 Demonstration and Closure		1 d	Mon 12/24/12	Mon 12/24/12	2703		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2705	**A2.2.2.7.4.8**	**Iteration 5**		**16 d**	**Tue 12/18/12**	**Thu 1/10/13**					**10.8 hrs**	
2706	A2.2.2.7.4.8.1	Iteration 5 Kick-off		1 d	Tue 12/18/12	Tue 12/18/12	2702	2707	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2707	A2.2.2.7.4.8.2	Iteration 5 Development		10 d	Wed 12/19/12	Thu 1/3/13	2706	2708,2711			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2708	A2.2.2.7.4.8.3	Iteration 5 Unit Test		4 d	Fri 1/4/13	Wed 1/9/13	2707	2709			0 hrs	Des Moines
2709	A2.2.2.7.4.8.4	Iteration 5 Demonstration and Closure		1 d	Thu 1/10/13	Thu 1/10/13	2708		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2710	**A2.2.2.7.4.9**	**Iteration 6**		**16 d**	**Fri 1/4/13**	**Mon 1/28/13**					**10.8 hrs**	
2711	A2.2.2.7.4.9.1	Iteration 6 Kick-off		1 d	Fri 1/4/13	Fri 1/4/13	2707	2712	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2712	A2.2.2.7.4.9.2	Iteration 6 Development		10 d	Mon 1/7/13	Fri 1/18/13	2711	2713,2716			0 hrs	Des Moines
2713	A2.2.2.7.4.9.3	Iteration 6 Unit Test		4 d	Tue 1/22/13	Fri 1/25/13	2712	2714	D-PMO	DP	0 hrs	Des Moines
2714	A2.2.2.7.4.9.4	Iteration 6 Demonstration and Closure		1 d	Mon 1/28/13	Mon 1/28/13	2713		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2715	**A2.2.2.7.4.10**	**Iteration 7**		**16 d**	**Tue 1/22/13**	**Tue 2/12/13**					**10.8 hrs**	
2716	A2.2.2.7.4.10.1	Iteration 7 Kick-off		1 d	Tue 1/22/13	Tue 1/22/13	2712	2717	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2717	A2.2.2.7.4.10.2	Iteration 7 Development		10 d	Wed 1/23/13	Tue 2/5/13	2716	2718,2721			0 hrs	Des Moines
2718	A2.2.2.7.4.10.3	Iteration 7 Unit Test		4 d	Wed 2/6/13	Mon 2/11/13	2717	2719			0 hrs	Des Moines
2719	A2.2.2.7.4.10.4	Iteration 7 Demonstration and Closure		1 d	Tue 2/12/13	Tue 2/12/13	2718		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2720	**A2.2.2.7.4.11**	**Iteration 8**		**16 d**	**Wed 2/6/13**	**Wed 2/27/13**					**10.8 hrs**	
2721	A2.2.2.7.4.11.1	Iteration 8 Kick-off		1 d	Wed 2/6/13	Wed 2/6/13	2717	2722	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2722	A2.2.2.7.4.11.2	Iteration 8 Development		10 d	Thu 2/7/13	Wed 2/20/13	2721	2723,2726			0 hrs	Des Moines
2723	A2.2.2.7.4.11.3	Iteration 8 Unit Test		4 d	Thu 2/21/13	Tue 2/26/13	2722	2724			0 hrs	Des Moines
2724	A2.2.2.7.4.11.4	Iteration 8 Demonstration and Closure		1 d	Wed 2/27/13	Wed 2/27/13	2723		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2725	**A2.2.2.7.4.12**	**Iteration 9**		**16 d**	**Thu 2/21/13**	**Thu 3/14/13**					**10.8 hrs**	
2726	A2.2.2.7.4.12.1	Iteration 9 Kick-off		1 d	Thu 2/21/13	Thu 2/21/13	2722	2727	D-PMO, D-SME, D-BA	DP	4.8 hrs	Des Moines
2727	A2.2.2.7.4.12.2	Iteration 9 Development		10 d	Fri 2/22/13	Thu 3/7/13	2726	2728			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2728	A2.2.2.7.4.12.3	Iteration 9 Unit Test		4 d	Fri 3/8/13	Wed 3/13/13	2727	2729,2731			0 hrs	Des Moines
2729	A2.2.2.7.4.12.4	Iteration 9 Demonstration and Closure		1 d	Thu 3/14/13	Thu 3/14/13	2728		D-PMO, D-SME, D-BA	DP	6 hrs	Des Moines
2730	**A2.2.2.7.4.13**	**Module Test**		**36 d**	**Thu 3/14/13**	**Thu 5/2/13**					**0 hrs**	
2731	A2.2.2.7.4.13.1	Finalize Module Test Scenarios		5 d	Thu 3/14/13	Wed 3/20/13	2728	2732			0 hrs	Des Moines
2732	A2.2.2.7.4.13.2	Configure COTS/Automated Test Tools		5 d	Thu 3/21/13	Wed 3/27/13	2731	2733			0 hrs	Des Moines
2733	A2.2.2.7.4.13.3	Conduct Test Readiness Review		1 d	Thu 3/28/13	Thu 3/28/13	2732	2734			0 hrs	Des Moines
2734	A2.2.2.7.4.13.4	Conduct Unit Testing		9 d	Fri 3/29/13	Wed 4/10/13	2733	2735			0 hrs	Des Moines
2735	A2.2.2.7.4.13.5	Correct Defects		4 d	Thu 4/11/13	Tue 4/16/13	2734	2736			0 hrs	Des Moines
2736	A2.2.2.7.4.13.6	Complete Regression Testing		3 d	Wed 4/17/13	Fri 4/19/13	2735	2737			0 hrs	Des Moines
2737	A2.2.2.7.4.13.7	Interim Conversion Test Results		9 d	Mon 4/22/13	Thu 5/2/13	2736	2797,2738			0 hrs	Des Moines
2738	A2.2.2.7.5	Optional Waiver conversion development Complete	Milestone	0 d	Thu 5/2/13	Thu 5/2/13	2737				0 hrs	
2739	**A2.2.2.8**	**Conversion Test Plan**		**11 d**	**Wed 5/16/12**	**Thu 5/31/12**					**0 hrs**	
2740	A2.2.2.8.1	Create Conversion Test Plans		3 d	Wed 5/16/12	Fri 5/18/12	1184	2741			0 hrs	Des Moines
2741	A2.2.2.8.2	Confirm and finalize test cases, processes, and procedures		3 d	Mon 5/21/12	Wed 5/23/12	2740	2742			0 hrs	Des Moines
2742	A2.2.2.8.3	Finalize deliverable and add appendix for Optional Waiver		5 d	Thu 5/24/12	Thu 5/31/12	2741				0 hrs	Des Moines
2743	**A2.2.2.9**	**Conversion Test Cases and Scripts**		**8 d**	**Wed 5/16/12**	**Fri 5/25/12**					**0 hrs**	
2744	A2.2.2.9.1	Create Conversion Test Cases and Scripts		3 d	Wed 5/16/12	Fri 5/18/12	1184	2745			0 hrs	Des Moines
2745	A2.2.2.9.2	Review and finalize test cases and scripts		5 d	Mon 5/21/12	Fri 5/25/12	2744				0 hrs	Des Moines
2746	**A2.2.2.10**	**Conversion Test Results**		**57 d**	**Wed 3/27/13**	**Fri 6/14/13**		**2817**			**198 hrs**	
2747	**A2.2.2.10.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Wed 3/27/13**	**Thu 3/28/13**					**0 hrs**	
2748	A2.2.2.10.1.1	Create DXD for Data Conversion Test Results		2 d	Wed 3/27/13	Thu 3/28/13	2762FS-28 d	2751			0 hrs	Des Moines
2749	**A2.2.2.10.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Fri 3/29/13**	**Fri 4/26/13**					**96 hrs**	
2750	**A2.2.2.10.2.1**	**Conduct Internal Review**		**3 d**	**Fri 3/29/13**	**Tue 4/2/13**					**0 hrs**	
2751	A2.2.2.10.2.1.1	Walkthrough with manager and quality assurance		1 d	Fri 3/29/13	Fri 3/29/13	2748	2752			0 hrs	Des Moines
2752	A2.2.2.10.2.1.2	Update DXD based on review		1 d	Mon 4/1/13	Mon 4/1/13	2751	2753			0 hrs	Des Moines
2753	A2.2.2.10.2.1.3	Management review/approval for submission to Department		1 d	Tue 4/2/13	Tue 4/2/13	2752	2755			0 hrs	Des Moines
2754	**A2.2.2.10.2.2**	**Department Review**		**18 d**	**Wed 4/3/13**	**Fri 4/26/13**					**96 hrs**	
2755	A2.2.2.10.2.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 4/3/13	Wed 4/3/13	2753	2756	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2756	A2.2.2.10.2.2.2	Department review DXD for Interface		10 d	Thu 4/4/13	Wed 4/17/13	2755	2757	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
2757	A2.2.2.10.2.2.3	Update DXD based on review as required		1 d	Thu 4/18/13	Thu 4/18/13	2756	2758			0 hrs	Des Moines
2758	A2.2.2.10.2.2.4	Internal quality assurance review and management review/approval		1 d	Fri 4/19/13	Fri 4/19/13	2757	2759			0 hrs	Des Moines
2759	A2.2.2.10.2.2.5	Department review of final submission		5 d	Mon 4/22/13	Fri 4/26/13	2758		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
2760	**A2.2.2.10.3**	**Conversion Test Results**		**30 d**	**Fri 5/3/13**	**Fri 6/14/13**					**102 hrs**	
2761	**A2.2.2.10.3.1**	**Develop Data Conversion Checklists**		**4 d**	**Fri 5/3/13**	**Wed 5/8/13**					**0 hrs**	
2762	A2.2.2.10.3.1.1	Document Test Cases Executed		1 d	Fri 5/3/13	Fri 5/3/13	2512	2748FS-28 d,2763			0 hrs	Des Moines
2763	A2.2.2.10.3.1.2	Document Results		1 d	Mon 5/6/13	Mon 5/6/13	2762	2764			0 hrs	Des Moines
2764	A2.2.2.10.3.1.3	Summarize Defects		1 d	Tue 5/7/13	Tue 5/7/13	2763	2765			0 hrs	Des Moines
2765	A2.2.2.10.3.1.4	Finalize Deliverable		1 d	Wed 5/8/13	Wed 5/8/13	2764	2767			0 hrs	Des Moines
2766	**A2.2.2.10.3.2**	**Conduct Internal Review**		**5 d**	**Thu 5/9/13**	**Wed 5/15/13**					**0 hrs**	
2767	A2.2.2.10.3.2.1	Walkthrough with manager and quality assurance		1 d	Thu 5/9/13	Thu 5/9/13	2765	2768			0 hrs	Des Moines
2768	A2.2.2.10.3.2.2	Internal quality assurance review		2 d	Fri 5/10/13	Mon 5/13/13	2767	2769			0 hrs	Des Moines
2769	A2.2.2.10.3.2.3	Update deliverable based on review		1 d	Tue 5/14/13	Tue 5/14/13	2768	2770			0 hrs	Des Moines
2770	A2.2.2.10.3.2.4	Management review/approval for submission to Department		1 d	Wed 5/15/13	Wed 5/15/13	2769	2772			0 hrs	Des Moines
2771	**A2.2.2.10.3.3**	**Department Review**		**21 d**	**Thu 5/16/13**	**Fri 6/14/13**					**102 hrs**	
2772	A2.2.2.10.3.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 5/16/13	Thu 5/16/13	2770	2773	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2773	A2.2.2.10.3.3.2	Department review of initial submission		10 d	Fri 5/17/13	Fri 5/31/13	2772	2774	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
2774	A2.2.2.10.3.3.3	Update deliverable based on review		1 d	Mon 6/3/13	Mon 6/3/13	2773	2775			0 hrs	Des Moines
2775	A2.2.2.10.3.3.4	Internal quality assurance review		1 d	Tue 6/4/13	Tue 6/4/13	2774	2776			0 hrs	Des Moines
2776	A2.2.2.10.3.3.5	Update deliverable based on review		1 d	Wed 6/5/13	Wed 6/5/13	2775	2777			0 hrs	Des Moines
2777	A2.2.2.10.3.3.6	Management review/approval for submission to Department		1 d	Thu 6/6/13	Thu 6/6/13	2776	2778			0 hrs	Des Moines
2778	A2.2.2.10.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 6/7/13	Fri 6/7/13	2777	2779	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2779	A2.2.2.10.3.3.8	Department review of final submission		5 d	Mon 6/10/13	Fri 6/14/13	2778	2780	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
2780	A2.2.2.10.3.3.9	Department approves deliverable	Milestone	0 d	Fri 6/14/13	Fri 6/14/13	2779				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2781	**A2.2.2.11**	**Conversion Reports**		**64 d**	**Fri 3/29/13**	**Thu 6/27/13**					**228 hrs**	
2782	**A2.2.2.11.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Fri 3/29/13**	**Mon 4/1/13**					**0 hrs**	
2783	A2.2.2.11.1.1	Create DXD for Data Conversion Reports		2 d	Fri 3/29/13	Mon 4/1/13	2797FS-28 d	2786			0 hrs	Des Moines
2784	**A2.2.2.11.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Tue 4/2/13**	**Tue 4/30/13**					**96 hrs**	
2785	**A2.2.2.11.2.1**	**Conduct Internal Review**		**3 d**	**Tue 4/2/13**	**Thu 4/4/13**					**0 hrs**	
2786	A2.2.2.11.2.1.1	Walkthrough with manager and quality assurance		1 d	Tue 4/2/13	Tue 4/2/13	2783	2787			0 hrs	Des Moines
2787	A2.2.2.11.2.1.2	Update DXD based on review		1 d	Wed 4/3/13	Wed 4/3/13	2786	2788			0 hrs	Des Moines
2788	A2.2.2.11.2.1.3	Management review/approval for submission to Department		1 d	Thu 4/4/13	Thu 4/4/13	2787	2790			0 hrs	Des Moines
2789	**A2.2.2.11.2.2**	**Department Review**		**18 d**	**Fri 4/5/13**	**Tue 4/30/13**					**96 hrs**	
2790	A2.2.2.11.2.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 4/5/13	Fri 4/5/13	2788	2791	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2791	A2.2.2.11.2.2.2	Department review DXD for Data Conversion Reports		10 d	Mon 4/8/13	Fri 4/19/13	2790	2792	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
2792	A2.2.2.11.2.2.3	Update DXD based on review as required		1 d	Mon 4/22/13	Mon 4/22/13	2791	2793			0 hrs	Des Moines
2793	A2.2.2.11.2.2.4	Internal quality assurance review and management review/approval		1 d	Tue 4/23/13	Tue 4/23/13	2792	2794			0 hrs	Des Moines
2794	A2.2.2.11.2.2.5	Department review of final submission		5 d	Wed 4/24/13	Tue 4/30/13	2793		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
2795	**A2.2.2.11.3**	**Conversion Reports**		**39 d**	**Fri 5/3/13**	**Thu 6/27/13**					**132 hrs**	
2796	**A2.2.2.11.3.1**	**Develop Data Conversion Reports**		**13 d**	**Fri 5/3/13**	**Tue 5/21/13**					**32 hrs**	
2797	A2.2.2.11.3.1.1	Identify Reports		3 d	Fri 5/3/13	Tue 5/7/13	2737	2783FS-28 d,2798			0 hrs	Des Moines
2798	A2.2.2.11.3.1.2	Create and document reports		3 d	Wed 5/8/13	Fri 5/10/13	2797	2799			0 hrs	Des Moines
2799	A2.2.2.11.3.1.3	Validate Reports		2 d	Mon 5/13/13	Tue 5/14/13	2798	2800	D-SME, D-BA	DP	32 hrs	Des Moines
2800	A2.2.2.11.3.1.4	Finalize Deliverable		5 d	Wed 5/15/13	Tue 5/21/13	2799	2802			0 hrs	Des Moines
2801	**A2.2.2.11.3.2**	**Conduct Internal Review**		**5 d**	**Wed 5/22/13**	**Wed 5/29/13**					**0 hrs**	
2802	A2.2.2.11.3.2.1	Walkthrough with manager and quality assurance		1 d	Wed 5/22/13	Wed 5/22/13	2800	2803			0 hrs	Des Moines
2803	A2.2.2.11.3.2.2	Internal quality assurance review		2 d	Thu 5/23/13	Fri 5/24/13	2802	2804			0 hrs	Des Moines
2804	A2.2.2.11.3.2.3	Update deliverable based on review		1 d	Tue 5/28/13	Tue 5/28/13	2803	2805			0 hrs	Des Moines
2805	A2.2.2.11.3.2.4	Management review/approval for submission to Department		1 d	Wed 5/29/13	Wed 5/29/13	2804	2807			0 hrs	Des Moines
2806	**A2.2.2.11.3.3**	**Department Review**		**21 d**	**Thu 5/30/13**	**Thu 6/27/13**					**100 hrs**	
2807	A2.2.2.11.3.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 5/30/13	Thu 5/30/13	2805	2808	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2808	A2.2.2.11.3.3.2	Department review of initial submission		10 d	Fri 5/31/13	Thu 6/13/13	2807	2809	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2809	A2.2.2.11.3.3.3	Update deliverable based on review		1 d	Fri 6/14/13	Fri 6/14/13	2808	2810			0 hrs	Des Moines
2810	A2.2.2.11.3.3.4	Internal quality assurance review		1 d	Mon 6/17/13	Mon 6/17/13	2809	2811			0 hrs	Des Moines
2811	A2.2.2.11.3.3.5	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	2810	2812			0 hrs	Des Moines
2812	A2.2.2.11.3.3.6	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	2811	2813			0 hrs	Des Moines
2813	A2.2.2.11.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 6/20/13	Thu 6/20/13	2812	2814	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2814	A2.2.2.11.3.3.8	Department review of final submission		5 d	Fri 6/21/13	Thu 6/27/13	2813	2815	D-PMO, D-BA, D-SME	DP	28 hrs	Des Moines
2815	A2.2.2.11.3.3.9	Department approves deliverable	Milestone	0 d	Thu 6/27/13	Thu 6/27/13	2814				0 hrs	Des Moines
2816	**A2.2.2.12**	**UAT Data Conversion Test Results**		**65 d**	**Tue 5/28/13**	**Tue 8/27/13**					**196 hrs**	
2817	A2.2.2.12.1	Conversion Loading		3 d	Mon 6/17/13	Wed 6/19/13	2746	2818			0 hrs	Des Moines
2818	A2.2.2.12.2	Validate Conversion Results		8 d	Thu 6/20/13	Mon 7/1/13	2817	2835			0 hrs	Des Moines
2819	**A2.2.2.12.3**	**UAT Test Results**		**65 d**	**Tue 5/28/13**	**Tue 8/27/13**					**196 hrs**	
2820	**A2.2.2.12.3.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 5/28/13**	**Wed 5/29/13**					**0 hrs**	
2821	A2.2.2.12.3.1.1	Create DXD for UAT Data Conversion Test Results		2 d	Tue 5/28/13	Wed 5/29/13	2835FS-28 d	2824			0 hrs	Des Moines
2822	**A2.2.2.12.3.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 5/30/13**	**Thu 6/27/13**					**94 hrs**	
2823	**A2.2.2.12.3.2.1**	**Conduct Internal Review**		**3 d**	**Thu 5/30/13**	**Mon 6/3/13**					**0 hrs**	
2824	A2.2.2.12.3.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 5/30/13	Thu 5/30/13	2821	2825			0 hrs	Des Moines
2825	A2.2.2.12.3.2.1.2	Update DXD based on review		1 d	Fri 5/31/13	Fri 5/31/13	2824	2826			0 hrs	Des Moines
2826	A2.2.2.12.3.2.1.3	Management review/approval for submission to Department		1 d	Mon 6/3/13	Mon 6/3/13	2825	2828			0 hrs	Des Moines
2827	**A2.2.2.12.3.2.2**	**Department Review**		**18 d**	**Tue 6/4/13**	**Thu 6/27/13**					**94 hrs**	
2828	A2.2.2.12.3.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 6/4/13	Tue 6/4/13	2826	2829	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2829	A2.2.2.12.3.2.2.2	Department review DXD for UAT Test Results		10 d	Wed 6/5/13	Tue 6/18/13	2828	2830	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
2830	A2.2.2.12.3.2.2.3	Update DXD based on review as required		1 d	Wed 6/19/13	Wed 6/19/13	2829	2831			0 hrs	Des Moines
2831	A2.2.2.12.3.2.2.4	Internal quality assurance review and management		1 d	Thu 6/20/13	Thu 6/20/13	2830	2832			0 hrs	Des Moines
2832	A2.2.2.12.3.2.2.5	Department review of final submission		5 d	Fri 6/21/13	Thu 6/27/13	2831		D-PMO, D-BA, D-SME	DP	28 hrs	Des Moines
2833	**A2.2.2.12.3.3**	**UAT Conversion Test Results**		**40 d**	**Tue 7/2/13**	**Tue 8/27/13**					**102 hrs**	
2834	**A2.2.2.12.3.3.1**	**Develop UAT Test Results**		**14 d**	**Tue 7/2/13**	**Mon 7/22/13**					**0 hrs**	
2835	A2.2.2.12.3.3.1.1	Document Test Cases Executed		3 d	Tue 7/2/13	Fri 7/5/13	2818	2821FS-28 d,2836			0 hrs	Des Moines
2836	A2.2.2.12.3.3.1.2	Document Results		3 d	Mon 7/8/13	Wed 7/10/13	2835	2837			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2837	A2.2.2.12.3.3.1.3	Summarize Defects		3 d	Thu 7/11/13	Mon 7/15/13	2836	2838			0 hrs	Des Moines
2838	A2.2.2.12.3.3.1.4	Finalize Deliverable		5 d	Tue 7/16/13	Mon 7/22/13	2837	2840			0 hrs	Des Moines
2839	**A2.2.2.12.3.3.2**	**Conduct Internal Review**		**5 d**	**Tue 7/23/13**	**Mon 7/29/13**					**0 hrs**	
2840	A2.2.2.12.3.3.2.1	Walkthrough with manager and quality assurance		1 d	Tue 7/23/13	Tue 7/23/13	2838	2841			0 hrs	Des Moines
2841	A2.2.2.12.3.3.2.2	Internal quality assurance review		2 d	Wed 7/24/13	Thu 7/25/13	2840	2842			0 hrs	Des Moines
2842	A2.2.2.12.3.3.2.3	Update deliverable based on review		1 d	Fri 7/26/13	Fri 7/26/13	2841	2843			0 hrs	Des Moines
2843	A2.2.2.12.3.3.2.4	Management review/approval for submission to Department		1 d	Mon 7/29/13	Mon 7/29/13	2842	2845			0 hrs	Des Moines
2844	**A2.2.2.12.3.3.3**	**Department Review**		**21 d**	**Tue 7/30/13**	**Tue 8/27/13**					**102 hrs**	
2845	A2.2.2.12.3.3.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 7/30/13	Tue 7/30/13	2843	2846	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2846	A2.2.2.12.3.3.3.2	Department review of initial submission		10 d	Wed 7/31/13	Tue 8/13/13	2845	2847	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
2847	A2.2.2.12.3.3.3.3	Update deliverable based on review		1 d	Wed 8/14/13	Wed 8/14/13	2846	2848			0 hrs	Des Moines
2848	A2.2.2.12.3.3.3.4	Internal quality assurance review		1 d	Thu 8/15/13	Thu 8/15/13	2847	2849			0 hrs	Des Moines
2849	A2.2.2.12.3.3.3.5	Update deliverable based on review		1 d	Fri 8/16/13	Fri 8/16/13	2848	2850			0 hrs	Des Moines
2850	A2.2.2.12.3.3.3.6	Management review/approval for submission to Department		1 d	Mon 8/19/13	Mon 8/19/13	2849	2851			0 hrs	Des Moines
2851	A2.2.2.12.3.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 8/20/13	Tue 8/20/13	2850	2852	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2852	A2.2.2.12.3.3.3.8	Department review of final submission		5 d	Wed 8/21/13	Tue 8/27/13	2851	2853	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
2853	A2.2.2.12.3.3.3.9	Department approves deliverable	Milestone	0 d	Tue 8/27/13	Tue 8/27/13	2852				0 hrs	Des Moines
2854	**A2.2.3**	**Configuration and Rules Engine**		**454 d**	**Wed 2/1/12**	**Thu 11/14/13**			**SIS#6, SIS#7, DBS#2, SIS#8,**	**TN**	**206,257.2 hrs**	
2855	**A2.2.3.1**	**Development and Unit Test Environment**		**51 d**	**Mon 4/30/12**	**Wed 7/11/12**					**0 hrs**	
2856	**A2.2.3.1.1**	**Plan and Procure Infrastructure and Environment**		**31 d**	**Mon 5/14/12**	**Tue 6/26/12**					**0 hrs**	
2857	A2.2.3.1.1.1	Purchase Order to Acquire/Purchase Equipment for Development		5 d	Mon 5/14/12	Fri 5/18/12	2867FS-45 d	2858FS+20 d			0 hrs	Gaithersburg
2858	A2.2.3.1.1.2	Equipment available for set up		1 d	Tue 6/19/12	Tue 6/19/12	2857FS+20 d	2859			0 hrs	Des Moines
2859	A2.2.3.1.1.3	Configure Equipment		5 d	Wed 6/20/12	Tue 6/26/12	2858				0 hrs	Des Moines
2860	**A2.2.3.1.2**	**Establish Connectivity and Test**		**51 d**	**Mon 4/30/12**	**Wed 7/11/12**					**0 hrs**	
2861	A2.2.3.1.2.1	Procure Telecom		1 d	Mon 4/30/12	Mon 4/30/12	2867FS-55 d	2862FS+40 d			0 hrs	Des Moines
2862	A2.2.3.1.2.2	Establish Communication Link with Facility		5 d	Wed 6/27/12	Tue 7/3/12	2861FS+40 d	2863			0 hrs	Des Moines
2863	A2.2.3.1.2.3	Test equipment configuration and connectivity		5 d	Thu 7/5/12	Wed 7/11/12	2862				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2864	**A2.2.3.2**	**Iterative Development**		**420 d**	**Tue 3/20/12**	**Thu 11/14/13**		**6015SS-28 d,6069SS-1**			**189,006.4 hrs**	
2865	**A2.2.3.2.1**	**Member Management**		**305 d**	**Mon 7/16/12**	**Fri 9/27/13**			**SBA#2, APS#26, APS#27, PA#15, APS#28, PA#16, PA#17, TST#8, APS#29**	**TN**	**18,905.6 hrs**	
2866	**A2.2.3.2.1.1**	**Member Management**		**169 d**	**Mon 7/16/12**	**Mon 3/18/13**					**118.8 hrs**	
2867	A2.2.3.2.1.1.1	Develop Iteration Plan		2 d	Mon 7/16/12	Tue 7/17/12	1944	9,2857FS-45 d,2861FS-55			0 hrs	Des Moines
2868	**A2.2.3.2.1.1.2**	**Iteration 1**		**16 d**	**Wed 7/18/12**	**Wed 8/8/12**					**10.8 hrs**	
2869	A2.2.3.2.1.1.2.1	Iteration 1 Kick-off		1 d	Wed 7/18/12	Wed 7/18/12	2867	2870	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2870	A2.2.3.2.1.1.2.2	Iteration 1 Development		10 d	Thu 7/19/12	Wed 8/1/12	2869	2871,2874			0 hrs	Des Moines and
2871	A2.2.3.2.1.1.2.3	Iteration 1 Functional Unit Test		4 d	Thu 8/2/12	Tue 8/7/12	2870	2,6371FS-55 d			0 hrs	Des Moines and
2872	A2.2.3.2.1.1.2.4	Iteration 1 Demonstration and Closure		1 d	Wed 8/8/12	Wed 8/8/12	2871		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2873	**A2.2.3.2.1.1.3**	**Iteration 2**		**17 d**	**Thu 8/2/12**	**Fri 8/24/12**					**10.8 hrs**	
2874	A2.2.3.2.1.1.3.1	Iteration 2 Iteration Plan Update		1 d	Thu 8/2/12	Thu 8/2/12	2870	2875	D-PMO	DP	0 hrs	Des Moines
2875	A2.2.3.2.1.1.3.2	Iteration 2 Kick-off		1 d	Fri 8/3/12	Fri 8/3/12	2874	2876	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2876	A2.2.3.2.1.1.3.3	Iteration 2 Development		10 d	Mon 8/6/12	Fri 8/17/12	2875	2877,2880			0 hrs	Des Moines and
2877	A2.2.3.2.1.1.3.4	Iteration 2 Functional Unit Test		4 d	Mon 8/20/12	Thu 8/23/12	2876	2878			0 hrs	Des Moines and
2878	A2.2.3.2.1.1.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 8/24/12	Fri 8/24/12	2877		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2879	**A2.2.3.2.1.1.4**	**Iteration 3**		**17 d**	**Mon 8/20/12**	**Wed 9/12/12**					**10.8 hrs**	
2880	A2.2.3.2.1.1.4.1	Iteration 3 Iteration Plan Update		1 d	Mon 8/20/12	Mon 8/20/12	2876	2881			0 hrs	Des Moines
2881	A2.2.3.2.1.1.4.2	Iteration 3 Kick-off		1 d	Tue 8/21/12	Tue 8/21/12	2880	2882	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2882	A2.2.3.2.1.1.4.3	Iteration 3 Development		10 d	Wed 8/22/12	Wed 9/5/12	2881	2883,2886			0 hrs	Des Moines and
2883	A2.2.3.2.1.1.4.4	Iteration 3 Functional Unit Test		4 d	Thu 9/6/12	Tue 9/11/12	2882	2884			0 hrs	Des Moines and
2884	A2.2.3.2.1.1.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 9/12/12	Wed 9/12/12	2883		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2885	**A2.2.3.2.1.1.5**	**Iteration 4**		**17 d**	**Thu 9/6/12**	**Fri 9/28/12**					**10.8 hrs**	
2886	A2.2.3.2.1.1.5.1	Iteration 4 Iteration Plan Update		1 d	Thu 9/6/12	Thu 9/6/12	2882	2887			0 hrs	Des Moines
2887	A2.2.3.2.1.1.5.2	Iteration 4 Kick-off		1 d	Fri 9/7/12	Fri 9/7/12	2886	2888	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2888	A2.2.3.2.1.1.5.3	Iteration 4 Development		10 d	Mon 9/10/12	Fri 9/21/12	2887	2889,2892			0 hrs	Des Moines and
2889	A2.2.3.2.1.1.5.4	Iteration 4 Functional Unit Test		4 d	Mon 9/24/12	Thu 9/27/12	2888	2890			0 hrs	Des Moines and
2890	A2.2.3.2.1.1.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 9/28/12	Fri 9/28/12	2889		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2891	**A2.2.3.2.1.1.6**	**Iteration 5**		**17 d**	**Mon 9/24/12**	**Tue 10/16/12**					**10.8 hrs**	
2892	A2.2.3.2.1.1.6.1	Iteration 5 Iteration Plan Update		1 d	Mon 9/24/12	Mon 9/24/12	2888	2893			0 hrs	Des Moines
2893	A2.2.3.2.1.1.6.2	Iteration 5 Kick-off		1 d	Tue 9/25/12	Tue 9/25/12	2892	2894	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2894	A2.2.3.2.1.1.6.3	Iteration 5 Development		10 d	Wed 9/26/12	Tue 10/9/12	2893	2895,2898			0 hrs	Des Moines and
2895	A2.2.3.2.1.1.6.4	Iteration 5 Functional Unit Test		4 d	Wed 10/10/12	Mon 10/15/12	2894	2896			0 hrs	Des Moines and
2896	A2.2.3.2.1.1.6.5	Iteration 5 Demonstration and Closure		1 d	Tue 10/16/12	Tue 10/16/12	2895		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2897	**A2.2.3.2.1.1.7**	**Iteration 6**		**17 d**	**Wed 10/10/12**	**Thu 11/1/12**					**10.8 hrs**	
2898	A2.2.3.2.1.1.7.1	Iteration 6 Iteration Plan Update		1 d	Wed 10/10/12	Wed 10/10/12	2894	2899			0 hrs	Des Moines
2899	A2.2.3.2.1.1.7.2	Iteration 6 Kick-off		1 d	Thu 10/11/12	Thu 10/11/12	2898	2900	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2900	A2.2.3.2.1.1.7.3	Iteration 6 Development		10 d	Fri 10/12/12	Thu 10/25/12	2899	2901,2904			0 hrs	Des Moines and
2901	A2.2.3.2.1.1.7.4	Iteration 6 Functional Unit Test		4 d	Fri 10/26/12	Wed 10/31/12	2900	2902			0 hrs	Des Moines and
2902	A2.2.3.2.1.1.7.5	Iteration 6 Demonstration and Closure		1 d	Thu 11/1/12	Thu 11/1/12	2901		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2903	**A2.2.3.2.1.1.8**	**Iteration 7**		**17 d**	**Fri 10/26/12**	**Tue 11/20/12**					**10.8 hrs**	
2904	A2.2.3.2.1.1.8.1	Iteration 7 Iteration Plan Update		1 d	Fri 10/26/12	Fri 10/26/12	2900	2905			0 hrs	Des Moines
2905	A2.2.3.2.1.1.8.2	Iteration 7 Kick-off		1 d	Mon 10/29/12	Mon 10/29/12	2904	2906	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2906	A2.2.3.2.1.1.8.3	Iteration 7 Development		10 d	Tue 10/30/12	Tue 11/13/12	2905	2907			0 hrs	Des Moines and
2907	A2.2.3.2.1.1.8.4	Iteration 7 Functional Unit Test		4 d	Wed 11/14/12	Mon 11/19/12	2906	2908,2910			0 hrs	Des Moines and
2908	A2.2.3.2.1.1.8.5	Iteration 7 Demonstration and Closure		1 d	Tue 11/20/12	Tue 11/20/12	2907		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2909	**A2.2.3.2.1.1.9**	**Iteration 8**		**17 d**	**Tue 11/20/12**	**Fri 12/14/12**					**10.8 hrs**	
2910	A2.2.3.2.1.1.9.1	Iteration 8 Iteration Plan Update		1 d	Tue 11/20/12	Tue 11/20/12	2907	2911			0 hrs	Des Moines
2911	A2.2.3.2.1.1.9.2	Iteration 8 Kick-off		1 d	Wed 11/21/12	Wed 11/21/12	2910	2912	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2912	A2.2.3.2.1.1.9.3	Iteration 8 Development		10 d	Mon 11/26/12	Fri 12/7/12	2911	2913,2916			0 hrs	Des Moines and

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2913	A2.2.3.2.1.1.9.4	Iteration 8 Functional Unit Test		4 d	Mon 12/10/12	Thu 12/13/12	2912	2914			0 hrs	Des Moines and
2914	A2.2.3.2.1.1.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 12/14/12	Fri 12/14/12	2913		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2915	**A2.2.3.2.1.1.10**	**Iteration 9**		**17 d**	**Mon 12/10/12**	**Thu 1/3/13**					**10.8 hrs**	
2916	A2.2.3.2.1.1.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 12/10/12	Mon 12/10/12	2912	2917			0 hrs	Des Moines
2917	A2.2.3.2.1.1.10.2	Iteration 9 Kick-off		1 d	Tue 12/11/12	Tue 12/11/12	2916	2918	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2918	A2.2.3.2.1.1.10.3	Iteration 9 Development		10 d	Wed 12/12/12	Wed 12/26/12	2917	2919,2922			0 hrs	Des Moines and
2919	A2.2.3.2.1.1.10.4	Iteration 9 Functional Unit Test		4 d	Thu 12/27/12	Wed 1/2/13	2918	2920			0 hrs	Des Moines and
2920	A2.2.3.2.1.1.10.5	Iteration 9 Demonstration and Closure		1 d	Thu 1/3/13	Thu 1/3/13	2919		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2921	**A2.2.3.2.1.1.11**	**Iteration 10**		**17 d**	**Thu 12/27/12**	**Tue 1/22/13**					**10.8 hrs**	
2922	A2.2.3.2.1.1.11.1	Iteration 10 Iteration Plan Update		1 d	Thu 12/27/12	Thu 12/27/12	2918	2923			0 hrs	Des Moines
2923	A2.2.3.2.1.1.11.2	Iteration 10 Kick-off		1 d	Fri 12/28/12	Fri 12/28/12	2922	2924	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2924	A2.2.3.2.1.1.11.3	Iteration 10 Development		10 d	Mon 12/31/12	Mon 1/14/13	2923	2925,2928			0 hrs	Des Moines and
2925	A2.2.3.2.1.1.11.4	Iteration 10 Functional Unit Test		4 d	Tue 1/15/13	Fri 1/18/13	2924	2926			0 hrs	Des Moines and
2926	A2.2.3.2.1.1.11.5	Iteration 10 Demonstration and Closure		1 d	Tue 1/22/13	Tue 1/22/13	2925		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2927	**A2.2.3.2.1.1.12**	**Iteration 11**		**17 d**	**Tue 1/15/13**	**Thu 2/7/13**		**2934**			**10.8 hrs**	
2928	A2.2.3.2.1.1.12.1	Iteration 11 Iteration Plan Update		1 d	Tue 1/15/13	Tue 1/15/13	2924	2929			0 hrs	Des Moines
2929	A2.2.3.2.1.1.12.2	Iteration 11 Kick-off		1 d	Wed 1/16/13	Wed 1/16/13	2928	2930	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2930	A2.2.3.2.1.1.12.3	Iteration 11 Development		10 d	Thu 1/17/13	Thu 1/31/13	2929	2931,2942			0 hrs	Des Moines and
2931	A2.2.3.2.1.1.12.4	Iteration 11 Functional Unit Test		4 d	Fri 2/1/13	Wed 2/6/13	2930	2932			0 hrs	Des Moines and
2932	A2.2.3.2.1.1.12.5	Iteration 11 Demonstration and Closure		1 d	Thu 2/7/13	Thu 2/7/13	2931		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2933	**A2.2.3.2.1.1.13**	**Module Test**		**27 d**	**Fri 2/8/13**	**Mon 3/18/13**					**0 hrs**	
2934	A2.2.3.2.1.1.13.1	Finalize Module Test Scenarios		5 d	Fri 2/8/13	Thu 2/14/13	2927	,6330FS-45 ,6334FS-55			0 hrs	Des Moines
2935	A2.2.3.2.1.1.13.2	Configure COTS/Automated Test Tools		5 d	Fri 2/8/13	Thu 2/14/13	2934SS	2936			0 hrs	Des Moines
2936	A2.2.3.2.1.1.13.3	Conduct Test Readiness Review		1 d	Fri 2/15/13	Fri 2/15/13	2935	2937			0 hrs	Des Moines
2937	A2.2.3.2.1.1.13.4	Conduct Testing		9 d	Mon 2/18/13	Thu 2/28/13	2936	2938FS-4 d			0 hrs	Des Moines and

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2938	A2.2.3.2.1.1.13.5	Correct Defects		4 d	Mon 2/25/13	Thu 2/28/13	2937FS-4 d	2939			0 hrs	Des Moines and
2939	A2.2.3.2.1.1.13.6	Complete Regression Testing		3 d	Fri 3/1/13	Tue 3/5/13	2938	2940			0 hrs	Des Moines and
2940	A2.2.3.2.1.1.13.7	Interim Conversion Test Results		9 d	Wed 3/6/13	Mon 3/18/13	2939				0 hrs	Des Moines
2941	**A2.2.3.2.1.2**	**Reports**		**168 d**	**Fri 2/1/13**	**Fri 9/27/13**					**118.8 hrs**	
2942	A2.2.3.2.1.2.1	Develop Iteration Plan		1 d	Fri 2/1/13	Fri 2/1/13	2930	2944			0 hrs	Des Moines
2943	**A2.2.3.2.1.2.2**	**Iteration 1**		**16 d**	**Mon 2/4/13**	**Mon 2/25/13**					**10.8 hrs**	
2944	A2.2.3.2.1.2.2.1	Iteration 1 Kick-off		1 d	Mon 2/4/13	Mon 2/4/13	2942	2945	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2945	A2.2.3.2.1.2.2.2	Iteration 1 Development		10 d	Tue 2/5/13	Mon 2/18/13	2944	2946,2949			0 hrs	Des Moines and
2946	A2.2.3.2.1.2.2.3	Iteration 1 Functional Unit Test		4 d	Tue 2/19/13	Fri 2/22/13	2945	2947			0 hrs	Des Moines and
2947	A2.2.3.2.1.2.2.4	Iteration 1 Demonstration and Closure		1 d	Mon 2/25/13	Mon 2/25/13	2946		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2948	**A2.2.3.2.1.2.3**	**Iteration 2**		**17 d**	**Tue 2/19/13**	**Wed 3/13/13**					**10.8 hrs**	
2949	A2.2.3.2.1.2.3.1	Iteration 2 Iteration Plan Update		1 d	Tue 2/19/13	Tue 2/19/13	2945	2950			0 hrs	Des Moines
2950	A2.2.3.2.1.2.3.2	Iteration 2 Kick-off		1 d	Wed 2/20/13	Wed 2/20/13	2949	2951	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2951	A2.2.3.2.1.2.3.3	Iteration 2 Development		10 d	Thu 2/21/13	Wed 3/6/13	2950	2952,2955			0 hrs	Des Moines and
2952	A2.2.3.2.1.2.3.4	Iteration 2 Functional Unit Test		4 d	Thu 3/7/13	Tue 3/12/13	2951	2953			0 hrs	Des Moines and
2953	A2.2.3.2.1.2.3.5	Iteration 2 Demonstration and Closure		1 d	Wed 3/13/13	Wed 3/13/13	2952		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2954	**A2.2.3.2.1.2.4**	**Iteration 3**		**17 d**	**Thu 3/7/13**	**Fri 3/29/13**					**10.8 hrs**	
2955	A2.2.3.2.1.2.4.1	Iteration 3 Iteration Plan Update		1 d	Thu 3/7/13	Thu 3/7/13	2951	2956			0 hrs	Des Moines
2956	A2.2.3.2.1.2.4.2	Iteration 3 Kick-off		1 d	Fri 3/8/13	Fri 3/8/13	2955	2957	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2957	A2.2.3.2.1.2.4.3	Iteration 3 Development		10 d	Mon 3/11/13	Fri 3/22/13	2956	2958,2961			0 hrs	Des Moines and
2958	A2.2.3.2.1.2.4.4	Iteration 3 Functional Unit Test		4 d	Mon 3/25/13	Thu 3/28/13	2957	2959			0 hrs	Des Moines and
2959	A2.2.3.2.1.2.4.5	Iteration 3 Demonstration and Closure		1 d	Fri 3/29/13	Fri 3/29/13	2958		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2960	**A2.2.3.2.1.2.5**	**Iteration 4**		**17 d**	**Mon 3/25/13**	**Tue 4/16/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2961	A2.2.3.2.1.2.5.1	Iteration 4 Iteration Plan Update		1 d	Mon 3/25/13	Mon 3/25/13	2957	2962			0 hrs	Des Moines
2962	A2.2.3.2.1.2.5.2	Iteration 4 Kick-off		1 d	Tue 3/26/13	Tue 3/26/13	2961	2963	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2963	A2.2.3.2.1.2.5.3	Iteration 4 Development		10 d	Wed 3/27/13	Tue 4/9/13	2962	2964,2967			0 hrs	Des Moines and
2964	A2.2.3.2.1.2.5.4	Iteration 4 Functional Unit Test		4 d	Wed 4/10/13	Mon 4/15/13	2963	2965			0 hrs	Des Moines and
2965	A2.2.3.2.1.2.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 4/16/13	Tue 4/16/13	2964		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2966	**A2.2.3.2.1.2.6**	**Iteration 5**		**17 d**	**Wed 4/10/13**	**Thu 5/2/13**					**10.8 hrs**	
2967	A2.2.3.2.1.2.6.1	Iteration 5 Iteration Plan Update		1 d	Wed 4/10/13	Wed 4/10/13	2963	2968			0 hrs	Des Moines
2968	A2.2.3.2.1.2.6.2	Iteration 5 Kick-off		1 d	Thu 4/11/13	Thu 4/11/13	2967	2969	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2969	A2.2.3.2.1.2.6.3	Iteration 5 Development		10 d	Fri 4/12/13	Thu 4/25/13	2968	2970,2973			0 hrs	Des Moines and
2970	A2.2.3.2.1.2.6.4	Iteration 5 Functional Unit Test		4 d	Fri 4/26/13	Wed 5/1/13	2969	2971			0 hrs	Des Moines and
2971	A2.2.3.2.1.2.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 5/2/13	Thu 5/2/13	2970		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2972	**A2.2.3.2.1.2.7**	**Iteration 6**		**17 d**	**Fri 4/26/13**	**Mon 5/20/13**					**10.8 hrs**	
2973	A2.2.3.2.1.2.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 4/26/13	Fri 4/26/13	2969	2974			0 hrs	Des Moines
2974	A2.2.3.2.1.2.7.2	Iteration 6 Kick-off		1 d	Mon 4/29/13	Mon 4/29/13	2973	2975	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2975	A2.2.3.2.1.2.7.3	Iteration 6 Development		10 d	Tue 4/30/13	Mon 5/13/13	2974	2976,2979			0 hrs	Des Moines and
2976	A2.2.3.2.1.2.7.4	Iteration 6 Functional Unit Test		4 d	Tue 5/14/13	Fri 5/17/13	2975	2977			0 hrs	Des Moines and
2977	A2.2.3.2.1.2.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 5/20/13	Mon 5/20/13	2976		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2978	**A2.2.3.2.1.2.8**	**Iteration 7**		**17 d**	**Tue 5/14/13**	**Thu 6/6/13**					**10.8 hrs**	
2979	A2.2.3.2.1.2.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 5/14/13	Tue 5/14/13	2975	2980			0 hrs	Des Moines
2980	A2.2.3.2.1.2.8.2	Iteration 7 Kick-off		1 d	Wed 5/15/13	Wed 5/15/13	2979	2981	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2981	A2.2.3.2.1.2.8.3	Iteration 7 Development		10 d	Thu 5/16/13	Thu 5/30/13	2980	2982			0 hrs	Des Moines and
2982	A2.2.3.2.1.2.8.4	Iteration 7 Functional Unit Test		4 d	Fri 5/31/13	Wed 6/5/13	2981	2983,2985			0 hrs	Des Moines and

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
2983	A2.2.3.2.1.2.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 6/6/13	Thu 6/6/13	2982		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2984	**A2.2.3.2.1.2.9**	**Iteration 8**		**17 d**	**Thu 6/6/13**	**Fri 6/28/13**					**10.8 hrs**	
2985	A2.2.3.2.1.2.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 6/6/13	Thu 6/6/13	2982	2986			0 hrs	Des Moines
2986	A2.2.3.2.1.2.9.2	Iteration 8 Kick-off		1 d	Fri 6/7/13	Fri 6/7/13	2985	2987	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2987	A2.2.3.2.1.2.9.3	Iteration 8 Development		10 d	Mon 6/10/13	Fri 6/21/13	2986	2988,2991			0 hrs	Des Moines and
2988	A2.2.3.2.1.2.9.4	Iteration 8 Functional Unit Test		4 d	Mon 6/24/13	Thu 6/27/13	2987	2989			0 hrs	Des Moines and
2989	A2.2.3.2.1.2.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 6/28/13	Fri 6/28/13	2988		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2990	**A2.2.3.2.1.2.10**	**Iteration 9**		**17 d**	**Mon 6/24/13**	**Wed 7/17/13**					**10.8 hrs**	
2991	A2.2.3.2.1.2.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 6/24/13	Mon 6/24/13	2987	2992			0 hrs	Des Moines
2992	A2.2.3.2.1.2.10.2	Iteration 9 Kick-off		1 d	Tue 6/25/13	Tue 6/25/13	2991	2993	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2993	A2.2.3.2.1.2.10.3	Iteration 9 Development		10 d	Wed 6/26/13	Wed 7/10/13	2992	2994,2997			0 hrs	Des Moines and
2994	A2.2.3.2.1.2.10.4	Iteration 9 Functional Unit Test		4 d	Thu 7/11/13	Tue 7/16/13	2993	2995			0 hrs	Des Moines and
2995	A2.2.3.2.1.2.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 7/17/13	Wed 7/17/13	2994		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
2996	**A2.2.3.2.1.2.11**	**Iteration 10**		**17 d**	**Thu 7/11/13**	**Fri 8/2/13**					**10.8 hrs**	
2997	A2.2.3.2.1.2.11.1	Iteration 10 Iteration Plan Update		1 d	Thu 7/11/13	Thu 7/11/13	2993	2998			0 hrs	Des Moines
2998	A2.2.3.2.1.2.11.2	Iteration 10 Kick-off		1 d	Fri 7/12/13	Fri 7/12/13	2997	2999	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
2999	A2.2.3.2.1.2.11.3	Iteration 10 Development		10 d	Mon 7/15/13	Fri 7/26/13	2998	3000,3003			0 hrs	Des Moines and
3000	A2.2.3.2.1.2.11.4	Iteration 10 Functional Unit Test		4 d	Mon 7/29/13	Thu 8/1/13	2999	3001			0 hrs	Des Moines and
3001	A2.2.3.2.1.2.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 8/2/13	Fri 8/2/13	3000		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3002	**A2.2.3.2.1.2.12**	**Iteration 11**		**17 d**	**Mon 7/29/13**	**Tue 8/20/13**					**10.8 hrs**	
3003	A2.2.3.2.1.2.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 7/29/13	Mon 7/29/13	2999	3004			0 hrs	Des Moines
3004	A2.2.3.2.1.2.12.2	Iteration 11 Kick-off		1 d	Tue 7/30/13	Tue 7/30/13	3003	3005	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3005	A2.2.3.2.1.2.12.3	Iteration 11 Development		10 d	Wed 7/31/13	Tue 8/13/13	3004	3006			0 hrs	Des Moines and
3006	A2.2.3.2.1.2.12.4	Iteration 11 Functional Unit Test		4 d	Wed 8/14/13	Mon 8/19/13	3005	3007			0 hrs	Des Moines and

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3007	A2.2.3.2.1.2.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 8/20/13	Tue 8/20/13	3006	3009	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3008	**A2.2.3.2.1.2.13**	**Module Test**		**27 d**	**Wed 8/21/13**	**Fri 9/27/13**					**0 hrs**	
3009	A2.2.3.2.1.2.13.1	Finalize Module Test Scenarios		5 d	Wed 8/21/13	Tue 8/27/13	3007	3010SS			0 hrs	Des Moines
3010	A2.2.3.2.1.2.13.2	Configure COTS/Automated Test Tools		5 d	Wed 8/21/13	Tue 8/27/13	3009SS	3011			0 hrs	Des Moines
3011	A2.2.3.2.1.2.13.3	Conduct Test Readiness Review		1 d	Wed 8/28/13	Wed 8/28/13	3010	3012			0 hrs	Des Moines
3012	A2.2.3.2.1.2.13.4	Conduct Testing		9 d	Thu 8/29/13	Wed 9/11/13	3011	3013FS-4 d			0 hrs	Des Moines and
3013	A2.2.3.2.1.2.13.5	Correct Defects		4 d	Fri 9/6/13	Wed 9/11/13	3012FS-4 d	3014			0 hrs	Des Moines and
3014	A2.2.3.2.1.2.13.6	Complete Regression Testing		3 d	Thu 9/12/13	Mon 9/16/13	3013	3015			0 hrs	Des Moines and
3015	A2.2.3.2.1.2.13.7	Interim Conversion Test Results		9 d	Tue 9/17/13	Fri 9/27/13	3014				0 hrs	Des Moines
3016	**A2.2.3.2.2**	**Provider Management**		**304 d**	**Mon 7/9/12**	**Thu 9/19/13**			**SBA#3, APS#30, PA#18, APS#31, PA#19, PA#20, APS#32, APS#33**	**TN**	**16,359 hrs**	
3017	**A2.2.3.2.2.1**	**Provider Management**		**168 d**	**Mon 7/9/12**	**Fri 3/8/13**					**118.8 hrs**	
3018	A2.2.3.2.2.1.1	Develop Iteration Plan		2 d	Mon 7/9/12	Tue 7/10/12	1964	3020			0 hrs	Des Moines
3019	**A2.2.3.2.2.1.2**	**Iteration 1**		**16 d**	**Wed 7/11/12**	**Wed 8/1/12**					**10.8 hrs**	
3020	A2.2.3.2.2.1.2.1	Iteration 1 Kick-off		1 d	Wed 7/11/12	Wed 7/11/12	3018	3021	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3021	A2.2.3.2.2.1.2.2	Iteration 1 Development		10 d	Thu 7/12/12	Wed 7/25/12	3020	3022,3025			0 hrs	Des Moines and
3022	A2.2.3.2.2.1.2.3	Iteration 1 Functional Unit Test		4 d	Thu 7/26/12	Tue 7/31/12	3021	3023			0 hrs	Des Moines and
3023	A2.2.3.2.2.1.2.4	Iteration 1 Demonstration and Closure		1 d	Wed 8/1/12	Wed 8/1/12	3022		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3024	**A2.2.3.2.2.1.3**	**Iteration 2**		**17 d**	**Thu 7/26/12**	**Fri 8/17/12**					**10.8 hrs**	
3025	A2.2.3.2.2.1.3.1	Iteration 2 Iteration Plan Update		1 d	Thu 7/26/12	Thu 7/26/12	3021	3026			0 hrs	Des Moines
3026	A2.2.3.2.2.1.3.2	Iteration 2 Kick-off		1 d	Fri 7/27/12	Fri 7/27/12	3025	3027	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3027	A2.2.3.2.2.1.3.3	Iteration 2 Development		10 d	Mon 7/30/12	Fri 8/10/12	3026	3028,3031			0 hrs	Des Moines and
3028	A2.2.3.2.2.1.3.4	Iteration 2 Functional Unit Test		4 d	Mon 8/13/12	Thu 8/16/12	3027	3029			0 hrs	Des Moines and
3029	A2.2.3.2.2.1.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 8/17/12	Fri 8/17/12	3028		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3030	**A2.2.3.2.2.1.4**	**Iteration 3**		**17 d**	**Mon 8/13/12**	**Wed 9/5/12**					**10.8 hrs**	
3031	A2.2.3.2.2.1.4.1	Iteration 3 Iteration Plan Update		1 d	Mon 8/13/12	Mon 8/13/12	3027	3032			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3032	A2.2.3.2.2.1.4.2	Iteration 3 Kick-off		1 d	Tue 8/14/12	Tue 8/14/12	3031	3033	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3033	A2.2.3.2.2.1.4.3	Iteration 3 Development		10 d	Wed 8/15/12	Tue 8/28/12	3032	3034,3037			0 hrs	Des Moines and
3034	A2.2.3.2.2.1.4.4	Iteration 3 Functional Unit Test		4 d	Wed 8/29/12	Tue 9/4/12	3033	3035			0 hrs	Des Moines and
3035	A2.2.3.2.2.1.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 9/5/12	Wed 9/5/12	3034		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3036	**A2.2.3.2.2.1.5**	**Iteration 4**		**17 d**	**Wed 8/29/12**	**Fri 9/21/12**					**10.8 hrs**	
3037	A2.2.3.2.2.1.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 8/29/12	Wed 8/29/12	3033	3038			0 hrs	Des Moines
3038	A2.2.3.2.2.1.5.2	Iteration 4 Kick-off		1 d	Thu 8/30/12	Thu 8/30/12	3037	3039	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3039	A2.2.3.2.2.1.5.3	Iteration 4 Development		10 d	Fri 8/31/12	Fri 9/14/12	3038	3040,3043			0 hrs	Des Moines and
3040	A2.2.3.2.2.1.5.4	Iteration 4 Functional Unit Test		4 d	Mon 9/17/12	Thu 9/20/12	3039	3041			0 hrs	Des Moines and
3041	A2.2.3.2.2.1.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 9/21/12	Fri 9/21/12	3040		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3042	**A2.2.3.2.2.1.6**	**Iteration 5**		**17 d**	**Mon 9/17/12**	**Tue 10/9/12**					**10.8 hrs**	
3043	A2.2.3.2.2.1.6.1	Iteration 5 Iteration Plan Update		1 d	Mon 9/17/12	Mon 9/17/12	3039	3044			0 hrs	Des Moines
3044	A2.2.3.2.2.1.6.2	Iteration 5 Kick-off		1 d	Tue 9/18/12	Tue 9/18/12	3043	3045	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3045	A2.2.3.2.2.1.6.3	Iteration 5 Development		10 d	Wed 9/19/12	Tue 10/2/12	3044	6,3049,6155			0 hrs	Des Moines and
3046	A2.2.3.2.2.1.6.4	Iteration 5 Functional Unit Test		4 d	Wed 10/3/12	Mon 10/8/12	3045	3047			0 hrs	Des Moines and
3047	A2.2.3.2.2.1.6.5	Iteration 5 Demonstration and Closure		1 d	Tue 10/9/12	Tue 10/9/12	3046		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3048	**A2.2.3.2.2.1.7**	**Iteration 6**		**17 d**	**Wed 10/3/12**	**Thu 10/25/12**					**10.8 hrs**	
3049	A2.2.3.2.2.1.7.1	Iteration 6 Iteration Plan Update		1 d	Wed 10/3/12	Wed 10/3/12	3045	3050			0 hrs	Des Moines
3050	A2.2.3.2.2.1.7.2	Iteration 6 Kick-off		1 d	Thu 10/4/12	Thu 10/4/12	3049	3051	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3051	A2.2.3.2.2.1.7.3	Iteration 6 Development		10 d	Fri 10/5/12	Thu 10/18/12	3050	3052,3055			0 hrs	Des Moines and
3052	A2.2.3.2.2.1.7.4	Iteration 6 Functional Unit Test		4 d	Fri 10/19/12	Wed 10/24/12	3051	3053			0 hrs	Des Moines and
3053	A2.2.3.2.2.1.7.5	Iteration 6 Demonstration and Closure		1 d	Thu 10/25/12	Thu 10/25/12	3052		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3054	**A2.2.3.2.2.1.8**	**Iteration 7**		**17 d**	**Fri 10/19/12**	**Tue 11/13/12**					**10.8 hrs**	
3055	A2.2.3.2.2.1.8.1	Iteration 7 Iteration Plan Update		1 d	Fri 10/19/12	Fri 10/19/12	3051	3056			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3056	A2.2.3.2.2.1.8.2	Iteration 7 Kick-off		1 d	Mon 10/22/12	Mon 10/22/12	3055	3057	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3057	A2.2.3.2.2.1.8.3	Iteration 7 Development		10 d	Tue 10/23/12	Mon 11/5/12	3056	3058			0 hrs	Des Moines and
3058	A2.2.3.2.2.1.8.4	Iteration 7 Functional Unit Test		4 d	Tue 11/6/12	Fri 11/9/12	3057	3059,3061			0 hrs	Des Moines and
3059	A2.2.3.2.2.1.8.5	Iteration 7 Demonstration and Closure		1 d	Tue 11/13/12	Tue 11/13/12	3058		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3060	**A2.2.3.2.2.1.9**	**Iteration 8**		**17 d**	**Tue 11/13/12**	**Fri 12/7/12**					**10.8 hrs**	
3061	A2.2.3.2.2.1.9.1	Iteration 8 Iteration Plan Update		1 d	Tue 11/13/12	Tue 11/13/12	3058	3062			0 hrs	Des Moines
3062	A2.2.3.2.2.1.9.2	Iteration 8 Kick-off		1 d	Wed 11/14/12	Wed 11/14/12	3061	3063	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3063	A2.2.3.2.2.1.9.3	Iteration 8 Development		10 d	Thu 11/15/12	Fri 11/30/12	3062	3064,3067			0 hrs	Des Moines and
3064	A2.2.3.2.2.1.9.4	Iteration 8 Functional Unit Test		4 d	Mon 12/3/12	Thu 12/6/12	3063	3065			0 hrs	Des Moines and
3065	A2.2.3.2.2.1.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 12/7/12	Fri 12/7/12	3064		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3066	**A2.2.3.2.2.1.10**	**Iteration 9**		**17 d**	**Mon 12/3/12**	**Wed 12/26/12**		**7058**			**10.8 hrs**	
3067	A2.2.3.2.2.1.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 12/3/12	Mon 12/3/12	3063	3068			0 hrs	Des Moines
3068	A2.2.3.2.2.1.10.2	Iteration 9 Kick-off		1 d	Tue 12/4/12	Tue 12/4/12	3067	3069	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3069	A2.2.3.2.2.1.10.3	Iteration 9 Development		10 d	Wed 12/5/12	Tue 12/18/12	3068	3070,3073			0 hrs	Des Moines and
3070	A2.2.3.2.2.1.10.4	Iteration 9 Functional Unit Test		4 d	Wed 12/19/12	Mon 12/24/12	3069	3071			0 hrs	Des Moines and
3071	A2.2.3.2.2.1.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 12/26/12	Wed 12/26/12	3070		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3072	**A2.2.3.2.2.1.11**	**Iteration 10**		**17 d**	**Wed 12/19/12**	**Mon 1/14/13**					**10.8 hrs**	
3073	A2.2.3.2.2.1.11.1	Iteration 10 Iteration Plan Update		1 d	Wed 12/19/12	Wed 12/19/12	3069	3074			0 hrs	Des Moines
3074	A2.2.3.2.2.1.11.2	Iteration 10 Kick-off		1 d	Thu 12/20/12	Thu 12/20/12	3073	3075	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3075	A2.2.3.2.2.1.11.3	Iteration 10 Development		10 d	Fri 12/21/12	Mon 1/7/13	3074	3076,3079			0 hrs	Des Moines and
3076	A2.2.3.2.2.1.11.4	Iteration 10 Functional Unit Test		4 d	Tue 1/8/13	Fri 1/11/13	3075	3077			0 hrs	Des Moines and
3077	A2.2.3.2.2.1.11.5	Iteration 10 Demonstration and Closure		1 d	Mon 1/14/13	Mon 1/14/13	3076		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3078	**A2.2.3.2.2.1.12**	**Iteration 11**		**16 d**	**Tue 1/8/13**	**Wed 1/30/13**		**3085**			**10.8 hrs**	
3079	A2.2.3.2.2.1.12.1	Iteration 11 Iteration Plan Update		1 d	Tue 1/8/13	Tue 1/8/13	3075	3080			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3080	A2.2.3.2.2.1.12.2	Iteration 11 Kick-off		1 d	Wed 1/9/13	Wed 1/9/13	3079	3081SS	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3081	A2.2.3.2.2.1.12.3	Iteration 11 Development		10 d	Wed 1/9/13	Wed 1/23/13	3080SS	3082,3093			0 hrs	Des Moines and
3082	A2.2.3.2.2.1.12.4	Iteration 11 Functional Unit Test		4 d	Thu 1/24/13	Tue 1/29/13	3081	3083			0 hrs	Des Moines and
3083	A2.2.3.2.2.1.12.5	Iteration 11 Demonstration and Closure		1 d	Wed 1/30/13	Wed 1/30/13	3082		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3084	**A2.2.3.2.2.1.13**	**Module Test**		**27 d**	**Thu 1/31/13**	**Fri 3/8/13**					**0 hrs**	
3085	A2.2.3.2.2.1.13.1	Finalize Module Test Scenarios		5 d	Thu 1/31/13	Wed 2/6/13	3078	3086SS			0 hrs	Des Moines
3086	A2.2.3.2.2.1.13.2	Configure COTS/Automated Test Tools		5 d	Thu 1/31/13	Wed 2/6/13	3085SS	3087			0 hrs	Des Moines
3087	A2.2.3.2.2.1.13.3	Conduct Test Readiness Review		1 d	Thu 2/7/13	Thu 2/7/13	3086	3088			0 hrs	Des Moines
3088	A2.2.3.2.2.1.13.4	Conduct Testing		9 d	Fri 2/8/13	Wed 2/20/13	3087	3089FS-4 d			0 hrs	Des Moines and
3089	A2.2.3.2.2.1.13.5	Correct Defects		4 d	Fri 2/15/13	Wed 2/20/13	3088FS-4 d	3090			0 hrs	Des Moines and
3090	A2.2.3.2.2.1.13.6	Complete Regression Testing		3 d	Thu 2/21/13	Mon 2/25/13	3089	3091			0 hrs	Des Moines and
3091	A2.2.3.2.2.1.13.7	Interim Conversion Test Results		9 d	Tue 2/26/13	Fri 3/8/13	3090				0 hrs	Des Moines
3092	**A2.2.3.2.2.2**	**Reports**		**168 d**	**Thu 1/24/13**	**Thu 9/19/13**					**118.2 hrs**	
3093	A2.2.3.2.2.2.1	Develop Iteration Plan		1 d	Thu 1/24/13	Thu 1/24/13	3081	3095			0 hrs	Des Moines
3094	**A2.2.3.2.2.2.2**	**Iteration 1**		**16 d**	**Fri 1/25/13**	**Fri 2/15/13**					**10.8 hrs**	
3095	A2.2.3.2.2.2.2.1	Iteration 1 Kick-off		1 d	Fri 1/25/13	Fri 1/25/13	3093	3096	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3096	A2.2.3.2.2.2.2.2	Iteration 1 Development		10 d	Mon 1/28/13	Fri 2/8/13	3095	3097,3100			0 hrs	Des Moines and
3097	A2.2.3.2.2.2.2.3	Iteration 1 Functional Unit Test		4 d	Mon 2/11/13	Thu 2/14/13	3096	3098			0 hrs	Des Moines and
3098	A2.2.3.2.2.2.2.4	Iteration 1 Demonstration and Closure		1 d	Fri 2/15/13	Fri 2/15/13	3097		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3099	**A2.2.3.2.2.2.3**	**Iteration 2**		**17 d**	**Mon 2/11/13**	**Tue 3/5/13**					**10.8 hrs**	
3100	A2.2.3.2.2.2.3.1	Iteration 2 Iteration Plan Update		1 d	Mon 2/11/13	Mon 2/11/13	3096	3101			0 hrs	Des Moines
3101	A2.2.3.2.2.2.3.2	Iteration 2 Kick-off		1 d	Tue 2/12/13	Tue 2/12/13	3100	3102	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3102	A2.2.3.2.2.2.3.3	Iteration 2 Development		10 d	Wed 2/13/13	Tue 2/26/13	3101	3103,3106			0 hrs	Des Moines and
3103	A2.2.3.2.2.2.3.4	Iteration 2 Functional Unit Test		4 d	Wed 2/27/13	Mon 3/4/13	3102	3104			0 hrs	Des Moines and
3104	A2.2.3.2.2.2.3.5	Iteration 2 Demonstration and Closure		1 d	Tue 3/5/13	Tue 3/5/13	3103		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3105	**A2.2.3.2.2.2.4**	**Iteration 3**		**17 d**	**Wed 2/27/13**	**Thu 3/21/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3106	A2.2.3.2.2.2.4.1	Iteration 3 Iteration Plan Update		1 d	Wed 2/27/13	Wed 2/27/13	3102	3107			0 hrs	Des Moines
3107	A2.2.3.2.2.2.4.2	Iteration 3 Kick-off		1 d	Thu 2/28/13	Thu 2/28/13	3106	3108	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3108	A2.2.3.2.2.2.4.3	Iteration 3 Development		10 d	Fri 3/1/13	Thu 3/14/13	3107	3109,3112			0 hrs	Des Moines and
3109	A2.2.3.2.2.2.4.4	Iteration 3 Functional Unit Test		4 d	Fri 3/15/13	Wed 3/20/13	3108	3110			0 hrs	Des Moines and
3110	A2.2.3.2.2.2.4.5	Iteration 3 Demonstration and Closure		1 d	Thu 3/21/13	Thu 3/21/13	3109		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3111	**A2.2.3.2.2.2.5**	**Iteration 4**		**17 d**	**Fri 3/15/13**	**Mon 4/8/13**					**10.8 hrs**	
3112	A2.2.3.2.2.2.5.1	Iteration 4 Iteration Plan Update		1 d	Fri 3/15/13	Fri 3/15/13	3108	3113			0 hrs	Des Moines
3113	A2.2.3.2.2.2.5.2	Iteration 4 Kick-off		1 d	Mon 3/18/13	Mon 3/18/13	3112	3114	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3114	A2.2.3.2.2.2.5.3	Iteration 4 Development		10 d	Tue 3/19/13	Mon 4/1/13	3113	3115,3118			0 hrs	Des Moines and
3115	A2.2.3.2.2.2.5.4	Iteration 4 Functional Unit Test		4 d	Tue 4/2/13	Fri 4/5/13	3114	3116			0 hrs	Des Moines and
3116	A2.2.3.2.2.2.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 4/8/13	Mon 4/8/13	3115		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3117	**A2.2.3.2.2.2.6**	**Iteration 5**		**17 d**	**Tue 4/2/13**	**Wed 4/24/13**					**10.8 hrs**	
3118	A2.2.3.2.2.2.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 4/2/13	Tue 4/2/13	3114	3119			0 hrs	Des Moines
3119	A2.2.3.2.2.2.6.2	Iteration 5 Kick-off		1 d	Wed 4/3/13	Wed 4/3/13	3118	3120	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3120	A2.2.3.2.2.2.6.3	Iteration 5 Development		10 d	Thu 4/4/13	Wed 4/17/13	3119	3121,3124			0 hrs	Des Moines and
3121	A2.2.3.2.2.2.6.4	Iteration 5 Functional Unit Test		4 d	Thu 4/18/13	Tue 4/23/13	3120	3122			0 hrs	Des Moines and
3122	A2.2.3.2.2.2.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 4/24/13	Wed 4/24/13	3121		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3123	**A2.2.3.2.2.2.7**	**Iteration 6**		**17 d**	**Thu 4/18/13**	**Fri 5/10/13**					**10.8 hrs**	
3124	A2.2.3.2.2.2.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 4/18/13	Thu 4/18/13	3120	3125			0 hrs	Des Moines
3125	A2.2.3.2.2.2.7.2	Iteration 6 Kick-off		1 d	Fri 4/19/13	Fri 4/19/13	3124	3126	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3126	A2.2.3.2.2.2.7.3	Iteration 6 Development		10 d	Mon 4/22/13	Fri 5/3/13	3125	3127,3130			0 hrs	Des Moines and
3127	A2.2.3.2.2.2.7.4	Iteration 6 Functional Unit Test		4 d	Mon 5/6/13	Thu 5/9/13	3126	3128			0 hrs	Des Moines and
3128	A2.2.3.2.2.2.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 5/10/13	Fri 5/10/13	3127		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3129	**A2.2.3.2.2.2.8**	**Iteration 7**		**17 d**	**Mon 5/6/13**	**Wed 5/29/13**					**10.8 hrs**	
3130	A2.2.3.2.2.2.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 5/6/13	Mon 5/6/13	3126	3131			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3131	A2.2.3.2.2.2.8.2	Iteration 7 Kick-off		1 d	Tue 5/7/13	Tue 5/7/13	3130	3132	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3132	A2.2.3.2.2.2.8.3	Iteration 7 Development		10 d	Wed 5/8/13	Tue 5/21/13	3131	3133			0 hrs	Des Moines and
3133	A2.2.3.2.2.2.8.4	Iteration 7 Functional Unit Test		4 d	Wed 5/22/13	Tue 5/28/13	3132	3134,3136			0 hrs	Des Moines and
3134	A2.2.3.2.2.2.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 5/29/13	Wed 5/29/13	3133		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3135	**A2.2.3.2.2.2.9**	**Iteration 8**		**17 d**	**Wed 5/29/13**	**Thu 6/20/13**					**10.8 hrs**	
3136	A2.2.3.2.2.2.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 5/29/13	Wed 5/29/13	3133	3137			0 hrs	Des Moines
3137	A2.2.3.2.2.2.9.2	Iteration 8 Kick-off		1 d	Thu 5/30/13	Thu 5/30/13	3136	3138	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3138	A2.2.3.2.2.2.9.3	Iteration 8 Development		10 d	Fri 5/31/13	Thu 6/13/13	3137	3139,3142			0 hrs	Des Moines and
3139	A2.2.3.2.2.2.9.4	Iteration 8 Functional Unit Test		4 d	Fri 6/14/13	Wed 6/19/13	3138	3140			0 hrs	Des Moines and
3140	A2.2.3.2.2.2.9.5	Iteration 8 Demonstration and Closure		1 d	Thu 6/20/13	Thu 6/20/13	3139		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3141	**A2.2.3.2.2.2.10**	**Iteration 9**		**17 d**	**Fri 6/14/13**	**Tue 7/9/13**					**10.8 hrs**	
3142	A2.2.3.2.2.2.10.1	Iteration 9 Iteration Plan Update		1 d	Fri 6/14/13	Fri 6/14/13	3138	3143			0 hrs	Des Moines
3143	A2.2.3.2.2.2.10.2	Iteration 9 Kick-off		1 d	Mon 6/17/13	Mon 6/17/13	3142	3144	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3144	A2.2.3.2.2.2.10.3	Iteration 9 Development		10 d	Tue 6/18/13	Mon 7/1/13	3143	3145,3148			0 hrs	Des Moines and
3145	A2.2.3.2.2.2.10.4	Iteration 9 Functional Unit Test		4 d	Tue 7/2/13	Mon 7/8/13	3144	3146			0 hrs	Des Moines and
3146	A2.2.3.2.2.2.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 7/9/13	Tue 7/9/13	3145		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3147	**A2.2.3.2.2.2.11**	**Iteration 10**		**17 d**	**Tue 7/2/13**	**Thu 7/25/13**					**10.2 hrs**	
3148	A2.2.3.2.2.2.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 7/2/13	Tue 7/2/13	3144	3149			0 hrs	Des Moines
3149	A2.2.3.2.2.2.11.2	Iteration 10 Kick-off		1 d	Wed 7/3/13	Wed 7/3/13	3148	3150	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
3150	A2.2.3.2.2.2.11.3	Iteration 10 Development		10 d	Fri 7/5/13	Thu 7/18/13	3149	3151,3154			0 hrs	Des Moines and
3151	A2.2.3.2.2.2.11.4	Iteration 10 Functional Unit Test		4 d	Fri 7/19/13	Wed 7/24/13	3150	3152			0 hrs	Des Moines and
3152	A2.2.3.2.2.2.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 7/25/13	Thu 7/25/13	3151		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3153	**A2.2.3.2.2.2.12**	**Iteration 11**		**17 d**	**Fri 7/19/13**	**Mon 8/12/13**		**3160**			**10.8 hrs**	
3154	A2.2.3.2.2.2.12.1	Iteration 11 Iteration Plan Update		1 d	Fri 7/19/13	Fri 7/19/13	3150	3155			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3155	A2.2.3.2.2.2.12.2	Iteration 11 Kick-off		1 d	Mon 7/22/13	Mon 7/22/13	3154	3156	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3156	A2.2.3.2.2.2.12.3	Iteration 11 Development		10 d	Tue 7/23/13	Mon 8/5/13	3155	3157			0 hrs	Des Moines and
3157	A2.2.3.2.2.2.12.4	Iteration 11 Functional Unit Test		4 d	Tue 8/6/13	Fri 8/9/13	3156	3158			0 hrs	Des Moines and
3158	A2.2.3.2.2.2.12.5	Iteration 11 Demonstration and Closure		1 d	Mon 8/12/13	Mon 8/12/13	3157		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3159	**A2.2.3.2.2.2.13**	**Module Test**		**27 d**	**Tue 8/13/13**	**Thu 9/19/13**					**0 hrs**	
3160	A2.2.3.2.2.2.13.1	Finalize Module Test Scenarios		5 d	Tue 8/13/13	Mon 8/19/13	3153	3161SS			0 hrs	Des Moines
3161	A2.2.3.2.2.2.13.2	Configure COTS/Automated Test Tools		5 d	Tue 8/13/13	Mon 8/19/13	3160SS	3162			0 hrs	Des Moines
3162	A2.2.3.2.2.2.13.3	Conduct Test Readiness Review		1 d	Tue 8/20/13	Tue 8/20/13	3161	3163			0 hrs	Des Moines
3163	A2.2.3.2.2.2.13.4	Conduct Testing		9 d	Wed 8/21/13	Tue 9/3/13	3162	3164FS-4 d			0 hrs	Des Moines and
3164	A2.2.3.2.2.2.13.5	Correct Defects		4 d	Wed 8/28/13	Tue 9/3/13	3163FS-4 d	3165			0 hrs	Des Moines and
3165	A2.2.3.2.2.2.13.6	Complete Regression Testing		3 d	Wed 9/4/13	Fri 9/6/13	3164	3166			0 hrs	Des Moines and
3166	A2.2.3.2.2.2.13.7	Interim Conversion Test Results		9 d	Mon 9/9/13	Thu 9/19/13	3165				0 hrs	Des Moines
3167	**A2.2.3.2.3**	**Operations Management**		**309 d**	**Fri 6/22/12**	**Thu 9/12/13**			**SBA, BA#11, BA#12, BA#13, SME, APS#16, APS#17, APS#18, PA#9, PA#10, APS#19, APS#20, APS#21, PA#11, PA#12, PA#13, APS#22, APS#23, PA#14, APS#24, TST#5, TST#6, APS#25, TST#7**	**TN**	**48,958 hrs**	
3168	**A2.2.3.2.3.1**	**Claims Receipt**		**169 d**	**Fri 6/22/12**	**Mon 2/25/13**					**118.8 hrs**	
3169	A2.2.3.2.3.1.1	Develop Iteration Plan		2 d	Fri 6/22/12	Mon 6/25/12	1984	3171			0 hrs	Des Moines
3170	**A2.2.3.2.3.1.2**	**Iteration 1**		**16 d**	**Tue 6/26/12**	**Wed 7/18/12**					**10.8 hrs**	
3171	A2.2.3.2.3.1.2.1	Iteration 1 Kick-off		1 d	Tue 6/26/12	Tue 6/26/12	3169	3172	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3172	A2.2.3.2.3.1.2.2	Iteration 1 Development		10 d	Wed 6/27/12	Wed 7/11/12	3171	3173,3176			0 hrs	Des Moines and
3173	A2.2.3.2.3.1.2.3	Iteration 1 Functional Unit Test		4 d	Thu 7/12/12	Tue 7/17/12	3172	3174			0 hrs	Des Moines and
3174	A2.2.3.2.3.1.2.4	Iteration 1 Demonstration and Closure		1 d	Wed 7/18/12	Wed 7/18/12	3173		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3175	**A2.2.3.2.3.1.3**	**Iteration 2**		**17 d**	**Thu 7/12/12**	**Fri 8/3/12**					**10.8 hrs**	
3176	A2.2.3.2.3.1.3.1	Iteration 2 Iteration Plan Update		1 d	Thu 7/12/12	Thu 7/12/12	3172	3177			0 hrs	Des Moines

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3177	A2.2.3.2.3.1.3.2	Iteration 2 Kick-off		1 d	Fri 7/13/12	Fri 7/13/12	3176	3178	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3178	A2.2.3.2.3.1.3.3	Iteration 2 Development		10 d	Mon 7/16/12	Fri 7/27/12	3177	3179,3182			0 hrs	Des Moines and
3179	A2.2.3.2.3.1.3.4	Iteration 2 Functional Unit Test		4 d	Mon 7/30/12	Thu 8/2/12	3178	3180			0 hrs	Des Moines and
3180	A2.2.3.2.3.1.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 8/3/12	Fri 8/3/12	3179		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3181	**A2.2.3.2.3.1.4**	**Iteration 3**		**17 d**	**Mon 7/30/12**	**Tue 8/21/12**					**10.8 hrs**	
3182	A2.2.3.2.3.1.4.1	Iteration 3 Iteration Plan Update		1 d	Mon 7/30/12	Mon 7/30/12	3178	3183			0 hrs	Des Moines
3183	A2.2.3.2.3.1.4.2	Iteration 3 Kick-off		1 d	Tue 7/31/12	Tue 7/31/12	3182	3184	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3184	A2.2.3.2.3.1.4.3	Iteration 3 Development		10 d	Wed 8/1/12	Tue 8/14/12	3183	3185,3188			0 hrs	Des Moines and
3185	A2.2.3.2.3.1.4.4	Iteration 3 Functional Unit Test		4 d	Wed 8/15/12	Mon 8/20/12	3184	3186			0 hrs	Des Moines and
3186	A2.2.3.2.3.1.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 8/21/12	Tue 8/21/12	3185		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3187	**A2.2.3.2.3.1.5**	**Iteration 4**		**17 d**	**Wed 8/15/12**	**Fri 9/7/12**					**10.8 hrs**	
3188	A2.2.3.2.3.1.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 8/15/12	Wed 8/15/12	3184	3189			0 hrs	Des Moines
3189	A2.2.3.2.3.1.5.2	Iteration 4 Kick-off		1 d	Thu 8/16/12	Thu 8/16/12	3188	3190	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3190	A2.2.3.2.3.1.5.3	Iteration 4 Development		10 d	Fri 8/17/12	Thu 8/30/12	3189	3191,3194			0 hrs	Des Moines and
3191	A2.2.3.2.3.1.5.4	Iteration 4 Functional Unit Test		4 d	Fri 8/31/12	Thu 9/6/12	3190	3192			0 hrs	Des Moines and
3192	A2.2.3.2.3.1.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 9/7/12	Fri 9/7/12	3191		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3193	**A2.2.3.2.3.1.6**	**Iteration 5**		**17 d**	**Fri 8/31/12**	**Tue 9/25/12**					**10.8 hrs**	
3194	A2.2.3.2.3.1.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 8/31/12	Fri 8/31/12	3190	3195			0 hrs	Des Moines
3195	A2.2.3.2.3.1.6.2	Iteration 5 Kick-off		1 d	Tue 9/4/12	Tue 9/4/12	3194	3196	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3196	A2.2.3.2.3.1.6.3	Iteration 5 Development		10 d	Wed 9/5/12	Tue 9/18/12	3195	3197,3200			0 hrs	Des Moines and
3197	A2.2.3.2.3.1.6.4	Iteration 5 Functional Unit Test		4 d	Wed 9/19/12	Mon 9/24/12	3196	3198			0 hrs	Des Moines and
3198	A2.2.3.2.3.1.6.5	Iteration 5 Demonstration and Closure		1 d	Tue 9/25/12	Tue 9/25/12	3197		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3199	**A2.2.3.2.3.1.7**	**Iteration 6**		**17 d**	**Wed 9/19/12**	**Thu 10/11/12**					**10.8 hrs**	
3200	A2.2.3.2.3.1.7.1	Iteration 6 Iteration Plan Update		1 d	Wed 9/19/12	Wed 9/19/12	3196	3201			0 hrs	Des Moines

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3201	A2.2.3.2.3.1.7.2	Iteration 6 Kick-off		1 d	Thu 9/20/12	Thu 9/20/12	3200	3202	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3202	A2.2.3.2.3.1.7.3	Iteration 6 Development		10 d	Fri 9/21/12	Thu 10/4/12	3201	3203,3206			0 hrs	Des Moines and
3203	A2.2.3.2.3.1.7.4	Iteration 6 Functional Unit Test		4 d	Fri 10/5/12	Wed 10/10/12	3202	3204			0 hrs	Des Moines and
3204	A2.2.3.2.3.1.7.5	Iteration 6 Demonstration and Closure		1 d	Thu 10/11/12	Thu 10/11/12	3203		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3205	**A2.2.3.2.3.1.8**	**Iteration 7**		**17 d**	**Fri 10/5/12**	**Mon 10/29/12**					**10.8 hrs**	
3206	A2.2.3.2.3.1.8.1	Iteration 7 Iteration Plan Update		1 d	Fri 10/5/12	Fri 10/5/12	3202	3207			0 hrs	Des Moines
3207	A2.2.3.2.3.1.8.2	Iteration 7 Kick-off		1 d	Mon 10/8/12	Mon 10/8/12	3206	3208	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3208	A2.2.3.2.3.1.8.3	Iteration 7 Development		10 d	Tue 10/9/12	Mon 10/22/12	3207	3209			0 hrs	Des Moines and
3209	A2.2.3.2.3.1.8.4	Iteration 7 Functional Unit Test		4 d	Tue 10/23/12	Fri 10/26/12	3208	3210,3212			0 hrs	Des Moines and
3210	A2.2.3.2.3.1.8.5	Iteration 7 Demonstration and Closure		1 d	Mon 10/29/12	Mon 10/29/12	3209		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3211	**A2.2.3.2.3.1.9**	**Iteration 8**		**17 d**	**Mon 10/29/12**	**Wed 11/21/12**					**10.8 hrs**	
3212	A2.2.3.2.3.1.9.1	Iteration 8 Iteration Plan Update		1 d	Mon 10/29/12	Mon 10/29/12	3209	3213			0 hrs	Des Moines
3213	A2.2.3.2.3.1.9.2	Iteration 8 Kick-off		1 d	Tue 10/30/12	Tue 10/30/12	3212	3214	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3214	A2.2.3.2.3.1.9.3	Iteration 8 Development		10 d	Wed 10/31/12	Wed 11/14/12	3213	3215,3218			0 hrs	Des Moines and
3215	A2.2.3.2.3.1.9.4	Iteration 8 Functional Unit Test		4 d	Thu 11/15/12	Tue 11/20/12	3214	3216			0 hrs	Des Moines and
3216	A2.2.3.2.3.1.9.5	Iteration 8 Demonstration and Closure		1 d	Wed 11/21/12	Wed 11/21/12	3215		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3217	**A2.2.3.2.3.1.10**	**Iteration 9**		**17 d**	**Thu 11/15/12**	**Tue 12/11/12**					**10.8 hrs**	
3218	A2.2.3.2.3.1.10.1	Iteration 9 Iteration Plan Update		1 d	Thu 11/15/12	Thu 11/15/12	3214	3219			0 hrs	Des Moines
3219	A2.2.3.2.3.1.10.2	Iteration 9 Kick-off		1 d	Fri 11/16/12	Fri 11/16/12	3218	3220	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3220	A2.2.3.2.3.1.10.3	Iteration 9 Development		10 d	Mon 11/19/12	Tue 12/4/12	3219	3221,3224			0 hrs	Des Moines and
3221	A2.2.3.2.3.1.10.4	Iteration 9 Functional Unit Test		4 d	Wed 12/5/12	Mon 12/10/12	3220	3222			0 hrs	Des Moines and
3222	A2.2.3.2.3.1.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 12/11/12	Tue 12/11/12	3221		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3223	**A2.2.3.2.3.1.11**	**Iteration 10**		**17 d**	**Wed 12/5/12**	**Fri 12/28/12**					**10.8 hrs**	
3224	A2.2.3.2.3.1.11.1	Iteration 10 Iteration Plan Update		1 d	Wed 12/5/12	Wed 12/5/12	3220	3225			0 hrs	Des Moines

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3225	A2.2.3.2.3.1.11.2	Iteration 10 Kick-off		1 d	Thu 12/6/12	Thu 12/6/12	3224	3226	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3226	A2.2.3.2.3.1.11.3	Iteration 10 Development		10 d	Fri 12/7/12	Thu 12/20/12	3225	3227,3230			0 hrs	Des Moines and
3227	A2.2.3.2.3.1.11.4	Iteration 10 Functional Unit Test		4 d	Fri 12/21/12	Thu 12/27/12	3226	3228			0 hrs	Des Moines and
3228	A2.2.3.2.3.1.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 12/28/12	Fri 12/28/12	3227		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3229	**A2.2.3.2.3.1.12**	**Iteration 11**		**17 d**	**Fri 12/21/12**	**Wed 1/16/13**		**3236**			**10.8 hrs**	
3230	A2.2.3.2.3.1.12.1	Iteration 11 Iteration Plan Update		1 d	Fri 12/21/12	Fri 12/21/12	3226	3231			0 hrs	Des Moines
3231	A2.2.3.2.3.1.12.2	Iteration 11 Kick-off		1 d	Mon 12/24/12	Mon 12/24/12	3230	3232	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3232	A2.2.3.2.3.1.12.3	Iteration 11 Development		10 d	Wed 12/26/12	Wed 1/9/13	3231	3,3244,3544			0 hrs	Des Moines and
3233	A2.2.3.2.3.1.12.4	Iteration 11 Functional Unit Test		4 d	Thu 1/10/13	Tue 1/15/13	3232	3234			0 hrs	Des Moines and
3234	A2.2.3.2.3.1.12.5	Iteration 11 Demonstration and Closure		1 d	Wed 1/16/13	Wed 1/16/13	3233		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3235	**A2.2.3.2.3.1.13**	**Module Test**		**27 d**	**Thu 1/17/13**	**Mon 2/25/13**					**0 hrs**	
3236	A2.2.3.2.3.1.13.1	Finalize Module Test Scenarios		5 d	Thu 1/17/13	Thu 1/24/13	3229	3237SS			0 hrs	Des Moines
3237	A2.2.3.2.3.1.13.2	Configure COTS/Automated Test Tools		5 d	Thu 1/17/13	Thu 1/24/13	3236SS	3238			0 hrs	Des Moines
3238	A2.2.3.2.3.1.13.3	Conduct Test Readiness Review		1 d	Fri 1/25/13	Fri 1/25/13	3237	3239			0 hrs	Des Moines
3239	A2.2.3.2.3.1.13.4	Conduct Testing		9 d	Mon 1/28/13	Thu 2/7/13	3238	3240FS-4 d			0 hrs	Des Moines and
3240	A2.2.3.2.3.1.13.5	Correct Defects		4 d	Mon 2/4/13	Thu 2/7/13	3239FS-4 d	3241			0 hrs	Des Moines and
3241	A2.2.3.2.3.1.13.6	Complete Regression Testing		3 d	Fri 2/8/13	Tue 2/12/13	3240	3242			0 hrs	Des Moines and
3242	A2.2.3.2.3.1.13.7	Interim Conversion Test Results		9 d	Wed 2/13/13	Mon 2/25/13	3241				0 hrs	Des Moines
3243	**A2.2.3.2.3.2**	**Claims Adjudication**		**169 d**	**Thu 1/10/13**	**Mon 9/9/13**					**118.2 hrs**	
3244	A2.2.3.2.3.2.1	Develop Iteration Plan		2 d	Thu 1/10/13	Fri 1/11/13	3232	3246			0 hrs	Des Moines
3245	**A2.2.3.2.3.2.2**	**Iteration 1**		**16 d**	**Mon 1/14/13**	**Tue 2/5/13**					**10.8 hrs**	
3246	A2.2.3.2.3.2.2.1	Iteration 1 Kick-off		1 d	Mon 1/14/13	Mon 1/14/13	3244	3247	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3247	A2.2.3.2.3.2.2.2	Iteration 1 Development		10 d	Tue 1/15/13	Tue 1/29/13	3246	3248,3251			0 hrs	Des Moines and
3248	A2.2.3.2.3.2.2.3	Iteration 1 Functional Unit Test		4 d	Wed 1/30/13	Mon 2/4/13	3247	3249			0 hrs	Des Moines and
3249	A2.2.3.2.3.2.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 2/5/13	Tue 2/5/13	3248		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3250	**A2.2.3.2.3.2.3**	**Iteration 2**		**17 d**	**Wed 1/30/13**	**Thu 2/21/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3251	A2.2.3.2.3.2.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 1/30/13	Wed 1/30/13	3247	3252			0 hrs	Des Moines
3252	A2.2.3.2.3.2.3.2	Iteration 2 Kick-off		1 d	Thu 1/31/13	Thu 1/31/13	3251	3253	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3253	A2.2.3.2.3.2.3.3	Iteration 2 Development		10 d	Fri 2/1/13	Thu 2/14/13	3252	3254,3257			0 hrs	Des Moines and
3254	A2.2.3.2.3.2.3.4	Iteration 2 Functional Unit Test		4 d	Fri 2/15/13	Wed 2/20/13	3253	3255			0 hrs	Des Moines and
3255	A2.2.3.2.3.2.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 2/21/13	Thu 2/21/13	3254		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3256	**A2.2.3.2.3.2.4**	**Iteration 3**		**17 d**	**Fri 2/15/13**	**Mon 3/11/13**					**10.8 hrs**	
3257	A2.2.3.2.3.2.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 2/15/13	Fri 2/15/13	3253	3258			0 hrs	Des Moines
3258	A2.2.3.2.3.2.4.2	Iteration 3 Kick-off		1 d	Mon 2/18/13	Mon 2/18/13	3257	3259	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3259	A2.2.3.2.3.2.4.3	Iteration 3 Development		10 d	Tue 2/19/13	Mon 3/4/13	3258	3260,3263			0 hrs	Des Moines and
3260	A2.2.3.2.3.2.4.4	Iteration 3 Functional Unit Test		4 d	Tue 3/5/13	Fri 3/8/13	3259	3261			0 hrs	Des Moines and
3261	A2.2.3.2.3.2.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 3/11/13	Mon 3/11/13	3260		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3262	**A2.2.3.2.3.2.5**	**Iteration 4**		**17 d**	**Tue 3/5/13**	**Wed 3/27/13**					**10.8 hrs**	
3263	A2.2.3.2.3.2.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 3/5/13	Tue 3/5/13	3259	3264			0 hrs	Des Moines
3264	A2.2.3.2.3.2.5.2	Iteration 4 Kick-off		1 d	Wed 3/6/13	Wed 3/6/13	3263	3265	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3265	A2.2.3.2.3.2.5.3	Iteration 4 Development		10 d	Thu 3/7/13	Wed 3/20/13	3264	3266,3269			0 hrs	Des Moines and
3266	A2.2.3.2.3.2.5.4	Iteration 4 Functional Unit Test		4 d	Thu 3/21/13	Tue 3/26/13	3265	3267			0 hrs	Des Moines and
3267	A2.2.3.2.3.2.5.5	Iteration 4 Demonstration and Closure		1 d	Wed 3/27/13	Wed 3/27/13	3266		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3268	**A2.2.3.2.3.2.6**	**Iteration 5**		**17 d**	**Thu 3/21/13**	**Fri 4/12/13**					**10.8 hrs**	
3269	A2.2.3.2.3.2.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 3/21/13	Thu 3/21/13	3265	3270			0 hrs	Des Moines
3270	A2.2.3.2.3.2.6.2	Iteration 5 Kick-off		1 d	Fri 3/22/13	Fri 3/22/13	3269	3271	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3271	A2.2.3.2.3.2.6.3	Iteration 5 Development		10 d	Mon 3/25/13	Fri 4/5/13	3270	3272,3275			0 hrs	Des Moines and
3272	A2.2.3.2.3.2.6.4	Iteration 5 Functional Unit Test		4 d	Mon 4/8/13	Thu 4/11/13	3271	3273			0 hrs	Des Moines and
3273	A2.2.3.2.3.2.6.5	Iteration 5 Demonstration and Closure		1 d	Fri 4/12/13	Fri 4/12/13	3272		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3274	**A2.2.3.2.3.2.7**	**Iteration 6**		**17 d**	**Mon 4/8/13**	**Tue 4/30/13**					**10.8 hrs**	
3275	A2.2.3.2.3.2.7.1	Iteration 6 Iteration Plan Update		1 d	Mon 4/8/13	Mon 4/8/13	3271	3276			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3276	A2.2.3.2.3.2.7.2	Iteration 6 Kick-off		1 d	Tue 4/9/13	Tue 4/9/13	3275	3277	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3277	A2.2.3.2.3.2.7.3	Iteration 6 Development		10 d	Wed 4/10/13	Tue 4/23/13	3276	3278,3281			0 hrs	Des Moines and
3278	A2.2.3.2.3.2.7.4	Iteration 6 Functional Unit Test		4 d	Wed 4/24/13	Mon 4/29/13	3277	3279			0 hrs	Des Moines and
3279	A2.2.3.2.3.2.7.5	Iteration 6 Demonstration and Closure		1 d	Tue 4/30/13	Tue 4/30/13	3278		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3280	**A2.2.3.2.3.2.8**	**Iteration 7**		**17 d**	**Wed 4/24/13**	**Thu 5/16/13**					**10.8 hrs**	
3281	A2.2.3.2.3.2.8.1	Iteration 7 Iteration Plan Update		1 d	Wed 4/24/13	Wed 4/24/13	3277	3282			0 hrs	Des Moines
3282	A2.2.3.2.3.2.8.2	Iteration 7 Kick-off		1 d	Thu 4/25/13	Thu 4/25/13	3281	3283	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3283	A2.2.3.2.3.2.8.3	Iteration 7 Development		10 d	Fri 4/26/13	Thu 5/9/13	3282	3284			0 hrs	Des Moines and
3284	A2.2.3.2.3.2.8.4	Iteration 7 Functional Unit Test		4 d	Fri 5/10/13	Wed 5/15/13	3283	3285,3287			0 hrs	Des Moines and
3285	A2.2.3.2.3.2.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 5/16/13	Thu 5/16/13	3284		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3286	**A2.2.3.2.3.2.9**	**Iteration 8**		**17 d**	**Thu 5/16/13**	**Mon 6/10/13**					**10.8 hrs**	
3287	A2.2.3.2.3.2.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 5/16/13	Thu 5/16/13	3284	3288			0 hrs	Des Moines
3288	A2.2.3.2.3.2.9.2	Iteration 8 Kick-off		1 d	Fri 5/17/13	Fri 5/17/13	3287	3289	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3289	A2.2.3.2.3.2.9.3	Iteration 8 Development		10 d	Mon 5/20/13	Mon 6/3/13	3288	3290,3293			0 hrs	Des Moines and
3290	A2.2.3.2.3.2.9.4	Iteration 8 Functional Unit Test		4 d	Tue 6/4/13	Fri 6/7/13	3289	3291			0 hrs	Des Moines and
3291	A2.2.3.2.3.2.9.5	Iteration 8 Demonstration and Closure		1 d	Mon 6/10/13	Mon 6/10/13	3290		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3292	**A2.2.3.2.3.2.10**	**Iteration 9**		**17 d**	**Tue 6/4/13**	**Wed 6/26/13**					**10.8 hrs**	
3293	A2.2.3.2.3.2.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 6/4/13	Tue 6/4/13	3289	3294			0 hrs	Des Moines
3294	A2.2.3.2.3.2.10.2	Iteration 9 Kick-off		1 d	Wed 6/5/13	Wed 6/5/13	3293	3295	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3295	A2.2.3.2.3.2.10.3	Iteration 9 Development		10 d	Thu 6/6/13	Wed 6/19/13	3294	3296,3299			0 hrs	Des Moines and
3296	A2.2.3.2.3.2.10.4	Iteration 9 Functional Unit Test		4 d	Thu 6/20/13	Tue 6/25/13	3295	3297			0 hrs	Des Moines and
3297	A2.2.3.2.3.2.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 6/26/13	Wed 6/26/13	3296		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3298	**A2.2.3.2.3.2.11**	**Iteration 10**		**17 d**	**Thu 6/20/13**	**Mon 7/15/13**					**10.2 hrs**	
3299	A2.2.3.2.3.2.11.1	Iteration 10 Iteration Plan Update		1 d	Thu 6/20/13	Thu 6/20/13	3295	3300			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3300	A2.2.3.2.3.2.11.2	Iteration 10 Kick-off		1 d	Fri 6/21/13	Fri 6/21/13	3299	3301	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
3301	A2.2.3.2.3.2.11.3	Iteration 10 Development		10 d	Mon 6/24/13	Mon 7/8/13	3300	3302,3305			0 hrs	Des Moines and
3302	A2.2.3.2.3.2.11.4	Iteration 10 Functional Unit Test		4 d	Tue 7/9/13	Fri 7/12/13	3301	3303			0 hrs	Des Moines and
3303	A2.2.3.2.3.2.11.5	Iteration 10 Demonstration and Closure		1 d	Mon 7/15/13	Mon 7/15/13	3302		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3304	**A2.2.3.2.3.2.12**	**Iteration 11**		**17 d**	**Tue 7/9/13**	**Wed 7/31/13**		**3311**			**10.8 hrs**	
3305	A2.2.3.2.3.2.12.1	Iteration 11 Iteration Plan Update		1 d	Tue 7/9/13	Tue 7/9/13	3301	3306			0 hrs	Des Moines
3306	A2.2.3.2.3.2.12.2	Iteration 11 Kick-off		1 d	Wed 7/10/13	Wed 7/10/13	3305	3307	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3307	A2.2.3.2.3.2.12.3	Iteration 11 Development		10 d	Thu 7/11/13	Wed 7/24/13	3306	3308			0 hrs	Des Moines and
3308	A2.2.3.2.3.2.12.4	Iteration 11 Functional Unit Test		4 d	Thu 7/25/13	Tue 7/30/13	3307	3309			0 hrs	Des Moines and
3309	A2.2.3.2.3.2.12.5	Iteration 11 Demonstration and Closure		1 d	Wed 7/31/13	Wed 7/31/13	3308		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3310	**A2.2.3.2.3.2.13**	**Module Test**		**27 d**	**Thu 8/1/13**	**Mon 9/9/13**					**0 hrs**	
3311	A2.2.3.2.3.2.13.1	Finalize Module Test Scenarios		5 d	Thu 8/1/13	Wed 8/7/13	3304	3312SS			0 hrs	Des Moines
3312	A2.2.3.2.3.2.13.2	Configure COTS/Automated Test Tools		5 d	Thu 8/1/13	Wed 8/7/13	3311SS	3313			0 hrs	Des Moines
3313	A2.2.3.2.3.2.13.3	Conduct Test Readiness Review		1 d	Thu 8/8/13	Thu 8/8/13	3312	3314			0 hrs	Des Moines
3314	A2.2.3.2.3.2.13.4	Conduct Testing		9 d	Fri 8/9/13	Wed 8/21/13	3313	3315FS-4 d			0 hrs	Des Moines and
3315	A2.2.3.2.3.2.13.5	Correct Defects		4 d	Fri 8/16/13	Wed 8/21/13	3314FS-4 d	3316			0 hrs	Des Moines and
3316	A2.2.3.2.3.2.13.6	Complete Regression Testing		3 d	Thu 8/22/13	Mon 8/26/13	3315	3317			0 hrs	Des Moines and
3317	A2.2.3.2.3.2.13.7	Interim Conversion Test Results		9 d	Tue 8/27/13	Mon 9/9/13	3316				0 hrs	Des Moines
3318	**A2.2.3.2.3.3**	**Reference Management**		**168 d**	**Fri 6/22/12**	**Fri 2/22/13**					**118.2 hrs**	
3319	A2.2.3.2.3.3.1	Develop Iteration Plan		1 d	Fri 6/22/12	Fri 6/22/12	1984	3321			0 hrs	Des Moines
3320	**A2.2.3.2.3.3.2**	**Iteration 1**		**16 d**	**Mon 6/25/12**	**Tue 7/17/12**					**10.8 hrs**	
3321	A2.2.3.2.3.3.2.1	Iteration 1 Kick-off		1 d	Mon 6/25/12	Mon 6/25/12	3319	3322	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3322	A2.2.3.2.3.3.2.2	Iteration 1 Development		10 d	Tue 6/26/12	Tue 7/10/12	3321	3323,3326			0 hrs	Gaithersburg
3323	A2.2.3.2.3.3.2.3	Iteration 1 Functional Unit Test		4 d	Wed 7/11/12	Mon 7/16/12	3322	3324			0 hrs	Gaithersburg
3324	A2.2.3.2.3.3.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 7/17/12	Tue 7/17/12	3323		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3325	**A2.2.3.2.3.3.3**	**Iteration 2**		**17 d**	**Wed 7/11/12**	**Thu 8/2/12**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3326	A2.2.3.2.3.3.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 7/11/12	Wed 7/11/12	3322	3327			0 hrs	Des Moines
3327	A2.2.3.2.3.3.3.2	Iteration 2 Kick-off		1 d	Thu 7/12/12	Thu 7/12/12	3326	3328	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3328	A2.2.3.2.3.3.3.3	Iteration 2 Development		10 d	Fri 7/13/12	Thu 7/26/12	3327	3329,3332			0 hrs	Gaithersburg
3329	A2.2.3.2.3.3.3.4	Iteration 2 Functional Unit Test		4 d	Fri 7/27/12	Wed 8/1/12	3328	3330			0 hrs	Gaithersburg
3330	A2.2.3.2.3.3.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 8/2/12	Thu 8/2/12	3329		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3331	**A2.2.3.2.3.3.4**	**Iteration 3**		**17 d**	**Fri 7/27/12**	**Mon 8/20/12**					**10.8 hrs**	
3332	A2.2.3.2.3.3.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 7/27/12	Fri 7/27/12	3328	3333			0 hrs	Des Moines
3333	A2.2.3.2.3.3.4.2	Iteration 3 Kick-off		1 d	Mon 7/30/12	Mon 7/30/12	3332	3334	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3334	A2.2.3.2.3.3.4.3	Iteration 3 Development		10 d	Tue 7/31/12	Mon 8/13/12	3333	3335,3338			0 hrs	Gaithersburg
3335	A2.2.3.2.3.3.4.4	Iteration 3 Functional Unit Test		4 d	Tue 8/14/12	Fri 8/17/12	3334	3336			0 hrs	Gaithersburg
3336	A2.2.3.2.3.3.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 8/20/12	Mon 8/20/12	3335		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3337	**A2.2.3.2.3.3.5**	**Iteration 4**		**17 d**	**Tue 8/14/12**	**Thu 9/6/12**					**10.8 hrs**	
3338	A2.2.3.2.3.3.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 8/14/12	Tue 8/14/12	3334	3339			0 hrs	Des Moines
3339	A2.2.3.2.3.3.5.2	Iteration 4 Kick-off		1 d	Wed 8/15/12	Wed 8/15/12	3338	3340	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3340	A2.2.3.2.3.3.5.3	Iteration 4 Development		10 d	Thu 8/16/12	Wed 8/29/12	3339	3341,3344			0 hrs	Gaithersburg
3341	A2.2.3.2.3.3.5.4	Iteration 4 Functional Unit Test		4 d	Thu 8/30/12	Wed 9/5/12	3340	3342			0 hrs	Gaithersburg
3342	A2.2.3.2.3.3.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 9/6/12	Thu 9/6/12	3341		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3343	**A2.2.3.2.3.3.6**	**Iteration 5**		**17 d**	**Thu 8/30/12**	**Mon 9/24/12**					**10.8 hrs**	
3344	A2.2.3.2.3.3.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 8/30/12	Thu 8/30/12	3340	3345			0 hrs	Des Moines
3345	A2.2.3.2.3.3.6.2	Iteration 5 Kick-off		1 d	Fri 8/31/12	Fri 8/31/12	3344	3346	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3346	A2.2.3.2.3.3.6.3	Iteration 5 Development		10 d	Tue 9/4/12	Mon 9/17/12	3345	3347,3350			0 hrs	Gaithersburg
3347	A2.2.3.2.3.3.6.4	Iteration 5 Functional Unit Test		4 d	Tue 9/18/12	Fri 9/21/12	3346	3348			0 hrs	Gaithersburg
3348	A2.2.3.2.3.3.6.5	Iteration 5 Demonstration and Closure		1 d	Mon 9/24/12	Mon 9/24/12	3347		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3349	**A2.2.3.2.3.3.7**	**Iteration 6**		**17 d**	**Tue 9/18/12**	**Wed 10/10/12**					**10.8 hrs**	
3350	A2.2.3.2.3.3.7.1	Iteration 6 Iteration Plan Update		1 d	Tue 9/18/12	Tue 9/18/12	3346	3351			0 hrs	Des Moines

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3351	A2.2.3.2.3.3.7.2	Iteration 6 Kick-off		1 d	Wed 9/19/12	Wed 9/19/12	3350	3352	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3352	A2.2.3.2.3.3.7.3	Iteration 6 Development		10 d	Thu 9/20/12	Wed 10/3/12	3351	3353,3356			0 hrs	Gaithersburg
3353	A2.2.3.2.3.3.7.4	Iteration 6 Functional Unit Test		4 d	Thu 10/4/12	Tue 10/9/12	3352	3354			0 hrs	Gaithersburg
3354	A2.2.3.2.3.3.7.5	Iteration 6 Demonstration and Closure		1 d	Wed 10/10/12	Wed 10/10/12	3353		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3355	**A2.2.3.2.3.3.8**	**Iteration 7**		**17 d**	**Thu 10/4/12**	**Fri 10/26/12**					**10.8 hrs**	
3356	A2.2.3.2.3.3.8.1	Iteration 7 Iteration Plan Update		1 d	Thu 10/4/12	Thu 10/4/12	3352	3357			0 hrs	Des Moines
3357	A2.2.3.2.3.3.8.2	Iteration 7 Kick-off		1 d	Fri 10/5/12	Fri 10/5/12	3356	3358	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3358	A2.2.3.2.3.3.8.3	Iteration 7 Development		10 d	Mon 10/8/12	Fri 10/19/12	3357	3359			0 hrs	Gaithersburg
3359	A2.2.3.2.3.3.8.4	Iteration 7 Functional Unit Test		4 d	Mon 10/22/12	Thu 10/25/12	3358	3360,3362			0 hrs	Gaithersburg
3360	A2.2.3.2.3.3.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 10/26/12	Fri 10/26/12	3359		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3361	**A2.2.3.2.3.3.9**	**Iteration 8**		**17 d**	**Fri 10/26/12**	**Tue 11/20/12**					**10.8 hrs**	
3362	A2.2.3.2.3.3.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 10/26/12	Fri 10/26/12	3359	3363			0 hrs	Des Moines
3363	A2.2.3.2.3.3.9.2	Iteration 8 Kick-off		1 d	Mon 10/29/12	Mon 10/29/12	3362	3364	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3364	A2.2.3.2.3.3.9.3	Iteration 8 Development		10 d	Tue 10/30/12	Tue 11/13/12	3363	3365,3368			0 hrs	Gaithersburg
3365	A2.2.3.2.3.3.9.4	Iteration 8 Functional Unit Test		4 d	Wed 11/14/12	Mon 11/19/12	3364	3366			0 hrs	Gaithersburg
3366	A2.2.3.2.3.3.9.5	Iteration 8 Demonstration and Closure		1 d	Tue 11/20/12	Tue 11/20/12	3365		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3367	**A2.2.3.2.3.3.10**	**Iteration 9**		**17 d**	**Wed 11/14/12**	**Mon 12/10/12**					**10.8 hrs**	
3368	A2.2.3.2.3.3.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 11/14/12	Wed 11/14/12	3364	3369			0 hrs	Des Moines
3369	A2.2.3.2.3.3.10.2	Iteration 9 Kick-off		1 d	Thu 11/15/12	Thu 11/15/12	3368	3370	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3370	A2.2.3.2.3.3.10.3	Iteration 9 Development		10 d	Fri 11/16/12	Mon 12/3/12	3369	3371,3374			0 hrs	Gaithersburg
3371	A2.2.3.2.3.3.10.4	Iteration 9 Functional Unit Test		4 d	Tue 12/4/12	Fri 12/7/12	3370	3372			0 hrs	Gaithersburg
3372	A2.2.3.2.3.3.10.5	Iteration 9 Demonstration and Closure		1 d	Mon 12/10/12	Mon 12/10/12	3371		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3373	**A2.2.3.2.3.3.11**	**Iteration 10**		**17 d**	**Tue 12/4/12**	**Thu 12/27/12**					**10.2 hrs**	
3374	A2.2.3.2.3.3.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 12/4/12	Tue 12/4/12	3370	3375			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3375	A2.2.3.2.3.3.11.2	Iteration 10 Kick-off		1 d	Wed 12/5/12	Wed 12/5/12	3374	3376	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
3376	A2.2.3.2.3.3.11.3	Iteration 10 Development		10 d	Thu 12/6/12	Wed 12/19/12	3375	3377,3380			0 hrs	Gaithersburg
3377	A2.2.3.2.3.3.11.4	Iteration 10 Functional Unit Test		4 d	Thu 12/20/12	Wed 12/26/12	3376	3378			0 hrs	Gaithersburg
3378	A2.2.3.2.3.3.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 12/27/12	Thu 12/27/12	3377		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3379	**A2.2.3.2.3.3.12**	**Iteration 11**		**17 d**	**Thu 12/20/12**	**Tue 1/15/13**		**3386**			**10.8 hrs**	
3380	A2.2.3.2.3.3.12.1	Iteration 11 Iteration Plan Update		1 d	Thu 12/20/12	Thu 12/20/12	3376	3381			0 hrs	Des Moines
3381	A2.2.3.2.3.3.12.2	Iteration 11 Kick-off		1 d	Fri 12/21/12	Fri 12/21/12	3380	3382	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3382	A2.2.3.2.3.3.12.3	Iteration 11 Development		10 d	Mon 12/24/12	Tue 1/8/13	3381	3383			0 hrs	Gaithersburg
3383	A2.2.3.2.3.3.12.4	Iteration 11 Functional Unit Test		4 d	Wed 1/9/13	Mon 1/14/13	3382	3384			0 hrs	Gaithersburg
3384	A2.2.3.2.3.3.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 1/15/13	Tue 1/15/13	3383		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3385	**A2.2.3.2.3.3.13**	**Module Test**		**27 d**	**Wed 1/16/13**	**Fri 2/22/13**					**0 hrs**	
3386	A2.2.3.2.3.3.13.1	Finalize Module Test Scenarios		5 d	Wed 1/16/13	Wed 1/23/13	3379	3387SS			0 hrs	Des Moines
3387	A2.2.3.2.3.3.13.2	Configure COTS/Automated Test Tools		5 d	Wed 1/16/13	Wed 1/23/13	3386SS	3388			0 hrs	Des Moines
3388	A2.2.3.2.3.3.13.3	Conduct Test Readiness Review		1 d	Thu 1/24/13	Thu 1/24/13	3387	3389			0 hrs	Des Moines
3389	A2.2.3.2.3.3.13.4	Conduct Testing		9 d	Fri 1/25/13	Wed 2/6/13	3388	3390FS-4 d			0 hrs	Gaithersburg
3390	A2.2.3.2.3.3.13.5	Correct Defects		4 d	Fri 2/1/13	Wed 2/6/13	3389FS-4 d	3391			0 hrs	Gaithersburg
3391	A2.2.3.2.3.3.13.6	Complete Regression Testing		3 d	Thu 2/7/13	Mon 2/11/13	3390	3392			0 hrs	Gaithersburg
3392	A2.2.3.2.3.3.13.7	Interim Conversion Test Results		9 d	Tue 2/12/13	Fri 2/22/13	3391				0 hrs	Des Moines
3393	**A2.2.3.2.3.4**	**Third Party Liability**		**168 d**	**Fri 6/22/12**	**Fri 2/22/13**					**118.2 hrs**	
3394	A2.2.3.2.3.4.1	Develop Iteration Plan		1 d	Fri 6/22/12	Fri 6/22/12	1984	3396			0 hrs	Des Moines
3395	**A2.2.3.2.3.4.2**	**Iteration 1**		**16 d**	**Mon 6/25/12**	**Tue 7/17/12**					**10.8 hrs**	
3396	A2.2.3.2.3.4.2.1	Iteration 1 Kick-off		1 d	Mon 6/25/12	Mon 6/25/12	3394	3397	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3397	A2.2.3.2.3.4.2.2	Iteration 1 Development		10 d	Tue 6/26/12	Tue 7/10/12	3396	3398,3401			0 hrs	Gaithersburg
3398	A2.2.3.2.3.4.2.3	Iteration 1 Functional Unit Test		4 d	Wed 7/11/12	Mon 7/16/12	3397	3399			0 hrs	Gaithersburg
3399	A2.2.3.2.3.4.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 7/17/12	Tue 7/17/12	3398		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3400	**A2.2.3.2.3.4.3**	**Iteration 2**		**17 d**	**Wed 7/11/12**	**Thu 8/2/12**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3401	A2.2.3.2.3.4.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 7/11/12	Wed 7/11/12	3397	3402			0 hrs	Des Moines
3402	A2.2.3.2.3.4.3.2	Iteration 2 Kick-off		1 d	Thu 7/12/12	Thu 7/12/12	3401	3403	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3403	A2.2.3.2.3.4.3.3	Iteration 2 Development		10 d	Fri 7/13/12	Thu 7/26/12	3402	3404,3407			0 hrs	Gaithersburg
3404	A2.2.3.2.3.4.3.4	Iteration 2 Functional Unit Test		4 d	Fri 7/27/12	Wed 8/1/12	3403	3405			0 hrs	Gaithersburg
3405	A2.2.3.2.3.4.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 8/2/12	Thu 8/2/12	3404		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3406	**A2.2.3.2.3.4.4**	**Iteration 3**		**17 d**	**Fri 7/27/12**	**Mon 8/20/12**					**10.8 hrs**	
3407	A2.2.3.2.3.4.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 7/27/12	Fri 7/27/12	3403	3408			0 hrs	Des Moines
3408	A2.2.3.2.3.4.4.2	Iteration 3 Kick-off		1 d	Mon 7/30/12	Mon 7/30/12	3407	3409	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3409	A2.2.3.2.3.4.4.3	Iteration 3 Development		10 d	Tue 7/31/12	Mon 8/13/12	3408	3410,3413			0 hrs	Gaithersburg
3410	A2.2.3.2.3.4.4.4	Iteration 3 Functional Unit Test		4 d	Tue 8/14/12	Fri 8/17/12	3409	3411			0 hrs	Gaithersburg
3411	A2.2.3.2.3.4.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 8/20/12	Mon 8/20/12	3410		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3412	**A2.2.3.2.3.4.5**	**Iteration 4**		**17 d**	**Tue 8/14/12**	**Thu 9/6/12**					**10.8 hrs**	
3413	A2.2.3.2.3.4.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 8/14/12	Tue 8/14/12	3409	3414			0 hrs	Des Moines
3414	A2.2.3.2.3.4.5.2	Iteration 4 Kick-off		1 d	Wed 8/15/12	Wed 8/15/12	3413	3415	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3415	A2.2.3.2.3.4.5.3	Iteration 4 Development		10 d	Thu 8/16/12	Wed 8/29/12	3414	3416,3419			0 hrs	Gaithersburg
3416	A2.2.3.2.3.4.5.4	Iteration 4 Functional Unit Test		4 d	Thu 8/30/12	Wed 9/5/12	3415	3417			0 hrs	Gaithersburg
3417	A2.2.3.2.3.4.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 9/6/12	Thu 9/6/12	3416		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3418	**A2.2.3.2.3.4.6**	**Iteration 5**		**17 d**	**Thu 8/30/12**	**Mon 9/24/12**					**10.8 hrs**	
3419	A2.2.3.2.3.4.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 8/30/12	Thu 8/30/12	3415	3420			0 hrs	Des Moines
3420	A2.2.3.2.3.4.6.2	Iteration 5 Kick-off		1 d	Fri 8/31/12	Fri 8/31/12	3419	3421	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3421	A2.2.3.2.3.4.6.3	Iteration 5 Development		10 d	Tue 9/4/12	Mon 9/17/12	3420	3422,3425			0 hrs	Gaithersburg
3422	A2.2.3.2.3.4.6.4	Iteration 5 Functional Unit Test		4 d	Tue 9/18/12	Fri 9/21/12	3421	3423			0 hrs	Gaithersburg
3423	A2.2.3.2.3.4.6.5	Iteration 5 Demonstration and Closure		1 d	Mon 9/24/12	Mon 9/24/12	3422		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3424	**A2.2.3.2.3.4.7**	**Iteration 6**		**17 d**	**Tue 9/18/12**	**Wed 10/10/12**					**10.8 hrs**	
3425	A2.2.3.2.3.4.7.1	Iteration 6 Iteration Plan Update		1 d	Tue 9/18/12	Tue 9/18/12	3421	3426			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3426	A2.2.3.2.3.4.7.2	Iteration 6 Kick-off		1 d	Wed 9/19/12	Wed 9/19/12	3425	3427	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3427	A2.2.3.2.3.4.7.3	Iteration 6 Development		10 d	Thu 9/20/12	Wed 10/3/12	3426	3428,3431			0 hrs	Gaithersburg
3428	A2.2.3.2.3.4.7.4	Iteration 6 Functional Unit Test		4 d	Thu 10/4/12	Tue 10/9/12	3427	3429			0 hrs	Gaithersburg
3429	A2.2.3.2.3.4.7.5	Iteration 6 Demonstration and Closure		1 d	Wed 10/10/12	Wed 10/10/12	3428		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3430	**A2.2.3.2.3.4.8**	**Iteration 7**		**17 d**	**Thu 10/4/12**	**Fri 10/26/12**					**10.8 hrs**	
3431	A2.2.3.2.3.4.8.1	Iteration 7 Iteration Plan Update		1 d	Thu 10/4/12	Thu 10/4/12	3427	3432			0 hrs	Des Moines
3432	A2.2.3.2.3.4.8.2	Iteration 7 Kick-off		1 d	Fri 10/5/12	Fri 10/5/12	3431	3433	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3433	A2.2.3.2.3.4.8.3	Iteration 7 Development		10 d	Mon 10/8/12	Fri 10/19/12	3432	3434			0 hrs	Gaithersburg
3434	A2.2.3.2.3.4.8.4	Iteration 7 Functional Unit Test		4 d	Mon 10/22/12	Thu 10/25/12	3433	3435,3437			0 hrs	Gaithersburg
3435	A2.2.3.2.3.4.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 10/26/12	Fri 10/26/12	3434		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3436	**A2.2.3.2.3.4.9**	**Iteration 8**		**17 d**	**Fri 10/26/12**	**Tue 11/20/12**					**10.8 hrs**	
3437	A2.2.3.2.3.4.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 10/26/12	Fri 10/26/12	3434	3438			0 hrs	Des Moines
3438	A2.2.3.2.3.4.9.2	Iteration 8 Kick-off		1 d	Mon 10/29/12	Mon 10/29/12	3437	3439	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3439	A2.2.3.2.3.4.9.3	Iteration 8 Development		10 d	Tue 10/30/12	Tue 11/13/12	3438	3440,3443			0 hrs	Gaithersburg
3440	A2.2.3.2.3.4.9.4	Iteration 8 Functional Unit Test		4 d	Wed 11/14/12	Mon 11/19/12	3439	3441			0 hrs	Gaithersburg
3441	A2.2.3.2.3.4.9.5	Iteration 8 Demonstration and Closure		1 d	Tue 11/20/12	Tue 11/20/12	3440		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3442	**A2.2.3.2.3.4.10**	**Iteration 9**		**17 d**	**Wed 11/14/12**	**Mon 12/10/12**					**10.8 hrs**	
3443	A2.2.3.2.3.4.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 11/14/12	Wed 11/14/12	3439	3444			0 hrs	Des Moines
3444	A2.2.3.2.3.4.10.2	Iteration 9 Kick-off		1 d	Thu 11/15/12	Thu 11/15/12	3443	3445	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3445	A2.2.3.2.3.4.10.3	Iteration 9 Development		10 d	Fri 11/16/12	Mon 12/3/12	3444	3446,3449			0 hrs	Gaithersburg
3446	A2.2.3.2.3.4.10.4	Iteration 9 Functional Unit Test		4 d	Tue 12/4/12	Fri 12/7/12	3445	3447			0 hrs	Gaithersburg
3447	A2.2.3.2.3.4.10.5	Iteration 9 Demonstration and Closure		1 d	Mon 12/10/12	Mon 12/10/12	3446		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3448	**A2.2.3.2.3.4.11**	**Iteration 10**		**17 d**	**Tue 12/4/12**	**Thu 12/27/12**					**10.2 hrs**	
3449	A2.2.3.2.3.4.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 12/4/12	Tue 12/4/12	3445	3450			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3450	A2.2.3.2.3.4.11.2	Iteration 10 Kick-off		1 d	Wed 12/5/12	Wed 12/5/12	3449	3451	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
3451	A2.2.3.2.3.4.11.3	Iteration 10 Development		10 d	Thu 12/6/12	Wed 12/19/12	3450	3452,3455			0 hrs	Gaithersburg
3452	A2.2.3.2.3.4.11.4	Iteration 10 Functional Unit Test		4 d	Thu 12/20/12	Wed 12/26/12	3451	3453			0 hrs	Gaithersburg
3453	A2.2.3.2.3.4.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 12/27/12	Thu 12/27/12	3452		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3454	**A2.2.3.2.3.4.12**	**Iteration 11**		**17 d**	**Thu 12/20/12**	**Tue 1/15/13**		**3461**			**10.8 hrs**	
3455	A2.2.3.2.3.4.12.1	Iteration 11 Iteration Plan Update		1 d	Thu 12/20/12	Thu 12/20/12	3451	3456			0 hrs	Des Moines
3456	A2.2.3.2.3.4.12.2	Iteration 11 Kick-off		1 d	Fri 12/21/12	Fri 12/21/12	3455	3457	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3457	A2.2.3.2.3.4.12.3	Iteration 11 Development		10 d	Mon 12/24/12	Tue 1/8/13	3456	3458			0 hrs	Gaithersburg
3458	A2.2.3.2.3.4.12.4	Iteration 11 Functional Unit Test		4 d	Wed 1/9/13	Mon 1/14/13	3457	3459			0 hrs	Gaithersburg
3459	A2.2.3.2.3.4.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 1/15/13	Tue 1/15/13	3458	3469	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3460	**A2.2.3.2.3.4.13**	**Module Test**		**27 d**	**Wed 1/16/13**	**Fri 2/22/13**					**0 hrs**	
3461	A2.2.3.2.3.4.13.1	Finalize Module Test Scenarios		5 d	Wed 1/16/13	Wed 1/23/13	3454	3462SS			0 hrs	Des Moines
3462	A2.2.3.2.3.4.13.2	Configure COTS/Automated Test Tools		5 d	Wed 1/16/13	Wed 1/23/13	3461SS	3463			0 hrs	Des Moines
3463	A2.2.3.2.3.4.13.3	Conduct Test Readiness Review		1 d	Thu 1/24/13	Thu 1/24/13	3462	3464			0 hrs	Des Moines
3464	A2.2.3.2.3.4.13.4	Conduct Testing		9 d	Fri 1/25/13	Wed 2/6/13	3463	3465FS-4 d			0 hrs	Gaithersburg
3465	A2.2.3.2.3.4.13.5	Correct Defects		4 d	Fri 2/1/13	Wed 2/6/13	3464FS-4 d	3466			0 hrs	Gaithersburg
3466	A2.2.3.2.3.4.13.6	Complete Regression Testing		3 d	Thu 2/7/13	Mon 2/11/13	3465	3467			0 hrs	Gaithersburg
3467	A2.2.3.2.3.4.13.7	Interim Conversion Test Results		9 d	Tue 2/12/13	Fri 2/22/13	3466				0 hrs	Des Moines
3468	**A2.2.3.2.3.5**	**Health Insurance Premium Payment (HIPP) Requirements**		**168 d**	**Wed 1/16/13**	**Thu 9/12/13**					**117.8 hrs**	
3469	A2.2.3.2.3.5.1	Develop Iteration Plan		1 d	Wed 1/16/13	Wed 1/16/13	3459	3471			0 hrs	Des Moines
3470	**A2.2.3.2.3.5.2**	**Iteration 1**		**16 d**	**Thu 1/17/13**	**Fri 2/8/13**					**10.8 hrs**	
3471	A2.2.3.2.3.5.2.1	Iteration 1 Kick-off		1 d	Thu 1/17/13	Thu 1/17/13	3469	3472	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3472	A2.2.3.2.3.5.2.2	Iteration 1 Development		10 d	Fri 1/18/13	Fri 2/1/13	3471	3473,3476			0 hrs	Gaithersburg
3473	A2.2.3.2.3.5.2.3	Iteration 1 Functional Unit Test		4 d	Mon 2/4/13	Thu 2/7/13	3472	3474			0 hrs	Gaithersburg
3474	A2.2.3.2.3.5.2.4	Iteration 1 Demonstration and Closure		1 d	Fri 2/8/13	Fri 2/8/13	3473		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3475	**A2.2.3.2.3.5.3**	**Iteration 2**		**17 d**	**Mon 2/4/13**	**Tue 2/26/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3476	A2.2.3.2.3.5.3.1	Iteration 2 Iteration Plan Update		1 d	Mon 2/4/13	Mon 2/4/13	3472	3477			0 hrs	Des Moines
3477	A2.2.3.2.3.5.3.2	Iteration 2 Kick-off		1 d	Tue 2/5/13	Tue 2/5/13	3476	3478	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3478	A2.2.3.2.3.5.3.3	Iteration 2 Development		10 d	Wed 2/6/13	Tue 2/19/13	3477	3479,3482			0 hrs	Gaithersburg
3479	A2.2.3.2.3.5.3.4	Iteration 2 Functional Unit Test		4 d	Wed 2/20/13	Mon 2/25/13	3478	3480			0 hrs	Gaithersburg
3480	A2.2.3.2.3.5.3.5	Iteration 2 Demonstration and Closure		1 d	Tue 2/26/13	Tue 2/26/13	3479		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3481	**A2.2.3.2.3.5.4**	**Iteration 3**		**17 d**	**Wed 2/20/13**	**Thu 3/14/13**					**10.8 hrs**	
3482	A2.2.3.2.3.5.4.1	Iteration 3 Iteration Plan Update		1 d	Wed 2/20/13	Wed 2/20/13	3478	3483			0 hrs	Des Moines
3483	A2.2.3.2.3.5.4.2	Iteration 3 Kick-off		1 d	Thu 2/21/13	Thu 2/21/13	3482	3484	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3484	A2.2.3.2.3.5.4.3	Iteration 3 Development		10 d	Fri 2/22/13	Thu 3/7/13	3483	3485,3488			0 hrs	Gaithersburg
3485	A2.2.3.2.3.5.4.4	Iteration 3 Functional Unit Test		4 d	Fri 3/8/13	Wed 3/13/13	3484	3486			0 hrs	Gaithersburg
3486	A2.2.3.2.3.5.4.5	Iteration 3 Demonstration and Closure		1 d	Thu 3/14/13	Thu 3/14/13	3485		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3487	**A2.2.3.2.3.5.5**	**Iteration 4**		**17 d**	**Fri 3/8/13**	**Mon 4/1/13**					**10.8 hrs**	
3488	A2.2.3.2.3.5.5.1	Iteration 4 Iteration Plan Update		1 d	Fri 3/8/13	Fri 3/8/13	3484	3489			0 hrs	Des Moines
3489	A2.2.3.2.3.5.5.2	Iteration 4 Kick-off		1 d	Mon 3/11/13	Mon 3/11/13	3488	3490	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3490	A2.2.3.2.3.5.5.3	Iteration 4 Development		10 d	Tue 3/12/13	Mon 3/25/13	3489	3491,3494			0 hrs	Gaithersburg
3491	A2.2.3.2.3.5.5.4	Iteration 4 Functional Unit Test		4 d	Tue 3/26/13	Fri 3/29/13	3490	3492			0 hrs	Gaithersburg
3492	A2.2.3.2.3.5.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 4/1/13	Mon 4/1/13	3491		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3493	**A2.2.3.2.3.5.6**	**Iteration 5**		**17 d**	**Tue 3/26/13**	**Wed 4/17/13**					**10.8 hrs**	
3494	A2.2.3.2.3.5.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 3/26/13	Tue 3/26/13	3490	3495			0 hrs	Des Moines
3495	A2.2.3.2.3.5.6.2	Iteration 5 Kick-off		1 d	Wed 3/27/13	Wed 3/27/13	3494	3496	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3496	A2.2.3.2.3.5.6.3	Iteration 5 Development		10 d	Thu 3/28/13	Wed 4/10/13	3495	3497,3500			0 hrs	Gaithersburg
3497	A2.2.3.2.3.5.6.4	Iteration 5 Functional Unit Test		4 d	Thu 4/11/13	Tue 4/16/13	3496	3498			0 hrs	Gaithersburg
3498	A2.2.3.2.3.5.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 4/17/13	Wed 4/17/13	3497		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3499	**A2.2.3.2.3.5.7**	**Iteration 6**		**17 d**	**Thu 4/11/13**	**Fri 5/3/13**					**10.8 hrs**	
3500	A2.2.3.2.3.5.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 4/11/13	Thu 4/11/13	3496	3501			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3501	A2.2.3.2.3.5.7.2	Iteration 6 Kick-off		1 d	Fri 4/12/13	Fri 4/12/13	3500	3502	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3502	A2.2.3.2.3.5.7.3	Iteration 6 Development		10 d	Mon 4/15/13	Fri 4/26/13	3501	3503,3506			0 hrs	Gaithersburg
3503	A2.2.3.2.3.5.7.4	Iteration 6 Functional Unit Test		4 d	Mon 4/29/13	Thu 5/2/13	3502	3504			0 hrs	Gaithersburg
3504	A2.2.3.2.3.5.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 5/3/13	Fri 5/3/13	3503		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3505	**A2.2.3.2.3.5.8**	**Iteration 7**		**17 d**	**Mon 4/29/13**	**Tue 5/21/13**					**10.8 hrs**	
3506	A2.2.3.2.3.5.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 4/29/13	Mon 4/29/13	3502	3507			0 hrs	Des Moines
3507	A2.2.3.2.3.5.8.2	Iteration 7 Kick-off		1 d	Tue 4/30/13	Tue 4/30/13	3506	3508	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3508	A2.2.3.2.3.5.8.3	Iteration 7 Development		10 d	Wed 5/1/13	Tue 5/14/13	3507	3509			0 hrs	Gaithersburg
3509	A2.2.3.2.3.5.8.4	Iteration 7 Functional Unit Test		4 d	Wed 5/15/13	Mon 5/20/13	3508	3510,3512			0 hrs	Gaithersburg
3510	A2.2.3.2.3.5.8.5	Iteration 7 Demonstration and Closure		1 d	Tue 5/21/13	Tue 5/21/13	3509		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3511	**A2.2.3.2.3.5.9**	**Iteration 8**		**17 d**	**Tue 5/21/13**	**Thu 6/13/13**					**9.8 hrs**	
3512	A2.2.3.2.3.5.9.1	Iteration 8 Iteration Plan Update		1 d	Tue 5/21/13	Tue 5/21/13	3509	3513			0 hrs	Des Moines
3513	A2.2.3.2.3.5.9.2	Iteration 8 Kick-off		1 d	Wed 5/22/13	Wed 5/22/13	3512	3514	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3514	A2.2.3.2.3.5.9.3	Iteration 8 Development		10 d	Thu 5/23/13	Thu 6/6/13	3513	3515,3518			0 hrs	Gaithersburg
3515	A2.2.3.2.3.5.9.4	Iteration 8 Functional Unit Test		4 d	Fri 6/7/13	Wed 6/12/13	3514	3516			0 hrs	Gaithersburg
3516	A2.2.3.2.3.5.9.5	Iteration 8 Demonstration and Closure		1 d	Thu 6/13/13	Thu 6/13/13	3515		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
3517	**A2.2.3.2.3.5.10**	**Iteration 9**		**17 d**	**Fri 6/7/13**	**Mon 7/1/13**					**10.8 hrs**	
3518	A2.2.3.2.3.5.10.1	Iteration 9 Iteration Plan Update		1 d	Fri 6/7/13	Fri 6/7/13	3514	3519			0 hrs	Des Moines
3519	A2.2.3.2.3.5.10.2	Iteration 9 Kick-off		1 d	Mon 6/10/13	Mon 6/10/13	3518	3520	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3520	A2.2.3.2.3.5.10.3	Iteration 9 Development		10 d	Tue 6/11/13	Mon 6/24/13	3519	3521,3524			0 hrs	Gaithersburg
3521	A2.2.3.2.3.5.10.4	Iteration 9 Functional Unit Test		4 d	Tue 6/25/13	Fri 6/28/13	3520	3522			0 hrs	Gaithersburg
3522	A2.2.3.2.3.5.10.5	Iteration 9 Demonstration and Closure		1 d	Mon 7/1/13	Mon 7/1/13	3521		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3523	**A2.2.3.2.3.5.11**	**Iteration 10**		**17 d**	**Tue 6/25/13**	**Thu 7/18/13**					**10.8 hrs**	
3524	A2.2.3.2.3.5.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 6/25/13	Tue 6/25/13	3520	3525			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3525	A2.2.3.2.3.5.11.2	Iteration 10 Kick-off		1 d	Wed 6/26/13	Wed 6/26/13	3524	3526	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3526	A2.2.3.2.3.5.11.3	Iteration 10 Development		10 d	Thu 6/27/13	Thu 7/11/13	3525	3527,3530			0 hrs	Gaithersburg
3527	A2.2.3.2.3.5.11.4	Iteration 10 Functional Unit Test		4 d	Fri 7/12/13	Wed 7/17/13	3526	3528			0 hrs	Gaithersburg
3528	A2.2.3.2.3.5.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 7/18/13	Thu 7/18/13	3527		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3529	**A2.2.3.2.3.5.12**	**Iteration 11**		**17 d**	**Fri 7/12/13**	**Mon 8/5/13**		**3536**			**10.8 hrs**	
3530	A2.2.3.2.3.5.12.1	Iteration 11 Iteration Plan Update		1 d	Fri 7/12/13	Fri 7/12/13	3526	3531			0 hrs	Des Moines
3531	A2.2.3.2.3.5.12.2	Iteration 11 Kick-off		1 d	Mon 7/15/13	Mon 7/15/13	3530	3532	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3532	A2.2.3.2.3.5.12.3	Iteration 11 Development		10 d	Tue 7/16/13	Mon 7/29/13	3531	3533			0 hrs	Gaithersburg
3533	A2.2.3.2.3.5.12.4	Iteration 11 Functional Unit Test		4 d	Tue 7/30/13	Fri 8/2/13	3532	3534			0 hrs	Gaithersburg
3534	A2.2.3.2.3.5.12.5	Iteration 11 Demonstration and Closure		1 d	Mon 8/5/13	Mon 8/5/13	3533		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3535	**A2.2.3.2.3.5.13**	**Module Test**		**27 d**	**Tue 8/6/13**	**Thu 9/12/13**					**0 hrs**	
3536	A2.2.3.2.3.5.13.1	Finalize Module Test Scenarios		5 d	Tue 8/6/13	Mon 8/12/13	3529	3537SS			0 hrs	Des Moines
3537	A2.2.3.2.3.5.13.2	Configure COTS/Automated Test Tools		5 d	Tue 8/6/13	Mon 8/12/13	3536SS	3538			0 hrs	Des Moines
3538	A2.2.3.2.3.5.13.3	Conduct Test Readiness Review		1 d	Tue 8/13/13	Tue 8/13/13	3537	3539			0 hrs	Des Moines
3539	A2.2.3.2.3.5.13.4	Conduct Testing		9 d	Wed 8/14/13	Mon 8/26/13	3538	3540FS-4 d			0 hrs	Gaithersburg
3540	A2.2.3.2.3.5.13.5	Correct Defects		4 d	Wed 8/21/13	Mon 8/26/13	3539FS-4 d	3541			0 hrs	Gaithersburg
3541	A2.2.3.2.3.5.13.6	Complete Regression Testing		3 d	Tue 8/27/13	Thu 8/29/13	3540	3542			0 hrs	Gaithersburg
3542	A2.2.3.2.3.5.13.7	Interim Conversion Test Results		9 d	Fri 8/30/13	Thu 9/12/13	3541				0 hrs	Des Moines
3543	**A2.2.3.2.3.6**	**Reports**		**168 d**	**Thu 1/10/13**	**Fri 9/6/13**					**118.8 hrs**	
3544	A2.2.3.2.3.6.1	Develop Iteration Plan		1 d	Thu 1/10/13	Thu 1/10/13	3232	3546			0 hrs	Des Moines
3545	**A2.2.3.2.3.6.2**	**Iteration 1**		**16 d**	**Fri 1/11/13**	**Mon 2/4/13**					**10.8 hrs**	
3546	A2.2.3.2.3.6.2.1	Iteration 1 Kick-off		1 d	Fri 1/11/13	Fri 1/11/13	3544	3547	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3547	A2.2.3.2.3.6.2.2	Iteration 1 Development		10 d	Mon 1/14/13	Mon 1/28/13	3546	3548,3551			0 hrs	Gaithersburg
3548	A2.2.3.2.3.6.2.3	Iteration 1 Functional Unit Test		4 d	Tue 1/29/13	Fri 2/1/13	3547	3549			0 hrs	Gaithersburg
3549	A2.2.3.2.3.6.2.4	Iteration 1 Demonstration and Closure		1 d	Mon 2/4/13	Mon 2/4/13	3548		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3550	**A2.2.3.2.3.6.3**	**Iteration 2**		**17 d**	**Tue 1/29/13**	**Wed 2/20/13**					**10.8 hrs**	

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3551	A2.2.3.2.3.6.3.1	Iteration 2 Iteration Plan Update		1 d	Tue 1/29/13	Tue 1/29/13	3547	3552			0 hrs	Des Moines
3552	A2.2.3.2.3.6.3.2	Iteration 2 Kick-off		1 d	Wed 1/30/13	Wed 1/30/13	3551	3553	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3553	A2.2.3.2.3.6.3.3	Iteration 2 Development		10 d	Thu 1/31/13	Wed 2/13/13	3552	3554,3557			0 hrs	Gaithersburg
3554	A2.2.3.2.3.6.3.4	Iteration 2 Functional Unit Test		4 d	Thu 2/14/13	Tue 2/19/13	3553	3555			0 hrs	Gaithersburg
3555	A2.2.3.2.3.6.3.5	Iteration 2 Demonstration and Closure		1 d	Wed 2/20/13	Wed 2/20/13	3554		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3556	**A2.2.3.2.3.6.4**	**Iteration 3**		**17 d**	**Thu 2/14/13**	**Fri 3/8/13**					**10.8 hrs**	
3557	A2.2.3.2.3.6.4.1	Iteration 3 Iteration Plan Update		1 d	Thu 2/14/13	Thu 2/14/13	3553	3558			0 hrs	Des Moines
3558	A2.2.3.2.3.6.4.2	Iteration 3 Kick-off		1 d	Fri 2/15/13	Fri 2/15/13	3557	3559	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3559	A2.2.3.2.3.6.4.3	Iteration 3 Development		10 d	Mon 2/18/13	Fri 3/1/13	3558	3560,3563			0 hrs	Gaithersburg
3560	A2.2.3.2.3.6.4.4	Iteration 3 Functional Unit Test		4 d	Mon 3/4/13	Thu 3/7/13	3559	3561			0 hrs	Gaithersburg
3561	A2.2.3.2.3.6.4.5	Iteration 3 Demonstration and Closure		1 d	Fri 3/8/13	Fri 3/8/13	3560		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3562	**A2.2.3.2.3.6.5**	**Iteration 4**		**17 d**	**Mon 3/4/13**	**Tue 3/26/13**					**10.8 hrs**	
3563	A2.2.3.2.3.6.5.1	Iteration 4 Iteration Plan Update		1 d	Mon 3/4/13	Mon 3/4/13	3559	3564			0 hrs	Des Moines
3564	A2.2.3.2.3.6.5.2	Iteration 4 Kick-off		1 d	Tue 3/5/13	Tue 3/5/13	3563	3565	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3565	A2.2.3.2.3.6.5.3	Iteration 4 Development		10 d	Wed 3/6/13	Tue 3/19/13	3564	3566,3569			0 hrs	Gaithersburg
3566	A2.2.3.2.3.6.5.4	Iteration 4 Functional Unit Test		4 d	Wed 3/20/13	Mon 3/25/13	3565	3567			0 hrs	Gaithersburg
3567	A2.2.3.2.3.6.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 3/26/13	Tue 3/26/13	3566		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3568	**A2.2.3.2.3.6.6**	**Iteration 5**		**17 d**	**Wed 3/20/13**	**Thu 4/11/13**					**10.8 hrs**	
3569	A2.2.3.2.3.6.6.1	Iteration 5 Iteration Plan Update		1 d	Wed 3/20/13	Wed 3/20/13	3565	3570			0 hrs	Des Moines
3570	A2.2.3.2.3.6.6.2	Iteration 5 Kick-off		1 d	Thu 3/21/13	Thu 3/21/13	3569	3571	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3571	A2.2.3.2.3.6.6.3	Iteration 5 Development		10 d	Fri 3/22/13	Thu 4/4/13	3570	3572,3575			0 hrs	Gaithersburg
3572	A2.2.3.2.3.6.6.4	Iteration 5 Functional Unit Test		4 d	Fri 4/5/13	Wed 4/10/13	3571	3573			0 hrs	Gaithersburg
3573	A2.2.3.2.3.6.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 4/11/13	Thu 4/11/13	3572		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3574	**A2.2.3.2.3.6.7**	**Iteration 6**		**17 d**	**Fri 4/5/13**	**Mon 4/29/13**					**10.8 hrs**	
3575	A2.2.3.2.3.6.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 4/5/13	Fri 4/5/13	3571	3576			0 hrs	Des Moines

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3576	A2.2.3.2.3.6.7.2	Iteration 6 Kick-off		1 d	Mon 4/8/13	Mon 4/8/13	3575	3577	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3577	A2.2.3.2.3.6.7.3	Iteration 6 Development		10 d	Tue 4/9/13	Mon 4/22/13	3576	3578,3581			0 hrs	Gaithersburg
3578	A2.2.3.2.3.6.7.4	Iteration 6 Functional Unit Test		4 d	Tue 4/23/13	Fri 4/26/13	3577	3579			0 hrs	Gaithersburg
3579	A2.2.3.2.3.6.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 4/29/13	Mon 4/29/13	3578		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3580	**A2.2.3.2.3.6.8**	**Iteration 7**		**17 d**	**Tue 4/23/13**	**Wed 5/15/13**					**10.8 hrs**	
3581	A2.2.3.2.3.6.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 4/23/13	Tue 4/23/13	3577	3582			0 hrs	Des Moines
3582	A2.2.3.2.3.6.8.2	Iteration 7 Kick-off		1 d	Wed 4/24/13	Wed 4/24/13	3581	3583	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3583	A2.2.3.2.3.6.8.3	Iteration 7 Development		10 d	Thu 4/25/13	Wed 5/8/13	3582	3584			0 hrs	Gaithersburg
3584	A2.2.3.2.3.6.8.4	Iteration 7 Functional Unit Test		4 d	Thu 5/9/13	Tue 5/14/13	3583	3585,3587			0 hrs	Gaithersburg
3585	A2.2.3.2.3.6.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 5/15/13	Wed 5/15/13	3584		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3586	**A2.2.3.2.3.6.9**	**Iteration 8**		**17 d**	**Wed 5/15/13**	**Fri 6/7/13**					**10.8 hrs**	
3587	A2.2.3.2.3.6.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 5/15/13	Wed 5/15/13	3584	3588			0 hrs	Des Moines
3588	A2.2.3.2.3.6.9.2	Iteration 8 Kick-off		1 d	Thu 5/16/13	Thu 5/16/13	3587	3589	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3589	A2.2.3.2.3.6.9.3	Iteration 8 Development		10 d	Fri 5/17/13	Fri 5/31/13	3588	3590,3593			0 hrs	Gaithersburg
3590	A2.2.3.2.3.6.9.4	Iteration 8 Functional Unit Test		4 d	Mon 6/3/13	Thu 6/6/13	3589	3591			0 hrs	Gaithersburg
3591	A2.2.3.2.3.6.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 6/7/13	Fri 6/7/13	3590		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3592	**A2.2.3.2.3.6.10**	**Iteration 9**		**17 d**	**Mon 6/3/13**	**Tue 6/25/13**					**10.8 hrs**	
3593	A2.2.3.2.3.6.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 6/3/13	Mon 6/3/13	3589	3594			0 hrs	Des Moines
3594	A2.2.3.2.3.6.10.2	Iteration 9 Kick-off		1 d	Tue 6/4/13	Tue 6/4/13	3593	3595	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3595	A2.2.3.2.3.6.10.3	Iteration 9 Development		10 d	Wed 6/5/13	Tue 6/18/13	3594	3596,3599			0 hrs	Gaithersburg
3596	A2.2.3.2.3.6.10.4	Iteration 9 Functional Unit Test		4 d	Wed 6/19/13	Mon 6/24/13	3595	3597			0 hrs	Gaithersburg
3597	A2.2.3.2.3.6.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 6/25/13	Tue 6/25/13	3596		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3598	**A2.2.3.2.3.6.11**	**Iteration 10**		**17 d**	**Wed 6/19/13**	**Fri 7/12/13**					**10.8 hrs**	
3599	A2.2.3.2.3.6.11.1	Iteration 10 Iteration Plan Update		1 d	Wed 6/19/13	Wed 6/19/13	3595	3600			0 hrs	Des Moines

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3600	A2.2.3.2.3.6.11.2	Iteration 10 Kick-off		1 d	Thu 6/20/13	Thu 6/20/13	3599	3601	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3601	A2.2.3.2.3.6.11.3	Iteration 10 Development		10 d	Fri 6/21/13	Fri 7/5/13	3600	3602,3605			0 hrs	Gaithersburg
3602	A2.2.3.2.3.6.11.4	Iteration 10 Functional Unit Test		4 d	Mon 7/8/13	Thu 7/11/13	3601	3603			0 hrs	Gaithersburg
3603	A2.2.3.2.3.6.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 7/12/13	Fri 7/12/13	3602		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3604	**A2.2.3.2.3.6.12**	**Iteration 11**		**17 d**	**Mon 7/8/13**	**Tue 7/30/13**		**3611**			**10.8 hrs**	
3605	A2.2.3.2.3.6.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 7/8/13	Mon 7/8/13	3601	3606			0 hrs	Des Moines
3606	A2.2.3.2.3.6.12.2	Iteration 11 Kick-off		1 d	Tue 7/9/13	Tue 7/9/13	3605	3607	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3607	A2.2.3.2.3.6.12.3	Iteration 11 Development		10 d	Wed 7/10/13	Tue 7/23/13	3606	3608			0 hrs	Gaithersburg
3608	A2.2.3.2.3.6.12.4	Iteration 11 Functional Unit Test		4 d	Wed 7/24/13	Mon 7/29/13	3607	3609			0 hrs	Gaithersburg
3609	A2.2.3.2.3.6.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 7/30/13	Tue 7/30/13	3608		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3610	**A2.2.3.2.3.6.13**	**Module Test**		**27 d**	**Wed 7/31/13**	**Fri 9/6/13**					**0 hrs**	
3611	A2.2.3.2.3.6.13.1	Finalize Module Test Scenarios		5 d	Wed 7/31/13	Tue 8/6/13	3604	3612SS			0 hrs	Des Moines
3612	A2.2.3.2.3.6.13.2	Configure COTS/Automated Test Tools		5 d	Wed 7/31/13	Tue 8/6/13	3611SS	3613			0 hrs	Des Moines
3613	A2.2.3.2.3.6.13.3	Conduct Test Readiness Review		1 d	Wed 8/7/13	Wed 8/7/13	3612	3614			0 hrs	Des Moines
3614	A2.2.3.2.3.6.13.4	Conduct Testing		9 d	Thu 8/8/13	Tue 8/20/13	3613	3615FS-4 d			0 hrs	Gaithersburg
3615	A2.2.3.2.3.6.13.5	Correct Defects		4 d	Thu 8/15/13	Tue 8/20/13	3614FS-4 d	3616			0 hrs	Gaithersburg
3616	A2.2.3.2.3.6.13.6	Complete Regression Testing		3 d	Wed 8/21/13	Fri 8/23/13	3615	3617			0 hrs	Gaithersburg
3617	A2.2.3.2.3.6.13.7	Interim Conversion Test Results		9 d	Mon 8/26/13	Fri 9/6/13	3616				0 hrs	Des Moines
3618	**A2.2.3.2.4**	**Program Management**		**305 d**	**Fri 8/24/12**	**Thu 11/7/13**			**SBA#4, BA#14, APS#34, APS#35, PA#21, APS#36, PA#22, APS#37, TST#9, TST#10, APS#38**	**TN**	**22,821.6 hrs**	
3619	**A2.2.3.2.4.1**	**Program Management Reporting**		**169 d**	**Fri 8/24/12**	**Fri 4/26/13**					**118.8 hrs**	
3620	A2.2.3.2.4.1.1	Develop Iteration Plan		2 d	Fri 8/24/12	Mon 8/27/12	2004	3622			0 hrs	Des Moines
3621	**A2.2.3.2.4.1.2**	**Iteration 1**		**16 d**	**Tue 8/28/12**	**Wed 9/19/12**					**10.8 hrs**	
3622	A2.2.3.2.4.1.2.1	Iteration 1 Kick-off		1 d	Tue 8/28/12	Tue 8/28/12	3620	3623	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3623	A2.2.3.2.4.1.2.2	Iteration 1 Development		10 d	Wed 8/29/12	Wed 9/12/12	3622	3624,3627			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3624	A2.2.3.2.4.1.2.3	Iteration 1 Functional Unit Test		4 d	Thu 9/13/12	Tue 9/18/12	3623	3625			0 hrs	Gaithersburg
3625	A2.2.3.2.4.1.2.4	Iteration 1 Demonstration and Closure		1 d	Wed 9/19/12	Wed 9/19/12	3624		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3626	**A2.2.3.2.4.1.3**	**Iteration 2**		**17 d**	**Thu 9/13/12**	**Fri 10/5/12**					**10.8 hrs**	
3627	A2.2.3.2.4.1.3.1	Iteration 2 Iteration Plan Update		1 d	Thu 9/13/12	Thu 9/13/12	3623	3628			0 hrs	Des Moines
3628	A2.2.3.2.4.1.3.2	Iteration 2 Kick-off		1 d	Fri 9/14/12	Fri 9/14/12	3627	3629	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3629	A2.2.3.2.4.1.3.3	Iteration 2 Development		10 d	Mon 9/17/12	Fri 9/28/12	3628	3630,3633			0 hrs	Gaithersburg
3630	A2.2.3.2.4.1.3.4	Iteration 2 Functional Unit Test		4 d	Mon 10/1/12	Thu 10/4/12	3629	3631			0 hrs	Gaithersburg
3631	A2.2.3.2.4.1.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 10/5/12	Fri 10/5/12	3630		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3632	**A2.2.3.2.4.1.4**	**Iteration 3**		**17 d**	**Mon 10/1/12**	**Tue 10/23/12**					**10.8 hrs**	
3633	A2.2.3.2.4.1.4.1	Iteration 3 Iteration Plan Update		1 d	Mon 10/1/12	Mon 10/1/12	3629	3634			0 hrs	Des Moines
3634	A2.2.3.2.4.1.4.2	Iteration 3 Kick-off		1 d	Tue 10/2/12	Tue 10/2/12	3633	3635	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3635	A2.2.3.2.4.1.4.3	Iteration 3 Development		10 d	Wed 10/3/12	Tue 10/16/12	3634	3636,3639			0 hrs	Gaithersburg
3636	A2.2.3.2.4.1.4.4	Iteration 3 Functional Unit Test		4 d	Wed 10/17/12	Mon 10/22/12	3635	3637			0 hrs	Gaithersburg
3637	A2.2.3.2.4.1.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 10/23/12	Tue 10/23/12	3636		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3638	**A2.2.3.2.4.1.5**	**Iteration 4**		**17 d**	**Wed 10/17/12**	**Thu 11/8/12**					**10.8 hrs**	
3639	A2.2.3.2.4.1.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 10/17/12	Wed 10/17/12	3635	3640			0 hrs	Des Moines
3640	A2.2.3.2.4.1.5.2	Iteration 4 Kick-off		1 d	Thu 10/18/12	Thu 10/18/12	3639	3641	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3641	A2.2.3.2.4.1.5.3	Iteration 4 Development		10 d	Fri 10/19/12	Thu 11/1/12	3640	3642,3645			0 hrs	Gaithersburg
3642	A2.2.3.2.4.1.5.4	Iteration 4 Functional Unit Test		4 d	Fri 11/2/12	Wed 11/7/12	3641	3643			0 hrs	Gaithersburg
3643	A2.2.3.2.4.1.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 11/8/12	Thu 11/8/12	3642		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3644	**A2.2.3.2.4.1.6**	**Iteration 5**		**17 d**	**Fri 11/2/12**	**Thu 11/29/12**					**10.8 hrs**	
3645	A2.2.3.2.4.1.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 11/2/12	Fri 11/2/12	3641	3646			0 hrs	Des Moines
3646	A2.2.3.2.4.1.6.2	Iteration 5 Kick-off		1 d	Mon 11/5/12	Mon 11/5/12	3645	3647	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3647	A2.2.3.2.4.1.6.3	Iteration 5 Development		10 d	Tue 11/6/12	Tue 11/20/12	3646	3648,3651			0 hrs	Gaithersburg
3648	A2.2.3.2.4.1.6.4	Iteration 5 Functional Unit Test		4 d	Wed 11/21/12	Wed 11/28/12	3647	3649			0 hrs	Gaithersburg

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3649	A2.2.3.2.4.1.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 11/29/12	Thu 11/29/12	3648		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3650	**A2.2.3.2.4.1.7**	**Iteration 6**		**17 d**	**Wed 11/21/12**	**Mon 12/17/12**					**10.8 hrs**	
3651	A2.2.3.2.4.1.7.1	Iteration 6 Iteration Plan Update		1 d	Wed 11/21/12	Wed 11/21/12	3647	3652			0 hrs	Des Moines
3652	A2.2.3.2.4.1.7.2	Iteration 6 Kick-off		1 d	Mon 11/26/12	Mon 11/26/12	3651	3653	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3653	A2.2.3.2.4.1.7.3	Iteration 6 Development		10 d	Tue 11/27/12	Mon 12/10/12	3652	3654,3657			0 hrs	Gaithersburg
3654	A2.2.3.2.4.1.7.4	Iteration 6 Functional Unit Test		4 d	Tue 12/11/12	Fri 12/14/12	3653	3655			0 hrs	Gaithersburg
3655	A2.2.3.2.4.1.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 12/17/12	Mon 12/17/12	3654		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3656	**A2.2.3.2.4.1.8**	**Iteration 7**		**17 d**	**Tue 12/11/12**	**Fri 1/4/13**					**10.8 hrs**	
3657	A2.2.3.2.4.1.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 12/11/12	Tue 12/11/12	3653	3658			0 hrs	Des Moines
3658	A2.2.3.2.4.1.8.2	Iteration 7 Kick-off		1 d	Wed 12/12/12	Wed 12/12/12	3657	3659	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3659	A2.2.3.2.4.1.8.3	Iteration 7 Development		10 d	Thu 12/13/12	Thu 12/27/12	3658	3660			0 hrs	Gaithersburg
3660	A2.2.3.2.4.1.8.4	Iteration 7 Functional Unit Test		4 d	Fri 12/28/12	Thu 1/3/13	3659	3661,3663			0 hrs	Gaithersburg
3661	A2.2.3.2.4.1.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 1/4/13	Fri 1/4/13	3660		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3662	**A2.2.3.2.4.1.9**	**Iteration 8**		**17 d**	**Fri 1/4/13**	**Tue 1/29/13**					**10.8 hrs**	
3663	A2.2.3.2.4.1.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 1/4/13	Fri 1/4/13	3660	3664			0 hrs	Des Moines
3664	A2.2.3.2.4.1.9.2	Iteration 8 Kick-off		1 d	Mon 1/7/13	Mon 1/7/13	3663	3665	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3665	A2.2.3.2.4.1.9.3	Iteration 8 Development		10 d	Tue 1/8/13	Tue 1/22/13	3664	3666,3669			0 hrs	Gaithersburg
3666	A2.2.3.2.4.1.9.4	Iteration 8 Functional Unit Test		4 d	Wed 1/23/13	Mon 1/28/13	3665	3667			0 hrs	Gaithersburg
3667	A2.2.3.2.4.1.9.5	Iteration 8 Demonstration and Closure		1 d	Tue 1/29/13	Tue 1/29/13	3666		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3668	**A2.2.3.2.4.1.10**	**Iteration 9**		**17 d**	**Wed 1/23/13**	**Thu 2/14/13**					**10.8 hrs**	
3669	A2.2.3.2.4.1.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 1/23/13	Wed 1/23/13	3665	3670			0 hrs	Des Moines
3670	A2.2.3.2.4.1.10.2	Iteration 9 Kick-off		1 d	Thu 1/24/13	Thu 1/24/13	3669	3671	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3671	A2.2.3.2.4.1.10.3	Iteration 9 Development		10 d	Fri 1/25/13	Thu 2/7/13	3670	3672,3675			0 hrs	Gaithersburg
3672	A2.2.3.2.4.1.10.4	Iteration 9 Functional Unit Test		4 d	Fri 2/8/13	Wed 2/13/13	3671	3673			0 hrs	Gaithersburg

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3673	A2.2.3.2.4.1.10.5	Iteration 9 Demonstration and Closure		1 d	Thu 2/14/13	Thu 2/14/13	3672		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3674	**A2.2.3.2.4.1.11**	**Iteration 10**		**17 d**	**Fri 2/8/13**	**Mon 3/4/13**					**10.8 hrs**	
3675	A2.2.3.2.4.1.11.1	Iteration 10 Iteration Plan Update		1 d	Fri 2/8/13	Fri 2/8/13	3671	3676			0 hrs	Des Moines
3676	A2.2.3.2.4.1.11.2	Iteration 10 Kick-off		1 d	Mon 2/11/13	Mon 2/11/13	3675	3677	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3677	A2.2.3.2.4.1.11.3	Iteration 10 Development		10 d	Tue 2/12/13	Mon 2/25/13	3676	3678,3681			0 hrs	Gaithersburg
3678	A2.2.3.2.4.1.11.4	Iteration 10 Functional Unit Test		4 d	Tue 2/26/13	Fri 3/1/13	3677	3679			0 hrs	Gaithersburg
3679	A2.2.3.2.4.1.11.5	Iteration 10 Demonstration and Closure		1 d	Mon 3/4/13	Mon 3/4/13	3678		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3680	**A2.2.3.2.4.1.12**	**Iteration 11**		**17 d**	**Tue 2/26/13**	**Wed 3/20/13**		**3687**			**10.8 hrs**	
3681	A2.2.3.2.4.1.12.1	Iteration 11 Iteration Plan Update		1 d	Tue 2/26/13	Tue 2/26/13	3677	3682			0 hrs	Des Moines
3682	A2.2.3.2.4.1.12.2	Iteration 11 Kick-off		1 d	Wed 2/27/13	Wed 2/27/13	3681	3683	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3683	A2.2.3.2.4.1.12.3	Iteration 11 Development		10 d	Thu 2/28/13	Wed 3/13/13	3682	5,3770,3845			0 hrs	Gaithersburg
3684	A2.2.3.2.4.1.12.4	Iteration 11 Functional Unit Test		4 d	Thu 3/14/13	Tue 3/19/13	3683	3685			0 hrs	Gaithersburg
3685	A2.2.3.2.4.1.12.5	Iteration 11 Demonstration and Closure		1 d	Wed 3/20/13	Wed 3/20/13	3684		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3686	**A2.2.3.2.4.1.13**	**Module Test**		**27 d**	**Thu 3/21/13**	**Fri 4/26/13**					**0 hrs**	
3687	A2.2.3.2.4.1.13.1	Finalize Module Test Scenarios		5 d	Thu 3/21/13	Wed 3/27/13	3680	3688SS			0 hrs	Des Moines
3688	A2.2.3.2.4.1.13.2	Configure COTS/Automated Test Tools		5 d	Thu 3/21/13	Wed 3/27/13	3687SS	3689			0 hrs	Des Moines
3689	A2.2.3.2.4.1.13.3	Conduct Test Readiness Review		1 d	Thu 3/28/13	Thu 3/28/13	3688	3690			0 hrs	Des Moines
3690	A2.2.3.2.4.1.13.4	Conduct Testing		9 d	Fri 3/29/13	Wed 4/10/13	3689	3691FS-4 d			0 hrs	Gaithersburg
3691	A2.2.3.2.4.1.13.5	Correct Defects		4 d	Fri 4/5/13	Wed 4/10/13	3690FS-4 d	3692			0 hrs	Gaithersburg
3692	A2.2.3.2.4.1.13.6	Complete Regression Testing		3 d	Thu 4/11/13	Mon 4/15/13	3691	3693			0 hrs	Gaithersburg
3693	A2.2.3.2.4.1.13.7	Interim Conversion Test Results		9 d	Tue 4/16/13	Fri 4/26/13	3692				0 hrs	Des Moines
3694	**A2.2.3.2.4.2**	**Federal Reporting**		**168 d**	**Thu 3/14/13**	**Thu 11/7/13**					**116.8 hrs**	
3695	A2.2.3.2.4.2.1	Develop Iteration Plan		1 d	Thu 3/14/13	Thu 3/14/13	3683	3697			0 hrs	Des Moines
3696	**A2.2.3.2.4.2.2**	**Iteration 1**		**16 d**	**Fri 3/15/13**	**Fri 4/5/13**					**10.8 hrs**	
3697	A2.2.3.2.4.2.2.1	Iteration 1 Kick-off		1 d	Fri 3/15/13	Fri 3/15/13	3695	3698	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3698	A2.2.3.2.4.2.2.2	Iteration 1 Development		10 d	Mon 3/18/13	Fri 3/29/13	3697	3699,3702			0 hrs	Gaithersburg

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3699	A2.2.3.2.4.2.2.3	Iteration 1 Functional Unit Test		4 d	Mon 4/1/13	Thu 4/4/13	3698	3700			0 hrs	Gaithersburg
3700	A2.2.3.2.4.2.2.4	Iteration 1 Demonstration and Closure		1 d	Fri 4/5/13	Fri 4/5/13	3699		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3701	**A2.2.3.2.4.2.3**	**Iteration 2**		**17 d**	**Mon 4/1/13**	**Tue 4/23/13**					**10.8 hrs**	
3702	A2.2.3.2.4.2.3.1	Iteration 2 Iteration Plan Update		1 d	Mon 4/1/13	Mon 4/1/13	3698	3703			0 hrs	Des Moines
3703	A2.2.3.2.4.2.3.2	Iteration 2 Kick-off		1 d	Tue 4/2/13	Tue 4/2/13	3702	3704	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3704	A2.2.3.2.4.2.3.3	Iteration 2 Development		10 d	Wed 4/3/13	Tue 4/16/13	3703	3705,3708			0 hrs	Gaithersburg
3705	A2.2.3.2.4.2.3.4	Iteration 2 Functional Unit Test		4 d	Wed 4/17/13	Mon 4/22/13	3704	3706			0 hrs	Gaithersburg
3706	A2.2.3.2.4.2.3.5	Iteration 2 Demonstration and Closure		1 d	Tue 4/23/13	Tue 4/23/13	3705		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3707	**A2.2.3.2.4.2.4**	**Iteration 3**		**17 d**	**Wed 4/17/13**	**Thu 5/9/13**					**10.8 hrs**	
3708	A2.2.3.2.4.2.4.1	Iteration 3 Iteration Plan Update		1 d	Wed 4/17/13	Wed 4/17/13	3704	3709			0 hrs	Des Moines
3709	A2.2.3.2.4.2.4.2	Iteration 3 Kick-off		1 d	Thu 4/18/13	Thu 4/18/13	3708	3710	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3710	A2.2.3.2.4.2.4.3	Iteration 3 Development		10 d	Fri 4/19/13	Thu 5/2/13	3709	3711,3714			0 hrs	Gaithersburg
3711	A2.2.3.2.4.2.4.4	Iteration 3 Functional Unit Test		4 d	Fri 5/3/13	Wed 5/8/13	3710	3712			0 hrs	Gaithersburg
3712	A2.2.3.2.4.2.4.5	Iteration 3 Demonstration and Closure		1 d	Thu 5/9/13	Thu 5/9/13	3711		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3713	**A2.2.3.2.4.2.5**	**Iteration 4**		**17 d**	**Fri 5/3/13**	**Tue 5/28/13**					**10.8 hrs**	
3714	A2.2.3.2.4.2.5.1	Iteration 4 Iteration Plan Update		1 d	Fri 5/3/13	Fri 5/3/13	3710	3715			0 hrs	Des Moines
3715	A2.2.3.2.4.2.5.2	Iteration 4 Kick-off		1 d	Mon 5/6/13	Mon 5/6/13	3714	3716	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3716	A2.2.3.2.4.2.5.3	Iteration 4 Development		10 d	Tue 5/7/13	Mon 5/20/13	3715	3717,3720			0 hrs	Gaithersburg
3717	A2.2.3.2.4.2.5.4	Iteration 4 Functional Unit Test		4 d	Tue 5/21/13	Fri 5/24/13	3716	3718			0 hrs	Gaithersburg
3718	A2.2.3.2.4.2.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 5/28/13	Tue 5/28/13	3717		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3719	**A2.2.3.2.4.2.6**	**Iteration 5**		**17 d**	**Tue 5/21/13**	**Thu 6/13/13**					**9.8 hrs**	
3720	A2.2.3.2.4.2.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 5/21/13	Tue 5/21/13	3716	3721			0 hrs	Des Moines
3721	A2.2.3.2.4.2.6.2	Iteration 5 Kick-off		1 d	Wed 5/22/13	Wed 5/22/13	3720	3722	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3722	A2.2.3.2.4.2.6.3	Iteration 5 Development		10 d	Thu 5/23/13	Thu 6/6/13	3721	3723,3726			0 hrs	Gaithersburg
3723	A2.2.3.2.4.2.6.4	Iteration 5 Functional Unit Test		4 d	Fri 6/7/13	Wed 6/12/13	3722	3724			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3724	A2.2.3.2.4.2.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 6/13/13	Thu 6/13/13	3723		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
3725	**A2.2.3.2.4.2.7**	**Iteration 6**		**17 d**	**Fri 6/7/13**	**Mon 7/1/13**					**10.8 hrs**	
3726	A2.2.3.2.4.2.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 6/7/13	Fri 6/7/13	3722	3727			0 hrs	Des Moines
3727	A2.2.3.2.4.2.7.2	Iteration 6 Kick-off		1 d	Mon 6/10/13	Mon 6/10/13	3726	3728	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3728	A2.2.3.2.4.2.7.3	Iteration 6 Development		10 d	Tue 6/11/13	Mon 6/24/13	3727	3729,3732			0 hrs	Gaithersburg
3729	A2.2.3.2.4.2.7.4	Iteration 6 Functional Unit Test		4 d	Tue 6/25/13	Fri 6/28/13	3728	3730			0 hrs	Gaithersburg
3730	A2.2.3.2.4.2.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 7/1/13	Mon 7/1/13	3729		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3731	**A2.2.3.2.4.2.8**	**Iteration 7**		**17 d**	**Tue 6/25/13**	**Thu 7/18/13**					**10.8 hrs**	
3732	A2.2.3.2.4.2.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 6/25/13	Tue 6/25/13	3728	3733			0 hrs	Des Moines
3733	A2.2.3.2.4.2.8.2	Iteration 7 Kick-off		1 d	Wed 6/26/13	Wed 6/26/13	3732	3734	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3734	A2.2.3.2.4.2.8.3	Iteration 7 Development		10 d	Thu 6/27/13	Thu 7/11/13	3733	3735			0 hrs	Gaithersburg
3735	A2.2.3.2.4.2.8.4	Iteration 7 Functional Unit Test		4 d	Fri 7/12/13	Wed 7/17/13	3734	3736,3738			0 hrs	Gaithersburg
3736	A2.2.3.2.4.2.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 7/18/13	Thu 7/18/13	3735		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3737	**A2.2.3.2.4.2.9**	**Iteration 8**		**17 d**	**Thu 7/18/13**	**Fri 8/9/13**					**10.8 hrs**	
3738	A2.2.3.2.4.2.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 7/18/13	Thu 7/18/13	3735	3739			0 hrs	Des Moines
3739	A2.2.3.2.4.2.9.2	Iteration 8 Kick-off		1 d	Fri 7/19/13	Fri 7/19/13	3738	3740	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3740	A2.2.3.2.4.2.9.3	Iteration 8 Development		10 d	Mon 7/22/13	Fri 8/2/13	3739	3741,3744			0 hrs	Gaithersburg
3741	A2.2.3.2.4.2.9.4	Iteration 8 Functional Unit Test		4 d	Mon 8/5/13	Thu 8/8/13	3740	3742			0 hrs	Gaithersburg
3742	A2.2.3.2.4.2.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 8/9/13	Fri 8/9/13	3741		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3743	**A2.2.3.2.4.2.10**	**Iteration 9**		**17 d**	**Mon 8/5/13**	**Tue 8/27/13**					**10.8 hrs**	
3744	A2.2.3.2.4.2.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 8/5/13	Mon 8/5/13	3740	3745			0 hrs	Des Moines
3745	A2.2.3.2.4.2.10.2	Iteration 9 Kick-off		1 d	Tue 8/6/13	Tue 8/6/13	3744	3746	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3746	A2.2.3.2.4.2.10.3	Iteration 9 Development		10 d	Wed 8/7/13	Tue 8/20/13	3745	3747,3750			0 hrs	Gaithersburg
3747	A2.2.3.2.4.2.10.4	Iteration 9 Functional Unit Test		4 d	Wed 8/21/13	Mon 8/26/13	3746	3748			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3748	A2.2.3.2.4.2.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 8/27/13	Tue 8/27/13	3747		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3749	**A2.2.3.2.4.2.11**	**Iteration 10**		**17 d**	**Wed 8/21/13**	**Fri 9/13/13**					**9.8 hrs**	
3750	A2.2.3.2.4.2.11.1	Iteration 10 Iteration Plan Update		1 d	Wed 8/21/13	Wed 8/21/13	3746	3751			0 hrs	Des Moines
3751	A2.2.3.2.4.2.11.2	Iteration 10 Kick-off		1 d	Thu 8/22/13	Thu 8/22/13	3750	3752	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3752	A2.2.3.2.4.2.11.3	Iteration 10 Development		10 d	Fri 8/23/13	Fri 9/6/13	3751	3753,3756			0 hrs	Gaithersburg
3753	A2.2.3.2.4.2.11.4	Iteration 10 Functional Unit Test		4 d	Mon 9/9/13	Thu 9/12/13	3752	3754			0 hrs	Gaithersburg
3754	A2.2.3.2.4.2.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 9/13/13	Fri 9/13/13	3753		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
3755	**A2.2.3.2.4.2.12**	**Iteration 11**		**17 d**	**Mon 9/9/13**	**Tue 10/1/13**		**3762**			**10.8 hrs**	
3756	A2.2.3.2.4.2.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 9/9/13	Mon 9/9/13	3752	3757			0 hrs	Des Moines
3757	A2.2.3.2.4.2.12.2	Iteration 11 Kick-off		1 d	Tue 9/10/13	Tue 9/10/13	3756	3758	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3758	A2.2.3.2.4.2.12.3	Iteration 11 Development		10 d	Wed 9/11/13	Tue 9/24/13	3757	3759			0 hrs	Gaithersburg
3759	A2.2.3.2.4.2.12.4	Iteration 11 Functional Unit Test		4 d	Wed 9/25/13	Mon 9/30/13	3758	3760			0 hrs	Gaithersburg
3760	A2.2.3.2.4.2.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 10/1/13	Tue 10/1/13	3759		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3761	**A2.2.3.2.4.2.13**	**Module Test**		**27 d**	**Wed 10/2/13**	**Thu 11/7/13**					**0 hrs**	
3762	A2.2.3.2.4.2.13.1	Finalize Module Test Scenarios		5 d	Wed 10/2/13	Tue 10/8/13	3755	3763SS			0 hrs	Des Moines
3763	A2.2.3.2.4.2.13.2	Configure COTS/Automated Test Tools		5 d	Wed 10/2/13	Tue 10/8/13	3762SS	3764			0 hrs	Des Moines
3764	A2.2.3.2.4.2.13.3	Conduct Test Readiness Review		1 d	Wed 10/9/13	Wed 10/9/13	3763	3765			0 hrs	Des Moines
3765	A2.2.3.2.4.2.13.4	Conduct Testing		9 d	Thu 10/10/13	Tue 10/22/13	3764	3766FS-4 d			0 hrs	Gaithersburg
3766	A2.2.3.2.4.2.13.5	Correct Defects		4 d	Thu 10/17/13	Tue 10/22/13	3765FS-4 d	3767			0 hrs	Gaithersburg
3767	A2.2.3.2.4.2.13.6	Complete Regression Testing		3 d	Wed 10/23/13	Fri 10/25/13	3766	3768			0 hrs	Gaithersburg
3768	A2.2.3.2.4.2.13.7	Interim Conversion Test Results		9 d	Mon 10/28/13	Thu 11/7/13	3767				0 hrs	Des Moines
3769	**A2.2.3.2.4.3**	**Financial Management**		**168 d**	**Thu 3/14/13**	**Thu 11/7/13**					**116.8 hrs**	
3770	A2.2.3.2.4.3.1	Develop Iteration Plan		1 d	Thu 3/14/13	Thu 3/14/13	3683	3772			0 hrs	Des Moines
3771	**A2.2.3.2.4.3.2**	**Iteration 1**		**16 d**	**Fri 3/15/13**	**Fri 4/5/13**					**10.8 hrs**	
3772	A2.2.3.2.4.3.2.1	Iteration 1 Kick-off		1 d	Fri 3/15/13	Fri 3/15/13	3770	3773	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3773	A2.2.3.2.4.3.2.2	Iteration 1 Development		10 d	Mon 3/18/13	Fri 3/29/13	3772	3774,3777			0 hrs	Gaithersburg

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3774	A2.2.3.2.4.3.2.3	Iteration 1 Functional Unit Test		4 d	Mon 4/1/13	Thu 4/4/13	3773	3775			0 hrs	Gaithersburg
3775	A2.2.3.2.4.3.2.4	Iteration 1 Demonstration and Closure		1 d	Fri 4/5/13	Fri 4/5/13	3774		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3776	**A2.2.3.2.4.3.3**	**Iteration 2**		**17 d**	**Mon 4/1/13**	**Tue 4/23/13**					**10.8 hrs**	
3777	A2.2.3.2.4.3.3.1	Iteration 2 Iteration Plan Update		1 d	Mon 4/1/13	Mon 4/1/13	3773	3778			0 hrs	Des Moines
3778	A2.2.3.2.4.3.3.2	Iteration 2 Kick-off		1 d	Tue 4/2/13	Tue 4/2/13	3777	3779	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3779	A2.2.3.2.4.3.3.3	Iteration 2 Development		10 d	Wed 4/3/13	Tue 4/16/13	3778	3780,3783			0 hrs	Gaithersburg
3780	A2.2.3.2.4.3.3.4	Iteration 2 Functional Unit Test		4 d	Wed 4/17/13	Mon 4/22/13	3779	3781			0 hrs	Gaithersburg
3781	A2.2.3.2.4.3.3.5	Iteration 2 Demonstration and Closure		1 d	Tue 4/23/13	Tue 4/23/13	3780		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3782	**A2.2.3.2.4.3.4**	**Iteration 3**		**17 d**	**Wed 4/17/13**	**Thu 5/9/13**					**10.8 hrs**	
3783	A2.2.3.2.4.3.4.1	Iteration 3 Iteration Plan Update		1 d	Wed 4/17/13	Wed 4/17/13	3779	3784			0 hrs	Des Moines
3784	A2.2.3.2.4.3.4.2	Iteration 3 Kick-off		1 d	Thu 4/18/13	Thu 4/18/13	3783	3785	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3785	A2.2.3.2.4.3.4.3	Iteration 3 Development		10 d	Fri 4/19/13	Thu 5/2/13	3784	3786,3789			0 hrs	Gaithersburg
3786	A2.2.3.2.4.3.4.4	Iteration 3 Functional Unit Test		4 d	Fri 5/3/13	Wed 5/8/13	3785	3787			0 hrs	Gaithersburg
3787	A2.2.3.2.4.3.4.5	Iteration 3 Demonstration and Closure		1 d	Thu 5/9/13	Thu 5/9/13	3786		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3788	**A2.2.3.2.4.3.5**	**Iteration 4**		**17 d**	**Fri 5/3/13**	**Tue 5/28/13**					**10.8 hrs**	
3789	A2.2.3.2.4.3.5.1	Iteration 4 Iteration Plan Update		1 d	Fri 5/3/13	Fri 5/3/13	3785	3790			0 hrs	Des Moines
3790	A2.2.3.2.4.3.5.2	Iteration 4 Kick-off		1 d	Mon 5/6/13	Mon 5/6/13	3789	3791	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3791	A2.2.3.2.4.3.5.3	Iteration 4 Development		10 d	Tue 5/7/13	Mon 5/20/13	3790	3792,3795			0 hrs	Gaithersburg
3792	A2.2.3.2.4.3.5.4	Iteration 4 Functional Unit Test		4 d	Tue 5/21/13	Fri 5/24/13	3791	3793			0 hrs	Gaithersburg
3793	A2.2.3.2.4.3.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 5/28/13	Tue 5/28/13	3792		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3794	**A2.2.3.2.4.3.6**	**Iteration 5**		**17 d**	**Tue 5/21/13**	**Thu 6/13/13**					**9.8 hrs**	
3795	A2.2.3.2.4.3.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 5/21/13	Tue 5/21/13	3791	3796			0 hrs	Des Moines
3796	A2.2.3.2.4.3.6.2	Iteration 5 Kick-off		1 d	Wed 5/22/13	Wed 5/22/13	3795	3797	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3797	A2.2.3.2.4.3.6.3	Iteration 5 Development		10 d	Thu 5/23/13	Thu 6/6/13	3796	3798,3801			0 hrs	Gaithersburg
3798	A2.2.3.2.4.3.6.4	Iteration 5 Functional Unit Test		4 d	Fri 6/7/13	Wed 6/12/13	3797	3799			0 hrs	Gaithersburg

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3799	A2.2.3.2.4.3.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 6/13/13	Thu 6/13/13	3798		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
3800	**A2.2.3.2.4.3.7**	**Iteration 6**		**17 d**	**Fri 6/7/13**	**Mon 7/1/13**					**10.8 hrs**	
3801	A2.2.3.2.4.3.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 6/7/13	Fri 6/7/13	3797	3802			0 hrs	Des Moines
3802	A2.2.3.2.4.3.7.2	Iteration 6 Kick-off		1 d	Mon 6/10/13	Mon 6/10/13	3801	3803	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3803	A2.2.3.2.4.3.7.3	Iteration 6 Development		10 d	Tue 6/11/13	Mon 6/24/13	3802	3804,3807			0 hrs	Gaithersburg
3804	A2.2.3.2.4.3.7.4	Iteration 6 Functional Unit Test		4 d	Tue 6/25/13	Fri 6/28/13	3803	3805			0 hrs	Gaithersburg
3805	A2.2.3.2.4.3.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 7/1/13	Mon 7/1/13	3804		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3806	**A2.2.3.2.4.3.8**	**Iteration 7**		**17 d**	**Tue 6/25/13**	**Thu 7/18/13**					**10.8 hrs**	
3807	A2.2.3.2.4.3.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 6/25/13	Tue 6/25/13	3803	3808			0 hrs	Des Moines
3808	A2.2.3.2.4.3.8.2	Iteration 7 Kick-off		1 d	Wed 6/26/13	Wed 6/26/13	3807	3809	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3809	A2.2.3.2.4.3.8.3	Iteration 7 Development		10 d	Thu 6/27/13	Thu 7/11/13	3808	3810			0 hrs	Gaithersburg
3810	A2.2.3.2.4.3.8.4	Iteration 7 Functional Unit Test		4 d	Fri 7/12/13	Wed 7/17/13	3809	3811,3813			0 hrs	Gaithersburg
3811	A2.2.3.2.4.3.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 7/18/13	Thu 7/18/13	3810		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3812	**A2.2.3.2.4.3.9**	**Iteration 8**		**17 d**	**Thu 7/18/13**	**Fri 8/9/13**					**10.8 hrs**	
3813	A2.2.3.2.4.3.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 7/18/13	Thu 7/18/13	3810	3814			0 hrs	Des Moines
3814	A2.2.3.2.4.3.9.2	Iteration 8 Kick-off		1 d	Fri 7/19/13	Fri 7/19/13	3813	3815	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3815	A2.2.3.2.4.3.9.3	Iteration 8 Development		10 d	Mon 7/22/13	Fri 8/2/13	3814	3816,3819			0 hrs	Gaithersburg
3816	A2.2.3.2.4.3.9.4	Iteration 8 Functional Unit Test		4 d	Mon 8/5/13	Thu 8/8/13	3815	3817			0 hrs	Gaithersburg
3817	A2.2.3.2.4.3.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 8/9/13	Fri 8/9/13	3816		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3818	**A2.2.3.2.4.3.10**	**Iteration 9**		**17 d**	**Mon 8/5/13**	**Tue 8/27/13**					**10.8 hrs**	
3819	A2.2.3.2.4.3.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 8/5/13	Mon 8/5/13	3815	3820			0 hrs	Des Moines
3820	A2.2.3.2.4.3.10.2	Iteration 9 Kick-off		1 d	Tue 8/6/13	Tue 8/6/13	3819	3821	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3821	A2.2.3.2.4.3.10.3	Iteration 9 Development		10 d	Wed 8/7/13	Tue 8/20/13	3820	3822,3825			0 hrs	Gaithersburg
3822	A2.2.3.2.4.3.10.4	Iteration 9 Functional Unit Test		4 d	Wed 8/21/13	Mon 8/26/13	3821	3823			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3823	A2.2.3.2.4.3.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 8/27/13	Tue 8/27/13	3822		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3824	**A2.2.3.2.4.3.11**	**Iteration 10**		**17 d**	**Wed 8/21/13**	**Fri 9/13/13**					**9.8 hrs**	
3825	A2.2.3.2.4.3.11.1	Iteration 10 Iteration Plan Update		1 d	Wed 8/21/13	Wed 8/21/13	3821	3826			0 hrs	Des Moines
3826	A2.2.3.2.4.3.11.2	Iteration 10 Kick-off		1 d	Thu 8/22/13	Thu 8/22/13	3825	3827	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3827	A2.2.3.2.4.3.11.3	Iteration 10 Development		10 d	Fri 8/23/13	Fri 9/6/13	3826	3828,3831			0 hrs	Gaithersburg
3828	A2.2.3.2.4.3.11.4	Iteration 10 Functional Unit Test		4 d	Mon 9/9/13	Thu 9/12/13	3827	3829			0 hrs	Gaithersburg
3829	A2.2.3.2.4.3.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 9/13/13	Fri 9/13/13	3828		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
3830	**A2.2.3.2.4.3.12**	**Iteration 11**		**17 d**	**Mon 9/9/13**	**Tue 10/1/13**		**3837**			**10.8 hrs**	
3831	A2.2.3.2.4.3.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 9/9/13	Mon 9/9/13	3827	3832			0 hrs	Des Moines
3832	A2.2.3.2.4.3.12.2	Iteration 11 Kick-off		1 d	Tue 9/10/13	Tue 9/10/13	3831	3833	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3833	A2.2.3.2.4.3.12.3	Iteration 11 Development		10 d	Wed 9/11/13	Tue 9/24/13	3832	3834			0 hrs	Gaithersburg
3834	A2.2.3.2.4.3.12.4	Iteration 11 Functional Unit Test		4 d	Wed 9/25/13	Mon 9/30/13	3833	3835			0 hrs	Gaithersburg
3835	A2.2.3.2.4.3.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 10/1/13	Tue 10/1/13	3834		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3836	**A2.2.3.2.4.3.13**	**Module Test**		**27 d**	**Wed 10/2/13**	**Thu 11/7/13**					**0 hrs**	
3837	A2.2.3.2.4.3.13.1	Finalize Module Test Scenarios		5 d	Wed 10/2/13	Tue 10/8/13	3830	3838SS			0 hrs	Des Moines
3838	A2.2.3.2.4.3.13.2	Configure COTS/Automated Test Tools		5 d	Wed 10/2/13	Tue 10/8/13	3837SS	3839			0 hrs	Des Moines
3839	A2.2.3.2.4.3.13.3	Conduct Test Readiness Review		1 d	Wed 10/9/13	Wed 10/9/13	3838	3840			0 hrs	Des Moines
3840	A2.2.3.2.4.3.13.4	Conduct Testing		9 d	Thu 10/10/13	Tue 10/22/13	3839	3841FS-4 d			0 hrs	Gaithersburg
3841	A2.2.3.2.4.3.13.5	Correct Defects		4 d	Thu 10/17/13	Tue 10/22/13	3840FS-4 d	3842			0 hrs	Gaithersburg
3842	A2.2.3.2.4.3.13.6	Complete Regression Testing		3 d	Wed 10/23/13	Fri 10/25/13	3841	3843			0 hrs	Gaithersburg
3843	A2.2.3.2.4.3.13.7	Interim Conversion Test Results		9 d	Mon 10/28/13	Thu 11/7/13	3842				0 hrs	Des Moines
3844	**A2.2.3.2.4.4**	**Reports**		**168 d**	**Thu 3/14/13**	**Thu 11/7/13**					**125.2 hrs**	
3845	A2.2.3.2.4.4.1	Develop Iteration Plan		1 d	Thu 3/14/13	Thu 3/14/13	3683	3847			0 hrs	Des Moines
3846	**A2.2.3.2.4.4.2**	**Iteration 1**		**16 d**	**Fri 3/15/13**	**Fri 4/5/13**					**10.8 hrs**	
3847	A2.2.3.2.4.4.2.1	Iteration 1 Kick-off		1 d	Fri 3/15/13	Fri 3/15/13	3845	3848	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3848	A2.2.3.2.4.4.2.2	Iteration 1 Development		10 d	Mon 3/18/13	Fri 3/29/13	3847	3849,3852			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3849	A2.2.3.2.4.4.2.3	Iteration 1 Functional Unit Test		4 d	Mon 4/1/13	Thu 4/4/13	3848	3850			0 hrs	Gaithersburg
3850	A2.2.3.2.4.4.2.4	Iteration 1 Demonstration and Closure		1 d	Fri 4/5/13	Fri 4/5/13	3849		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3851	**A2.2.3.2.4.4.3**	**Iteration 2**		**17 d**	**Mon 4/1/13**	**Tue 4/23/13**					**10.8 hrs**	
3852	A2.2.3.2.4.4.3.1	Iteration 2 Iteration Plan Update		1 d	Mon 4/1/13	Mon 4/1/13	3848	3853			0 hrs	Des Moines
3853	A2.2.3.2.4.4.3.2	Iteration 2 Kick-off		1 d	Tue 4/2/13	Tue 4/2/13	3852	3854	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3854	A2.2.3.2.4.4.3.3	Iteration 2 Development		10 d	Wed 4/3/13	Tue 4/16/13	3853	3855,3858			0 hrs	Gaithersburg
3855	A2.2.3.2.4.4.3.4	Iteration 2 Functional Unit Test		4 d	Wed 4/17/13	Mon 4/22/13	3854	3856			0 hrs	Gaithersburg
3856	A2.2.3.2.4.4.3.5	Iteration 2 Demonstration and Closure		1 d	Tue 4/23/13	Tue 4/23/13	3855		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3857	**A2.2.3.2.4.4.4**	**Iteration 3**		**17 d**	**Wed 4/17/13**	**Thu 5/9/13**					**10.8 hrs**	
3858	A2.2.3.2.4.4.4.1	Iteration 3 Iteration Plan Update		1 d	Wed 4/17/13	Wed 4/17/13	3854	3859			0 hrs	Des Moines
3859	A2.2.3.2.4.4.4.2	Iteration 3 Kick-off		1 d	Thu 4/18/13	Thu 4/18/13	3858	3860	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3860	A2.2.3.2.4.4.4.3	Iteration 3 Development		10 d	Fri 4/19/13	Thu 5/2/13	3859	3861,3864			0 hrs	Gaithersburg
3861	A2.2.3.2.4.4.4.4	Iteration 3 Functional Unit Test		4 d	Fri 5/3/13	Wed 5/8/13	3860	3862			0 hrs	Gaithersburg
3862	A2.2.3.2.4.4.4.5	Iteration 3 Demonstration and Closure		1 d	Thu 5/9/13	Thu 5/9/13	3861		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3863	**A2.2.3.2.4.4.5**	**Iteration 4**		**17 d**	**Fri 5/3/13**	**Tue 5/28/13**					**10.8 hrs**	
3864	A2.2.3.2.4.4.5.1	Iteration 4 Iteration Plan Update		1 d	Fri 5/3/13	Fri 5/3/13	3860	3865			0 hrs	Des Moines
3865	A2.2.3.2.4.4.5.2	Iteration 4 Kick-off		1 d	Mon 5/6/13	Mon 5/6/13	3864	3866	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3866	A2.2.3.2.4.4.5.3	Iteration 4 Development		10 d	Tue 5/7/13	Mon 5/20/13	3865	3867,3870			0 hrs	Gaithersburg
3867	A2.2.3.2.4.4.5.4	Iteration 4 Functional Unit Test		4 d	Tue 5/21/13	Fri 5/24/13	3866	3868			0 hrs	Gaithersburg
3868	A2.2.3.2.4.4.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 5/28/13	Tue 5/28/13	3867		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3869	**A2.2.3.2.4.4.6**	**Iteration 5**		**17 d**	**Tue 5/21/13**	**Thu 6/13/13**					**9.8 hrs**	
3870	A2.2.3.2.4.4.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 5/21/13	Tue 5/21/13	3866	3871			0 hrs	Des Moines
3871	A2.2.3.2.4.4.6.2	Iteration 5 Kick-off		1 d	Wed 5/22/13	Wed 5/22/13	3870	3872	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3872	A2.2.3.2.4.4.6.3	Iteration 5 Development		10 d	Thu 5/23/13	Thu 6/6/13	3871	3873,3876			0 hrs	Gaithersburg
3873	A2.2.3.2.4.4.6.4	Iteration 5 Functional Unit Test		4 d	Fri 6/7/13	Wed 6/12/13	3872	3874			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3874	A2.2.3.2.4.4.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 6/13/13	Thu 6/13/13	3873		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
3875	**A2.2.3.2.4.4.7**	**Iteration 6**		**17 d**	**Fri 6/7/13**	**Mon 7/1/13**					**10.8 hrs**	
3876	A2.2.3.2.4.4.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 6/7/13	Fri 6/7/13	3872	3877			0 hrs	Des Moines
3877	A2.2.3.2.4.4.7.2	Iteration 6 Kick-off		1 d	Mon 6/10/13	Mon 6/10/13	3876	3878	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3878	A2.2.3.2.4.4.7.3	Iteration 6 Development		10 d	Tue 6/11/13	Mon 6/24/13	3877	3879,3882			0 hrs	Gaithersburg
3879	A2.2.3.2.4.4.7.4	Iteration 6 Functional Unit Test		4 d	Tue 6/25/13	Fri 6/28/13	3878	3880			0 hrs	Gaithersburg
3880	A2.2.3.2.4.4.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 7/1/13	Mon 7/1/13	3879		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3881	**A2.2.3.2.4.4.8**	**Iteration 7**		**17 d**	**Tue 6/25/13**	**Thu 7/18/13**					**10.8 hrs**	
3882	A2.2.3.2.4.4.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 6/25/13	Tue 6/25/13	3878	3883			0 hrs	Des Moines
3883	A2.2.3.2.4.4.8.2	Iteration 7 Kick-off		1 d	Wed 6/26/13	Wed 6/26/13	3882	3884	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3884	A2.2.3.2.4.4.8.3	Iteration 7 Development		10 d	Thu 6/27/13	Thu 7/11/13	3883	3885			0 hrs	Gaithersburg
3885	A2.2.3.2.4.4.8.4	Iteration 7 Functional Unit Test		4 d	Fri 7/12/13	Wed 7/17/13	3884	3886,3888			0 hrs	Gaithersburg
3886	A2.2.3.2.4.4.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 7/18/13	Thu 7/18/13	3885		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3887	**A2.2.3.2.4.4.9**	**Iteration 8**		**17 d**	**Thu 7/18/13**	**Fri 8/9/13**					**10.8 hrs**	
3888	A2.2.3.2.4.4.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 7/18/13	Thu 7/18/13	3885	3889			0 hrs	Des Moines
3889	A2.2.3.2.4.4.9.2	Iteration 8 Kick-off		1 d	Fri 7/19/13	Fri 7/19/13	3888	3890	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3890	A2.2.3.2.4.4.9.3	Iteration 8 Development		10 d	Mon 7/22/13	Fri 8/2/13	3889	3891,3894			0 hrs	Gaithersburg
3891	A2.2.3.2.4.4.9.4	Iteration 8 Functional Unit Test		4 d	Mon 8/5/13	Thu 8/8/13	3890	3892			0 hrs	Gaithersburg
3892	A2.2.3.2.4.4.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 8/9/13	Fri 8/9/13	3891		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3893	**A2.2.3.2.4.4.10**	**Iteration 9**		**17 d**	**Mon 8/5/13**	**Tue 8/27/13**					**10.8 hrs**	
3894	A2.2.3.2.4.4.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 8/5/13	Mon 8/5/13	3890	3895			0 hrs	Des Moines
3895	A2.2.3.2.4.4.10.2	Iteration 9 Kick-off		1 d	Tue 8/6/13	Tue 8/6/13	3894	3896	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3896	A2.2.3.2.4.4.10.3	Iteration 9 Development		10 d	Wed 8/7/13	Tue 8/20/13	3895	3897,3900			0 hrs	Gaithersburg
3897	A2.2.3.2.4.4.10.4	Iteration 9 Functional Unit Test		4 d	Wed 8/21/13	Mon 8/26/13	3896	3898			0 hrs	Gaithersburg

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3898	A2.2.3.2.4.4.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 8/27/13	Tue 8/27/13	3897		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3899	**A2.2.3.2.4.4.11**	**Iteration 10**		**17 d**	**Wed 8/21/13**	**Fri 9/13/13**					**9.8 hrs**	
3900	A2.2.3.2.4.4.11.1	Iteration 10 Iteration Plan Update		1 d	Wed 8/21/13	Wed 8/21/13	3896	3901			0 hrs	Des Moines
3901	A2.2.3.2.4.4.11.2	Iteration 10 Kick-off		1 d	Thu 8/22/13	Thu 8/22/13	3900	3902	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3902	A2.2.3.2.4.4.11.3	Iteration 10 Development		10 d	Fri 8/23/13	Fri 9/6/13	3901	3903,3906			0 hrs	Gaithersburg
3903	A2.2.3.2.4.4.11.4	Iteration 10 Functional Unit Test		4 d	Mon 9/9/13	Thu 9/12/13	3902	3904			0 hrs	Gaithersburg
3904	A2.2.3.2.4.4.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 9/13/13	Fri 9/13/13	3903		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
3905	**A2.2.3.2.4.4.12**	**Iteration 11**		**17 d**	**Mon 9/9/13**	**Tue 10/1/13**		**3912**			**19.2 hrs**	
3906	A2.2.3.2.4.4.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 9/9/13	Mon 9/9/13	3902	3907			0 hrs	Des Moines
3907	A2.2.3.2.4.4.12.2	Iteration 11 Kick-off		1 d	Tue 9/10/13	Tue 9/10/13	3906	3908	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3908	A2.2.3.2.4.4.12.3	Iteration 11 Development		10 d	Wed 9/11/13	Tue 9/24/13	3907	3909			0 hrs	Gaithersburg
3909	A2.2.3.2.4.4.12.4	Iteration 11 Functional Unit Test		4 d	Wed 9/25/13	Mon 9/30/13	3908	3910			0 hrs	Gaithersburg
3910	A2.2.3.2.4.4.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 10/1/13	Tue 10/1/13	3909		D-PMO, D-BA, D-SME	DP	14.4 hrs	Des Moines
3911	**A2.2.3.2.4.4.13**	**Module Test**		**27 d**	**Wed 10/2/13**	**Thu 11/7/13**					**0 hrs**	
3912	A2.2.3.2.4.4.13.1	Finalize Module Test Scenarios		5 d	Wed 10/2/13	Tue 10/8/13	3905	3913SS			0 hrs	Des Moines
3913	A2.2.3.2.4.4.13.2	Configure COTS/Automated Test Tools		5 d	Wed 10/2/13	Tue 10/8/13	3912SS	3914			0 hrs	Des Moines
3914	A2.2.3.2.4.4.13.3	Conduct Test Readiness Review		1 d	Wed 10/9/13	Wed 10/9/13	3913	3915			0 hrs	Des Moines
3915	A2.2.3.2.4.4.13.4	Conduct Testing		9 d	Thu 10/10/13	Tue 10/22/13	3914	3916FS-4 d			0 hrs	Gaithersburg
3916	A2.2.3.2.4.4.13.5	Correct Defects		4 d	Thu 10/17/13	Tue 10/22/13	3915FS-4 d	3917			0 hrs	Gaithersburg
3917	A2.2.3.2.4.4.13.6	Complete Regression Testing		3 d	Wed 10/23/13	Fri 10/25/13	3916	3918			0 hrs	Gaithersburg
3918	A2.2.3.2.4.4.13.7	Interim Conversion Test Results		9 d	Mon 10/28/13	Thu 11/7/13	3917				0 hrs	Des Moines
3919	**A2.2.3.2.5**	**Program Integrity Management**		**305 d**	**Thu 8/16/12**	**Wed 10/30/13**					**236.6 hrs**	
3920	**A2.2.3.2.5.1**	**Program Integrity Management**		**169 d**	**Thu 8/16/12**	**Thu 4/18/13**					**118.8 hrs**	
3921	A2.2.3.2.5.1.1	Develop Iteration Plan		2 d	Thu 8/16/12	Fri 8/17/12	2024	3923			0 hrs	Des Moines
3922	**A2.2.3.2.5.1.2**	**Iteration 1**		**16 d**	**Mon 8/20/12**	**Tue 9/11/12**					**10.8 hrs**	
3923	A2.2.3.2.5.1.2.1	Iteration 1 Kick-off		1 d	Mon 8/20/12	Mon 8/20/12	3921	3924	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines

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3924	A2.2.3.2.5.1.2.2	Iteration 1 Development		10 d	Tue 8/21/12	Tue 9/4/12	3923	3925,3928			0 hrs	Gaithersburg
3925	A2.2.3.2.5.1.2.3	Iteration 1 Functional Unit Test		4 d	Wed 9/5/12	Mon 9/10/12	3924	3926			0 hrs	Gaithersburg
3926	A2.2.3.2.5.1.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 9/11/12	Tue 9/11/12	3925		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3927	**A2.2.3.2.5.1.3**	**Iteration 2**		**17 d**	**Wed 9/5/12**	**Thu 9/27/12**					**10.8 hrs**	
3928	A2.2.3.2.5.1.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 9/5/12	Wed 9/5/12	3924	3929			0 hrs	Des Moines
3929	A2.2.3.2.5.1.3.2	Iteration 2 Kick-off		1 d	Thu 9/6/12	Thu 9/6/12	3928	3930	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3930	A2.2.3.2.5.1.3.3	Iteration 2 Development		10 d	Fri 9/7/12	Thu 9/20/12	3929	3931,3934			0 hrs	Gaithersburg
3931	A2.2.3.2.5.1.3.4	Iteration 2 Functional Unit Test		4 d	Fri 9/21/12	Wed 9/26/12	3930	3932			0 hrs	Gaithersburg
3932	A2.2.3.2.5.1.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 9/27/12	Thu 9/27/12	3931		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3933	**A2.2.3.2.5.1.4**	**Iteration 3**		**17 d**	**Fri 9/21/12**	**Mon 10/15/12**					**10.8 hrs**	
3934	A2.2.3.2.5.1.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 9/21/12	Fri 9/21/12	3930	3935			0 hrs	Des Moines
3935	A2.2.3.2.5.1.4.2	Iteration 3 Kick-off		1 d	Mon 9/24/12	Mon 9/24/12	3934	3936	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3936	A2.2.3.2.5.1.4.3	Iteration 3 Development		10 d	Tue 9/25/12	Mon 10/8/12	3935	3937,3940			0 hrs	Gaithersburg
3937	A2.2.3.2.5.1.4.4	Iteration 3 Functional Unit Test		4 d	Tue 10/9/12	Fri 10/12/12	3936	3938			0 hrs	Gaithersburg
3938	A2.2.3.2.5.1.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 10/15/12	Mon 10/15/12	3937		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3939	**A2.2.3.2.5.1.5**	**Iteration 4**		**17 d**	**Tue 10/9/12**	**Wed 10/31/12**					**10.8 hrs**	
3940	A2.2.3.2.5.1.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 10/9/12	Tue 10/9/12	3936	3941			0 hrs	Des Moines
3941	A2.2.3.2.5.1.5.2	Iteration 4 Kick-off		1 d	Wed 10/10/12	Wed 10/10/12	3940	3942	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3942	A2.2.3.2.5.1.5.3	Iteration 4 Development		10 d	Thu 10/11/12	Wed 10/24/12	3941	3943,3946			0 hrs	Gaithersburg
3943	A2.2.3.2.5.1.5.4	Iteration 4 Functional Unit Test		4 d	Thu 10/25/12	Tue 10/30/12	3942	3944			0 hrs	Gaithersburg
3944	A2.2.3.2.5.1.5.5	Iteration 4 Demonstration and Closure		1 d	Wed 10/31/12	Wed 10/31/12	3943		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3945	**A2.2.3.2.5.1.6**	**Iteration 5**		**17 d**	**Thu 10/25/12**	**Mon 11/19/12**					**10.8 hrs**	
3946	A2.2.3.2.5.1.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 10/25/12	Thu 10/25/12	3942	3947			0 hrs	Des Moines
3947	A2.2.3.2.5.1.6.2	Iteration 5 Kick-off		1 d	Fri 10/26/12	Fri 10/26/12	3946	3948	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3948	A2.2.3.2.5.1.6.3	Iteration 5 Development		10 d	Mon 10/29/12	Fri 11/9/12	3947	3949,3952			0 hrs	Gaithersburg

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3949	A2.2.3.2.5.1.6.4	Iteration 5 Functional Unit Test		4 d	Tue 11/13/12	Fri 11/16/12	3948	3950			0 hrs	Gaithersburg
3950	A2.2.3.2.5.1.6.5	Iteration 5 Demonstration and Closure		1 d	Mon 11/19/12	Mon 11/19/12	3949		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3951	**A2.2.3.2.5.1.7**	**Iteration 6**		**17 d**	**Tue 11/13/12**	**Fri 12/7/12**					**10.8 hrs**	
3952	A2.2.3.2.5.1.7.1	Iteration 6 Iteration Plan Update		1 d	Tue 11/13/12	Tue 11/13/12	3948	3953			0 hrs	Des Moines
3953	A2.2.3.2.5.1.7.2	Iteration 6 Kick-off		1 d	Wed 11/14/12	Wed 11/14/12	3952	3954	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3954	A2.2.3.2.5.1.7.3	Iteration 6 Development		10 d	Thu 11/15/12	Fri 11/30/12	3953	3955,3958			0 hrs	Gaithersburg
3955	A2.2.3.2.5.1.7.4	Iteration 6 Functional Unit Test		4 d	Mon 12/3/12	Thu 12/6/12	3954	3956			0 hrs	Gaithersburg
3956	A2.2.3.2.5.1.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 12/7/12	Fri 12/7/12	3955		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3957	**A2.2.3.2.5.1.8**	**Iteration 7**		**17 d**	**Mon 12/3/12**	**Wed 12/26/12**					**10.8 hrs**	
3958	A2.2.3.2.5.1.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 12/3/12	Mon 12/3/12	3954	3959			0 hrs	Des Moines
3959	A2.2.3.2.5.1.8.2	Iteration 7 Kick-off		1 d	Tue 12/4/12	Tue 12/4/12	3958	3960	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3960	A2.2.3.2.5.1.8.3	Iteration 7 Development		10 d	Wed 12/5/12	Tue 12/18/12	3959	3961			0 hrs	Gaithersburg
3961	A2.2.3.2.5.1.8.4	Iteration 7 Functional Unit Test		4 d	Wed 12/19/12	Mon 12/24/12	3960	3962,3964			0 hrs	Gaithersburg
3962	A2.2.3.2.5.1.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 12/26/12	Wed 12/26/12	3961		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3963	**A2.2.3.2.5.1.9**	**Iteration 8**		**17 d**	**Wed 12/26/12**	**Fri 1/18/13**					**10.8 hrs**	
3964	A2.2.3.2.5.1.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 12/26/12	Wed 12/26/12	3961	3965			0 hrs	Des Moines
3965	A2.2.3.2.5.1.9.2	Iteration 8 Kick-off		1 d	Thu 12/27/12	Thu 12/27/12	3964	3966	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3966	A2.2.3.2.5.1.9.3	Iteration 8 Development		10 d	Fri 12/28/12	Fri 1/11/13	3965	3967,3970			0 hrs	Gaithersburg
3967	A2.2.3.2.5.1.9.4	Iteration 8 Functional Unit Test		4 d	Mon 1/14/13	Thu 1/17/13	3966	3968			0 hrs	Gaithersburg
3968	A2.2.3.2.5.1.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 1/18/13	Fri 1/18/13	3967		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3969	**A2.2.3.2.5.1.10**	**Iteration 9**		**17 d**	**Mon 1/14/13**	**Wed 2/6/13**					**10.8 hrs**	
3970	A2.2.3.2.5.1.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 1/14/13	Mon 1/14/13	3966	3971			0 hrs	Des Moines
3971	A2.2.3.2.5.1.10.2	Iteration 9 Kick-off		1 d	Tue 1/15/13	Tue 1/15/13	3970	3972	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3972	A2.2.3.2.5.1.10.3	Iteration 9 Development		10 d	Wed 1/16/13	Wed 1/30/13	3971	3973,3976			0 hrs	Gaithersburg
3973	A2.2.3.2.5.1.10.4	Iteration 9 Functional Unit Test		4 d	Thu 1/31/13	Tue 2/5/13	3972	3974			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
3974	A2.2.3.2.5.1.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 2/6/13	Wed 2/6/13	3973		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3975	**A2.2.3.2.5.1.11**	**Iteration 10**		**17 d**	**Thu 1/31/13**	**Fri 2/22/13**					**10.8 hrs**	
3976	A2.2.3.2.5.1.11.1	Iteration 10 Iteration Plan Update		1 d	Thu 1/31/13	Thu 1/31/13	3972	3977			0 hrs	Des Moines
3977	A2.2.3.2.5.1.11.2	Iteration 10 Kick-off		1 d	Fri 2/1/13	Fri 2/1/13	3976	3978	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3978	A2.2.3.2.5.1.11.3	Iteration 10 Development		10 d	Mon 2/4/13	Fri 2/15/13	3977	3979,3982			0 hrs	Gaithersburg
3979	A2.2.3.2.5.1.11.4	Iteration 10 Functional Unit Test		4 d	Mon 2/18/13	Thu 2/21/13	3978	3980			0 hrs	Gaithersburg
3980	A2.2.3.2.5.1.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 2/22/13	Fri 2/22/13	3979		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3981	**A2.2.3.2.5.1.12**	**Iteration 11**		**17 d**	**Mon 2/18/13**	**Tue 3/12/13**		**3988**			**10.8 hrs**	
3982	A2.2.3.2.5.1.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 2/18/13	Mon 2/18/13	3978	3983			0 hrs	Des Moines
3983	A2.2.3.2.5.1.12.2	Iteration 11 Kick-off		1 d	Tue 2/19/13	Tue 2/19/13	3982	3984	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3984	A2.2.3.2.5.1.12.3	Iteration 11 Development		10 d	Wed 2/20/13	Tue 3/5/13	3983	3985,3996			0 hrs	Gaithersburg
3985	A2.2.3.2.5.1.12.4	Iteration 11 Functional Unit Test		4 d	Wed 3/6/13	Mon 3/11/13	3984	3986			0 hrs	Gaithersburg
3986	A2.2.3.2.5.1.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 3/12/13	Tue 3/12/13	3985		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
3987	**A2.2.3.2.5.1.13**	**Module Test**		**27 d**	**Wed 3/13/13**	**Thu 4/18/13**					**0 hrs**	
3988	A2.2.3.2.5.1.13.1	Finalize Module Test Scenarios		5 d	Wed 3/13/13	Tue 3/19/13	3981	3989SS			0 hrs	Des Moines
3989	A2.2.3.2.5.1.13.2	Configure COTS/Automated Test Tools		5 d	Wed 3/13/13	Tue 3/19/13	3988SS	3990			0 hrs	Des Moines
3990	A2.2.3.2.5.1.13.3	Conduct Test Readiness Review		1 d	Wed 3/20/13	Wed 3/20/13	3989	3991			0 hrs	Des Moines
3991	A2.2.3.2.5.1.13.4	Conduct Testing		9 d	Thu 3/21/13	Tue 4/2/13	3990	3992FS-4 d			0 hrs	Gaithersburg
3992	A2.2.3.2.5.1.13.5	Correct Defects		4 d	Thu 3/28/13	Tue 4/2/13	3991FS-4 d	3993			0 hrs	Gaithersburg
3993	A2.2.3.2.5.1.13.6	Complete Regression Testing		3 d	Wed 4/3/13	Fri 4/5/13	3992	3994			0 hrs	Gaithersburg
3994	A2.2.3.2.5.1.13.7	Interim Conversion Test Results		9 d	Mon 4/8/13	Thu 4/18/13	3993				0 hrs	Des Moines
3995	**A2.2.3.2.5.2**	**Reports**		**168 d**	**Wed 3/6/13**	**Wed 10/30/13**					**117.8 hrs**	
3996	A2.2.3.2.5.2.1	Develop Iteration Plan		1 d	Wed 3/6/13	Wed 3/6/13	3984	3998			0 hrs	Des Moines
3997	**A2.2.3.2.5.2.2**	**Iteration 1**		**16 d**	**Thu 3/7/13**	**Thu 3/28/13**					**10.8 hrs**	
3998	A2.2.3.2.5.2.2.1	Iteration 1 Kick-off		1 d	Thu 3/7/13	Thu 3/7/13	3996	3999	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
3999	A2.2.3.2.5.2.2.2	Iteration 1 Development		10 d	Fri 3/8/13	Thu 3/21/13	3998	4000,4003			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4000	A2.2.3.2.5.2.2.3	Iteration 1 Functional Unit Test		4 d	Fri 3/22/13	Wed 3/27/13	3999	4001			0 hrs	Gaithersburg
4001	A2.2.3.2.5.2.2.4	Iteration 1 Demonstration and Closure		1 d	Thu 3/28/13	Thu 3/28/13	4000		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4002	**A2.2.3.2.5.2.3**	**Iteration 2**		**17 d**	**Fri 3/22/13**	**Mon 4/15/13**					**10.8 hrs**	
4003	A2.2.3.2.5.2.3.1	Iteration 2 Iteration Plan Update		1 d	Fri 3/22/13	Fri 3/22/13	3999	4004			0 hrs	Des Moines
4004	A2.2.3.2.5.2.3.2	Iteration 2 Kick-off		1 d	Mon 3/25/13	Mon 3/25/13	4003	4005	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4005	A2.2.3.2.5.2.3.3	Iteration 2 Development		10 d	Tue 3/26/13	Mon 4/8/13	4004	4006,4009			0 hrs	Gaithersburg
4006	A2.2.3.2.5.2.3.4	Iteration 2 Functional Unit Test		4 d	Tue 4/9/13	Fri 4/12/13	4005	4007			0 hrs	Gaithersburg
4007	A2.2.3.2.5.2.3.5	Iteration 2 Demonstration and Closure		1 d	Mon 4/15/13	Mon 4/15/13	4006		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4008	**A2.2.3.2.5.2.4**	**Iteration 3**		**17 d**	**Tue 4/9/13**	**Wed 5/1/13**					**10.8 hrs**	
4009	A2.2.3.2.5.2.4.1	Iteration 3 Iteration Plan Update		1 d	Tue 4/9/13	Tue 4/9/13	4005	4010			0 hrs	Des Moines
4010	A2.2.3.2.5.2.4.2	Iteration 3 Kick-off		1 d	Wed 4/10/13	Wed 4/10/13	4009	4011	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4011	A2.2.3.2.5.2.4.3	Iteration 3 Development		10 d	Thu 4/11/13	Wed 4/24/13	4010	4012,4015			0 hrs	Gaithersburg
4012	A2.2.3.2.5.2.4.4	Iteration 3 Functional Unit Test		4 d	Thu 4/25/13	Tue 4/30/13	4011	4013			0 hrs	Gaithersburg
4013	A2.2.3.2.5.2.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 5/1/13	Wed 5/1/13	4012		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4014	**A2.2.3.2.5.2.5**	**Iteration 4**		**17 d**	**Thu 4/25/13**	**Fri 5/17/13**					**10.8 hrs**	
4015	A2.2.3.2.5.2.5.1	Iteration 4 Iteration Plan Update		1 d	Thu 4/25/13	Thu 4/25/13	4011	4016			0 hrs	Des Moines
4016	A2.2.3.2.5.2.5.2	Iteration 4 Kick-off		1 d	Fri 4/26/13	Fri 4/26/13	4015	4017	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4017	A2.2.3.2.5.2.5.3	Iteration 4 Development		10 d	Mon 4/29/13	Fri 5/10/13	4016	4018,4021			0 hrs	Gaithersburg
4018	A2.2.3.2.5.2.5.4	Iteration 4 Functional Unit Test		4 d	Mon 5/13/13	Thu 5/16/13	4017	4019			0 hrs	Gaithersburg
4019	A2.2.3.2.5.2.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 5/17/13	Fri 5/17/13	4018		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4020	**A2.2.3.2.5.2.6**	**Iteration 5**		**17 d**	**Mon 5/13/13**	**Wed 6/5/13**					**10.8 hrs**	
4021	A2.2.3.2.5.2.6.1	Iteration 5 Iteration Plan Update		1 d	Mon 5/13/13	Mon 5/13/13	4017	4022			0 hrs	Des Moines
4022	A2.2.3.2.5.2.6.2	Iteration 5 Kick-off		1 d	Tue 5/14/13	Tue 5/14/13	4021	4023	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4023	A2.2.3.2.5.2.6.3	Iteration 5 Development		10 d	Wed 5/15/13	Wed 5/29/13	4022	4024,4027			0 hrs	Gaithersburg
4024	A2.2.3.2.5.2.6.4	Iteration 5 Functional Unit Test		4 d	Thu 5/30/13	Tue 6/4/13	4023	4025			0 hrs	Gaithersburg

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4025	A2.2.3.2.5.2.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 6/5/13	Wed 6/5/13	4024		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4026	**A2.2.3.2.5.2.7**	**Iteration 6**		**17 d**	**Thu 5/30/13**	**Fri 6/21/13**					**9.8 hrs**	
4027	A2.2.3.2.5.2.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 5/30/13	Thu 5/30/13	4023	4028			0 hrs	Des Moines
4028	A2.2.3.2.5.2.7.2	Iteration 6 Kick-off		1 d	Fri 5/31/13	Fri 5/31/13	4027	4029	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4029	A2.2.3.2.5.2.7.3	Iteration 6 Development		10 d	Mon 6/3/13	Fri 6/14/13	4028	4030,4033			0 hrs	Gaithersburg
4030	A2.2.3.2.5.2.7.4	Iteration 6 Functional Unit Test		4 d	Mon 6/17/13	Thu 6/20/13	4029	4031			0 hrs	Gaithersburg
4031	A2.2.3.2.5.2.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 6/21/13	Fri 6/21/13	4030		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
4032	**A2.2.3.2.5.2.8**	**Iteration 7**		**17 d**	**Mon 6/17/13**	**Wed 7/10/13**					**10.8 hrs**	
4033	A2.2.3.2.5.2.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 6/17/13	Mon 6/17/13	4029	4034			0 hrs	Des Moines
4034	A2.2.3.2.5.2.8.2	Iteration 7 Kick-off		1 d	Tue 6/18/13	Tue 6/18/13	4033	4035	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4035	A2.2.3.2.5.2.8.3	Iteration 7 Development		10 d	Wed 6/19/13	Tue 7/2/13	4034	4036			0 hrs	Gaithersburg
4036	A2.2.3.2.5.2.8.4	Iteration 7 Functional Unit Test		4 d	Wed 7/3/13	Tue 7/9/13	4035	4037,4039			0 hrs	Gaithersburg
4037	A2.2.3.2.5.2.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 7/10/13	Wed 7/10/13	4036		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4038	**A2.2.3.2.5.2.9**	**Iteration 8**		**17 d**	**Wed 7/10/13**	**Thu 8/1/13**					**10.8 hrs**	
4039	A2.2.3.2.5.2.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 7/10/13	Wed 7/10/13	4036	4040			0 hrs	Des Moines
4040	A2.2.3.2.5.2.9.2	Iteration 8 Kick-off		1 d	Thu 7/11/13	Thu 7/11/13	4039	4041	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4041	A2.2.3.2.5.2.9.3	Iteration 8 Development		10 d	Fri 7/12/13	Thu 7/25/13	4040	4042,4045			0 hrs	Gaithersburg
4042	A2.2.3.2.5.2.9.4	Iteration 8 Functional Unit Test		4 d	Fri 7/26/13	Wed 7/31/13	4041	4043			0 hrs	Gaithersburg
4043	A2.2.3.2.5.2.9.5	Iteration 8 Demonstration and Closure		1 d	Thu 8/1/13	Thu 8/1/13	4042		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4044	**A2.2.3.2.5.2.10**	**Iteration 9**		**17 d**	**Fri 7/26/13**	**Mon 8/19/13**					**10.8 hrs**	
4045	A2.2.3.2.5.2.10.1	Iteration 9 Iteration Plan Update		1 d	Fri 7/26/13	Fri 7/26/13	4041	4046			0 hrs	Des Moines
4046	A2.2.3.2.5.2.10.2	Iteration 9 Kick-off		1 d	Mon 7/29/13	Mon 7/29/13	4045	4047	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4047	A2.2.3.2.5.2.10.3	Iteration 9 Development		10 d	Tue 7/30/13	Mon 8/12/13	4046	4048,4051			0 hrs	Gaithersburg
4048	A2.2.3.2.5.2.10.4	Iteration 9 Functional Unit Test		4 d	Tue 8/13/13	Fri 8/16/13	4047	4049			0 hrs	Gaithersburg

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4049	A2.2.3.2.5.2.10.5	Iteration 9 Demonstration and Closure		1 d	Mon 8/19/13	Mon 8/19/13	4048		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4050	**A2.2.3.2.5.2.11**	**Iteration 10**		**17 d**	**Tue 8/13/13**	**Thu 9/5/13**					**10.8 hrs**	
4051	A2.2.3.2.5.2.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 8/13/13	Tue 8/13/13	4047	4052			0 hrs	Des Moines
4052	A2.2.3.2.5.2.11.2	Iteration 10 Kick-off		1 d	Wed 8/14/13	Wed 8/14/13	4051	4053	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4053	A2.2.3.2.5.2.11.3	Iteration 10 Development		10 d	Thu 8/15/13	Wed 8/28/13	4052	4054,4057			0 hrs	Gaithersburg
4054	A2.2.3.2.5.2.11.4	Iteration 10 Functional Unit Test		4 d	Thu 8/29/13	Wed 9/4/13	4053	4055			0 hrs	Gaithersburg
4055	A2.2.3.2.5.2.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 9/5/13	Thu 9/5/13	4054		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4056	**A2.2.3.2.5.2.12**	**Iteration 11**		**17 d**	**Thu 8/29/13**	**Mon 9/23/13**		**4063**			**10.8 hrs**	
4057	A2.2.3.2.5.2.12.1	Iteration 11 Iteration Plan Update		1 d	Thu 8/29/13	Thu 8/29/13	4053	4058			0 hrs	Des Moines
4058	A2.2.3.2.5.2.12.2	Iteration 11 Kick-off		1 d	Fri 8/30/13	Fri 8/30/13	4057	4059	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4059	A2.2.3.2.5.2.12.3	Iteration 11 Development		10 d	Tue 9/3/13	Mon 9/16/13	4058	4060			0 hrs	Gaithersburg
4060	A2.2.3.2.5.2.12.4	Iteration 11 Functional Unit Test		4 d	Tue 9/17/13	Fri 9/20/13	4059	4061			0 hrs	Gaithersburg
4061	A2.2.3.2.5.2.12.5	Iteration 11 Demonstration and Closure		1 d	Mon 9/23/13	Mon 9/23/13	4060		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4062	**A2.2.3.2.5.2.13**	**Module Test**		**27 d**	**Tue 9/24/13**	**Wed 10/30/13**					**0 hrs**	
4063	A2.2.3.2.5.2.13.1	Finalize Module Test Scenarios		5 d	Tue 9/24/13	Mon 9/30/13	4056	4064SS			0 hrs	Des Moines
4064	A2.2.3.2.5.2.13.2	Configure COTS/Automated Test Tools		5 d	Tue 9/24/13	Mon 9/30/13	4063SS	4065			0 hrs	Des Moines
4065	A2.2.3.2.5.2.13.3	Conduct Test Readiness Review		1 d	Tue 10/1/13	Tue 10/1/13	4064	4066			0 hrs	Des Moines
4066	A2.2.3.2.5.2.13.4	Conduct Testing		9 d	Wed 10/2/13	Mon 10/14/13	4065	4067FS-4 d			0 hrs	Gaithersburg
4067	A2.2.3.2.5.2.13.5	Correct Defects		4 d	Wed 10/9/13	Mon 10/14/13	4066FS-4 d	4068			0 hrs	Gaithersburg
4068	A2.2.3.2.5.2.13.6	Complete Regression Testing		3 d	Tue 10/15/13	Thu 10/17/13	4067	4069			0 hrs	Gaithersburg
4069	A2.2.3.2.5.2.13.7	Interim Conversion Test Results		9 d	Fri 10/18/13	Wed 10/30/13	4068				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4070	**A2.2.3.2.6**	**Care Management**		**304 d**	**Fri 8/31/12**	**Thu 11/14/13**			**SBA#5, BA#5, APS#39, APS#40, APS#41, APS#42, APS#43, APS#44, PA#23, APS#45, APS#46, TST#11, APS#47, APS#48, PA#46**	**TN**	**39,114.8 hrs**	
4071	**A2.2.3.2.6.1**	**Managed Care**		**169 d**	**Fri 8/31/12**	**Fri 5/3/13**					**118.8 hrs**	
4072	A2.2.3.2.6.1.1	Develop Iteration Plan		2 d	Fri 8/31/12	Tue 9/4/12	2044	4074			0 hrs	Des Moines
4073	**A2.2.3.2.6.1.2**	**Iteration 1**		**16 d**	**Wed 9/5/12**	**Wed 9/26/12**					**10.8 hrs**	
4074	A2.2.3.2.6.1.2.1	Iteration 1 Kick-off		1 d	Wed 9/5/12	Wed 9/5/12	4072	4075	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4075	A2.2.3.2.6.1.2.2	Iteration 1 Development		10 d	Thu 9/6/12	Wed 9/19/12	4074	4076,4079			0 hrs	Gaithersburg
4076	A2.2.3.2.6.1.2.3	Iteration 1 Functional Unit Test		4 d	Thu 9/20/12	Tue 9/25/12	4075	4077			0 hrs	Gaithersburg
4077	A2.2.3.2.6.1.2.4	Iteration 1 Demonstration and Closure		1 d	Wed 9/26/12	Wed 9/26/12	4076		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4078	**A2.2.3.2.6.1.3**	**Iteration 2**		**17 d**	**Thu 9/20/12**	**Fri 10/12/12**					**10.8 hrs**	
4079	A2.2.3.2.6.1.3.1	Iteration 2 Iteration Plan Update		1 d	Thu 9/20/12	Thu 9/20/12	4075	4080			0 hrs	Des Moines
4080	A2.2.3.2.6.1.3.2	Iteration 2 Kick-off		1 d	Fri 9/21/12	Fri 9/21/12	4079	4081	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4081	A2.2.3.2.6.1.3.3	Iteration 2 Development		10 d	Mon 9/24/12	Fri 10/5/12	4080	4082,4085			0 hrs	Gaithersburg
4082	A2.2.3.2.6.1.3.4	Iteration 2 Functional Unit Test		4 d	Mon 10/8/12	Thu 10/11/12	4081	4083			0 hrs	Gaithersburg
4083	A2.2.3.2.6.1.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 10/12/12	Fri 10/12/12	4082		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4084	**A2.2.3.2.6.1.4**	**Iteration 3**		**17 d**	**Mon 10/8/12**	**Tue 10/30/12**					**10.8 hrs**	
4085	A2.2.3.2.6.1.4.1	Iteration 3 Iteration Plan Update		1 d	Mon 10/8/12	Mon 10/8/12	4081	4086			0 hrs	Des Moines
4086	A2.2.3.2.6.1.4.2	Iteration 3 Kick-off		1 d	Tue 10/9/12	Tue 10/9/12	4085	4087	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4087	A2.2.3.2.6.1.4.3	Iteration 3 Development		10 d	Wed 10/10/12	Tue 10/23/12	4086	4088,4091			0 hrs	Gaithersburg
4088	A2.2.3.2.6.1.4.4	Iteration 3 Functional Unit Test		4 d	Wed 10/24/12	Mon 10/29/12	4087	4089			0 hrs	Gaithersburg
4089	A2.2.3.2.6.1.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 10/30/12	Tue 10/30/12	4088		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4090	**A2.2.3.2.6.1.5**	**Iteration 4**		**17 d**	**Wed 10/24/12**	**Fri 11/16/12**					**10.8 hrs**	
4091	A2.2.3.2.6.1.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 10/24/12	Wed 10/24/12	4087	4092			0 hrs	Des Moines
4092	A2.2.3.2.6.1.5.2	Iteration 4 Kick-off		1 d	Thu 10/25/12	Thu 10/25/12	4091	4093	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4093	A2.2.3.2.6.1.5.3	Iteration 4 Development		10 d	Fri 10/26/12	Thu 11/8/12	4092	4094,4097			0 hrs	Gaithersburg
4094	A2.2.3.2.6.1.5.4	Iteration 4 Functional Unit Test		4 d	Fri 11/9/12	Thu 11/15/12	4093	4095			0 hrs	Gaithersburg
4095	A2.2.3.2.6.1.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 11/16/12	Fri 11/16/12	4094		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4096	**A2.2.3.2.6.1.6**	**Iteration 5**		**17 d**	**Fri 11/9/12**	**Thu 12/6/12**					**10.8 hrs**	
4097	A2.2.3.2.6.1.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 11/9/12	Fri 11/9/12	4093	4098			0 hrs	Des Moines
4098	A2.2.3.2.6.1.6.2	Iteration 5 Kick-off		1 d	Tue 11/13/12	Tue 11/13/12	4097	4099	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4099	A2.2.3.2.6.1.6.3	Iteration 5 Development		10 d	Wed 11/14/12	Thu 11/29/12	4098	4100,4103			0 hrs	Gaithersburg
4100	A2.2.3.2.6.1.6.4	Iteration 5 Functional Unit Test		4 d	Fri 11/30/12	Wed 12/5/12	4099	4101			0 hrs	Gaithersburg
4101	A2.2.3.2.6.1.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 12/6/12	Thu 12/6/12	4100		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4102	**A2.2.3.2.6.1.7**	**Iteration 6**		**17 d**	**Fri 11/30/12**	**Mon 12/24/12**					**10.8 hrs**	
4103	A2.2.3.2.6.1.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 11/30/12	Fri 11/30/12	4099	4104			0 hrs	Des Moines
4104	A2.2.3.2.6.1.7.2	Iteration 6 Kick-off		1 d	Mon 12/3/12	Mon 12/3/12	4103	4105	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4105	A2.2.3.2.6.1.7.3	Iteration 6 Development		10 d	Tue 12/4/12	Mon 12/17/12	4104	4106,4109			0 hrs	Gaithersburg
4106	A2.2.3.2.6.1.7.4	Iteration 6 Functional Unit Test		4 d	Tue 12/18/12	Fri 12/21/12	4105	4107			0 hrs	Gaithersburg
4107	A2.2.3.2.6.1.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 12/24/12	Mon 12/24/12	4106		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4108	**A2.2.3.2.6.1.8**	**Iteration 7**		**17 d**	**Tue 12/18/12**	**Fri 1/11/13**					**10.8 hrs**	
4109	A2.2.3.2.6.1.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 12/18/12	Tue 12/18/12	4105	4110			0 hrs	Des Moines
4110	A2.2.3.2.6.1.8.2	Iteration 7 Kick-off		1 d	Wed 12/19/12	Wed 12/19/12	4109	4111	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4111	A2.2.3.2.6.1.8.3	Iteration 7 Development		10 d	Thu 12/20/12	Fri 1/4/13	4110	4112			0 hrs	Gaithersburg
4112	A2.2.3.2.6.1.8.4	Iteration 7 Functional Unit Test		4 d	Mon 1/7/13	Thu 1/10/13	4111	4113,4115			0 hrs	Gaithersburg
4113	A2.2.3.2.6.1.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 1/11/13	Fri 1/11/13	4112		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4114	**A2.2.3.2.6.1.9**	**Iteration 8**		**17 d**	**Fri 1/11/13**	**Tue 2/5/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4115	A2.2.3.2.6.1.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 1/11/13	Fri 1/11/13	4112	4116			0 hrs	Des Moines
4116	A2.2.3.2.6.1.9.2	Iteration 8 Kick-off		1 d	Mon 1/14/13	Mon 1/14/13	4115	4117	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4117	A2.2.3.2.6.1.9.3	Iteration 8 Development		10 d	Tue 1/15/13	Tue 1/29/13	4116	4118,4121			0 hrs	Gaithersburg
4118	A2.2.3.2.6.1.9.4	Iteration 8 Functional Unit Test		4 d	Wed 1/30/13	Mon 2/4/13	4117	4119			0 hrs	Gaithersburg
4119	A2.2.3.2.6.1.9.5	Iteration 8 Demonstration and Closure		1 d	Tue 2/5/13	Tue 2/5/13	4118		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4120	**A2.2.3.2.6.1.10**	**Iteration 9**		**17 d**	**Wed 1/30/13**	**Thu 2/21/13**					**10.8 hrs**	
4121	A2.2.3.2.6.1.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 1/30/13	Wed 1/30/13	4117	4122			0 hrs	Des Moines
4122	A2.2.3.2.6.1.10.2	Iteration 9 Kick-off		1 d	Thu 1/31/13	Thu 1/31/13	4121	4123	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4123	A2.2.3.2.6.1.10.3	Iteration 9 Development		10 d	Fri 2/1/13	Thu 2/14/13	4122	4124,4127			0 hrs	Gaithersburg
4124	A2.2.3.2.6.1.10.4	Iteration 9 Functional Unit Test		4 d	Fri 2/15/13	Wed 2/20/13	4123	4125			0 hrs	Gaithersburg
4125	A2.2.3.2.6.1.10.5	Iteration 9 Demonstration and Closure		1 d	Thu 2/21/13	Thu 2/21/13	4124		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4126	**A2.2.3.2.6.1.11**	**Iteration 10**		**17 d**	**Fri 2/15/13**	**Mon 3/11/13**					**10.8 hrs**	
4127	A2.2.3.2.6.1.11.1	Iteration 10 Iteration Plan Update		1 d	Fri 2/15/13	Fri 2/15/13	4123	4128			0 hrs	Des Moines
4128	A2.2.3.2.6.1.11.2	Iteration 10 Kick-off		1 d	Mon 2/18/13	Mon 2/18/13	4127	4129	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4129	A2.2.3.2.6.1.11.3	Iteration 10 Development		10 d	Tue 2/19/13	Mon 3/4/13	4128	4130,4133			0 hrs	Gaithersburg
4130	A2.2.3.2.6.1.11.4	Iteration 10 Functional Unit Test		4 d	Tue 3/5/13	Fri 3/8/13	4129	4131			0 hrs	Gaithersburg
4131	A2.2.3.2.6.1.11.5	Iteration 10 Demonstration and Closure		1 d	Mon 3/11/13	Mon 3/11/13	4130		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4132	**A2.2.3.2.6.1.12**	**Iteration 11**		**17 d**	**Tue 3/5/13**	**Wed 3/27/13**		**4139**			**10.8 hrs**	
4133	A2.2.3.2.6.1.12.1	Iteration 11 Iteration Plan Update		1 d	Tue 3/5/13	Tue 3/5/13	4129	4134			0 hrs	Des Moines
4134	A2.2.3.2.6.1.12.2	Iteration 11 Kick-off		1 d	Wed 3/6/13	Wed 3/6/13	4133	4135	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4135	A2.2.3.2.6.1.12.3	Iteration 11 Development		10 d	Thu 3/7/13	Wed 3/20/13	4134	4136			0 hrs	Gaithersburg
4136	A2.2.3.2.6.1.12.4	Iteration 11 Functional Unit Test		4 d	Thu 3/21/13	Tue 3/26/13	4135	4137			0 hrs	Gaithersburg
4137	A2.2.3.2.6.1.12.5	Iteration 11 Demonstration and Closure		1 d	Wed 3/27/13	Wed 3/27/13	4136		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4138	**A2.2.3.2.6.1.13**	**Module Test**		**27 d**	**Thu 3/28/13**	**Fri 5/3/13**					**0 hrs**	
4139	A2.2.3.2.6.1.13.1	Finalize Module Test Scenarios		5 d	Thu 3/28/13	Wed 4/3/13	4132	4140SS			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4140	A2.2.3.2.6.1.13.2	Configure COTS/Automated Test Tools		5 d	Thu 3/28/13	Wed 4/3/13	4139SS	4141			0 hrs	Des Moines
4141	A2.2.3.2.6.1.13.3	Conduct Test Readiness Review		1 d	Thu 4/4/13	Thu 4/4/13	4140	4142			0 hrs	Des Moines
4142	A2.2.3.2.6.1.13.4	Conduct Testing		9 d	Fri 4/5/13	Wed 4/17/13	4141	4143FS-4 d			0 hrs	Gaithersburg
4143	A2.2.3.2.6.1.13.5	Correct Defects		4 d	Fri 4/12/13	Wed 4/17/13	4142FS-4 d	4144			0 hrs	Gaithersburg
4144	A2.2.3.2.6.1.13.6	Complete Regression Testing		3 d	Thu 4/18/13	Mon 4/22/13	4143	4145			0 hrs	Gaithersburg
4145	A2.2.3.2.6.1.13.7	Interim Conversion Test Results		9 d	Tue 4/23/13	Fri 5/3/13	4144				0 hrs	Des Moines
4146	**A2.2.3.2.6.2**	**Managed Care Organization**		**168 d**	**Fri 8/31/12**	**Thu 5/2/13**					**117.8 hrs**	
4147	A2.2.3.2.6.2.1	Develop Iteration Plan		1 d	Fri 8/31/12	Fri 8/31/12	2044	4149			0 hrs	Des Moines
4148	**A2.2.3.2.6.2.2**	**Iteration 1**		**16 d**	**Tue 9/4/12**	**Tue 9/25/12**					**10.8 hrs**	
4149	A2.2.3.2.6.2.2.1	Iteration 1 Kick-off		1 d	Tue 9/4/12	Tue 9/4/12	4147	4150	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4150	A2.2.3.2.6.2.2.2	Iteration 1 Development		10 d	Wed 9/5/12	Tue 9/18/12	4149	4151,4154			0 hrs	Gaithersburg
4151	A2.2.3.2.6.2.2.3	Iteration 1 Functional Unit Test		4 d	Wed 9/19/12	Mon 9/24/12	4150	4152			0 hrs	Gaithersburg
4152	A2.2.3.2.6.2.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 9/25/12	Tue 9/25/12	4151		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4153	**A2.2.3.2.6.2.3**	**Iteration 2**		**17 d**	**Wed 9/19/12**	**Thu 10/11/12**					**10.8 hrs**	
4154	A2.2.3.2.6.2.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 9/19/12	Wed 9/19/12	4150	4155			0 hrs	Des Moines
4155	A2.2.3.2.6.2.3.2	Iteration 2 Kick-off		1 d	Thu 9/20/12	Thu 9/20/12	4154	4156	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4156	A2.2.3.2.6.2.3.3	Iteration 2 Development		10 d	Fri 9/21/12	Thu 10/4/12	4155	4157,4160			0 hrs	Gaithersburg
4157	A2.2.3.2.6.2.3.4	Iteration 2 Functional Unit Test		4 d	Fri 10/5/12	Wed 10/10/12	4156	4158			0 hrs	Gaithersburg
4158	A2.2.3.2.6.2.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 10/11/12	Thu 10/11/12	4157		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4159	**A2.2.3.2.6.2.4**	**Iteration 3**		**17 d**	**Fri 10/5/12**	**Mon 10/29/12**					**10.8 hrs**	
4160	A2.2.3.2.6.2.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 10/5/12	Fri 10/5/12	4156	4161			0 hrs	Des Moines
4161	A2.2.3.2.6.2.4.2	Iteration 3 Kick-off		1 d	Mon 10/8/12	Mon 10/8/12	4160	4162	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4162	A2.2.3.2.6.2.4.3	Iteration 3 Development		10 d	Tue 10/9/12	Mon 10/22/12	4161	4163,4166			0 hrs	Gaithersburg
4163	A2.2.3.2.6.2.4.4	Iteration 3 Functional Unit Test		4 d	Tue 10/23/12	Fri 10/26/12	4162	4164			0 hrs	Gaithersburg
4164	A2.2.3.2.6.2.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 10/29/12	Mon 10/29/12	4163		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4165	**A2.2.3.2.6.2.5**	**Iteration 4**		**17 d**	**Tue 10/23/12**	**Thu 11/15/12**					**10.8 hrs**	

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4166	A2.2.3.2.6.2.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 10/23/12	Tue 10/23/12	4162	4167			0 hrs	Des Moines
4167	A2.2.3.2.6.2.5.2	Iteration 4 Kick-off		1 d	Wed 10/24/12	Wed 10/24/12	4166	4168	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4168	A2.2.3.2.6.2.5.3	Iteration 4 Development		10 d	Thu 10/25/12	Wed 11/7/12	4167	4169,4172			0 hrs	Gaithersburg
4169	A2.2.3.2.6.2.5.4	Iteration 4 Functional Unit Test		4 d	Thu 11/8/12	Wed 11/14/12	4168	4170			0 hrs	Gaithersburg
4170	A2.2.3.2.6.2.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 11/15/12	Thu 11/15/12	4169		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4171	**A2.2.3.2.6.2.6**	**Iteration 5**		**17 d**	**Thu 11/8/12**	**Wed 12/5/12**					**9.8 hrs**	
4172	A2.2.3.2.6.2.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 11/8/12	Thu 11/8/12	4168	4173			0 hrs	Des Moines
4173	A2.2.3.2.6.2.6.2	Iteration 5 Kick-off		1 d	Fri 11/9/12	Fri 11/9/12	4172	4174	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4174	A2.2.3.2.6.2.6.3	Iteration 5 Development		10 d	Tue 11/13/12	Wed 11/28/12	4173	4175,4178			0 hrs	Gaithersburg
4175	A2.2.3.2.6.2.6.4	Iteration 5 Functional Unit Test		4 d	Thu 11/29/12	Tue 12/4/12	4174	4176			0 hrs	Gaithersburg
4176	A2.2.3.2.6.2.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 12/5/12	Wed 12/5/12	4175		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
4177	**A2.2.3.2.6.2.7**	**Iteration 6**		**17 d**	**Thu 11/29/12**	**Fri 12/21/12**					**10.8 hrs**	
4178	A2.2.3.2.6.2.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 11/29/12	Thu 11/29/12	4174	4179			0 hrs	Des Moines
4179	A2.2.3.2.6.2.7.2	Iteration 6 Kick-off		1 d	Fri 11/30/12	Fri 11/30/12	4178	4180	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4180	A2.2.3.2.6.2.7.3	Iteration 6 Development		10 d	Mon 12/3/12	Fri 12/14/12	4179	4181,4184			0 hrs	Gaithersburg
4181	A2.2.3.2.6.2.7.4	Iteration 6 Functional Unit Test		4 d	Mon 12/17/12	Thu 12/20/12	4180	4182			0 hrs	Gaithersburg
4182	A2.2.3.2.6.2.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 12/21/12	Fri 12/21/12	4181		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4183	**A2.2.3.2.6.2.8**	**Iteration 7**		**17 d**	**Mon 12/17/12**	**Thu 1/10/13**					**10.8 hrs**	
4184	A2.2.3.2.6.2.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 12/17/12	Mon 12/17/12	4180	4185			0 hrs	Des Moines
4185	A2.2.3.2.6.2.8.2	Iteration 7 Kick-off		1 d	Tue 12/18/12	Tue 12/18/12	4184	4186	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4186	A2.2.3.2.6.2.8.3	Iteration 7 Development		10 d	Wed 12/19/12	Thu 1/3/13	4185	4187			0 hrs	Gaithersburg
4187	A2.2.3.2.6.2.8.4	Iteration 7 Functional Unit Test		4 d	Fri 1/4/13	Wed 1/9/13	4186	4188,4190			0 hrs	Gaithersburg
4188	A2.2.3.2.6.2.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 1/10/13	Thu 1/10/13	4187		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4189	**A2.2.3.2.6.2.9**	**Iteration 8**		**17 d**	**Thu 1/10/13**	**Mon 2/4/13**					**10.8 hrs**	
4190	A2.2.3.2.6.2.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 1/10/13	Thu 1/10/13	4187	4191			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4191	A2.2.3.2.6.2.9.2	Iteration 8 Kick-off		1 d	Fri 1/11/13	Fri 1/11/13	4190	4192	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4192	A2.2.3.2.6.2.9.3	Iteration 8 Development		10 d	Mon 1/14/13	Mon 1/28/13	4191	4193,4196			0 hrs	Gaithersburg
4193	A2.2.3.2.6.2.9.4	Iteration 8 Functional Unit Test		4 d	Tue 1/29/13	Fri 2/1/13	4192	4194			0 hrs	Gaithersburg
4194	A2.2.3.2.6.2.9.5	Iteration 8 Demonstration and Closure		1 d	Mon 2/4/13	Mon 2/4/13	4193		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4195	**A2.2.3.2.6.2.10**	**Iteration 9**		**17 d**	**Tue 1/29/13**	**Wed 2/20/13**					**10.8 hrs**	
4196	A2.2.3.2.6.2.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 1/29/13	Tue 1/29/13	4192	4197			0 hrs	Des Moines
4197	A2.2.3.2.6.2.10.2	Iteration 9 Kick-off		1 d	Wed 1/30/13	Wed 1/30/13	4196	4198	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4198	A2.2.3.2.6.2.10.3	Iteration 9 Development		10 d	Thu 1/31/13	Wed 2/13/13	4197	4199,4202			0 hrs	Gaithersburg
4199	A2.2.3.2.6.2.10.4	Iteration 9 Functional Unit Test		4 d	Thu 2/14/13	Tue 2/19/13	4198	4200			0 hrs	Gaithersburg
4200	A2.2.3.2.6.2.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 2/20/13	Wed 2/20/13	4199		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4201	**A2.2.3.2.6.2.11**	**Iteration 10**		**17 d**	**Thu 2/14/13**	**Fri 3/8/13**					**10.8 hrs**	
4202	A2.2.3.2.6.2.11.1	Iteration 10 Iteration Plan Update		1 d	Thu 2/14/13	Thu 2/14/13	4198	4203			0 hrs	Des Moines
4203	A2.2.3.2.6.2.11.2	Iteration 10 Kick-off		1 d	Fri 2/15/13	Fri 2/15/13	4202	4204	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4204	A2.2.3.2.6.2.11.3	Iteration 10 Development		10 d	Mon 2/18/13	Fri 3/1/13	4203	4205,4208			0 hrs	Gaithersburg
4205	A2.2.3.2.6.2.11.4	Iteration 10 Functional Unit Test		4 d	Mon 3/4/13	Thu 3/7/13	4204	4206			0 hrs	Gaithersburg
4206	A2.2.3.2.6.2.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 3/8/13	Fri 3/8/13	4205		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4207	**A2.2.3.2.6.2.12**	**Iteration 11**		**17 d**	**Mon 3/4/13**	**Tue 3/26/13**		**4214**			**10.8 hrs**	
4208	A2.2.3.2.6.2.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 3/4/13	Mon 3/4/13	4204	4209			0 hrs	Des Moines
4209	A2.2.3.2.6.2.12.2	Iteration 11 Kick-off		1 d	Tue 3/5/13	Tue 3/5/13	4208	4210	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4210	A2.2.3.2.6.2.12.3	Iteration 11 Development		10 d	Wed 3/6/13	Tue 3/19/13	4209	2,4447,4522			0 hrs	Gaithersburg
4211	A2.2.3.2.6.2.12.4	Iteration 11 Functional Unit Test		4 d	Wed 3/20/13	Mon 3/25/13	4210	4212			0 hrs	Gaithersburg
4212	A2.2.3.2.6.2.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 3/26/13	Tue 3/26/13	4211		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4213	**A2.2.3.2.6.2.13**	**Module Test**		**27 d**	**Wed 3/27/13**	**Thu 5/2/13**					**0 hrs**	
4214	A2.2.3.2.6.2.13.1	Finalize Module Test Scenarios		5 d	Wed 3/27/13	Tue 4/2/13	4207	4215SS			0 hrs	Des Moines
4215	A2.2.3.2.6.2.13.2	Configure COTS/Automated Test Tools		5 d	Wed 3/27/13	Tue 4/2/13	4214SS	4216			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4216	A2.2.3.2.6.2.13.3	Conduct Test Readiness Review		1 d	Wed 4/3/13	Wed 4/3/13	4215	4217			0 hrs	Des Moines
4217	A2.2.3.2.6.2.13.4	Conduct Testing		9 d	Thu 4/4/13	Tue 4/16/13	4216	4218FS-4 d			0 hrs	Gaithersburg
4218	A2.2.3.2.6.2.13.5	Correct Defects		4 d	Thu 4/11/13	Tue 4/16/13	4217FS-4 d	4219			0 hrs	Gaithersburg
4219	A2.2.3.2.6.2.13.6	Complete Regression Testing		3 d	Wed 4/17/13	Fri 4/19/13	4218	4220			0 hrs	Gaithersburg
4220	A2.2.3.2.6.2.13.7	Interim Conversion Test Results		9 d	Mon 4/22/13	Thu 5/2/13	4219				0 hrs	Des Moines
4221	**A2.2.3.2.6.3**	**Primary Care Case Manager (PCCM) and Medical Home and Managed**		**168 d**	**Fri 8/31/12**	**Thu 5/2/13**					**118.8 hrs**	
4222	A2.2.3.2.6.3.1	Develop Iteration Plan		1 d	Fri 8/31/12	Fri 8/31/12	2044	4224			0 hrs	Des Moines
4223	**A2.2.3.2.6.3.2**	**Iteration 1**		**16 d**	**Tue 9/4/12**	**Tue 9/25/12**					**10.8 hrs**	
4224	A2.2.3.2.6.3.2.1	Iteration 1 Kick-off		1 d	Tue 9/4/12	Tue 9/4/12	4222	4225	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4225	A2.2.3.2.6.3.2.2	Iteration 1 Development		10 d	Wed 9/5/12	Tue 9/18/12	4224	4226,4229			0 hrs	Gaithersburg
4226	A2.2.3.2.6.3.2.3	Iteration 1 Functional Unit Test		4 d	Wed 9/19/12	Mon 9/24/12	4225	4227			0 hrs	Gaithersburg
4227	A2.2.3.2.6.3.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 9/25/12	Tue 9/25/12	4226		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4228	**A2.2.3.2.6.3.3**	**Iteration 2**		**17 d**	**Wed 9/19/12**	**Thu 10/11/12**					**10.8 hrs**	
4229	A2.2.3.2.6.3.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 9/19/12	Wed 9/19/12	4225	4230			0 hrs	Des Moines
4230	A2.2.3.2.6.3.3.2	Iteration 2 Kick-off		1 d	Thu 9/20/12	Thu 9/20/12	4229	4231	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4231	A2.2.3.2.6.3.3.3	Iteration 2 Development		10 d	Fri 9/21/12	Thu 10/4/12	4230	4232,4235			0 hrs	Gaithersburg
4232	A2.2.3.2.6.3.3.4	Iteration 2 Functional Unit Test		4 d	Fri 10/5/12	Wed 10/10/12	4231	4233			0 hrs	Gaithersburg
4233	A2.2.3.2.6.3.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 10/11/12	Thu 10/11/12	4232		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4234	**A2.2.3.2.6.3.4**	**Iteration 3**		**17 d**	**Fri 10/5/12**	**Mon 10/29/12**					**10.8 hrs**	
4235	A2.2.3.2.6.3.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 10/5/12	Fri 10/5/12	4231	4236			0 hrs	Des Moines
4236	A2.2.3.2.6.3.4.2	Iteration 3 Kick-off		1 d	Mon 10/8/12	Mon 10/8/12	4235	4237	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4237	A2.2.3.2.6.3.4.3	Iteration 3 Development		10 d	Tue 10/9/12	Mon 10/22/12	4236	4238,4241			0 hrs	Gaithersburg
4238	A2.2.3.2.6.3.4.4	Iteration 3 Functional Unit Test		4 d	Tue 10/23/12	Fri 10/26/12	4237	4239			0 hrs	Gaithersburg
4239	A2.2.3.2.6.3.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 10/29/12	Mon 10/29/12	4238		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4240	**A2.2.3.2.6.3.5**	**Iteration 4**		**17 d**	**Tue 10/23/12**	**Thu 11/15/12**					**10.8 hrs**	
4241	A2.2.3.2.6.3.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 10/23/12	Tue 10/23/12	4237	4242			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4242	A2.2.3.2.6.3.5.2	Iteration 4 Kick-off		1 d	Wed 10/24/12	Wed 10/24/12	4241	4243	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4243	A2.2.3.2.6.3.5.3	Iteration 4 Development		10 d	Thu 10/25/12	Wed 11/7/12	4242	4244,4247			0 hrs	Gaithersburg
4244	A2.2.3.2.6.3.5.4	Iteration 4 Functional Unit Test		4 d	Thu 11/8/12	Wed 11/14/12	4243	4245			0 hrs	Gaithersburg
4245	A2.2.3.2.6.3.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 11/15/12	Thu 11/15/12	4244		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4246	**A2.2.3.2.6.3.6**	**Iteration 5**		**17 d**	**Thu 11/8/12**	**Wed 12/5/12**					**10.8 hrs**	
4247	A2.2.3.2.6.3.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 11/8/12	Thu 11/8/12	4243	4248			0 hrs	Des Moines
4248	A2.2.3.2.6.3.6.2	Iteration 5 Kick-off		1 d	Fri 11/9/12	Fri 11/9/12	4247	4249	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4249	A2.2.3.2.6.3.6.3	Iteration 5 Development		10 d	Tue 11/13/12	Wed 11/28/12	4248	4250,4253			0 hrs	Gaithersburg
4250	A2.2.3.2.6.3.6.4	Iteration 5 Functional Unit Test		4 d	Thu 11/29/12	Tue 12/4/12	4249	4251			0 hrs	Gaithersburg
4251	A2.2.3.2.6.3.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 12/5/12	Wed 12/5/12	4250		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4252	**A2.2.3.2.6.3.7**	**Iteration 6**		**17 d**	**Thu 11/29/12**	**Fri 12/21/12**					**10.8 hrs**	
4253	A2.2.3.2.6.3.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 11/29/12	Thu 11/29/12	4249	4254			0 hrs	Des Moines
4254	A2.2.3.2.6.3.7.2	Iteration 6 Kick-off		1 d	Fri 11/30/12	Fri 11/30/12	4253	4255	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4255	A2.2.3.2.6.3.7.3	Iteration 6 Development		10 d	Mon 12/3/12	Fri 12/14/12	4254	4256,4259			0 hrs	Gaithersburg
4256	A2.2.3.2.6.3.7.4	Iteration 6 Functional Unit Test		4 d	Mon 12/17/12	Thu 12/20/12	4255	4257			0 hrs	Gaithersburg
4257	A2.2.3.2.6.3.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 12/21/12	Fri 12/21/12	4256		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4258	**A2.2.3.2.6.3.8**	**Iteration 7**		**17 d**	**Mon 12/17/12**	**Thu 1/10/13**					**10.8 hrs**	
4259	A2.2.3.2.6.3.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 12/17/12	Mon 12/17/12	4255	4260			0 hrs	Des Moines
4260	A2.2.3.2.6.3.8.2	Iteration 7 Kick-off		1 d	Tue 12/18/12	Tue 12/18/12	4259	4261	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4261	A2.2.3.2.6.3.8.3	Iteration 7 Development		10 d	Wed 12/19/12	Thu 1/3/13	4260	4262			0 hrs	Gaithersburg
4262	A2.2.3.2.6.3.8.4	Iteration 7 Functional Unit Test		4 d	Fri 1/4/13	Wed 1/9/13	4261	4263,4265			0 hrs	Gaithersburg
4263	A2.2.3.2.6.3.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 1/10/13	Thu 1/10/13	4262		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4264	**A2.2.3.2.6.3.9**	**Iteration 8**		**17 d**	**Thu 1/10/13**	**Mon 2/4/13**					**10.8 hrs**	
4265	A2.2.3.2.6.3.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 1/10/13	Thu 1/10/13	4262	4266			0 hrs	Des Moines

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4266	A2.2.3.2.6.3.9.2	Iteration 8 Kick-off		1 d	Fri 1/11/13	Fri 1/11/13	4265	4267	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4267	A2.2.3.2.6.3.9.3	Iteration 8 Development		10 d	Mon 1/14/13	Mon 1/28/13	4266	4268,4271			0 hrs	Gaithersburg
4268	A2.2.3.2.6.3.9.4	Iteration 8 Functional Unit Test		4 d	Tue 1/29/13	Fri 2/1/13	4267	4269			0 hrs	Gaithersburg
4269	A2.2.3.2.6.3.9.5	Iteration 8 Demonstration and Closure		1 d	Mon 2/4/13	Mon 2/4/13	4268		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4270	**A2.2.3.2.6.3.10**	**Iteration 9**		**17 d**	**Tue 1/29/13**	**Wed 2/20/13**					**10.8 hrs**	
4271	A2.2.3.2.6.3.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 1/29/13	Tue 1/29/13	4267	4272			0 hrs	Des Moines
4272	A2.2.3.2.6.3.10.2	Iteration 9 Kick-off		1 d	Wed 1/30/13	Wed 1/30/13	4271	4273	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4273	A2.2.3.2.6.3.10.3	Iteration 9 Development		10 d	Thu 1/31/13	Wed 2/13/13	4272	4274,4277			0 hrs	Gaithersburg
4274	A2.2.3.2.6.3.10.4	Iteration 9 Functional Unit Test		4 d	Thu 2/14/13	Tue 2/19/13	4273	4275			0 hrs	Gaithersburg
4275	A2.2.3.2.6.3.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 2/20/13	Wed 2/20/13	4274		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4276	**A2.2.3.2.6.3.11**	**Iteration 10**		**17 d**	**Thu 2/14/13**	**Fri 3/8/13**					**10.8 hrs**	
4277	A2.2.3.2.6.3.11.1	Iteration 10 Iteration Plan Update		1 d	Thu 2/14/13	Thu 2/14/13	4273	4278			0 hrs	Des Moines
4278	A2.2.3.2.6.3.11.2	Iteration 10 Kick-off		1 d	Fri 2/15/13	Fri 2/15/13	4277	4279	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4279	A2.2.3.2.6.3.11.3	Iteration 10 Development		10 d	Mon 2/18/13	Fri 3/1/13	4278	4280,4283			0 hrs	Gaithersburg
4280	A2.2.3.2.6.3.11.4	Iteration 10 Functional Unit Test		4 d	Mon 3/4/13	Thu 3/7/13	4279	4281			0 hrs	Gaithersburg
4281	A2.2.3.2.6.3.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 3/8/13	Fri 3/8/13	4280		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4282	**A2.2.3.2.6.3.12**	**Iteration 11**		**17 d**	**Mon 3/4/13**	**Tue 3/26/13**		**4289**			**10.8 hrs**	
4283	A2.2.3.2.6.3.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 3/4/13	Mon 3/4/13	4279	4284			0 hrs	Des Moines
4284	A2.2.3.2.6.3.12.2	Iteration 11 Kick-off		1 d	Tue 3/5/13	Tue 3/5/13	4283	4285	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4285	A2.2.3.2.6.3.12.3	Iteration 11 Development		10 d	Wed 3/6/13	Tue 3/19/13	4284	4286			0 hrs	Gaithersburg
4286	A2.2.3.2.6.3.12.4	Iteration 11 Functional Unit Test		4 d	Wed 3/20/13	Mon 3/25/13	4285	4287			0 hrs	Gaithersburg
4287	A2.2.3.2.6.3.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 3/26/13	Tue 3/26/13	4286		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4288	**A2.2.3.2.6.3.13**	**Module Test**		**27 d**	**Wed 3/27/13**	**Thu 5/2/13**					**0 hrs**	
4289	A2.2.3.2.6.3.13.1	Finalize Module Test Scenarios		5 d	Wed 3/27/13	Tue 4/2/13	4282	4290SS			0 hrs	Des Moines
4290	A2.2.3.2.6.3.13.2	Configure COTS/Automated Test Tools		5 d	Wed 3/27/13	Tue 4/2/13	4289SS	4291			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4291	A2.2.3.2.6.3.13.3	Conduct Test Readiness Review		1 d	Wed 4/3/13	Wed 4/3/13	4290	4292			0 hrs	Des Moines
4292	A2.2.3.2.6.3.13.4	Conduct Testing		9 d	Thu 4/4/13	Tue 4/16/13	4291	4293FS-4 d			0 hrs	Gaithersburg
4293	A2.2.3.2.6.3.13.5	Correct Defects		4 d	Thu 4/11/13	Tue 4/16/13	4292FS-4 d	4294			0 hrs	Gaithersburg
4294	A2.2.3.2.6.3.13.6	Complete Regression Testing		3 d	Wed 4/17/13	Fri 4/19/13	4293	4295			0 hrs	Gaithersburg
4295	A2.2.3.2.6.3.13.7	Interim Conversion Test Results		9 d	Mon 4/22/13	Thu 5/2/13	4294				0 hrs	Des Moines
4296	**A2.2.3.2.6.4**	**Waiver, Facility and Enhanced Department Plan Services**		**168 d**	**Fri 8/31/12**	**Thu 5/2/13**					**118.8 hrs**	
4297	A2.2.3.2.6.4.1	Develop Iteration Plan		1 d	Fri 8/31/12	Fri 8/31/12	2044	4299			0 hrs	Des Moines
4298	**A2.2.3.2.6.4.2**	**Iteration 1**		**16 d**	**Tue 9/4/12**	**Tue 9/25/12**					**10.8 hrs**	
4299	A2.2.3.2.6.4.2.1	Iteration 1 Kick-off		1 d	Tue 9/4/12	Tue 9/4/12	4297	4300	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4300	A2.2.3.2.6.4.2.2	Iteration 1 Development		10 d	Wed 9/5/12	Tue 9/18/12	4299	4301,4304			0 hrs	Gaithersburg
4301	A2.2.3.2.6.4.2.3	Iteration 1 Functional Unit Test		4 d	Wed 9/19/12	Mon 9/24/12	4300	4302			0 hrs	Gaithersburg
4302	A2.2.3.2.6.4.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 9/25/12	Tue 9/25/12	4301		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4303	**A2.2.3.2.6.4.3**	**Iteration 2**		**17 d**	**Wed 9/19/12**	**Thu 10/11/12**					**10.8 hrs**	
4304	A2.2.3.2.6.4.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 9/19/12	Wed 9/19/12	4300	4305			0 hrs	Des Moines
4305	A2.2.3.2.6.4.3.2	Iteration 2 Kick-off		1 d	Thu 9/20/12	Thu 9/20/12	4304	4306	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4306	A2.2.3.2.6.4.3.3	Iteration 2 Development		10 d	Fri 9/21/12	Thu 10/4/12	4305	4307,4310			0 hrs	Gaithersburg
4307	A2.2.3.2.6.4.3.4	Iteration 2 Functional Unit Test		4 d	Fri 10/5/12	Wed 10/10/12	4306	4308			0 hrs	Gaithersburg
4308	A2.2.3.2.6.4.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 10/11/12	Thu 10/11/12	4307		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4309	**A2.2.3.2.6.4.4**	**Iteration 3**		**17 d**	**Fri 10/5/12**	**Mon 10/29/12**					**10.8 hrs**	
4310	A2.2.3.2.6.4.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 10/5/12	Fri 10/5/12	4306	4311			0 hrs	Des Moines
4311	A2.2.3.2.6.4.4.2	Iteration 3 Kick-off		1 d	Mon 10/8/12	Mon 10/8/12	4310	4312	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4312	A2.2.3.2.6.4.4.3	Iteration 3 Development		10 d	Tue 10/9/12	Mon 10/22/12	4311	4313,4316			0 hrs	Gaithersburg
4313	A2.2.3.2.6.4.4.4	Iteration 3 Functional Unit Test		4 d	Tue 10/23/12	Fri 10/26/12	4312	4314			0 hrs	Gaithersburg
4314	A2.2.3.2.6.4.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 10/29/12	Mon 10/29/12	4313		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4315	**A2.2.3.2.6.4.5**	**Iteration 4**		**17 d**	**Tue 10/23/12**	**Thu 11/15/12**					**10.8 hrs**	
4316	A2.2.3.2.6.4.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 10/23/12	Tue 10/23/12	4312	4317			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4317	A2.2.3.2.6.4.5.2	Iteration 4 Kick-off		1 d	Wed 10/24/12	Wed 10/24/12	4316	4318	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4318	A2.2.3.2.6.4.5.3	Iteration 4 Development		10 d	Thu 10/25/12	Wed 11/7/12	4317	4319,4322			0 hrs	Gaithersburg
4319	A2.2.3.2.6.4.5.4	Iteration 4 Functional Unit Test		4 d	Thu 11/8/12	Wed 11/14/12	4318	4320			0 hrs	Gaithersburg
4320	A2.2.3.2.6.4.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 11/15/12	Thu 11/15/12	4319		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4321	**A2.2.3.2.6.4.6**	**Iteration 5**		**17 d**	**Thu 11/8/12**	**Wed 12/5/12**					**10.8 hrs**	
4322	A2.2.3.2.6.4.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 11/8/12	Thu 11/8/12	4318	4323			0 hrs	Des Moines
4323	A2.2.3.2.6.4.6.2	Iteration 5 Kick-off		1 d	Fri 11/9/12	Fri 11/9/12	4322	4324	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4324	A2.2.3.2.6.4.6.3	Iteration 5 Development		10 d	Tue 11/13/12	Wed 11/28/12	4323	4325,4328			0 hrs	Gaithersburg
4325	A2.2.3.2.6.4.6.4	Iteration 5 Functional Unit Test		4 d	Thu 11/29/12	Tue 12/4/12	4324	4326			0 hrs	Gaithersburg
4326	A2.2.3.2.6.4.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 12/5/12	Wed 12/5/12	4325		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4327	**A2.2.3.2.6.4.7**	**Iteration 6**		**17 d**	**Thu 11/29/12**	**Fri 12/21/12**					**10.8 hrs**	
4328	A2.2.3.2.6.4.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 11/29/12	Thu 11/29/12	4324	4329			0 hrs	Des Moines
4329	A2.2.3.2.6.4.7.2	Iteration 6 Kick-off		1 d	Fri 11/30/12	Fri 11/30/12	4328	4330	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4330	A2.2.3.2.6.4.7.3	Iteration 6 Development		10 d	Mon 12/3/12	Fri 12/14/12	4329	4331,4334			0 hrs	Gaithersburg
4331	A2.2.3.2.6.4.7.4	Iteration 6 Functional Unit Test		4 d	Mon 12/17/12	Thu 12/20/12	4330	4332			0 hrs	Gaithersburg
4332	A2.2.3.2.6.4.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 12/21/12	Fri 12/21/12	4331		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4333	**A2.2.3.2.6.4.8**	**Iteration 7**		**17 d**	**Mon 12/17/12**	**Thu 1/10/13**					**10.8 hrs**	
4334	A2.2.3.2.6.4.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 12/17/12	Mon 12/17/12	4330	4335			0 hrs	Des Moines
4335	A2.2.3.2.6.4.8.2	Iteration 7 Kick-off		1 d	Tue 12/18/12	Tue 12/18/12	4334	4336	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4336	A2.2.3.2.6.4.8.3	Iteration 7 Development		10 d	Wed 12/19/12	Thu 1/3/13	4335	4337			0 hrs	Gaithersburg
4337	A2.2.3.2.6.4.8.4	Iteration 7 Functional Unit Test		4 d	Fri 1/4/13	Wed 1/9/13	4336	4338,4340			0 hrs	Gaithersburg
4338	A2.2.3.2.6.4.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 1/10/13	Thu 1/10/13	4337		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4339	**A2.2.3.2.6.4.9**	**Iteration 8**		**17 d**	**Thu 1/10/13**	**Mon 2/4/13**					**10.8 hrs**	
4340	A2.2.3.2.6.4.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 1/10/13	Thu 1/10/13	4337	4341			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4341	A2.2.3.2.6.4.9.2	Iteration 8 Kick-off		1 d	Fri 1/11/13	Fri 1/11/13	4340	4342	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4342	A2.2.3.2.6.4.9.3	Iteration 8 Development		10 d	Mon 1/14/13	Mon 1/28/13	4341	4343,4346			0 hrs	Gaithersburg
4343	A2.2.3.2.6.4.9.4	Iteration 8 Functional Unit Test		4 d	Tue 1/29/13	Fri 2/1/13	4342	4344			0 hrs	Gaithersburg
4344	A2.2.3.2.6.4.9.5	Iteration 8 Demonstration and Closure		1 d	Mon 2/4/13	Mon 2/4/13	4343		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4345	**A2.2.3.2.6.4.10**	**Iteration 9**		**17 d**	**Tue 1/29/13**	**Wed 2/20/13**					**10.8 hrs**	
4346	A2.2.3.2.6.4.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 1/29/13	Tue 1/29/13	4342	4347			0 hrs	Des Moines
4347	A2.2.3.2.6.4.10.2	Iteration 9 Kick-off		1 d	Wed 1/30/13	Wed 1/30/13	4346	4348	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4348	A2.2.3.2.6.4.10.3	Iteration 9 Development		10 d	Thu 1/31/13	Wed 2/13/13	4347	4349,4352			0 hrs	Gaithersburg
4349	A2.2.3.2.6.4.10.4	Iteration 9 Functional Unit Test		4 d	Thu 2/14/13	Tue 2/19/13	4348	4350			0 hrs	Gaithersburg
4350	A2.2.3.2.6.4.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 2/20/13	Wed 2/20/13	4349		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4351	**A2.2.3.2.6.4.11**	**Iteration 10**		**17 d**	**Thu 2/14/13**	**Fri 3/8/13**					**10.8 hrs**	
4352	A2.2.3.2.6.4.11.1	Iteration 10 Iteration Plan Update		1 d	Thu 2/14/13	Thu 2/14/13	4348	4353			0 hrs	Des Moines
4353	A2.2.3.2.6.4.11.2	Iteration 10 Kick-off		1 d	Fri 2/15/13	Fri 2/15/13	4352	4354	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4354	A2.2.3.2.6.4.11.3	Iteration 10 Development		10 d	Mon 2/18/13	Fri 3/1/13	4353	4355,4358			0 hrs	Gaithersburg
4355	A2.2.3.2.6.4.11.4	Iteration 10 Functional Unit Test		4 d	Mon 3/4/13	Thu 3/7/13	4354	4356			0 hrs	Gaithersburg
4356	A2.2.3.2.6.4.11.5	Iteration 10 Demonstration and Closure		1 d	Fri 3/8/13	Fri 3/8/13	4355		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4357	**A2.2.3.2.6.4.12**	**Iteration 11**		**17 d**	**Mon 3/4/13**	**Tue 3/26/13**		**4364**			**10.8 hrs**	
4358	A2.2.3.2.6.4.12.1	Iteration 11 Iteration Plan Update		1 d	Mon 3/4/13	Mon 3/4/13	4354	4359			0 hrs	Des Moines
4359	A2.2.3.2.6.4.12.2	Iteration 11 Kick-off		1 d	Tue 3/5/13	Tue 3/5/13	4358	4360	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4360	A2.2.3.2.6.4.12.3	Iteration 11 Development		10 d	Wed 3/6/13	Tue 3/19/13	4359	4361			0 hrs	Gaithersburg
4361	A2.2.3.2.6.4.12.4	Iteration 11 Functional Unit Test		4 d	Wed 3/20/13	Mon 3/25/13	4360	4362			0 hrs	Gaithersburg
4362	A2.2.3.2.6.4.12.5	Iteration 11 Demonstration and Closure		1 d	Tue 3/26/13	Tue 3/26/13	4361		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4363	**A2.2.3.2.6.4.13**	**Module Test**		**27 d**	**Wed 3/27/13**	**Thu 5/2/13**					**0 hrs**	
4364	A2.2.3.2.6.4.13.1	Finalize Module Test Scenarios		5 d	Wed 3/27/13	Tue 4/2/13	4357	4365SS			0 hrs	Des Moines
4365	A2.2.3.2.6.4.13.2	Configure COTS/Automated Test Tools		5 d	Wed 3/27/13	Tue 4/2/13	4364SS	4366			0 hrs	Des Moines

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4366	A2.2.3.2.6.4.13.3	Conduct Test Readiness Review		1 d	Wed 4/3/13	Wed 4/3/13	4365	4367			0 hrs	Des Moines
4367	A2.2.3.2.6.4.13.4	Conduct Testing		9 d	Thu 4/4/13	Tue 4/16/13	4366	4368FS-4 d			0 hrs	Gaithersburg
4368	A2.2.3.2.6.4.13.5	Correct Defects		4 d	Thu 4/11/13	Tue 4/16/13	4367FS-4 d	4369			0 hrs	Gaithersburg
4369	A2.2.3.2.6.4.13.6	Complete Regression Testing		3 d	Wed 4/17/13	Fri 4/19/13	4368	4370			0 hrs	Gaithersburg
4370	A2.2.3.2.6.4.13.7	Interim Conversion Test Results		9 d	Mon 4/22/13	Thu 5/2/13	4369				0 hrs	Des Moines
4371	**A2.2.3.2.6.5**	**Optional Waiver, Facility and Enhanced Department Plan Services Management**		**168 d**	**Wed 3/20/13**	**Thu 11/14/13**			**APS#76, APS#77, APS#78, APS#79, APS#80, APS#81**	**TN**	**6,910.2 hrs**	
4372	A2.2.3.2.6.5.1	Develop Iteration Plan		1 d	Wed 3/20/13	Wed 3/20/13	4210	4374			0 hrs	Des Moines
4373	**A2.2.3.2.6.5.2**	**Iteration 1**		**16 d**	**Thu 3/21/13**	**Thu 4/11/13**					**10.8 hrs**	
4374	A2.2.3.2.6.5.2.1	Iteration 1 Kick-off		1 d	Thu 3/21/13	Thu 3/21/13	4372	4375	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4375	A2.2.3.2.6.5.2.2	Iteration 1 Development		10 d	Fri 3/22/13	Thu 4/4/13	4374	4376,4379			0 hrs	Gaithersburg
4376	A2.2.3.2.6.5.2.3	Iteration 1 Functional Unit Test		4 d	Fri 4/5/13	Wed 4/10/13	4375	4377			0 hrs	Gaithersburg
4377	A2.2.3.2.6.5.2.4	Iteration 1 Demonstration and Closure		1 d	Thu 4/11/13	Thu 4/11/13	4376		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4378	**A2.2.3.2.6.5.3**	**Iteration 2**		**17 d**	**Fri 4/5/13**	**Mon 4/29/13**					**10.8 hrs**	
4379	A2.2.3.2.6.5.3.1	Iteration 2 Iteration Plan Update		1 d	Fri 4/5/13	Fri 4/5/13	4375	4380			0 hrs	Des Moines
4380	A2.2.3.2.6.5.3.2	Iteration 2 Kick-off		1 d	Mon 4/8/13	Mon 4/8/13	4379	4381	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4381	A2.2.3.2.6.5.3.3	Iteration 2 Development		10 d	Tue 4/9/13	Mon 4/22/13	4380	4382,4385			0 hrs	Gaithersburg
4382	A2.2.3.2.6.5.3.4	Iteration 2 Functional Unit Test		4 d	Tue 4/23/13	Fri 4/26/13	4381	4383			0 hrs	Gaithersburg
4383	A2.2.3.2.6.5.3.5	Iteration 2 Demonstration and Closure		1 d	Mon 4/29/13	Mon 4/29/13	4382		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4384	**A2.2.3.2.6.5.4**	**Iteration 3**		**17 d**	**Tue 4/23/13**	**Wed 5/15/13**					**10.8 hrs**	
4385	A2.2.3.2.6.5.4.1	Iteration 3 Iteration Plan Update		1 d	Tue 4/23/13	Tue 4/23/13	4381	4386			0 hrs	Des Moines
4386	A2.2.3.2.6.5.4.2	Iteration 3 Kick-off		1 d	Wed 4/24/13	Wed 4/24/13	4385	4387	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4387	A2.2.3.2.6.5.4.3	Iteration 3 Development		10 d	Thu 4/25/13	Wed 5/8/13	4386	4388,4391			0 hrs	Gaithersburg
4388	A2.2.3.2.6.5.4.4	Iteration 3 Functional Unit Test		4 d	Thu 5/9/13	Tue 5/14/13	4387	4389			0 hrs	Gaithersburg
4389	A2.2.3.2.6.5.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 5/15/13	Wed 5/15/13	4388		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

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4390	**A2.2.3.2.6.5.5**	Iteration 4		**17 d**	**Thu 5/9/13**	**Mon 6/3/13**					**10.8 hrs**	
4391	A2.2.3.2.6.5.5.1	Iteration 4 Iteration Plan Update		1 d	Thu 5/9/13	Thu 5/9/13	4387	4392			0 hrs	Des Moines
4392	A2.2.3.2.6.5.5.2	Iteration 4 Kick-off		1 d	Fri 5/10/13	Fri 5/10/13	4391	4393	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4393	A2.2.3.2.6.5.5.3	Iteration 4 Development		10 d	Mon 5/13/13	Fri 5/24/13	4392	4394,4397			0 hrs	Gaithersburg
4394	A2.2.3.2.6.5.5.4	Iteration 4 Functional Unit Test		4 d	Tue 5/28/13	Fri 5/31/13	4393	4395			0 hrs	Gaithersburg
4395	A2.2.3.2.6.5.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 6/3/13	Mon 6/3/13	4394		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4396	**A2.2.3.2.6.5.6**	Iteration 5		**17 d**	**Tue 5/28/13**	**Wed 6/19/13**					**10.8 hrs**	
4397	A2.2.3.2.6.5.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 5/28/13	Tue 5/28/13	4393	4398			0 hrs	Des Moines
4398	A2.2.3.2.6.5.6.2	Iteration 5 Kick-off		1 d	Wed 5/29/13	Wed 5/29/13	4397	4399	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4399	A2.2.3.2.6.5.6.3	Iteration 5 Development		10 d	Thu 5/30/13	Wed 6/12/13	4398	4400,4403			0 hrs	Gaithersburg
4400	A2.2.3.2.6.5.6.4	Iteration 5 Functional Unit Test		4 d	Thu 6/13/13	Tue 6/18/13	4399	4401			0 hrs	Gaithersburg
4401	A2.2.3.2.6.5.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 6/19/13	Wed 6/19/13	4400		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4402	**A2.2.3.2.6.5.7**	Iteration 6		**17 d**	**Thu 6/13/13**	**Mon 7/8/13**					**10.8 hrs**	
4403	A2.2.3.2.6.5.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 6/13/13	Thu 6/13/13	4399	4404			0 hrs	Des Moines
4404	A2.2.3.2.6.5.7.2	Iteration 6 Kick-off		1 d	Fri 6/14/13	Fri 6/14/13	4403	4405	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4405	A2.2.3.2.6.5.7.3	Iteration 6 Development		10 d	Mon 6/17/13	Fri 6/28/13	4404	4406,4409			0 hrs	Gaithersburg
4406	A2.2.3.2.6.5.7.4	Iteration 6 Functional Unit Test		4 d	Mon 7/1/13	Fri 7/5/13	4405	4407			0 hrs	Gaithersburg
4407	A2.2.3.2.6.5.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 7/8/13	Mon 7/8/13	4406		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4408	**A2.2.3.2.6.5.8**	Iteration 7		**17 d**	**Mon 7/1/13**	**Wed 7/24/13**					**10.2 hrs**	
4409	A2.2.3.2.6.5.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 7/1/13	Mon 7/1/13	4405	4410			0 hrs	Des Moines
4410	A2.2.3.2.6.5.8.2	Iteration 7 Kick-off		1 d	Tue 7/2/13	Tue 7/2/13	4409	4411	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
4411	A2.2.3.2.6.5.8.3	Iteration 7 Development		10 d	Wed 7/3/13	Wed 7/17/13	4410	4412			0 hrs	Gaithersburg
4412	A2.2.3.2.6.5.8.4	Iteration 7 Functional Unit Test		4 d	Thu 7/18/13	Tue 7/23/13	4411	4413,4415			0 hrs	Gaithersburg
4413	A2.2.3.2.6.5.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 7/24/13	Wed 7/24/13	4412		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4414	**A2.2.3.2.6.5.9**	Iteration 8		**17 d**	**Wed 7/24/13**	**Thu 8/15/13**					**10.8 hrs**	

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4415	A2.2.3.2.6.5.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 7/24/13	Wed 7/24/13	4412	4416			0 hrs	Des Moines
4416	A2.2.3.2.6.5.9.2	Iteration 8 Kick-off		1 d	Thu 7/25/13	Thu 7/25/13	4415	4417	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4417	A2.2.3.2.6.5.9.3	Iteration 8 Development		10 d	Fri 7/26/13	Thu 8/8/13	4416	4418,4421			0 hrs	Gaithersburg
4418	A2.2.3.2.6.5.9.4	Iteration 8 Functional Unit Test		4 d	Fri 8/9/13	Wed 8/14/13	4417	4419			0 hrs	Gaithersburg
4419	A2.2.3.2.6.5.9.5	Iteration 8 Demonstration and Closure		1 d	Thu 8/15/13	Thu 8/15/13	4418		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4420	**A2.2.3.2.6.5.10**	Iteration 9		**17 d**	**Fri 8/9/13**	**Tue 9/3/13**					**10.8 hrs**	
4421	A2.2.3.2.6.5.10.1	Iteration 9 Iteration Plan Update		1 d	Fri 8/9/13	Fri 8/9/13	4417	4422			0 hrs	Des Moines
4422	A2.2.3.2.6.5.10.2	Iteration 9 Kick-off		1 d	Mon 8/12/13	Mon 8/12/13	4421	4423	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4423	A2.2.3.2.6.5.10.3	Iteration 9 Development		10 d	Tue 8/13/13	Mon 8/26/13	4422	4424,4427			0 hrs	Gaithersburg
4424	A2.2.3.2.6.5.10.4	Iteration 9 Functional Unit Test		4 d	Tue 8/27/13	Fri 8/30/13	4423	4425			0 hrs	Gaithersburg
4425	A2.2.3.2.6.5.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 9/3/13	Tue 9/3/13	4424		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4426	**A2.2.3.2.6.5.11**	Iteration 10		**17 d**	**Tue 8/27/13**	**Thu 9/19/13**					**10.8 hrs**	
4427	A2.2.3.2.6.5.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 8/27/13	Tue 8/27/13	4423	4428			0 hrs	Des Moines
4428	A2.2.3.2.6.5.11.2	Iteration 10 Kick-off		1 d	Wed 8/28/13	Wed 8/28/13	4427	4429	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4429	A2.2.3.2.6.5.11.3	Iteration 10 Development		10 d	Thu 8/29/13	Thu 9/12/13	4428	4430,4433			0 hrs	Gaithersburg
4430	A2.2.3.2.6.5.11.4	Iteration 10 Functional Unit Test		4 d	Fri 9/13/13	Wed 9/18/13	4429	4431			0 hrs	Gaithersburg
4431	A2.2.3.2.6.5.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 9/19/13	Thu 9/19/13	4430		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4432	**A2.2.3.2.6.5.12**	Iteration 11		**17 d**	**Fri 9/13/13**	**Mon 10/7/13**		**4439**			**10.8 hrs**	
4433	A2.2.3.2.6.5.12.1	Iteration 11 Iteration Plan Update		1 d	Fri 9/13/13	Fri 9/13/13	4429	4434			0 hrs	Des Moines
4434	A2.2.3.2.6.5.12.2	Iteration 11 Kick-off		1 d	Mon 9/16/13	Mon 9/16/13	4433	4435	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4435	A2.2.3.2.6.5.12.3	Iteration 11 Development		10 d	Tue 9/17/13	Mon 9/30/13	4434	4436			0 hrs	Gaithersburg
4436	A2.2.3.2.6.5.12.4	Iteration 11 Functional Unit Test		4 d	Tue 10/1/13	Fri 10/4/13	4435	4437			0 hrs	Gaithersburg
4437	A2.2.3.2.6.5.12.5	Iteration 11 Demonstration and Closure		1 d	Mon 10/7/13	Mon 10/7/13	4436		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4438	**A2.2.3.2.6.5.13**	Module Test		**27 d**	**Tue 10/8/13**	**Thu 11/14/13**					**0 hrs**	
4439	A2.2.3.2.6.5.13.1	Finalize Module Test Scenarios		5 d	Tue 10/8/13	Mon 10/14/13	4432	4440SS			0 hrs	Des Moines

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4440	A2.2.3.2.6.5.13.2	Configure COTS/Automated Test Tools		5 d	Tue 10/8/13	Mon 10/14/13	4439SS	4441			0 hrs	Des Moines
4441	A2.2.3.2.6.5.13.3	Conduct Test Readiness Review		1 d	Tue 10/15/13	Tue 10/15/13	4440	4442			0 hrs	Des Moines
4442	A2.2.3.2.6.5.13.4	Conduct Testing		9 d	Wed 10/16/13	Mon 10/28/13	4441	4443FS-4 d			0 hrs	Gaithersburg
4443	A2.2.3.2.6.5.13.5	Correct Defects		4 d	Wed 10/23/13	Mon 10/28/13	4442FS-4 d	4444			0 hrs	Gaithersburg
4444	A2.2.3.2.6.5.13.6	Complete Regression Testing		3 d	Tue 10/29/13	Thu 10/31/13	4443	4445			0 hrs	Gaithersburg
4445	A2.2.3.2.6.5.13.7	Interim Conversion Test Results		9 d	Fri 11/1/13	Thu 11/14/13	4444				0 hrs	Des Moines
4446	**A2.2.3.2.6.6**	**Immunization Registry**		**168 d**	**Wed 3/20/13**	**Thu 11/14/13**					**118.2 hrs**	
4447	A2.2.3.2.6.6.1	Develop Iteration Plan		1 d	Wed 3/20/13	Wed 3/20/13	4210	4449			0 hrs	Des Moines
4448	**A2.2.3.2.6.6.2**	**Iteration 1**		**16 d**	**Thu 3/21/13**	**Thu 4/11/13**					**10.8 hrs**	
4449	A2.2.3.2.6.6.2.1	Iteration 1 Kick-off		1 d	Thu 3/21/13	Thu 3/21/13	4447	4450	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4450	A2.2.3.2.6.6.2.2	Iteration 1 Development		10 d	Fri 3/22/13	Thu 4/4/13	4449	4451,4454			0 hrs	Gaithersburg
4451	A2.2.3.2.6.6.2.3	Iteration 1 Functional Unit Test		4 d	Fri 4/5/13	Wed 4/10/13	4450	4452			0 hrs	Gaithersburg
4452	A2.2.3.2.6.6.2.4	Iteration 1 Demonstration and Closure		1 d	Thu 4/11/13	Thu 4/11/13	4451		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4453	**A2.2.3.2.6.6.3**	**Iteration 2**		**17 d**	**Fri 4/5/13**	**Mon 4/29/13**					**10.8 hrs**	
4454	A2.2.3.2.6.6.3.1	Iteration 2 Iteration Plan Update		1 d	Fri 4/5/13	Fri 4/5/13	4450	4455			0 hrs	Des Moines
4455	A2.2.3.2.6.6.3.2	Iteration 2 Kick-off		1 d	Mon 4/8/13	Mon 4/8/13	4454	4456	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4456	A2.2.3.2.6.6.3.3	Iteration 2 Development		10 d	Tue 4/9/13	Mon 4/22/13	4455	4457,4460			0 hrs	Gaithersburg
4457	A2.2.3.2.6.6.3.4	Iteration 2 Functional Unit Test		4 d	Tue 4/23/13	Fri 4/26/13	4456	4458			0 hrs	Gaithersburg
4458	A2.2.3.2.6.6.3.5	Iteration 2 Demonstration and Closure		1 d	Mon 4/29/13	Mon 4/29/13	4457		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4459	**A2.2.3.2.6.6.4**	**Iteration 3**		**17 d**	**Tue 4/23/13**	**Wed 5/15/13**					**10.8 hrs**	
4460	A2.2.3.2.6.6.4.1	Iteration 3 Iteration Plan Update		1 d	Tue 4/23/13	Tue 4/23/13	4456	4461			0 hrs	Des Moines
4461	A2.2.3.2.6.6.4.2	Iteration 3 Kick-off		1 d	Wed 4/24/13	Wed 4/24/13	4460	4462	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4462	A2.2.3.2.6.6.4.3	Iteration 3 Development		10 d	Thu 4/25/13	Wed 5/8/13	4461	4463,4466			0 hrs	Gaithersburg
4463	A2.2.3.2.6.6.4.4	Iteration 3 Functional Unit Test		4 d	Thu 5/9/13	Tue 5/14/13	4462	4464			0 hrs	Gaithersburg
4464	A2.2.3.2.6.6.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 5/15/13	Wed 5/15/13	4463		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4465	**A2.2.3.2.6.6.5**	**Iteration 4**		**17 d**	**Thu 5/9/13**	**Mon 6/3/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4466	A2.2.3.2.6.6.5.1	Iteration 4 Iteration Plan Update		1 d	Thu 5/9/13	Thu 5/9/13	4462	4467			0 hrs	Des Moines
4467	A2.2.3.2.6.6.5.2	Iteration 4 Kick-off		1 d	Fri 5/10/13	Fri 5/10/13	4466	4468	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4468	A2.2.3.2.6.6.5.3	Iteration 4 Development		10 d	Mon 5/13/13	Fri 5/24/13	4467	4469,4472			0 hrs	Gaithersburg
4469	A2.2.3.2.6.6.5.4	Iteration 4 Functional Unit Test		4 d	Tue 5/28/13	Fri 5/31/13	4468	4470			0 hrs	Gaithersburg
4470	A2.2.3.2.6.6.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 6/3/13	Mon 6/3/13	4469		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4471	**A2.2.3.2.6.6.6**	**Iteration 5**		**17 d**	**Tue 5/28/13**	**Wed 6/19/13**					**10.8 hrs**	
4472	A2.2.3.2.6.6.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 5/28/13	Tue 5/28/13	4468	4473			0 hrs	Des Moines
4473	A2.2.3.2.6.6.6.2	Iteration 5 Kick-off		1 d	Wed 5/29/13	Wed 5/29/13	4472	4474	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4474	A2.2.3.2.6.6.6.3	Iteration 5 Development		10 d	Thu 5/30/13	Wed 6/12/13	4473	4475,4478			0 hrs	Gaithersburg
4475	A2.2.3.2.6.6.6.4	Iteration 5 Functional Unit Test		4 d	Thu 6/13/13	Tue 6/18/13	4474	4476			0 hrs	Gaithersburg
4476	A2.2.3.2.6.6.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 6/19/13	Wed 6/19/13	4475		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4477	**A2.2.3.2.6.6.7**	**Iteration 6**		**17 d**	**Thu 6/13/13**	**Mon 7/8/13**					**10.8 hrs**	
4478	A2.2.3.2.6.6.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 6/13/13	Thu 6/13/13	4474	4479			0 hrs	Des Moines
4479	A2.2.3.2.6.6.7.2	Iteration 6 Kick-off		1 d	Fri 6/14/13	Fri 6/14/13	4478	4480	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4480	A2.2.3.2.6.6.7.3	Iteration 6 Development		10 d	Mon 6/17/13	Fri 6/28/13	4479	4481,4484			0 hrs	Gaithersburg
4481	A2.2.3.2.6.6.7.4	Iteration 6 Functional Unit Test		4 d	Mon 7/1/13	Fri 7/5/13	4480	4482			0 hrs	Gaithersburg
4482	A2.2.3.2.6.6.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 7/8/13	Mon 7/8/13	4481		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4483	**A2.2.3.2.6.6.8**	**Iteration 7**		**17 d**	**Mon 7/1/13**	**Wed 7/24/13**					**10.2 hrs**	
4484	A2.2.3.2.6.6.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 7/1/13	Mon 7/1/13	4480	4485			0 hrs	Des Moines
4485	A2.2.3.2.6.6.8.2	Iteration 7 Kick-off		1 d	Tue 7/2/13	Tue 7/2/13	4484	4486	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
4486	A2.2.3.2.6.6.8.3	Iteration 7 Development		10 d	Wed 7/3/13	Wed 7/17/13	4485	4487			0 hrs	Gaithersburg
4487	A2.2.3.2.6.6.8.4	Iteration 7 Functional Unit Test		4 d	Thu 7/18/13	Tue 7/23/13	4486	4488,4490			0 hrs	Gaithersburg
4488	A2.2.3.2.6.6.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 7/24/13	Wed 7/24/13	4487		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4489	**A2.2.3.2.6.6.9**	**Iteration 8**		**17 d**	**Wed 7/24/13**	**Thu 8/15/13**					**10.8 hrs**	
4490	A2.2.3.2.6.6.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 7/24/13	Wed 7/24/13	4487	4491			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4491	A2.2.3.2.6.6.9.2	Iteration 8 Kick-off		1 d	Thu 7/25/13	Thu 7/25/13	4490	4492	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4492	A2.2.3.2.6.6.9.3	Iteration 8 Development		10 d	Fri 7/26/13	Thu 8/8/13	4491	4493,4496			0 hrs	Gaithersburg
4493	A2.2.3.2.6.6.9.4	Iteration 8 Functional Unit Test		4 d	Fri 8/9/13	Wed 8/14/13	4492	4494			0 hrs	Gaithersburg
4494	A2.2.3.2.6.6.9.5	Iteration 8 Demonstration and Closure		1 d	Thu 8/15/13	Thu 8/15/13	4493		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4495	**A2.2.3.2.6.6.10**	**Iteration 9**		**17 d**	**Fri 8/9/13**	**Tue 9/3/13**					**10.8 hrs**	
4496	A2.2.3.2.6.6.10.1	Iteration 9 Iteration Plan Update		1 d	Fri 8/9/13	Fri 8/9/13	4492	4497			0 hrs	Des Moines
4497	A2.2.3.2.6.6.10.2	Iteration 9 Kick-off		1 d	Mon 8/12/13	Mon 8/12/13	4496	4498	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4498	A2.2.3.2.6.6.10.3	Iteration 9 Development		10 d	Tue 8/13/13	Mon 8/26/13	4497	4499,4502			0 hrs	Gaithersburg
4499	A2.2.3.2.6.6.10.4	Iteration 9 Functional Unit Test		4 d	Tue 8/27/13	Fri 8/30/13	4498	4500			0 hrs	Gaithersburg
4500	A2.2.3.2.6.6.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 9/3/13	Tue 9/3/13	4499		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4501	**A2.2.3.2.6.6.11**	**Iteration 10**		**17 d**	**Tue 8/27/13**	**Thu 9/19/13**					**10.8 hrs**	
4502	A2.2.3.2.6.6.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 8/27/13	Tue 8/27/13	4498	4503			0 hrs	Des Moines
4503	A2.2.3.2.6.6.11.2	Iteration 10 Kick-off		1 d	Wed 8/28/13	Wed 8/28/13	4502	4504	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4504	A2.2.3.2.6.6.11.3	Iteration 10 Development		10 d	Thu 8/29/13	Thu 9/12/13	4503	4505,4508			0 hrs	Gaithersburg
4505	A2.2.3.2.6.6.11.4	Iteration 10 Functional Unit Test		4 d	Fri 9/13/13	Wed 9/18/13	4504	4506			0 hrs	Gaithersburg
4506	A2.2.3.2.6.6.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 9/19/13	Thu 9/19/13	4505		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4507	**A2.2.3.2.6.6.12**	**Iteration 11**		**17 d**	**Fri 9/13/13**	**Mon 10/7/13**		**4514**			**10.8 hrs**	
4508	A2.2.3.2.6.6.12.1	Iteration 11 Iteration Plan Update		1 d	Fri 9/13/13	Fri 9/13/13	4504	4509			0 hrs	Des Moines
4509	A2.2.3.2.6.6.12.2	Iteration 11 Kick-off		1 d	Mon 9/16/13	Mon 9/16/13	4508	4510	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4510	A2.2.3.2.6.6.12.3	Iteration 11 Development		10 d	Tue 9/17/13	Mon 9/30/13	4509	4511			0 hrs	Gaithersburg
4511	A2.2.3.2.6.6.12.4	Iteration 11 Functional Unit Test		4 d	Tue 10/1/13	Fri 10/4/13	4510	4512			0 hrs	Gaithersburg
4512	A2.2.3.2.6.6.12.5	Iteration 11 Demonstration and Closure		1 d	Mon 10/7/13	Mon 10/7/13	4511		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4513	**A2.2.3.2.6.6.13**	**Module Test**		**27 d**	**Tue 10/8/13**	**Thu 11/14/13**					**0 hrs**	
4514	A2.2.3.2.6.6.13.1	Finalize Module Test Scenarios		5 d	Tue 10/8/13	Mon 10/14/13	4507	4515SS			0 hrs	Des Moines
4515	A2.2.3.2.6.6.13.2	Configure COTS/Automated Test Tools		5 d	Tue 10/8/13	Mon 10/14/13	4514SS	4516			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4516	A2.2.3.2.6.6.13.3	Conduct Test Readiness Review		1 d	Tue 10/15/13	Tue 10/15/13	4515	4517			0 hrs	Des Moines
4517	A2.2.3.2.6.6.13.4	Conduct Testing		9 d	Wed 10/16/13	Mon 10/28/13	4516	4518FS-4 d			0 hrs	Gaithersburg
4518	A2.2.3.2.6.6.13.5	Correct Defects		4 d	Wed 10/23/13	Mon 10/28/13	4517FS-4 d	4519			0 hrs	Gaithersburg
4519	A2.2.3.2.6.6.13.6	Complete Regression Testing		3 d	Tue 10/29/13	Thu 10/31/13	4518	4520			0 hrs	Gaithersburg
4520	A2.2.3.2.6.6.13.7	Interim Conversion Test Results		9 d	Fri 11/1/13	Thu 11/14/13	4519				0 hrs	Des Moines
4521	**A2.2.3.2.6.7**	**Reports**		**168 d**	**Wed 3/20/13**	**Thu 11/14/13**					**118.2 hrs**	
4522	A2.2.3.2.6.7.1	Develop Iteration Plan		1 d	Wed 3/20/13	Wed 3/20/13	4210	4524			0 hrs	Des Moines
4523	**A2.2.3.2.6.7.2**	**Iteration 1**		**16 d**	**Thu 3/21/13**	**Thu 4/11/13**					**10.8 hrs**	
4524	A2.2.3.2.6.7.2.1	Iteration 1 Kick-off		1 d	Thu 3/21/13	Thu 3/21/13	4522	4525	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4525	A2.2.3.2.6.7.2.2	Iteration 1 Development		10 d	Fri 3/22/13	Thu 4/4/13	4524	4526,4529			0 hrs	Gaithersburg
4526	A2.2.3.2.6.7.2.3	Iteration 1 Functional Unit Test		4 d	Fri 4/5/13	Wed 4/10/13	4525	4527			0 hrs	Gaithersburg
4527	A2.2.3.2.6.7.2.4	Iteration 1 Demonstration and Closure		1 d	Thu 4/11/13	Thu 4/11/13	4526		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4528	**A2.2.3.2.6.7.3**	**Iteration 2**		**17 d**	**Fri 4/5/13**	**Mon 4/29/13**					**10.8 hrs**	
4529	A2.2.3.2.6.7.3.1	Iteration 2 Iteration Plan Update		1 d	Fri 4/5/13	Fri 4/5/13	4525	4530			0 hrs	Des Moines
4530	A2.2.3.2.6.7.3.2	Iteration 2 Kick-off		1 d	Mon 4/8/13	Mon 4/8/13	4529	4531	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4531	A2.2.3.2.6.7.3.3	Iteration 2 Development		10 d	Tue 4/9/13	Mon 4/22/13	4530	4532,4535			0 hrs	Gaithersburg
4532	A2.2.3.2.6.7.3.4	Iteration 2 Functional Unit Test		4 d	Tue 4/23/13	Fri 4/26/13	4531	4533			0 hrs	Gaithersburg
4533	A2.2.3.2.6.7.3.5	Iteration 2 Demonstration and Closure		1 d	Mon 4/29/13	Mon 4/29/13	4532		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4534	**A2.2.3.2.6.7.4**	**Iteration 3**		**17 d**	**Tue 4/23/13**	**Wed 5/15/13**					**10.8 hrs**	
4535	A2.2.3.2.6.7.4.1	Iteration 3 Iteration Plan Update		1 d	Tue 4/23/13	Tue 4/23/13	4531	4536			0 hrs	Des Moines
4536	A2.2.3.2.6.7.4.2	Iteration 3 Kick-off		1 d	Wed 4/24/13	Wed 4/24/13	4535	4537	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4537	A2.2.3.2.6.7.4.3	Iteration 3 Development		10 d	Thu 4/25/13	Wed 5/8/13	4536	4538,4541			0 hrs	Gaithersburg
4538	A2.2.3.2.6.7.4.4	Iteration 3 Functional Unit Test		4 d	Thu 5/9/13	Tue 5/14/13	4537	4539			0 hrs	Gaithersburg
4539	A2.2.3.2.6.7.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 5/15/13	Wed 5/15/13	4538		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4540	**A2.2.3.2.6.7.5**	**Iteration 4**		**17 d**	**Thu 5/9/13**	**Mon 6/3/13**					**10.8 hrs**	
4541	A2.2.3.2.6.7.5.1	Iteration 4 Iteration Plan Update		1 d	Thu 5/9/13	Thu 5/9/13	4537	4542			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4542	A2.2.3.2.6.7.5.2	Iteration 4 Kick-off		1 d	Fri 5/10/13	Fri 5/10/13	4541	4543	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4543	A2.2.3.2.6.7.5.3	Iteration 4 Development		10 d	Mon 5/13/13	Fri 5/24/13	4542	4544,4547			0 hrs	Gaithersburg
4544	A2.2.3.2.6.7.5.4	Iteration 4 Functional Unit Test		4 d	Tue 5/28/13	Fri 5/31/13	4543	4545			0 hrs	Gaithersburg
4545	A2.2.3.2.6.7.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 6/3/13	Mon 6/3/13	4544		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4546	**A2.2.3.2.6.7.6**	**Iteration 5**		**17 d**	**Tue 5/28/13**	**Wed 6/19/13**					**10.8 hrs**	
4547	A2.2.3.2.6.7.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 5/28/13	Tue 5/28/13	4543	4548			0 hrs	Des Moines
4548	A2.2.3.2.6.7.6.2	Iteration 5 Kick-off		1 d	Wed 5/29/13	Wed 5/29/13	4547	4549	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4549	A2.2.3.2.6.7.6.3	Iteration 5 Development		10 d	Thu 5/30/13	Wed 6/12/13	4548	4550,4553			0 hrs	Gaithersburg
4550	A2.2.3.2.6.7.6.4	Iteration 5 Functional Unit Test		4 d	Thu 6/13/13	Tue 6/18/13	4549	4551			0 hrs	Gaithersburg
4551	A2.2.3.2.6.7.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 6/19/13	Wed 6/19/13	4550		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4552	**A2.2.3.2.6.7.7**	**Iteration 6**		**17 d**	**Thu 6/13/13**	**Mon 7/8/13**					**10.8 hrs**	
4553	A2.2.3.2.6.7.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 6/13/13	Thu 6/13/13	4549	4554			0 hrs	Des Moines
4554	A2.2.3.2.6.7.7.2	Iteration 6 Kick-off		1 d	Fri 6/14/13	Fri 6/14/13	4553	4555	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4555	A2.2.3.2.6.7.7.3	Iteration 6 Development		10 d	Mon 6/17/13	Fri 6/28/13	4554	4556,4559			0 hrs	Gaithersburg
4556	A2.2.3.2.6.7.7.4	Iteration 6 Functional Unit Test		4 d	Mon 7/1/13	Fri 7/5/13	4555	4557			0 hrs	Gaithersburg
4557	A2.2.3.2.6.7.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 7/8/13	Mon 7/8/13	4556		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4558	**A2.2.3.2.6.7.8**	**Iteration 7**		**17 d**	**Mon 7/1/13**	**Wed 7/24/13**					**10.2 hrs**	
4559	A2.2.3.2.6.7.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 7/1/13	Mon 7/1/13	4555	4560			0 hrs	Des Moines
4560	A2.2.3.2.6.7.8.2	Iteration 7 Kick-off		1 d	Tue 7/2/13	Tue 7/2/13	4559	4561	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
4561	A2.2.3.2.6.7.8.3	Iteration 7 Development		10 d	Wed 7/3/13	Wed 7/17/13	4560	4562			0 hrs	Gaithersburg
4562	A2.2.3.2.6.7.8.4	Iteration 7 Functional Unit Test		4 d	Thu 7/18/13	Tue 7/23/13	4561	4563,4565			0 hrs	Gaithersburg
4563	A2.2.3.2.6.7.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 7/24/13	Wed 7/24/13	4562		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4564	**A2.2.3.2.6.7.9**	**Iteration 8**		**17 d**	**Wed 7/24/13**	**Thu 8/15/13**					**10.8 hrs**	
4565	A2.2.3.2.6.7.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 7/24/13	Wed 7/24/13	4562	4566			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4566	A2.2.3.2.6.7.9.2	Iteration 8 Kick-off		1 d	Thu 7/25/13	Thu 7/25/13	4565	4567	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4567	A2.2.3.2.6.7.9.3	Iteration 8 Development		10 d	Fri 7/26/13	Thu 8/8/13	4566	4568,4571			0 hrs	Gaithersburg
4568	A2.2.3.2.6.7.9.4	Iteration 8 Functional Unit Test		4 d	Fri 8/9/13	Wed 8/14/13	4567	4569			0 hrs	Gaithersburg
4569	A2.2.3.2.6.7.9.5	Iteration 8 Demonstration and Closure		1 d	Thu 8/15/13	Thu 8/15/13	4568		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4570	**A2.2.3.2.6.7.10**	**Iteration 9**		**17 d**	**Fri 8/9/13**	**Tue 9/3/13**					**10.8 hrs**	
4571	A2.2.3.2.6.7.10.1	Iteration 9 Iteration Plan Update		1 d	Fri 8/9/13	Fri 8/9/13	4567	4572			0 hrs	Des Moines
4572	A2.2.3.2.6.7.10.2	Iteration 9 Kick-off		1 d	Mon 8/12/13	Mon 8/12/13	4571	4573	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4573	A2.2.3.2.6.7.10.3	Iteration 9 Development		10 d	Tue 8/13/13	Mon 8/26/13	4572	4574,4577			0 hrs	Gaithersburg
4574	A2.2.3.2.6.7.10.4	Iteration 9 Functional Unit Test		4 d	Tue 8/27/13	Fri 8/30/13	4573	4575			0 hrs	Gaithersburg
4575	A2.2.3.2.6.7.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 9/3/13	Tue 9/3/13	4574		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4576	**A2.2.3.2.6.7.11**	**Iteration 10**		**17 d**	**Tue 8/27/13**	**Thu 9/19/13**					**10.8 hrs**	
4577	A2.2.3.2.6.7.11.1	Iteration 10 Iteration Plan Update		1 d	Tue 8/27/13	Tue 8/27/13	4573	4578			0 hrs	Des Moines
4578	A2.2.3.2.6.7.11.2	Iteration 10 Kick-off		1 d	Wed 8/28/13	Wed 8/28/13	4577	4579	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4579	A2.2.3.2.6.7.11.3	Iteration 10 Development		10 d	Thu 8/29/13	Thu 9/12/13	4578	4580,4583			0 hrs	Gaithersburg
4580	A2.2.3.2.6.7.11.4	Iteration 10 Functional Unit Test		4 d	Fri 9/13/13	Wed 9/18/13	4579	4581			0 hrs	Gaithersburg
4581	A2.2.3.2.6.7.11.5	Iteration 10 Demonstration and Closure		1 d	Thu 9/19/13	Thu 9/19/13	4580		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4582	**A2.2.3.2.6.7.12**	**Iteration 11**		**17 d**	**Fri 9/13/13**	**Mon 10/7/13**		**4589**			**10.8 hrs**	
4583	A2.2.3.2.6.7.12.1	Iteration 11 Iteration Plan Update		1 d	Fri 9/13/13	Fri 9/13/13	4579	4584			0 hrs	Des Moines
4584	A2.2.3.2.6.7.12.2	Iteration 11 Kick-off		1 d	Mon 9/16/13	Mon 9/16/13	4583	4585	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4585	A2.2.3.2.6.7.12.3	Iteration 11 Development		10 d	Tue 9/17/13	Mon 9/30/13	4584	4586			0 hrs	Gaithersburg
4586	A2.2.3.2.6.7.12.4	Iteration 11 Functional Unit Test		4 d	Tue 10/1/13	Fri 10/4/13	4585	4587			0 hrs	Gaithersburg
4587	A2.2.3.2.6.7.12.5	Iteration 11 Demonstration and Closure		1 d	Mon 10/7/13	Mon 10/7/13	4586		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4588	**A2.2.3.2.6.7.13**	**Module Test**		**27 d**	**Tue 10/8/13**	**Thu 11/14/13**					**0 hrs**	
4589	A2.2.3.2.6.7.13.1	Finalize Module Test Scenarios		5 d	Tue 10/8/13	Mon 10/14/13	4582	4590SS			0 hrs	Des Moines
4590	A2.2.3.2.6.7.13.2	Configure COTS/Automated Test Tools		5 d	Tue 10/8/13	Mon 10/14/13	4589SS	4591			0 hrs	Des Moines

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4591	A2.2.3.2.6.7.13.3	Conduct Test Readiness Review		1 d	Tue 10/15/13	Tue 10/15/13	4590	4592			0 hrs	Des Moines
4592	A2.2.3.2.6.7.13.4	Conduct Testing		9 d	Wed 10/16/13	Mon 10/28/13	4591	4593FS-4 d			0 hrs	Gaithersburg
4593	A2.2.3.2.6.7.13.5	Correct Defects		4 d	Wed 10/23/13	Mon 10/28/13	4592FS-4 d	4594			0 hrs	Gaithersburg
4594	A2.2.3.2.6.7.13.6	Complete Regression Testing		3 d	Tue 10/29/13	Thu 10/31/13	4593	4595			0 hrs	Gaithersburg
4595	A2.2.3.2.6.7.13.7	Interim Conversion Test Results		9 d	Fri 11/1/13	Thu 11/14/13	4594				0 hrs	Des Moines
4596	**A2.2.3.2.7**	**Architecture**		**419 d**	**Tue 3/20/12**	**Wed 11/13/13**			**BA#6, SIS, PA#24, PA#25, SAR, APS#49, APS#50, APS#51, APS#52**	**TN**	**25,838.8 hrs**	
4597	**A2.2.3.2.7.1**	**Infrastructure - Rules Engines**		**145 d**	**Wed 5/30/12**	**Wed 12/26/12**					**97.2 hrs**	
4598	A2.2.3.2.7.1.1	Develop Iteration Plan		2 d	Wed 5/30/12	Thu 5/31/12	1892	4600			0 hrs	Des Moines
4599	**A2.2.3.2.7.1.2**	**Iteration 1**		**16 d**	**Fri 6/1/12**	**Fri 6/22/12**					**10.8 hrs**	
4600	A2.2.3.2.7.1.2.1	Iteration 1 Kick-off		1 d	Fri 6/1/12	Fri 6/1/12	4598	4601	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4601	A2.2.3.2.7.1.2.2	Iteration 1 Development		10 d	Mon 6/4/12	Fri 6/15/12	4600	4602,4605			0 hrs	Gaithersburg
4602	A2.2.3.2.7.1.2.3	Iteration 1 Functional Unit Test		4 d	Mon 6/18/12	Thu 6/21/12	4601	4603			0 hrs	Gaithersburg
4603	A2.2.3.2.7.1.2.4	Iteration 1 Demonstration and Closure		1 d	Fri 6/22/12	Fri 6/22/12	4602		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4604	**A2.2.3.2.7.1.3**	**Iteration 2**		**17 d**	**Mon 6/18/12**	**Wed 7/11/12**					**10.8 hrs**	
4605	A2.2.3.2.7.1.3.1	Iteration 2 Iteration Plan Update		1 d	Mon 6/18/12	Mon 6/18/12	4601	4606			0 hrs	Des Moines
4606	A2.2.3.2.7.1.3.2	Iteration 2 Kick-off		1 d	Tue 6/19/12	Tue 6/19/12	4605	4607	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4607	A2.2.3.2.7.1.3.3	Iteration 2 Development		10 d	Wed 6/20/12	Tue 7/3/12	4606	4608,4611			0 hrs	Gaithersburg
4608	A2.2.3.2.7.1.3.4	Iteration 2 Functional Unit Test		4 d	Thu 7/5/12	Tue 7/10/12	4607	4609			0 hrs	Gaithersburg
4609	A2.2.3.2.7.1.3.5	Iteration 2 Demonstration and Closure		1 d	Wed 7/11/12	Wed 7/11/12	4608		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4610	**A2.2.3.2.7.1.4**	**Iteration 3**		**17 d**	**Thu 7/5/12**	**Fri 7/27/12**					**10.8 hrs**	
4611	A2.2.3.2.7.1.4.1	Iteration 3 Iteration Plan Update		1 d	Thu 7/5/12	Thu 7/5/12	4607	4612			0 hrs	Des Moines
4612	A2.2.3.2.7.1.4.2	Iteration 3 Kick-off		1 d	Fri 7/6/12	Fri 7/6/12	4611	4613	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4613	A2.2.3.2.7.1.4.3	Iteration 3 Development		10 d	Mon 7/9/12	Fri 7/20/12	4612	4614,4617			0 hrs	Gaithersburg
4614	A2.2.3.2.7.1.4.4	Iteration 3 Functional Unit Test		4 d	Mon 7/23/12	Thu 7/26/12	4613	4615			0 hrs	Gaithersburg
4615	A2.2.3.2.7.1.4.5	Iteration 3 Demonstration and Closure		1 d	Fri 7/27/12	Fri 7/27/12	4614		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

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4616	**A2.2.3.2.7.1.5**	**Iteration 4**		**17 d**	**Mon 7/23/12**	**Tue 8/14/12**					**10.8 hrs**	
4617	A2.2.3.2.7.1.5.1	Iteration 4 Iteration Plan Update		1 d	Mon 7/23/12	Mon 7/23/12	4613	4618			0 hrs	Des Moines
4618	A2.2.3.2.7.1.5.2	Iteration 4 Kick-off		1 d	Tue 7/24/12	Tue 7/24/12	4617	4619	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4619	A2.2.3.2.7.1.5.3	Iteration 4 Development		10 d	Wed 7/25/12	Tue 8/7/12	4618	4620,4623			0 hrs	Gaithersburg
4620	A2.2.3.2.7.1.5.4	Iteration 4 Functional Unit Test		4 d	Wed 8/8/12	Mon 8/13/12	4619	4621			0 hrs	Gaithersburg
4621	A2.2.3.2.7.1.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 8/14/12	Tue 8/14/12	4620		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4622	**A2.2.3.2.7.1.6**	**Iteration 5**		**17 d**	**Wed 8/8/12**	**Thu 8/30/12**					**10.8 hrs**	
4623	A2.2.3.2.7.1.6.1	Iteration 5 Iteration Plan Update		1 d	Wed 8/8/12	Wed 8/8/12	4619	4624			0 hrs	Des Moines
4624	A2.2.3.2.7.1.6.2	Iteration 5 Kick-off		1 d	Thu 8/9/12	Thu 8/9/12	4623	4625	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4625	A2.2.3.2.7.1.6.3	Iteration 5 Development		10 d	Fri 8/10/12	Thu 8/23/12	4624	4626,4629			0 hrs	Gaithersburg
4626	A2.2.3.2.7.1.6.4	Iteration 5 Functional Unit Test		4 d	Fri 8/24/12	Wed 8/29/12	4625	4627			0 hrs	Gaithersburg
4627	A2.2.3.2.7.1.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 8/30/12	Thu 8/30/12	4626		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4628	**A2.2.3.2.7.1.7**	**Iteration 6**		**17 d**	**Fri 8/24/12**	**Tue 9/18/12**					**10.8 hrs**	
4629	A2.2.3.2.7.1.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 8/24/12	Fri 8/24/12	4625	4630			0 hrs	Des Moines
4630	A2.2.3.2.7.1.7.2	Iteration 6 Kick-off		1 d	Mon 8/27/12	Mon 8/27/12	4629	4631	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4631	A2.2.3.2.7.1.7.3	Iteration 6 Development		10 d	Tue 8/28/12	Tue 9/11/12	4630	4632,4635			0 hrs	Gaithersburg
4632	A2.2.3.2.7.1.7.4	Iteration 6 Functional Unit Test		4 d	Wed 9/12/12	Mon 9/17/12	4631	4633			0 hrs	Gaithersburg
4633	A2.2.3.2.7.1.7.5	Iteration 6 Demonstration and Closure		1 d	Tue 9/18/12	Tue 9/18/12	4632		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4634	**A2.2.3.2.7.1.8**	**Iteration 7**		**17 d**	**Wed 9/12/12**	**Thu 10/4/12**					**10.8 hrs**	
4635	A2.2.3.2.7.1.8.1	Iteration 7 Iteration Plan Update		1 d	Wed 9/12/12	Wed 9/12/12	4631	4636			0 hrs	Des Moines
4636	A2.2.3.2.7.1.8.2	Iteration 7 Kick-off		1 d	Thu 9/13/12	Thu 9/13/12	4635	4637	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4637	A2.2.3.2.7.1.8.3	Iteration 7 Development		10 d	Fri 9/14/12	Thu 9/27/12	4636	4638			0 hrs	Gaithersburg
4638	A2.2.3.2.7.1.8.4	Iteration 7 Functional Unit Test		4 d	Fri 9/28/12	Wed 10/3/12	4637	4639,4641			0 hrs	Gaithersburg
4639	A2.2.3.2.7.1.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 10/4/12	Thu 10/4/12	4638		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4640	**A2.2.3.2.7.1.9**	**Iteration 8**		**17 d**	**Thu 10/4/12**	**Fri 10/26/12**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4641	A2.2.3.2.7.1.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 10/4/12	Thu 10/4/12	4638	4642			0 hrs	Des Moines
4642	A2.2.3.2.7.1.9.2	Iteration 8 Kick-off		1 d	Fri 10/5/12	Fri 10/5/12	4641	4643	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4643	A2.2.3.2.7.1.9.3	Iteration 8 Development		10 d	Mon 10/8/12	Fri 10/19/12	4642	4644,4647			0 hrs	Gaithersburg
4644	A2.2.3.2.7.1.9.4	Iteration 8 Functional Unit Test		4 d	Mon 10/22/12	Thu 10/25/12	4643	4645			0 hrs	Gaithersburg
4645	A2.2.3.2.7.1.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 10/26/12	Fri 10/26/12	4644		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4646	**A2.2.3.2.7.1.10**	**Iteration 9**		**17 d**	**Mon 10/22/12**	**Wed 11/14/12**		**4653,4661**			**10.8 hrs**	
4647	A2.2.3.2.7.1.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 10/22/12	Mon 10/22/12	4643	4648			0 hrs	Des Moines
4648	A2.2.3.2.7.1.10.2	Iteration 9 Kick-off		1 d	Tue 10/23/12	Tue 10/23/12	4647	4649	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4649	A2.2.3.2.7.1.10.3	Iteration 9 Development		10 d	Wed 10/24/12	Tue 11/6/12	4648	0,6048,5299			0 hrs	Gaithersburg
4650	A2.2.3.2.7.1.10.4	Iteration 9 Functional Unit Test		4 d	Wed 11/7/12	Tue 11/13/12	4649	4651			0 hrs	Gaithersburg
4651	A2.2.3.2.7.1.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 11/14/12	Wed 11/14/12	4650		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4652	**A2.2.3.2.7.1.11**	**Module Test**		**27 d**	**Thu 11/15/12**	**Wed 12/26/12**					**0 hrs**	
4653	A2.2.3.2.7.1.11.1	Finalize Module Test Scenarios		5 d	Thu 11/15/12	Wed 11/21/12	4646	4654SS			0 hrs	Des Moines
4654	A2.2.3.2.7.1.11.2	Configure COTS/Automated Test Tools		5 d	Thu 11/15/12	Wed 11/21/12	4653SS	4655			0 hrs	Des Moines
4655	A2.2.3.2.7.1.11.3	Conduct Test Readiness Review		1 d	Mon 11/26/12	Mon 11/26/12	4654	4656			0 hrs	Des Moines
4656	A2.2.3.2.7.1.11.4	Conduct Testing		9 d	Tue 11/27/12	Fri 12/7/12	4655	4657FS-4 d			0 hrs	Gaithersburg
4657	A2.2.3.2.7.1.11.5	Correct Defects		4 d	Tue 12/4/12	Fri 12/7/12	4656FS-4 d	4658			0 hrs	Gaithersburg
4658	A2.2.3.2.7.1.11.6	Complete Regression Testing		3 d	Mon 12/10/12	Wed 12/12/12	4657	4659			0 hrs	Gaithersburg
4659	A2.2.3.2.7.1.11.7	Interim Conversion Test Results		9 d	Thu 12/13/12	Wed 12/26/12	4658				0 hrs	Des Moines
4660	**A2.2.3.2.7.1.12**	**Rules Test**		**27 d**	**Thu 11/15/12**	**Wed 12/26/12**					**0 hrs**	
4661	A2.2.3.2.7.1.12.1	Finalize Rules Test Scenarios		5 d	Thu 11/15/12	Wed 11/21/12	4646	4662SS			0 hrs	Des Moines
4662	A2.2.3.2.7.1.12.2	Configure COTS/Automated Test Tools		5 d	Thu 11/15/12	Wed 11/21/12	4661SS	3,6391FS-55 1,6566FS-45			0 hrs	Des Moines
4663	A2.2.3.2.7.1.12.3	Conduct Test Readiness Review		1 d	Mon 11/26/12	Mon 11/26/12	4662	4664			0 hrs	Des Moines
4664	A2.2.3.2.7.1.12.4	Conduct Testing		9 d	Tue 11/27/12	Fri 12/7/12	4663	4665FS-4 d			0 hrs	Gaithersburg
4665	A2.2.3.2.7.1.12.5	Correct Defects		4 d	Tue 12/4/12	Fri 12/7/12	4664FS-4 d	4666			0 hrs	Gaithersburg
4666	A2.2.3.2.7.1.12.6	Complete Regression Testing		3 d	Mon 12/10/12	Wed 12/12/12	4665	4667			0 hrs	Gaithersburg
4667	A2.2.3.2.7.1.12.7	Interim Conversion Test Results		9 d	Thu 12/13/12	Wed 12/26/12	4666				0 hrs	Des Moines

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4668	**A2.2.3.2.7.2**	**General Architectural Requirements**		**145 d**	**Fri 4/6/12**	**Tue 10/30/12**		**7053**			**97.2 hrs**	
4669	A2.2.3.2.7.2.1	Develop Iteration Plan		2 d	Fri 4/6/12	Mon 4/9/12	1872	4671			0 hrs	Des Moines
4670	**A2.2.3.2.7.2.2**	**Iteration 1**		**16 d**	**Tue 4/10/12**	**Tue 5/1/12**					**10.8 hrs**	
4671	A2.2.3.2.7.2.2.1	Iteration 1 Kick-off		1 d	Tue 4/10/12	Tue 4/10/12	4669	4672	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4672	A2.2.3.2.7.2.2.2	Iteration 1 Development		10 d	Wed 4/11/12	Tue 4/24/12	4671	4673,4676			0 hrs	Gaithersburg
4673	A2.2.3.2.7.2.2.3	Iteration 1 Functional Unit Test		4 d	Wed 4/25/12	Mon 4/30/12	4672	4674			0 hrs	Gaithersburg
4674	A2.2.3.2.7.2.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 5/1/12	Tue 5/1/12	4673		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4675	**A2.2.3.2.7.2.3**	**Iteration 2**		**17 d**	**Wed 4/25/12**	**Thu 5/17/12**					**10.8 hrs**	
4676	A2.2.3.2.7.2.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 4/25/12	Wed 4/25/12	4672	4677			0 hrs	Des Moines
4677	A2.2.3.2.7.2.3.2	Iteration 2 Kick-off		1 d	Thu 4/26/12	Thu 4/26/12	4676	4678	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4678	A2.2.3.2.7.2.3.3	Iteration 2 Development		10 d	Fri 4/27/12	Thu 5/10/12	4677	4679,4682			0 hrs	Gaithersburg
4679	A2.2.3.2.7.2.3.4	Iteration 2 Functional Unit Test		4 d	Fri 5/11/12	Wed 5/16/12	4678	4680			0 hrs	Gaithersburg
4680	A2.2.3.2.7.2.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 5/17/12	Thu 5/17/12	4679		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4681	**A2.2.3.2.7.2.4**	**Iteration 3**		**17 d**	**Fri 5/11/12**	**Tue 6/5/12**					**10.8 hrs**	
4682	A2.2.3.2.7.2.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 5/11/12	Fri 5/11/12	4678	4683			0 hrs	Des Moines
4683	A2.2.3.2.7.2.4.2	Iteration 3 Kick-off		1 d	Mon 5/14/12	Mon 5/14/12	4682	4684	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4684	A2.2.3.2.7.2.4.3	Iteration 3 Development		10 d	Tue 5/15/12	Tue 5/29/12	4683	4685,4688			0 hrs	Gaithersburg
4685	A2.2.3.2.7.2.4.4	Iteration 3 Functional Unit Test		4 d	Wed 5/30/12	Mon 6/4/12	4684	4686			0 hrs	Gaithersburg
4686	A2.2.3.2.7.2.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 6/5/12	Tue 6/5/12	4685		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4687	**A2.2.3.2.7.2.5**	**Iteration 4**		**17 d**	**Wed 5/30/12**	**Thu 6/21/12**					**10.8 hrs**	
4688	A2.2.3.2.7.2.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 5/30/12	Wed 5/30/12	4684	4689			0 hrs	Des Moines
4689	A2.2.3.2.7.2.5.2	Iteration 4 Kick-off		1 d	Thu 5/31/12	Thu 5/31/12	4688	4690	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4690	A2.2.3.2.7.2.5.3	Iteration 4 Development		10 d	Fri 6/1/12	Thu 6/14/12	4689	4691,4694			0 hrs	Gaithersburg
4691	A2.2.3.2.7.2.5.4	Iteration 4 Functional Unit Test		4 d	Fri 6/15/12	Wed 6/20/12	4690	4692			0 hrs	Gaithersburg
4692	A2.2.3.2.7.2.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 6/21/12	Thu 6/21/12	4691		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4693	**A2.2.3.2.7.2.6**	**Iteration 5**		**17 d**	**Fri 6/15/12**	**Tue 7/10/12**					**10.8 hrs**	
4694	A2.2.3.2.7.2.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 6/15/12	Fri 6/15/12	4690	4695			0 hrs	Des Moines
4695	A2.2.3.2.7.2.6.2	Iteration 5 Kick-off		1 d	Mon 6/18/12	Mon 6/18/12	4694	4696	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4696	A2.2.3.2.7.2.6.3	Iteration 5 Development		10 d	Tue 6/19/12	Mon 7/2/12	4695	4697,4700			0 hrs	Gaithersburg
4697	A2.2.3.2.7.2.6.4	Iteration 5 Functional Unit Test		4 d	Tue 7/3/12	Mon 7/9/12	4696	4698			0 hrs	Gaithersburg
4698	A2.2.3.2.7.2.6.5	Iteration 5 Demonstration and Closure		1 d	Tue 7/10/12	Tue 7/10/12	4697		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4699	**A2.2.3.2.7.2.7**	**Iteration 6**		**17 d**	**Tue 7/3/12**	**Thu 7/26/12**					**10.8 hrs**	
4700	A2.2.3.2.7.2.7.1	Iteration 6 Iteration Plan Update		1 d	Tue 7/3/12	Tue 7/3/12	4696	4701			0 hrs	Des Moines
4701	A2.2.3.2.7.2.7.2	Iteration 6 Kick-off		1 d	Thu 7/5/12	Thu 7/5/12	4700	4702	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4702	A2.2.3.2.7.2.7.3	Iteration 6 Development		10 d	Fri 7/6/12	Thu 7/19/12	4701	4703,4706			0 hrs	Gaithersburg
4703	A2.2.3.2.7.2.7.4	Iteration 6 Functional Unit Test		4 d	Fri 7/20/12	Wed 7/25/12	4702	4704			0 hrs	Gaithersburg
4704	A2.2.3.2.7.2.7.5	Iteration 6 Demonstration and Closure		1 d	Thu 7/26/12	Thu 7/26/12	4703		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4705	**A2.2.3.2.7.2.8**	**Iteration 7**		**17 d**	**Fri 7/20/12**	**Mon 8/13/12**					**10.8 hrs**	
4706	A2.2.3.2.7.2.8.1	Iteration 7 Iteration Plan Update		1 d	Fri 7/20/12	Fri 7/20/12	4702	4707			0 hrs	Des Moines
4707	A2.2.3.2.7.2.8.2	Iteration 7 Kick-off		1 d	Mon 7/23/12	Mon 7/23/12	4706	4708	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4708	A2.2.3.2.7.2.8.3	Iteration 7 Development		10 d	Tue 7/24/12	Mon 8/6/12	4707	4709			0 hrs	Gaithersburg
4709	A2.2.3.2.7.2.8.4	Iteration 7 Functional Unit Test		4 d	Tue 8/7/12	Fri 8/10/12	4708	4710,4712			0 hrs	Gaithersburg
4710	A2.2.3.2.7.2.8.5	Iteration 7 Demonstration and Closure		1 d	Mon 8/13/12	Mon 8/13/12	4709		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4711	**A2.2.3.2.7.2.9**	**Iteration 8**		**17 d**	**Mon 8/13/12**	**Wed 9/5/12**					**10.8 hrs**	
4712	A2.2.3.2.7.2.9.1	Iteration 8 Iteration Plan Update		1 d	Mon 8/13/12	Mon 8/13/12	4709	4713			0 hrs	Des Moines
4713	A2.2.3.2.7.2.9.2	Iteration 8 Kick-off		1 d	Tue 8/14/12	Tue 8/14/12	4712	4714	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4714	A2.2.3.2.7.2.9.3	Iteration 8 Development		10 d	Wed 8/15/12	Tue 8/28/12	4713	4715,4718			0 hrs	Gaithersburg
4715	A2.2.3.2.7.2.9.4	Iteration 8 Functional Unit Test		4 d	Wed 8/29/12	Tue 9/4/12	4714	4716			0 hrs	Gaithersburg
4716	A2.2.3.2.7.2.9.5	Iteration 8 Demonstration and Closure		1 d	Wed 9/5/12	Wed 9/5/12	4715		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4717	**A2.2.3.2.7.2.10**	**Iteration 9**		**17 d**	**Wed 8/29/12**	**Fri 9/21/12**		**4724**			**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4718	A2.2.3.2.7.2.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 8/29/12	Wed 8/29/12	4714	4719			0 hrs	Des Moines
4719	A2.2.3.2.7.2.10.2	Iteration 9 Kick-off		1 d	Thu 8/30/12	Thu 8/30/12	4718	4720	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4720	A2.2.3.2.7.2.10.3	Iteration 9 Development		10 d	Fri 8/31/12	Fri 9/14/12	4719	4721,4795			0 hrs	Gaithersburg
4721	A2.2.3.2.7.2.10.4	Iteration 9 Functional Unit Test		4 d	Mon 9/17/12	Thu 9/20/12	4720	4722			0 hrs	Gaithersburg
4722	A2.2.3.2.7.2.10.5	Iteration 9 Demonstration and Closure		1 d	Fri 9/21/12	Fri 9/21/12	4721		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4723	**A2.2.3.2.7.2.11**	**Module Test**		**27 d**	**Mon 9/24/12**	**Tue 10/30/12**					**0 hrs**	
4724	A2.2.3.2.7.2.11.1	Finalize Module Test Scenarios		5 d	Mon 9/24/12	Fri 9/28/12	4717	4725SS			0 hrs	Des Moines
4725	A2.2.3.2.7.2.11.2	Configure COTS/Automated Test Tools		5 d	Mon 9/24/12	Fri 9/28/12	4724SS	4726			0 hrs	Des Moines
4726	A2.2.3.2.7.2.11.3	Conduct Test Readiness Review		1 d	Mon 10/1/12	Mon 10/1/12	4725	4727			0 hrs	Des Moines
4727	A2.2.3.2.7.2.11.4	Conduct Testing		9 d	Tue 10/2/12	Fri 10/12/12	4726	4728FS-4 d			0 hrs	Gaithersburg
4728	A2.2.3.2.7.2.11.5	Correct Defects		4 d	Tue 10/9/12	Fri 10/12/12	4727FS-4 d	4729			0 hrs	Gaithersburg
4729	A2.2.3.2.7.2.11.6	Complete Regression Testing		3 d	Mon 10/15/12	Wed 10/17/12	4728	4730			0 hrs	Gaithersburg
4730	A2.2.3.2.7.2.11.7	Interim Conversion Test Results		9 d	Thu 10/18/12	Tue 10/30/12	4729				0 hrs	Des Moines
4731	**A2.2.3.2.7.3**	**HIPAA Transaction Requirements**		**144 d**	**Tue 3/20/12**	**Wed 10/10/12**					**97.2 hrs**	
4732	A2.2.3.2.7.3.1	Develop Iteration Plan		1 d	Tue 3/20/12	Tue 3/20/12	1867	4734			0 hrs	Des Moines
4733	**A2.2.3.2.7.3.2**	**Iteration 1**		**16 d**	**Wed 3/21/12**	**Wed 4/11/12**					**10.8 hrs**	
4734	A2.2.3.2.7.3.2.1	Iteration 1 Kick-off		1 d	Wed 3/21/12	Wed 3/21/12	4732	4735	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4735	A2.2.3.2.7.3.2.2	Iteration 1 Development		10 d	Thu 3/22/12	Wed 4/4/12	4734	4736,4739			0 hrs	Gaithersburg
4736	A2.2.3.2.7.3.2.3	Iteration 1 Functional Unit Test		4 d	Thu 4/5/12	Tue 4/10/12	4735	4737			0 hrs	Gaithersburg
4737	A2.2.3.2.7.3.2.4	Iteration 1 Demonstration and Closure		1 d	Wed 4/11/12	Wed 4/11/12	4736		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4738	**A2.2.3.2.7.3.3**	**Iteration 2**		**17 d**	**Thu 4/5/12**	**Fri 4/27/12**					**10.8 hrs**	
4739	A2.2.3.2.7.3.3.1	Iteration 2 Iteration Plan Update		1 d	Thu 4/5/12	Thu 4/5/12	4735	4740			0 hrs	Des Moines
4740	A2.2.3.2.7.3.3.2	Iteration 2 Kick-off		1 d	Fri 4/6/12	Fri 4/6/12	4739	4741	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4741	A2.2.3.2.7.3.3.3	Iteration 2 Development		10 d	Mon 4/9/12	Fri 4/20/12	4740	4742,4745			0 hrs	Gaithersburg
4742	A2.2.3.2.7.3.3.4	Iteration 2 Functional Unit Test		4 d	Mon 4/23/12	Thu 4/26/12	4741	4743			0 hrs	Gaithersburg
4743	A2.2.3.2.7.3.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 4/27/12	Fri 4/27/12	4742		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4744	**A2.2.3.2.7.3.4**	**Iteration 3**		**17 d**	**Mon 4/23/12**	**Tue 5/15/12**					**10.8 hrs**	
4745	A2.2.3.2.7.3.4.1	Iteration 3 Iteration Plan Update		1 d	Mon 4/23/12	Mon 4/23/12	4741	4746			0 hrs	Des Moines
4746	A2.2.3.2.7.3.4.2	Iteration 3 Kick-off		1 d	Tue 4/24/12	Tue 4/24/12	4745	4747	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4747	A2.2.3.2.7.3.4.3	Iteration 3 Development		10 d	Wed 4/25/12	Tue 5/8/12	4746	4748,4751			0 hrs	Gaithersburg
4748	A2.2.3.2.7.3.4.4	Iteration 3 Functional Unit Test		4 d	Wed 5/9/12	Mon 5/14/12	4747	4749			0 hrs	Gaithersburg
4749	A2.2.3.2.7.3.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 5/15/12	Tue 5/15/12	4748		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4750	**A2.2.3.2.7.3.5**	**Iteration 4**		**17 d**	**Wed 5/9/12**	**Fri 6/1/12**					**10.8 hrs**	
4751	A2.2.3.2.7.3.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 5/9/12	Wed 5/9/12	4747	4752			0 hrs	Des Moines
4752	A2.2.3.2.7.3.5.2	Iteration 4 Kick-off		1 d	Thu 5/10/12	Thu 5/10/12	4751	4753	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4753	A2.2.3.2.7.3.5.3	Iteration 4 Development		10 d	Fri 5/11/12	Thu 5/24/12	4752	4754,4757			0 hrs	Gaithersburg
4754	A2.2.3.2.7.3.5.4	Iteration 4 Functional Unit Test		4 d	Fri 5/25/12	Thu 5/31/12	4753	4755			0 hrs	Gaithersburg
4755	A2.2.3.2.7.3.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 6/1/12	Fri 6/1/12	4754		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4756	**A2.2.3.2.7.3.6**	**Iteration 5**		**17 d**	**Fri 5/25/12**	**Tue 6/19/12**					**10.8 hrs**	
4757	A2.2.3.2.7.3.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 5/25/12	Fri 5/25/12	4753	4758	D-PMO	DP	0 hrs	Des Moines
4758	A2.2.3.2.7.3.6.2	Iteration 5 Kick-off		1 d	Tue 5/29/12	Tue 5/29/12	4757	4759	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4759	A2.2.3.2.7.3.6.3	Iteration 5 Development		10 d	Wed 5/30/12	Tue 6/12/12	4758	4760,4763			0 hrs	Gaithersburg
4760	A2.2.3.2.7.3.6.4	Iteration 5 Functional Unit Test		4 d	Wed 6/13/12	Mon 6/18/12	4759	4761			0 hrs	Gaithersburg
4761	A2.2.3.2.7.3.6.5	Iteration 5 Demonstration and Closure		1 d	Tue 6/19/12	Tue 6/19/12	4760		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4762	**A2.2.3.2.7.3.7**	**Iteration 6**		**17 d**	**Wed 6/13/12**	**Fri 7/6/12**					**10.8 hrs**	
4763	A2.2.3.2.7.3.7.1	Iteration 6 Iteration Plan Update		1 d	Wed 6/13/12	Wed 6/13/12	4759	4764			0 hrs	Des Moines
4764	A2.2.3.2.7.3.7.2	Iteration 6 Kick-off		1 d	Thu 6/14/12	Thu 6/14/12	4763	4765	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4765	A2.2.3.2.7.3.7.3	Iteration 6 Development		10 d	Fri 6/15/12	Thu 6/28/12	4764	4766,4769			0 hrs	Gaithersburg
4766	A2.2.3.2.7.3.7.4	Iteration 6 Functional Unit Test		4 d	Fri 6/29/12	Thu 7/5/12	4765	4767			0 hrs	Gaithersburg
4767	A2.2.3.2.7.3.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 7/6/12	Fri 7/6/12	4766		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4768	**A2.2.3.2.7.3.8**	**Iteration 7**		**17 d**	**Fri 6/29/12**	**Tue 7/24/12**					**10.8 hrs**	
4769	A2.2.3.2.7.3.8.1	Iteration 7 Iteration Plan Update		1 d	Fri 6/29/12	Fri 6/29/12	4765	4770			0 hrs	Des Moines
4770	A2.2.3.2.7.3.8.2	Iteration 7 Kick-off		1 d	Mon 7/2/12	Mon 7/2/12	4769	4771	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4771	A2.2.3.2.7.3.8.3	Iteration 7 Development		10 d	Tue 7/3/12	Tue 7/17/12	4770	4772			0 hrs	Gaithersburg
4772	A2.2.3.2.7.3.8.4	Iteration 7 Functional Unit Test		4 d	Wed 7/18/12	Mon 7/23/12	4771	4773,4775			0 hrs	Gaithersburg
4773	A2.2.3.2.7.3.8.5	Iteration 7 Demonstration and Closure		1 d	Tue 7/24/12	Tue 7/24/12	4772		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4774	**A2.2.3.2.7.3.9**	**Iteration 8**		**17 d**	**Tue 7/24/12**	**Wed 8/15/12**					**10.8 hrs**	
4775	A2.2.3.2.7.3.9.1	Iteration 8 Iteration Plan Update		1 d	Tue 7/24/12	Tue 7/24/12	4772	4776			0 hrs	Des Moines
4776	A2.2.3.2.7.3.9.2	Iteration 8 Kick-off		1 d	Wed 7/25/12	Wed 7/25/12	4775	4777	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4777	A2.2.3.2.7.3.9.3	Iteration 8 Development		10 d	Thu 7/26/12	Wed 8/8/12	4776	4778,4781			0 hrs	Gaithersburg
4778	A2.2.3.2.7.3.9.4	Iteration 8 Functional Unit Test		4 d	Thu 8/9/12	Tue 8/14/12	4777	4779			0 hrs	Gaithersburg
4779	A2.2.3.2.7.3.9.5	Iteration 8 Demonstration and Closure		1 d	Wed 8/15/12	Wed 8/15/12	4778		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4780	**A2.2.3.2.7.3.10**	**Iteration 9**		**17 d**	**Thu 8/9/12**	**Fri 8/31/12**		**4787**			**10.8 hrs**	
4781	A2.2.3.2.7.3.10.1	Iteration 9 Iteration Plan Update		1 d	Thu 8/9/12	Thu 8/9/12	4777	4782			0 hrs	Des Moines
4782	A2.2.3.2.7.3.10.2	Iteration 9 Kick-off		1 d	Fri 8/10/12	Fri 8/10/12	4781	4783	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4783	A2.2.3.2.7.3.10.3	Iteration 9 Development		10 d	Mon 8/13/12	Fri 8/24/12	4782	4784			0 hrs	Gaithersburg
4784	A2.2.3.2.7.3.10.4	Iteration 9 Functional Unit Test		4 d	Mon 8/27/12	Thu 8/30/12	4783	4785			0 hrs	Gaithersburg
4785	A2.2.3.2.7.3.10.5	Iteration 9 Demonstration and Closure		1 d	Fri 8/31/12	Fri 8/31/12	4784	5047	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4786	**A2.2.3.2.7.3.11**	**Module Test**		**27 d**	**Tue 9/4/12**	**Wed 10/10/12**					**0 hrs**	
4787	A2.2.3.2.7.3.11.1	Finalize Module Test Scenarios		5 d	Tue 9/4/12	Mon 9/10/12	4780	4788SS			0 hrs	Des Moines
4788	A2.2.3.2.7.3.11.2	Configure COTS/Automated Test Tools		5 d	Tue 9/4/12	Mon 9/10/12	4787SS	4789			0 hrs	Des Moines
4789	A2.2.3.2.7.3.11.3	Conduct Test Readiness Review		1 d	Tue 9/11/12	Tue 9/11/12	4788	4790			0 hrs	Des Moines
4790	A2.2.3.2.7.3.11.4	Conduct Testing		9 d	Wed 9/12/12	Mon 9/24/12	4789	4791FS-4 d			0 hrs	Gaithersburg
4791	A2.2.3.2.7.3.11.5	Correct Defects		4 d	Wed 9/19/12	Mon 9/24/12	4790FS-4 d	4792			0 hrs	Gaithersburg
4792	A2.2.3.2.7.3.11.6	Complete Regression Testing		3 d	Tue 9/25/12	Thu 9/27/12	4791	4793			0 hrs	Gaithersburg
4793	A2.2.3.2.7.3.11.7	Interim Conversion Test Results		9 d	Fri 9/28/12	Wed 10/10/12	4792				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4794	**A2.2.3.2.7.4**	**MITA Technical Requirements**		**144 d**	**Mon 9/17/12**	**Fri 4/12/13**					**97.2 hrs**	
4795	A2.2.3.2.7.4.1	Develop Iteration Plan		1 d	Mon 9/17/12	Mon 9/17/12	4720	4797			0 hrs	Des Moines
4796	**A2.2.3.2.7.4.2**	**Iteration 1**		**16 d**	**Tue 9/18/12**	**Tue 10/9/12**					**10.8 hrs**	
4797	A2.2.3.2.7.4.2.1	Iteration 1 Kick-off		1 d	Tue 9/18/12	Tue 9/18/12	4795	4798	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4798	A2.2.3.2.7.4.2.2	Iteration 1 Development		10 d	Wed 9/19/12	Tue 10/2/12	4797	4799,4802			0 hrs	Gaithersburg
4799	A2.2.3.2.7.4.2.3	Iteration 1 Functional Unit Test		4 d	Wed 10/3/12	Mon 10/8/12	4798	4800			0 hrs	Gaithersburg
4800	A2.2.3.2.7.4.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 10/9/12	Tue 10/9/12	4799		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4801	**A2.2.3.2.7.4.3**	**Iteration 2**		**17 d**	**Wed 10/3/12**	**Thu 10/25/12**					**10.8 hrs**	
4802	A2.2.3.2.7.4.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 10/3/12	Wed 10/3/12	4798	4803			0 hrs	Des Moines
4803	A2.2.3.2.7.4.3.2	Iteration 2 Kick-off		1 d	Thu 10/4/12	Thu 10/4/12	4802	4804	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4804	A2.2.3.2.7.4.3.3	Iteration 2 Development		10 d	Fri 10/5/12	Thu 10/18/12	4803	4805,4808			0 hrs	Gaithersburg
4805	A2.2.3.2.7.4.3.4	Iteration 2 Functional Unit Test		4 d	Fri 10/19/12	Wed 10/24/12	4804	4806			0 hrs	Gaithersburg
4806	A2.2.3.2.7.4.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 10/25/12	Thu 10/25/12	4805		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4807	**A2.2.3.2.7.4.4**	**Iteration 3**		**17 d**	**Fri 10/19/12**	**Tue 11/13/12**					**10.8 hrs**	
4808	A2.2.3.2.7.4.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 10/19/12	Fri 10/19/12	4804	4809			0 hrs	Des Moines
4809	A2.2.3.2.7.4.4.2	Iteration 3 Kick-off		1 d	Mon 10/22/12	Mon 10/22/12	4808	4810	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4810	A2.2.3.2.7.4.4.3	Iteration 3 Development		10 d	Tue 10/23/12	Mon 11/5/12	4809	4811,4814			0 hrs	Gaithersburg
4811	A2.2.3.2.7.4.4.4	Iteration 3 Functional Unit Test		4 d	Tue 11/6/12	Fri 11/9/12	4810	4812			0 hrs	Gaithersburg
4812	A2.2.3.2.7.4.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 11/13/12	Tue 11/13/12	4811		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4813	**A2.2.3.2.7.4.5**	**Iteration 4**		**17 d**	**Tue 11/6/12**	**Mon 12/3/12**					**10.8 hrs**	
4814	A2.2.3.2.7.4.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 11/6/12	Tue 11/6/12	4810	4815			0 hrs	Des Moines
4815	A2.2.3.2.7.4.5.2	Iteration 4 Kick-off		1 d	Wed 11/7/12	Wed 11/7/12	4814	4816	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4816	A2.2.3.2.7.4.5.3	Iteration 4 Development		10 d	Thu 11/8/12	Mon 11/26/12	4815	4817,4820			0 hrs	Gaithersburg
4817	A2.2.3.2.7.4.5.4	Iteration 4 Functional Unit Test		4 d	Tue 11/27/12	Fri 11/30/12	4816	4818			0 hrs	Gaithersburg
4818	A2.2.3.2.7.4.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 12/3/12	Mon 12/3/12	4817		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4819	**A2.2.3.2.7.4.6**	**Iteration 5**		**17 d**	**Tue 11/27/12**	**Wed 12/19/12**					**10.8 hrs**	
4820	A2.2.3.2.7.4.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 11/27/12	Tue 11/27/12	4816	4821			0 hrs	Des Moines
4821	A2.2.3.2.7.4.6.2	Iteration 5 Kick-off		1 d	Wed 11/28/12	Wed 11/28/12	4820	4822	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4822	A2.2.3.2.7.4.6.3	Iteration 5 Development		10 d	Thu 11/29/12	Wed 12/12/12	4821	4823,4826			0 hrs	Gaithersburg
4823	A2.2.3.2.7.4.6.4	Iteration 5 Functional Unit Test		4 d	Thu 12/13/12	Tue 12/18/12	4822	4824			0 hrs	Gaithersburg
4824	A2.2.3.2.7.4.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 12/19/12	Wed 12/19/12	4823		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4825	**A2.2.3.2.7.4.7**	**Iteration 6**		**17 d**	**Thu 12/13/12**	**Tue 1/8/13**					**10.8 hrs**	
4826	A2.2.3.2.7.4.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 12/13/12	Thu 12/13/12	4822	4827			0 hrs	Des Moines
4827	A2.2.3.2.7.4.7.2	Iteration 6 Kick-off		1 d	Fri 12/14/12	Fri 12/14/12	4826	4828	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4828	A2.2.3.2.7.4.7.3	Iteration 6 Development		10 d	Mon 12/17/12	Mon 12/31/12	4827	4829,4832			0 hrs	Gaithersburg
4829	A2.2.3.2.7.4.7.4	Iteration 6 Functional Unit Test		4 d	Wed 1/2/13	Mon 1/7/13	4828	4830			0 hrs	Gaithersburg
4830	A2.2.3.2.7.4.7.5	Iteration 6 Demonstration and Closure		1 d	Tue 1/8/13	Tue 1/8/13	4829		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4831	**A2.2.3.2.7.4.8**	**Iteration 7**		**17 d**	**Wed 1/2/13**	**Fri 1/25/13**					**10.8 hrs**	
4832	A2.2.3.2.7.4.8.1	Iteration 7 Iteration Plan Update		1 d	Wed 1/2/13	Wed 1/2/13	4828	4833			0 hrs	Des Moines
4833	A2.2.3.2.7.4.8.2	Iteration 7 Kick-off		1 d	Thu 1/3/13	Thu 1/3/13	4832	4834	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4834	A2.2.3.2.7.4.8.3	Iteration 7 Development		10 d	Fri 1/4/13	Thu 1/17/13	4833	4835			0 hrs	Gaithersburg
4835	A2.2.3.2.7.4.8.4	Iteration 7 Functional Unit Test		4 d	Fri 1/18/13	Thu 1/24/13	4834	4836,4838			0 hrs	Gaithersburg
4836	A2.2.3.2.7.4.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 1/25/13	Fri 1/25/13	4835		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4837	**A2.2.3.2.7.4.9**	**Iteration 8**		**17 d**	**Fri 1/25/13**	**Mon 2/18/13**					**10.8 hrs**	
4838	A2.2.3.2.7.4.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 1/25/13	Fri 1/25/13	4835	4839			0 hrs	Des Moines
4839	A2.2.3.2.7.4.9.2	Iteration 8 Kick-off		1 d	Mon 1/28/13	Mon 1/28/13	4838	4840	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4840	A2.2.3.2.7.4.9.3	Iteration 8 Development		10 d	Tue 1/29/13	Mon 2/11/13	4839	4841,4844			0 hrs	Gaithersburg
4841	A2.2.3.2.7.4.9.4	Iteration 8 Functional Unit Test		4 d	Tue 2/12/13	Fri 2/15/13	4840	4842			0 hrs	Gaithersburg
4842	A2.2.3.2.7.4.9.5	Iteration 8 Demonstration and Closure		1 d	Mon 2/18/13	Mon 2/18/13	4841		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4843	**A2.2.3.2.7.4.10**	**Iteration 9**		**17 d**	**Tue 2/12/13**	**Wed 3/6/13**		**4850**			**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4844	A2.2.3.2.7.4.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 2/12/13	Tue 2/12/13	4840	4845			0 hrs	Des Moines
4845	A2.2.3.2.7.4.10.2	Iteration 9 Kick-off		1 d	Wed 2/13/13	Wed 2/13/13	4844	4846	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4846	A2.2.3.2.7.4.10.3	Iteration 9 Development		10 d	Thu 2/14/13	Wed 2/27/13	4845	4847,4858			0 hrs	Gaithersburg
4847	A2.2.3.2.7.4.10.4	Iteration 9 Functional Unit Test		4 d	Thu 2/28/13	Tue 3/5/13	4846	4848			0 hrs	Gaithersburg
4848	A2.2.3.2.7.4.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 3/6/13	Wed 3/6/13	4847		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4849	**A2.2.3.2.7.4.11**	**Module Test**		**27 d**	**Thu 3/7/13**	**Fri 4/12/13**					**0 hrs**	
4850	A2.2.3.2.7.4.11.1	Finalize Module Test Scenarios		5 d	Thu 3/7/13	Wed 3/13/13	4843	4851SS			0 hrs	Des Moines
4851	A2.2.3.2.7.4.11.2	Configure COTS/Automated Test Tools		5 d	Thu 3/7/13	Wed 3/13/13	4850SS	4852			0 hrs	Des Moines
4852	A2.2.3.2.7.4.11.3	Conduct Test Readiness Review		1 d	Thu 3/14/13	Thu 3/14/13	4851	4853			0 hrs	Des Moines
4853	A2.2.3.2.7.4.11.4	Conduct Testing		9 d	Fri 3/15/13	Wed 3/27/13	4852	4854FS-4 d			0 hrs	Gaithersburg
4854	A2.2.3.2.7.4.11.5	Correct Defects		4 d	Fri 3/22/13	Wed 3/27/13	4853FS-4 d	4855			0 hrs	Gaithersburg
4855	A2.2.3.2.7.4.11.6	Complete Regression Testing		3 d	Thu 3/28/13	Mon 4/1/13	4854	4856			0 hrs	Gaithersburg
4856	A2.2.3.2.7.4.11.7	Interim Conversion Test Results		9 d	Tue 4/2/13	Fri 4/12/13	4855				0 hrs	Des Moines
4857	**A2.2.3.2.7.5**	**SOA Requirements**		**144 d**	**Thu 2/28/13**	**Fri 9/20/13**					**95.6 hrs**	
4858	A2.2.3.2.7.5.1	Develop Iteration Plan		1 d	Thu 2/28/13	Thu 2/28/13	4846	4860			0 hrs	Des Moines
4859	**A2.2.3.2.7.5.2**	**Iteration 1**		**16 d**	**Fri 3/1/13**	**Fri 3/22/13**					**10.8 hrs**	
4860	A2.2.3.2.7.5.2.1	Iteration 1 Kick-off		1 d	Fri 3/1/13	Fri 3/1/13	4858	4861	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4861	A2.2.3.2.7.5.2.2	Iteration 1 Development		10 d	Mon 3/4/13	Fri 3/15/13	4860	4862,4865			0 hrs	Gaithersburg
4862	A2.2.3.2.7.5.2.3	Iteration 1 Functional Unit Test		4 d	Mon 3/18/13	Thu 3/21/13	4861	4863			0 hrs	Gaithersburg
4863	A2.2.3.2.7.5.2.4	Iteration 1 Demonstration and Closure		1 d	Fri 3/22/13	Fri 3/22/13	4862		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4864	**A2.2.3.2.7.5.3**	**Iteration 2**		**17 d**	**Mon 3/18/13**	**Tue 4/9/13**					**10.8 hrs**	
4865	A2.2.3.2.7.5.3.1	Iteration 2 Iteration Plan Update		1 d	Mon 3/18/13	Mon 3/18/13	4861	4866			0 hrs	Des Moines
4866	A2.2.3.2.7.5.3.2	Iteration 2 Kick-off		1 d	Tue 3/19/13	Tue 3/19/13	4865	4867,4970	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4867	A2.2.3.2.7.5.3.3	Iteration 2 Development		10 d	Wed 3/20/13	Tue 4/2/13	4866	4868,4871			0 hrs	Gaithersburg
4868	A2.2.3.2.7.5.3.4	Iteration 2 Functional Unit Test		4 d	Wed 4/3/13	Mon 4/8/13	4867	4869			0 hrs	Gaithersburg
4869	A2.2.3.2.7.5.3.5	Iteration 2 Demonstration and Closure		1 d	Tue 4/9/13	Tue 4/9/13	4868		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4870	**A2.2.3.2.7.5.4**	**Iteration 3**		**17 d**	**Wed 4/3/13**	**Thu 4/25/13**					**10.8 hrs**	
4871	A2.2.3.2.7.5.4.1	Iteration 3 Iteration Plan Update		1 d	Wed 4/3/13	Wed 4/3/13	4867	4872			0 hrs	Des Moines
4872	A2.2.3.2.7.5.4.2	Iteration 3 Kick-off		1 d	Thu 4/4/13	Thu 4/4/13	4871	4873	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4873	A2.2.3.2.7.5.4.3	Iteration 3 Development		10 d	Fri 4/5/13	Thu 4/18/13	4872	4874,4877			0 hrs	Gaithersburg
4874	A2.2.3.2.7.5.4.4	Iteration 3 Functional Unit Test		4 d	Fri 4/19/13	Wed 4/24/13	4873	4875			0 hrs	Gaithersburg
4875	A2.2.3.2.7.5.4.5	Iteration 3 Demonstration and Closure		1 d	Thu 4/25/13	Thu 4/25/13	4874		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4876	**A2.2.3.2.7.5.5**	**Iteration 4**		**17 d**	**Fri 4/19/13**	**Mon 5/13/13**					**10.8 hrs**	
4877	A2.2.3.2.7.5.5.1	Iteration 4 Iteration Plan Update		1 d	Fri 4/19/13	Fri 4/19/13	4873	4878			0 hrs	Des Moines
4878	A2.2.3.2.7.5.5.2	Iteration 4 Kick-off		1 d	Mon 4/22/13	Mon 4/22/13	4877	4879	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4879	A2.2.3.2.7.5.5.3	Iteration 4 Development		10 d	Tue 4/23/13	Mon 5/6/13	4878	4880,4883			0 hrs	Gaithersburg
4880	A2.2.3.2.7.5.5.4	Iteration 4 Functional Unit Test		4 d	Tue 5/7/13	Fri 5/10/13	4879	4881			0 hrs	Gaithersburg
4881	A2.2.3.2.7.5.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 5/13/13	Mon 5/13/13	4880		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4882	**A2.2.3.2.7.5.6**	**Iteration 5**		**17 d**	**Tue 5/7/13**	**Thu 5/30/13**					**10.8 hrs**	
4883	A2.2.3.2.7.5.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 5/7/13	Tue 5/7/13	4879	4884			0 hrs	Des Moines
4884	A2.2.3.2.7.5.6.2	Iteration 5 Kick-off		1 d	Wed 5/8/13	Wed 5/8/13	4883	4885	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4885	A2.2.3.2.7.5.6.3	Iteration 5 Development		10 d	Thu 5/9/13	Wed 5/22/13	4884	4886,4889			0 hrs	Gaithersburg
4886	A2.2.3.2.7.5.6.4	Iteration 5 Functional Unit Test		4 d	Thu 5/23/13	Wed 5/29/13	4885	4887			0 hrs	Gaithersburg
4887	A2.2.3.2.7.5.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 5/30/13	Thu 5/30/13	4886		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4888	**A2.2.3.2.7.5.7**	**Iteration 6**		**17 d**	**Thu 5/23/13**	**Mon 6/17/13**					**10.8 hrs**	
4889	A2.2.3.2.7.5.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 5/23/13	Thu 5/23/13	4885	4890			0 hrs	Des Moines
4890	A2.2.3.2.7.5.7.2	Iteration 6 Kick-off		1 d	Fri 5/24/13	Fri 5/24/13	4889	4891	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4891	A2.2.3.2.7.5.7.3	Iteration 6 Development		10 d	Tue 5/28/13	Mon 6/10/13	4890	4892,4895			0 hrs	Gaithersburg
4892	A2.2.3.2.7.5.7.4	Iteration 6 Functional Unit Test		4 d	Tue 6/11/13	Fri 6/14/13	4891	4893			0 hrs	Gaithersburg
4893	A2.2.3.2.7.5.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 6/17/13	Mon 6/17/13	4892		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4894	**A2.2.3.2.7.5.8**	**Iteration 7**		**17 d**	**Tue 6/11/13**	**Wed 7/3/13**					**9.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4895	A2.2.3.2.7.5.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 6/11/13	Tue 6/11/13	4891	4896			0 hrs	Des Moines
4896	A2.2.3.2.7.5.8.2	Iteration 7 Kick-off		1 d	Wed 6/12/13	Wed 6/12/13	4895	4897	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4897	A2.2.3.2.7.5.8.3	Iteration 7 Development		10 d	Thu 6/13/13	Wed 6/26/13	4896	4898			0 hrs	Gaithersburg
4898	A2.2.3.2.7.5.8.4	Iteration 7 Functional Unit Test		4 d	Thu 6/27/13	Tue 7/2/13	4897	4899,4901			0 hrs	Gaithersburg
4899	A2.2.3.2.7.5.8.5	Iteration 7 Demonstration and Closure		1 d	Wed 7/3/13	Wed 7/3/13	4898		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
4900	**A2.2.3.2.7.5.9**	**Iteration 8**		**17 d**	**Wed 7/3/13**	**Fri 7/26/13**					**10.2 hrs**	
4901	A2.2.3.2.7.5.9.1	Iteration 8 Iteration Plan Update		1 d	Wed 7/3/13	Wed 7/3/13	4898	4902			0 hrs	Des Moines
4902	A2.2.3.2.7.5.9.2	Iteration 8 Kick-off		1 d	Fri 7/5/13	Fri 7/5/13	4901	4903	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
4903	A2.2.3.2.7.5.9.3	Iteration 8 Development		10 d	Mon 7/8/13	Fri 7/19/13	4902	4904,4907			0 hrs	Gaithersburg
4904	A2.2.3.2.7.5.9.4	Iteration 8 Functional Unit Test		4 d	Mon 7/22/13	Thu 7/25/13	4903	4905			0 hrs	Gaithersburg
4905	A2.2.3.2.7.5.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 7/26/13	Fri 7/26/13	4904		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4906	**A2.2.3.2.7.5.10**	**Iteration 9**		**17 d**	**Mon 7/22/13**	**Tue 8/13/13**		**4913**			**10.8 hrs**	
4907	A2.2.3.2.7.5.10.1	Iteration 9 Iteration Plan Update		1 d	Mon 7/22/13	Mon 7/22/13	4903	4908			0 hrs	Des Moines
4908	A2.2.3.2.7.5.10.2	Iteration 9 Kick-off		1 d	Tue 7/23/13	Tue 7/23/13	4907	4909	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4909	A2.2.3.2.7.5.10.3	Iteration 9 Development		10 d	Wed 7/24/13	Tue 8/6/13	4908	4910			0 hrs	Gaithersburg
4910	A2.2.3.2.7.5.10.4	Iteration 9 Functional Unit Test		4 d	Wed 8/7/13	Mon 8/12/13	4909	4911			0 hrs	Gaithersburg
4911	A2.2.3.2.7.5.10.5	Iteration 9 Demonstration and Closure		1 d	Tue 8/13/13	Tue 8/13/13	4910		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4912	**A2.2.3.2.7.5.11**	**Module Test**		**27 d**	**Wed 8/14/13**	**Fri 9/20/13**					**0 hrs**	
4913	A2.2.3.2.7.5.11.1	Finalize Module Test Scenarios		5 d	Wed 8/14/13	Tue 8/20/13	4906	4914SS			0 hrs	Des Moines
4914	A2.2.3.2.7.5.11.2	Configure COTS/Automated Test Tools		5 d	Wed 8/14/13	Tue 8/20/13	4913SS	4915			0 hrs	Des Moines
4915	A2.2.3.2.7.5.11.3	Conduct Test Readiness Review		1 d	Wed 8/21/13	Wed 8/21/13	4914	4916			0 hrs	Des Moines
4916	A2.2.3.2.7.5.11.4	Conduct Testing		9 d	Thu 8/22/13	Wed 9/4/13	4915	4917FS-4 d			0 hrs	Gaithersburg
4917	A2.2.3.2.7.5.11.5	Correct Defects		4 d	Thu 8/29/13	Wed 9/4/13	4916FS-4 d	4918			0 hrs	Gaithersburg
4918	A2.2.3.2.7.5.11.6	Complete Regression Testing		3 d	Thu 9/5/13	Mon 9/9/13	4917	4919			0 hrs	Gaithersburg
4919	A2.2.3.2.7.5.11.7	Interim Conversion Test Results		9 d	Tue 9/10/13	Fri 9/20/13	4918				0 hrs	Des Moines
4920	**A2.2.3.2.7.6**	**Programming Language Requirements**		**146 d**	**Fri 10/19/12**	**Mon 5/20/13**					**97.2 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4921	A2.2.3.2.7.6.1	Develop Iteration Plan		1 d	Fri 10/19/12	Fri 10/19/12	5287	4923			0 hrs	Des Moines
4922	**A2.2.3.2.7.6.2**	**Iteration 1**		**16 d**	**Mon 10/22/12**	**Tue 11/13/12**					**10.8 hrs**	
4923	A2.2.3.2.7.6.2.1	Iteration 1 Kick-off		1 d	Mon 10/22/12	Mon 10/22/12	4921	4924	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4924	A2.2.3.2.7.6.2.2	Iteration 1 Development		10 d	Tue 10/23/12	Mon 11/5/12	4923	4925,4928			0 hrs	Gaithersburg
4925	A2.2.3.2.7.6.2.3	Iteration 1 Functional Unit Test		4 d	Tue 11/6/12	Fri 11/9/12	4924	4926			0 hrs	Gaithersburg
4926	A2.2.3.2.7.6.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 11/13/12	Tue 11/13/12	4925		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4927	**A2.2.3.2.7.6.3**	**Iteration 2**		**17 d**	**Tue 11/6/12**	**Mon 12/3/12**					**10.8 hrs**	
4928	A2.2.3.2.7.6.3.1	Iteration 2 Iteration Plan Update		1 d	Tue 11/6/12	Tue 11/6/12	4924	4929			0 hrs	Des Moines
4929	A2.2.3.2.7.6.3.2	Iteration 2 Kick-off		1 d	Wed 11/7/12	Wed 11/7/12	4928	4930	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4930	A2.2.3.2.7.6.3.3	Iteration 2 Development		10 d	Thu 11/8/12	Mon 11/26/12	4929	4931,4934			0 hrs	Gaithersburg
4931	A2.2.3.2.7.6.3.4	Iteration 2 Functional Unit Test		4 d	Tue 11/27/12	Fri 11/30/12	4930	4932			0 hrs	Gaithersburg
4932	A2.2.3.2.7.6.3.5	Iteration 2 Demonstration and Closure		1 d	Mon 12/3/12	Mon 12/3/12	4931		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4933	**A2.2.3.2.7.6.4**	**Iteration 3**		**17 d**	**Tue 11/27/12**	**Wed 12/19/12**					**10.8 hrs**	
4934	A2.2.3.2.7.6.4.1	Iteration 3 Iteration Plan Update		1 d	Tue 11/27/12	Tue 11/27/12	4930	4935			0 hrs	Des Moines
4935	A2.2.3.2.7.6.4.2	Iteration 3 Kick-off		1 d	Wed 11/28/12	Wed 11/28/12	4934	4936	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4936	A2.2.3.2.7.6.4.3	Iteration 3 Development		10 d	Thu 11/29/12	Wed 12/12/12	4935	4937,4940			0 hrs	Gaithersburg
4937	A2.2.3.2.7.6.4.4	Iteration 3 Functional Unit Test		4 d	Thu 12/13/12	Tue 12/18/12	4936	4938			0 hrs	Gaithersburg
4938	A2.2.3.2.7.6.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 12/19/12	Wed 12/19/12	4937		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4939	**A2.2.3.2.7.6.5**	**Iteration 4**		**17 d**	**Thu 12/13/12**	**Tue 1/8/13**					**10.8 hrs**	
4940	A2.2.3.2.7.6.5.1	Iteration 4 Iteration Plan Update		1 d	Thu 12/13/12	Thu 12/13/12	4936	4941			0 hrs	Des Moines
4941	A2.2.3.2.7.6.5.2	Iteration 4 Kick-off		1 d	Fri 12/14/12	Fri 12/14/12	4940	4942	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4942	A2.2.3.2.7.6.5.3	Iteration 4 Development		10 d	Mon 12/17/12	Mon 12/31/12	4941	4943,4946			0 hrs	Gaithersburg
4943	A2.2.3.2.7.6.5.4	Iteration 4 Functional Unit Test		4 d	Wed 1/2/13	Mon 1/7/13	4942	4944			0 hrs	Gaithersburg
4944	A2.2.3.2.7.6.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 1/8/13	Tue 1/8/13	4943		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4945	**A2.2.3.2.7.6.6**	**Iteration 5**		**17 d**	**Wed 1/2/13**	**Fri 1/25/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4946	A2.2.3.2.7.6.6.1	Iteration 5 Iteration Plan Update		1 d	Wed 1/2/13	Wed 1/2/13	4942	4947			0 hrs	Des Moines
4947	A2.2.3.2.7.6.6.2	Iteration 5 Kick-off		1 d	Thu 1/3/13	Thu 1/3/13	4946	4948	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4948	A2.2.3.2.7.6.6.3	Iteration 5 Development		10 d	Fri 1/4/13	Thu 1/17/13	4947	4949,4952			0 hrs	Gaithersburg
4949	A2.2.3.2.7.6.6.4	Iteration 5 Functional Unit Test		4 d	Fri 1/18/13	Thu 1/24/13	4948	4950			0 hrs	Gaithersburg
4950	A2.2.3.2.7.6.6.5	Iteration 5 Demonstration and Closure		1 d	Fri 1/25/13	Fri 1/25/13	4949		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4951	**A2.2.3.2.7.6.7**	**Iteration 6**		**17 d**	**Fri 1/18/13**	**Tue 2/12/13**					**10.8 hrs**	
4952	A2.2.3.2.7.6.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 1/18/13	Fri 1/18/13	4948	4953			0 hrs	Des Moines
4953	A2.2.3.2.7.6.7.2	Iteration 6 Kick-off		1 d	Tue 1/22/13	Tue 1/22/13	4952	4954	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4954	A2.2.3.2.7.6.7.3	Iteration 6 Development		10 d	Wed 1/23/13	Tue 2/5/13	4953	4955,4958			0 hrs	Gaithersburg
4955	A2.2.3.2.7.6.7.4	Iteration 6 Functional Unit Test		4 d	Wed 2/6/13	Mon 2/11/13	4954	4956			0 hrs	Gaithersburg
4956	A2.2.3.2.7.6.7.5	Iteration 6 Demonstration and Closure		1 d	Tue 2/12/13	Tue 2/12/13	4955		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4957	**A2.2.3.2.7.6.8**	**Iteration 7**		**17 d**	**Wed 2/6/13**	**Thu 2/28/13**					**10.8 hrs**	
4958	A2.2.3.2.7.6.8.1	Iteration 7 Iteration Plan Update		1 d	Wed 2/6/13	Wed 2/6/13	4954	4959			0 hrs	Des Moines
4959	A2.2.3.2.7.6.8.2	Iteration 7 Kick-off		1 d	Thu 2/7/13	Thu 2/7/13	4958	4960	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4960	A2.2.3.2.7.6.8.3	Iteration 7 Development		10 d	Fri 2/8/13	Thu 2/21/13	4959	4961			0 hrs	Gaithersburg
4961	A2.2.3.2.7.6.8.4	Iteration 7 Functional Unit Test		4 d	Fri 2/22/13	Wed 2/27/13	4960	4962,4964			0 hrs	Gaithersburg
4962	A2.2.3.2.7.6.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 2/28/13	Thu 2/28/13	4961		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4963	**A2.2.3.2.7.6.9**	**Iteration 8**		**17 d**	**Thu 2/28/13**	**Fri 3/22/13**					**10.8 hrs**	
4964	A2.2.3.2.7.6.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 2/28/13	Thu 2/28/13	4961	4965			0 hrs	Des Moines
4965	A2.2.3.2.7.6.9.2	Iteration 8 Kick-off		1 d	Fri 3/1/13	Fri 3/1/13	4964	4966	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4966	A2.2.3.2.7.6.9.3	Iteration 8 Development		10 d	Mon 3/4/13	Fri 3/15/13	4965	4967			0 hrs	Gaithersburg
4967	A2.2.3.2.7.6.9.4	Iteration 8 Functional Unit Test		4 d	Mon 3/18/13	Thu 3/21/13	4966	4968			0 hrs	Gaithersburg
4968	A2.2.3.2.7.6.9.5	Iteration 8 Demonstration and Closure		1 d	Fri 3/22/13	Fri 3/22/13	4967		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4969	**A2.2.3.2.7.6.10**	**Iteration 9**		**17 d**	**Wed 3/20/13**	**Thu 4/11/13**		**4976**			**10.8 hrs**	
4970	A2.2.3.2.7.6.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 3/20/13	Wed 3/20/13	4866	4971			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4971	A2.2.3.2.7.6.10.2	Iteration 9 Kick-off		1 d	Thu 3/21/13	Thu 3/21/13	4970	4972	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4972	A2.2.3.2.7.6.10.3	Iteration 9 Development		10 d	Fri 3/22/13	Thu 4/4/13	4971	4973,5362			0 hrs	Gaithersburg
4973	A2.2.3.2.7.6.10.4	Iteration 9 Functional Unit Test		4 d	Fri 4/5/13	Wed 4/10/13	4972	4974			0 hrs	Gaithersburg
4974	A2.2.3.2.7.6.10.5	Iteration 9 Demonstration and Closure		1 d	Thu 4/11/13	Thu 4/11/13	4973		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4975	**A2.2.3.2.7.6.11**	**Module Test**		**27 d**	**Fri 4/12/13**	**Mon 5/20/13**					**0 hrs**	
4976	A2.2.3.2.7.6.11.1	Finalize Module Test Scenarios		5 d	Fri 4/12/13	Thu 4/18/13	4969	4977SS			0 hrs	Des Moines
4977	A2.2.3.2.7.6.11.2	Configure COTS/Automated Test Tools		5 d	Fri 4/12/13	Thu 4/18/13	4976SS	4978			0 hrs	Des Moines
4978	A2.2.3.2.7.6.11.3	Conduct Test Readiness Review		1 d	Fri 4/19/13	Fri 4/19/13	4977	4979			0 hrs	Des Moines
4979	A2.2.3.2.7.6.11.4	Conduct Testing		9 d	Mon 4/22/13	Thu 5/2/13	4978	4980FS-4 d			0 hrs	Gaithersburg
4980	A2.2.3.2.7.6.11.5	Correct Defects		4 d	Mon 4/29/13	Thu 5/2/13	4979FS-4 d	4981			0 hrs	Gaithersburg
4981	A2.2.3.2.7.6.11.6	Complete Regression Testing		3 d	Fri 5/3/13	Tue 5/7/13	4980	4982			0 hrs	Gaithersburg
4982	A2.2.3.2.7.6.11.7	Interim Conversion Test Results		9 d	Wed 5/8/13	Mon 5/20/13	4981				0 hrs	Des Moines
4983	**A2.2.3.2.7.7**	**Security & Privacy Requirements**		**144 d**	**Fri 2/22/13**	**Mon 9/16/13**			**APS#83**	**TN**	**289.2 hrs**	
4984	A2.2.3.2.7.7.1	Develop Iteration Plan		1 d	Fri 2/22/13	Fri 2/22/13	5100	4986			0 hrs	Des Moines
4985	**A2.2.3.2.7.7.2**	**Iteration 1**		**16 d**	**Mon 2/25/13**	**Mon 3/18/13**					**10.8 hrs**	
4986	A2.2.3.2.7.7.2.1	Iteration 1 Kick-off		1 d	Mon 2/25/13	Mon 2/25/13	4984	4987	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4987	A2.2.3.2.7.7.2.2	Iteration 1 Development		10 d	Tue 2/26/13	Mon 3/11/13	4986	4988,4991			0 hrs	Gaithersburg
4988	A2.2.3.2.7.7.2.3	Iteration 1 Functional Unit Test		4 d	Tue 3/12/13	Fri 3/15/13	4987	4989			0 hrs	Gaithersburg
4989	A2.2.3.2.7.7.2.4	Iteration 1 Demonstration and Closure		1 d	Mon 3/18/13	Mon 3/18/13	4988		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4990	**A2.2.3.2.7.7.3**	**Iteration 2**		**17 d**	**Tue 3/12/13**	**Wed 4/3/13**					**10.8 hrs**	
4991	A2.2.3.2.7.7.3.1	Iteration 2 Iteration Plan Update		1 d	Tue 3/12/13	Tue 3/12/13	4987	4992			0 hrs	Des Moines
4992	A2.2.3.2.7.7.3.2	Iteration 2 Kick-off		1 d	Wed 3/13/13	Wed 3/13/13	4991	4993	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4993	A2.2.3.2.7.7.3.3	Iteration 2 Development		10 d	Thu 3/14/13	Wed 3/27/13	4992	4994,4997			0 hrs	Gaithersburg
4994	A2.2.3.2.7.7.3.4	Iteration 2 Functional Unit Test		4 d	Thu 3/28/13	Tue 4/2/13	4993	4995			0 hrs	Gaithersburg
4995	A2.2.3.2.7.7.3.5	Iteration 2 Demonstration and Closure		1 d	Wed 4/3/13	Wed 4/3/13	4994		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
4996	**A2.2.3.2.7.7.4**	**Iteration 3**		**17 d**	**Thu 3/28/13**	**Fri 4/19/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
4997	A2.2.3.2.7.7.4.1	Iteration 3 Iteration Plan Update		1 d	Thu 3/28/13	Thu 3/28/13	4993	4998			0 hrs	Des Moines
4998	A2.2.3.2.7.7.4.2	Iteration 3 Kick-off		1 d	Fri 3/29/13	Fri 3/29/13	4997	4999	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
4999	A2.2.3.2.7.7.4.3	Iteration 3 Development		10 d	Mon 4/1/13	Fri 4/12/13	4998	5000,5003			0 hrs	Gaithersburg
5000	A2.2.3.2.7.7.4.4	Iteration 3 Functional Unit Test		4 d	Mon 4/15/13	Thu 4/18/13	4999	5001			0 hrs	Gaithersburg
5001	A2.2.3.2.7.7.4.5	Iteration 3 Demonstration and Closure		1 d	Fri 4/19/13	Fri 4/19/13	5000		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5002	**A2.2.3.2.7.7.5**	**Iteration 4**		**17 d**	**Mon 4/15/13**	**Tue 5/7/13**					**10.8 hrs**	
5003	A2.2.3.2.7.7.5.1	Iteration 4 Iteration Plan Update		1 d	Mon 4/15/13	Mon 4/15/13	4999	5004			0 hrs	Des Moines
5004	A2.2.3.2.7.7.5.2	Iteration 4 Kick-off		1 d	Tue 4/16/13	Tue 4/16/13	5003	5005	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5005	A2.2.3.2.7.7.5.3	Iteration 4 Development		10 d	Wed 4/17/13	Tue 4/30/13	5004	5006,5009			0 hrs	Gaithersburg
5006	A2.2.3.2.7.7.5.4	Iteration 4 Functional Unit Test		4 d	Wed 5/1/13	Mon 5/6/13	5005	5007			0 hrs	Gaithersburg
5007	A2.2.3.2.7.7.5.5	Iteration 4 Demonstration and Closure		1 d	Tue 5/7/13	Tue 5/7/13	5006		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5008	**A2.2.3.2.7.7.6**	**Iteration 5**		**17 d**	**Wed 5/1/13**	**Thu 5/23/13**					**10.8 hrs**	
5009	A2.2.3.2.7.7.6.1	Iteration 5 Iteration Plan Update		1 d	Wed 5/1/13	Wed 5/1/13	5005	5010			0 hrs	Des Moines
5010	A2.2.3.2.7.7.6.2	Iteration 5 Kick-off		1 d	Thu 5/2/13	Thu 5/2/13	5009	5011	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5011	A2.2.3.2.7.7.6.3	Iteration 5 Development		10 d	Fri 5/3/13	Thu 5/16/13	5010	5012,5015			0 hrs	Gaithersburg
5012	A2.2.3.2.7.7.6.4	Iteration 5 Functional Unit Test		4 d	Fri 5/17/13	Wed 5/22/13	5011	5013			0 hrs	Gaithersburg
5013	A2.2.3.2.7.7.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 5/23/13	Thu 5/23/13	5012		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5014	**A2.2.3.2.7.7.7**	**Iteration 6**		**17 d**	**Fri 5/17/13**	**Tue 6/11/13**					**10.8 hrs**	
5015	A2.2.3.2.7.7.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 5/17/13	Fri 5/17/13	5011	5016			0 hrs	Des Moines
5016	A2.2.3.2.7.7.7.2	Iteration 6 Kick-off		1 d	Mon 5/20/13	Mon 5/20/13	5015	5017	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5017	A2.2.3.2.7.7.7.3	Iteration 6 Development		10 d	Tue 5/21/13	Tue 6/4/13	5016	5018,5021			0 hrs	Gaithersburg
5018	A2.2.3.2.7.7.7.4	Iteration 6 Functional Unit Test		4 d	Wed 6/5/13	Mon 6/10/13	5017	5019			0 hrs	Gaithersburg
5019	A2.2.3.2.7.7.7.5	Iteration 6 Demonstration and Closure		1 d	Tue 6/11/13	Tue 6/11/13	5018		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5020	**A2.2.3.2.7.7.8**	**Iteration 7**		**17 d**	**Wed 6/5/13**	**Thu 6/27/13**					**10.8 hrs**	
5021	A2.2.3.2.7.7.8.1	Iteration 7 Iteration Plan Update		1 d	Wed 6/5/13	Wed 6/5/13	5017	5022			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5022	A2.2.3.2.7.7.8.2	Iteration 7 Kick-off		1 d	Thu 6/6/13	Thu 6/6/13	5021	5023	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5023	A2.2.3.2.7.7.8.3	Iteration 7 Development		10 d	Fri 6/7/13	Thu 6/20/13	5022	5024			0 hrs	Gaithersburg
5024	A2.2.3.2.7.7.8.4	Iteration 7 Functional Unit Test		4 d	Fri 6/21/13	Wed 6/26/13	5023	5025,5027			0 hrs	Gaithersburg
5025	A2.2.3.2.7.7.8.5	Iteration 7 Demonstration and Closure		1 d	Thu 6/27/13	Thu 6/27/13	5024		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5026	**A2.2.3.2.7.7.9**	**Iteration 8**		**17 d**	**Thu 6/27/13**	**Mon 7/22/13**					**10.8 hrs**	
5027	A2.2.3.2.7.7.9.1	Iteration 8 Iteration Plan Update		1 d	Thu 6/27/13	Thu 6/27/13	5024	5028			0 hrs	Des Moines
5028	A2.2.3.2.7.7.9.2	Iteration 8 Kick-off		1 d	Fri 6/28/13	Fri 6/28/13	5027	5029	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5029	A2.2.3.2.7.7.9.3	Iteration 8 Development		10 d	Mon 7/1/13	Mon 7/15/13	5028	5030,5033			0 hrs	Gaithersburg
5030	A2.2.3.2.7.7.9.4	Iteration 8 Functional Unit Test		4 d	Tue 7/16/13	Fri 7/19/13	5029	5031			0 hrs	Gaithersburg
5031	A2.2.3.2.7.7.9.5	Iteration 8 Demonstration and Closure		1 d	Mon 7/22/13	Mon 7/22/13	5030		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5032	**A2.2.3.2.7.7.10**	**Iteration 9**		**17 d**	**Tue 7/16/13**	**Wed 8/7/13**		**5039**			**10.8 hrs**	
5033	A2.2.3.2.7.7.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 7/16/13	Tue 7/16/13	5029	5034			0 hrs	Des Moines
5034	A2.2.3.2.7.7.10.2	Iteration 9 Kick-off		1 d	Wed 7/17/13	Wed 7/17/13	5033	5035	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5035	A2.2.3.2.7.7.10.3	Iteration 9 Development		10 d	Thu 7/18/13	Wed 7/31/13	5034	5036			0 hrs	Gaithersburg
5036	A2.2.3.2.7.7.10.4	Iteration 9 Functional Unit Test		4 d	Thu 8/1/13	Tue 8/6/13	5035	5037			0 hrs	Gaithersburg
5037	A2.2.3.2.7.7.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 8/7/13	Wed 8/7/13	5036		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5038	**A2.2.3.2.7.7.11**	**Module Test**		**27 d**	**Thu 8/8/13**	**Mon 9/16/13**					**0 hrs**	
5039	A2.2.3.2.7.7.11.1	Finalize Module Test Scenarios		5 d	Thu 8/8/13	Wed 8/14/13	5032	5040SS			0 hrs	Des Moines
5040	A2.2.3.2.7.7.11.2	Configure COTS/Automated Test Tools		5 d	Thu 8/8/13	Wed 8/14/13	5039SS	5041			0 hrs	Des Moines
5041	A2.2.3.2.7.7.11.3	Conduct Test Readiness Review		1 d	Thu 8/15/13	Thu 8/15/13	5040	5042			0 hrs	Des Moines
5042	A2.2.3.2.7.7.11.4	Conduct Testing		9 d	Fri 8/16/13	Wed 8/28/13	5041	5043FS-4 d			0 hrs	Gaithersburg
5043	A2.2.3.2.7.7.11.5	Correct Defects		4 d	Fri 8/23/13	Wed 8/28/13	5042FS-4 d	5044			0 hrs	Gaithersburg
5044	A2.2.3.2.7.7.11.6	Complete Regression Testing		3 d	Thu 8/29/13	Tue 9/3/13	5043	5045			0 hrs	Gaithersburg
5045	A2.2.3.2.7.7.11.7	Interim Conversion Test Results		9 d	Wed 9/4/13	Mon 9/16/13	5044				0 hrs	Des Moines
5046	**A2.2.3.2.7.8**	**Software Licenses and Maintenance Requirements**		**144 d**	**Tue 9/4/12**	**Mon 4/1/13**					**97.2 hrs**	
5047	A2.2.3.2.7.8.1	Develop Iteration Plan		1 d	Tue 9/4/12	Tue 9/4/12	4785	5049			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5048	**A2.2.3.2.7.8.2**	**Iteration 1**		**16 d**	**Wed 9/5/12**	**Wed 9/26/12**					**10.8 hrs**	
5049	A2.2.3.2.7.8.2.1	Iteration 1 Kick-off		1 d	Wed 9/5/12	Wed 9/5/12	5047	5050	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5050	A2.2.3.2.7.8.2.2	Iteration 1 Development		10 d	Thu 9/6/12	Wed 9/19/12	5049	5051,5054			0 hrs	Gaithersburg
5051	A2.2.3.2.7.8.2.3	Iteration 1 Functional Unit Test		4 d	Thu 9/20/12	Tue 9/25/12	5050	5052			0 hrs	Gaithersburg
5052	A2.2.3.2.7.8.2.4	Iteration 1 Demonstration and Closure		1 d	Wed 9/26/12	Wed 9/26/12	5051		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5053	**A2.2.3.2.7.8.3**	**Iteration 2**		**17 d**	**Thu 9/20/12**	**Fri 10/12/12**					**10.8 hrs**	
5054	A2.2.3.2.7.8.3.1	Iteration 2 Iteration Plan Update		1 d	Thu 9/20/12	Thu 9/20/12	5050	5055			0 hrs	Des Moines
5055	A2.2.3.2.7.8.3.2	Iteration 2 Kick-off		1 d	Fri 9/21/12	Fri 9/21/12	5054	5056	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5056	A2.2.3.2.7.8.3.3	Iteration 2 Development		10 d	Mon 9/24/12	Fri 10/5/12	5055	5057,5060			0 hrs	Gaithersburg
5057	A2.2.3.2.7.8.3.4	Iteration 2 Functional Unit Test		4 d	Mon 10/8/12	Thu 10/11/12	5056	5058			0 hrs	Gaithersburg
5058	A2.2.3.2.7.8.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 10/12/12	Fri 10/12/12	5057		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5059	**A2.2.3.2.7.8.4**	**Iteration 3**		**17 d**	**Mon 10/8/12**	**Tue 10/30/12**					**10.8 hrs**	
5060	A2.2.3.2.7.8.4.1	Iteration 3 Iteration Plan Update		1 d	Mon 10/8/12	Mon 10/8/12	5056	5061			0 hrs	Des Moines
5061	A2.2.3.2.7.8.4.2	Iteration 3 Kick-off		1 d	Tue 10/9/12	Tue 10/9/12	5060	5062	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5062	A2.2.3.2.7.8.4.3	Iteration 3 Development		10 d	Wed 10/10/12	Tue 10/23/12	5061	5063,5066			0 hrs	Gaithersburg
5063	A2.2.3.2.7.8.4.4	Iteration 3 Functional Unit Test		4 d	Wed 10/24/12	Mon 10/29/12	5062	5064			0 hrs	Gaithersburg
5064	A2.2.3.2.7.8.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 10/30/12	Tue 10/30/12	5063		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5065	**A2.2.3.2.7.8.5**	**Iteration 4**		**17 d**	**Wed 10/24/12**	**Fri 11/16/12**					**10.8 hrs**	
5066	A2.2.3.2.7.8.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 10/24/12	Wed 10/24/12	5062	5067			0 hrs	Des Moines
5067	A2.2.3.2.7.8.5.2	Iteration 4 Kick-off		1 d	Thu 10/25/12	Thu 10/25/12	5066	5068	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5068	A2.2.3.2.7.8.5.3	Iteration 4 Development		10 d	Fri 10/26/12	Thu 11/8/12	5067	5069,5072			0 hrs	Gaithersburg
5069	A2.2.3.2.7.8.5.4	Iteration 4 Functional Unit Test		4 d	Fri 11/9/12	Thu 11/15/12	5068	5070			0 hrs	Gaithersburg
5070	A2.2.3.2.7.8.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 11/16/12	Fri 11/16/12	5069		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5071	**A2.2.3.2.7.8.6**	**Iteration 5**		**17 d**	**Fri 11/9/12**	**Thu 12/6/12**					**10.8 hrs**	
5072	A2.2.3.2.7.8.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 11/9/12	Fri 11/9/12	5068	5073			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5073	A2.2.3.2.7.8.6.2	Iteration 5 Kick-off		1 d	Tue 11/13/12	Tue 11/13/12	5072	5074	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5074	A2.2.3.2.7.8.6.3	Iteration 5 Development		10 d	Wed 11/14/12	Thu 11/29/12	5073	5075,5078			0 hrs	Gaithersburg
5075	A2.2.3.2.7.8.6.4	Iteration 5 Functional Unit Test		4 d	Fri 11/30/12	Wed 12/5/12	5074	5076			0 hrs	Gaithersburg
5076	A2.2.3.2.7.8.6.5	Iteration 5 Demonstration and Closure		1 d	Thu 12/6/12	Thu 12/6/12	5075		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5077	**A2.2.3.2.7.8.7**	**Iteration 6**		**17 d**	**Fri 11/30/12**	**Mon 12/24/12**					**10.8 hrs**	
5078	A2.2.3.2.7.8.7.1	Iteration 6 Iteration Plan Update		1 d	Fri 11/30/12	Fri 11/30/12	5074	5079			0 hrs	Des Moines
5079	A2.2.3.2.7.8.7.2	Iteration 6 Kick-off		1 d	Mon 12/3/12	Mon 12/3/12	5078	5080	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5080	A2.2.3.2.7.8.7.3	Iteration 6 Development		10 d	Tue 12/4/12	Mon 12/17/12	5079	5081,5084			0 hrs	Gaithersburg
5081	A2.2.3.2.7.8.7.4	Iteration 6 Functional Unit Test		4 d	Tue 12/18/12	Fri 12/21/12	5080	5082			0 hrs	Gaithersburg
5082	A2.2.3.2.7.8.7.5	Iteration 6 Demonstration and Closure		1 d	Mon 12/24/12	Mon 12/24/12	5081		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5083	**A2.2.3.2.7.8.8**	**Iteration 7**		**17 d**	**Tue 12/18/12**	**Fri 1/11/13**					**10.8 hrs**	
5084	A2.2.3.2.7.8.8.1	Iteration 7 Iteration Plan Update		1 d	Tue 12/18/12	Tue 12/18/12	5080	5085			0 hrs	Des Moines
5085	A2.2.3.2.7.8.8.2	Iteration 7 Kick-off		1 d	Wed 12/19/12	Wed 12/19/12	5084	5086	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5086	A2.2.3.2.7.8.8.3	Iteration 7 Development		10 d	Thu 12/20/12	Fri 1/4/13	5085	5087			0 hrs	Gaithersburg
5087	A2.2.3.2.7.8.8.4	Iteration 7 Functional Unit Test		4 d	Mon 1/7/13	Thu 1/10/13	5086	5088,5090			0 hrs	Gaithersburg
5088	A2.2.3.2.7.8.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 1/11/13	Fri 1/11/13	5087		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5089	**A2.2.3.2.7.8.9**	**Iteration 8**		**17 d**	**Fri 1/11/13**	**Tue 2/5/13**					**10.8 hrs**	
5090	A2.2.3.2.7.8.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 1/11/13	Fri 1/11/13	5087	5091			0 hrs	Des Moines
5091	A2.2.3.2.7.8.9.2	Iteration 8 Kick-off		1 d	Mon 1/14/13	Mon 1/14/13	5090	5092	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5092	A2.2.3.2.7.8.9.3	Iteration 8 Development		10 d	Tue 1/15/13	Tue 1/29/13	5091	5093,5096			0 hrs	Gaithersburg
5093	A2.2.3.2.7.8.9.4	Iteration 8 Functional Unit Test		4 d	Wed 1/30/13	Mon 2/4/13	5092	5094			0 hrs	Gaithersburg
5094	A2.2.3.2.7.8.9.5	Iteration 8 Demonstration and Closure		1 d	Tue 2/5/13	Tue 2/5/13	5093		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5095	**A2.2.3.2.7.8.10**	**Iteration 9**		**17 d**	**Wed 1/30/13**	**Thu 2/21/13**		**5102**			**10.8 hrs**	
5096	A2.2.3.2.7.8.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 1/30/13	Wed 1/30/13	5092	5097			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5097	A2.2.3.2.7.8.10.2	Iteration 9 Kick-off		1 d	Thu 1/31/13	Thu 1/31/13	5096	5098	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5098	A2.2.3.2.7.8.10.3	Iteration 9 Development		10 d	Fri 2/1/13	Thu 2/14/13	5097	5099			0 hrs	Gaithersburg
5099	A2.2.3.2.7.8.10.4	Iteration 9 Functional Unit Test		4 d	Fri 2/15/13	Wed 2/20/13	5098	5100			0 hrs	Gaithersburg
5100	A2.2.3.2.7.8.10.5	Iteration 9 Demonstration and Closure		1 d	Thu 2/21/13	Thu 2/21/13	5099	4984	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5101	**A2.2.3.2.7.8.11**	**Module Test**		**27 d**	**Fri 2/22/13**	**Mon 4/1/13**					**0 hrs**	
5102	A2.2.3.2.7.8.11.1	Finalize Module Test Scenarios		5 d	Fri 2/22/13	Thu 2/28/13	5095	5103SS			0 hrs	Des Moines
5103	A2.2.3.2.7.8.11.2	Configure COTS/Automated Test Tools		5 d	Fri 2/22/13	Thu 2/28/13	5102SS	5104			0 hrs	Des Moines
5104	A2.2.3.2.7.8.11.3	Conduct Test Readiness Review		1 d	Fri 3/1/13	Fri 3/1/13	5103	5105			0 hrs	Des Moines
5105	A2.2.3.2.7.8.11.4	Conduct Testing		9 d	Mon 3/4/13	Thu 3/14/13	5104	5106FS-4 d			0 hrs	Gaithersburg
5106	A2.2.3.2.7.8.11.5	Correct Defects		4 d	Mon 3/11/13	Thu 3/14/13	5105FS-4 d	5107			0 hrs	Gaithersburg
5107	A2.2.3.2.7.8.11.6	Complete Regression Testing		3 d	Fri 3/15/13	Tue 3/19/13	5106	5108			0 hrs	Gaithersburg
5108	A2.2.3.2.7.8.11.7	Interim Conversion Test Results		9 d	Wed 3/20/13	Mon 4/1/13	5107				0 hrs	Des Moines
5109	**A2.2.3.2.7.9**	**Data Quality Control Requirements**		**144 d**	**Mon 4/9/12**	**Tue 10/30/12**					**97.2 hrs**	
5110	A2.2.3.2.7.9.1	Develop Iteration Plan		1 d	Mon 4/9/12	Mon 4/9/12	1873	5112			0 hrs	Des Moines
5111	**A2.2.3.2.7.9.2**	**Iteration 1**		**16 d**	**Tue 4/10/12**	**Tue 5/1/12**					**10.8 hrs**	
5112	A2.2.3.2.7.9.2.1	Iteration 1 Kick-off		1 d	Tue 4/10/12	Tue 4/10/12	5110	5113	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5113	A2.2.3.2.7.9.2.2	Iteration 1 Development		10 d	Wed 4/11/12	Tue 4/24/12	5112	5114,5117			0 hrs	Gaithersburg
5114	A2.2.3.2.7.9.2.3	Iteration 1 Functional Unit Test		4 d	Wed 4/25/12	Mon 4/30/12	5113	5115			0 hrs	Gaithersburg
5115	A2.2.3.2.7.9.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 5/1/12	Tue 5/1/12	5114		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5116	**A2.2.3.2.7.9.3**	**Iteration 2**		**17 d**	**Wed 4/25/12**	**Thu 5/17/12**					**10.8 hrs**	
5117	A2.2.3.2.7.9.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 4/25/12	Wed 4/25/12	5113	5118			0 hrs	Des Moines
5118	A2.2.3.2.7.9.3.2	Iteration 2 Kick-off		1 d	Thu 4/26/12	Thu 4/26/12	5117	5119	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5119	A2.2.3.2.7.9.3.3	Iteration 2 Development		10 d	Fri 4/27/12	Thu 5/10/12	5118	5120,5123			0 hrs	Gaithersburg
5120	A2.2.3.2.7.9.3.4	Iteration 2 Functional Unit Test		4 d	Fri 5/11/12	Wed 5/16/12	5119	5121			0 hrs	Gaithersburg
5121	A2.2.3.2.7.9.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 5/17/12	Thu 5/17/12	5120		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5122	**A2.2.3.2.7.9.4**	**Iteration 3**		**17 d**	**Fri 5/11/12**	**Tue 6/5/12**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5123	A2.2.3.2.7.9.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 5/11/12	Fri 5/11/12	5119	5124			0 hrs	Des Moines
5124	A2.2.3.2.7.9.4.2	Iteration 3 Kick-off		1 d	Mon 5/14/12	Mon 5/14/12	5123	5125	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5125	A2.2.3.2.7.9.4.3	Iteration 3 Development		10 d	Tue 5/15/12	Tue 5/29/12	5124	5126,5129			0 hrs	Gaithersburg
5126	A2.2.3.2.7.9.4.4	Iteration 3 Functional Unit Test		4 d	Wed 5/30/12	Mon 6/4/12	5125	5127			0 hrs	Gaithersburg
5127	A2.2.3.2.7.9.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 6/5/12	Tue 6/5/12	5126		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5128	**A2.2.3.2.7.9.5**	**Iteration 4**		**17 d**	**Wed 5/30/12**	**Thu 6/21/12**					**10.8 hrs**	
5129	A2.2.3.2.7.9.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 5/30/12	Wed 5/30/12	5125	5130			0 hrs	Des Moines
5130	A2.2.3.2.7.9.5.2	Iteration 4 Kick-off		1 d	Thu 5/31/12	Thu 5/31/12	5129	5131	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5131	A2.2.3.2.7.9.5.3	Iteration 4 Development		10 d	Fri 6/1/12	Thu 6/14/12	5130	5132,5135			0 hrs	Gaithersburg
5132	A2.2.3.2.7.9.5.4	Iteration 4 Functional Unit Test		4 d	Fri 6/15/12	Wed 6/20/12	5131	5133			0 hrs	Gaithersburg
5133	A2.2.3.2.7.9.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 6/21/12	Thu 6/21/12	5132		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5134	**A2.2.3.2.7.9.6**	**Iteration 5**		**17 d**	**Fri 6/15/12**	**Tue 7/10/12**					**10.8 hrs**	
5135	A2.2.3.2.7.9.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 6/15/12	Fri 6/15/12	5131	5136			0 hrs	Des Moines
5136	A2.2.3.2.7.9.6.2	Iteration 5 Kick-off		1 d	Mon 6/18/12	Mon 6/18/12	5135	5137	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5137	A2.2.3.2.7.9.6.3	Iteration 5 Development		10 d	Tue 6/19/12	Mon 7/2/12	5136	5138,5141			0 hrs	Gaithersburg
5138	A2.2.3.2.7.9.6.4	Iteration 5 Functional Unit Test		4 d	Tue 7/3/12	Mon 7/9/12	5137	5139			0 hrs	Gaithersburg
5139	A2.2.3.2.7.9.6.5	Iteration 5 Demonstration and Closure		1 d	Tue 7/10/12	Tue 7/10/12	5138		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5140	**A2.2.3.2.7.9.7**	**Iteration 6**		**17 d**	**Tue 7/3/12**	**Thu 7/26/12**					**10.8 hrs**	
5141	A2.2.3.2.7.9.7.1	Iteration 6 Iteration Plan Update		1 d	Tue 7/3/12	Tue 7/3/12	5137	5142			0 hrs	Des Moines
5142	A2.2.3.2.7.9.7.2	Iteration 6 Kick-off		1 d	Thu 7/5/12	Thu 7/5/12	5141	5143	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5143	A2.2.3.2.7.9.7.3	Iteration 6 Development		10 d	Fri 7/6/12	Thu 7/19/12	5142	5144,5147			0 hrs	Gaithersburg
5144	A2.2.3.2.7.9.7.4	Iteration 6 Functional Unit Test		4 d	Fri 7/20/12	Wed 7/25/12	5143	5145			0 hrs	Gaithersburg
5145	A2.2.3.2.7.9.7.5	Iteration 6 Demonstration and Closure		1 d	Thu 7/26/12	Thu 7/26/12	5144		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5146	**A2.2.3.2.7.9.8**	**Iteration 7**		**17 d**	**Fri 7/20/12**	**Mon 8/13/12**					**10.8 hrs**	
5147	A2.2.3.2.7.9.8.1	Iteration 7 Iteration Plan Update		1 d	Fri 7/20/12	Fri 7/20/12	5143	5148			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5148	A2.2.3.2.7.9.8.2	Iteration 7 Kick-off		1 d	Mon 7/23/12	Mon 7/23/12	5147	5149	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5149	A2.2.3.2.7.9.8.3	Iteration 7 Development		10 d	Tue 7/24/12	Mon 8/6/12	5148	5150			0 hrs	Gaithersburg
5150	A2.2.3.2.7.9.8.4	Iteration 7 Functional Unit Test		4 d	Tue 8/7/12	Fri 8/10/12	5149	5151,5153			0 hrs	Gaithersburg
5151	A2.2.3.2.7.9.8.5	Iteration 7 Demonstration and Closure		1 d	Mon 8/13/12	Mon 8/13/12	5150		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5152	**A2.2.3.2.7.9.9**	**Iteration 8**		**17 d**	**Mon 8/13/12**	**Wed 9/5/12**					**10.8 hrs**	
5153	A2.2.3.2.7.9.9.1	Iteration 8 Iteration Plan Update		1 d	Mon 8/13/12	Mon 8/13/12	5150	5154			0 hrs	Des Moines
5154	A2.2.3.2.7.9.9.2	Iteration 8 Kick-off		1 d	Tue 8/14/12	Tue 8/14/12	5153	5155	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5155	A2.2.3.2.7.9.9.3	Iteration 8 Development		10 d	Wed 8/15/12	Tue 8/28/12	5154	5156,5159			0 hrs	Gaithersburg
5156	A2.2.3.2.7.9.9.4	Iteration 8 Functional Unit Test		4 d	Wed 8/29/12	Tue 9/4/12	5155	5157			0 hrs	Gaithersburg
5157	A2.2.3.2.7.9.9.5	Iteration 8 Demonstration and Closure		1 d	Wed 9/5/12	Wed 9/5/12	5156		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5158	**A2.2.3.2.7.9.10**	**Iteration 9**		**17 d**	**Wed 8/29/12**	**Fri 9/21/12**		**5165**			**10.8 hrs**	
5159	A2.2.3.2.7.9.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 8/29/12	Wed 8/29/12	5155	5160			0 hrs	Des Moines
5160	A2.2.3.2.7.9.10.2	Iteration 9 Kick-off		1 d	Thu 8/30/12	Thu 8/30/12	5159	5161	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5161	A2.2.3.2.7.9.10.3	Iteration 9 Development		10 d	Fri 8/31/12	Fri 9/14/12	5160	5162,5173			0 hrs	Gaithersburg
5162	A2.2.3.2.7.9.10.4	Iteration 9 Functional Unit Test		4 d	Mon 9/17/12	Thu 9/20/12	5161	5163			0 hrs	Gaithersburg
5163	A2.2.3.2.7.9.10.5	Iteration 9 Demonstration and Closure		1 d	Fri 9/21/12	Fri 9/21/12	5162		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5164	**A2.2.3.2.7.9.11**	**Module Test**		**27 d**	**Mon 9/24/12**	**Tue 10/30/12**					**0 hrs**	
5165	A2.2.3.2.7.9.11.1	Finalize Module Test Scenarios		5 d	Mon 9/24/12	Fri 9/28/12	5158	5166SS			0 hrs	Des Moines
5166	A2.2.3.2.7.9.11.2	Configure COTS/Automated Test Tools		5 d	Mon 9/24/12	Fri 9/28/12	5165SS	5167			0 hrs	Des Moines
5167	A2.2.3.2.7.9.11.3	Conduct Test Readiness Review		1 d	Mon 10/1/12	Mon 10/1/12	5166	5168			0 hrs	Des Moines
5168	A2.2.3.2.7.9.11.4	Conduct Testing		9 d	Tue 10/2/12	Fri 10/12/12	5167	5169FS-4 d			0 hrs	Gaithersburg
5169	A2.2.3.2.7.9.11.5	Correct Defects		4 d	Tue 10/9/12	Fri 10/12/12	5168FS-4 d	5170			0 hrs	Gaithersburg
5170	A2.2.3.2.7.9.11.6	Complete Regression Testing		3 d	Mon 10/15/12	Wed 10/17/12	5169	5171			0 hrs	Gaithersburg
5171	A2.2.3.2.7.9.11.7	Interim Conversion Test Results		9 d	Thu 10/18/12	Tue 10/30/12	5170				0 hrs	Des Moines
5172	**A2.2.3.2.7.10**	**Environments Requirements**		**144 d**	**Mon 9/17/12**	**Fri 4/12/13**					**97.2 hrs**	
5173	A2.2.3.2.7.10.1	Develop Iteration Plan		1 d	Mon 9/17/12	Mon 9/17/12	5161	5175			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5174	**A2.2.3.2.7.10.2**	**Iteration 1**		**16 d**	**Tue 9/18/12**	**Tue 10/9/12**					**10.8 hrs**	
5175	A2.2.3.2.7.10.2.1	Iteration 1 Kick-off		1 d	Tue 9/18/12	Tue 9/18/12	5173	5176	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5176	A2.2.3.2.7.10.2.2	Iteration 1 Development		10 d	Wed 9/19/12	Tue 10/2/12	5175	5177,5180			0 hrs	Gaithersburg
5177	A2.2.3.2.7.10.2.3	Iteration 1 Functional Unit Test		4 d	Wed 10/3/12	Mon 10/8/12	5176	5178			0 hrs	Gaithersburg
5178	A2.2.3.2.7.10.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 10/9/12	Tue 10/9/12	5177		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5179	**A2.2.3.2.7.10.3**	**Iteration 2**		**17 d**	**Wed 10/3/12**	**Thu 10/25/12**					**10.8 hrs**	
5180	A2.2.3.2.7.10.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 10/3/12	Wed 10/3/12	5176	5181			0 hrs	Des Moines
5181	A2.2.3.2.7.10.3.2	Iteration 2 Kick-off		1 d	Thu 10/4/12	Thu 10/4/12	5180	5182	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5182	A2.2.3.2.7.10.3.3	Iteration 2 Development		10 d	Fri 10/5/12	Thu 10/18/12	5181	5183,5186			0 hrs	Gaithersburg
5183	A2.2.3.2.7.10.3.4	Iteration 2 Functional Unit Test		4 d	Fri 10/19/12	Wed 10/24/12	5182	5184			0 hrs	Gaithersburg
5184	A2.2.3.2.7.10.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 10/25/12	Thu 10/25/12	5183		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5185	**A2.2.3.2.7.10.4**	**Iteration 3**		**17 d**	**Fri 10/19/12**	**Tue 11/13/12**					**10.8 hrs**	
5186	A2.2.3.2.7.10.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 10/19/12	Fri 10/19/12	5182	5187			0 hrs	Des Moines
5187	A2.2.3.2.7.10.4.2	Iteration 3 Kick-off		1 d	Mon 10/22/12	Mon 10/22/12	5186	5188	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5188	A2.2.3.2.7.10.4.3	Iteration 3 Development		10 d	Tue 10/23/12	Mon 11/5/12	5187	5189,5192			0 hrs	Gaithersburg
5189	A2.2.3.2.7.10.4.4	Iteration 3 Functional Unit Test		4 d	Tue 11/6/12	Fri 11/9/12	5188	5190			0 hrs	Gaithersburg
5190	A2.2.3.2.7.10.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 11/13/12	Tue 11/13/12	5189		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5191	**A2.2.3.2.7.10.5**	**Iteration 4**		**17 d**	**Tue 11/6/12**	**Mon 12/3/12**					**10.8 hrs**	
5192	A2.2.3.2.7.10.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 11/6/12	Tue 11/6/12	5188	5193			0 hrs	Des Moines
5193	A2.2.3.2.7.10.5.2	Iteration 4 Kick-off		1 d	Wed 11/7/12	Wed 11/7/12	5192	5194	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5194	A2.2.3.2.7.10.5.3	Iteration 4 Development		10 d	Thu 11/8/12	Mon 11/26/12	5193	5195,5198			0 hrs	Gaithersburg
5195	A2.2.3.2.7.10.5.4	Iteration 4 Functional Unit Test		4 d	Tue 11/27/12	Fri 11/30/12	5194	5196			0 hrs	Gaithersburg
5196	A2.2.3.2.7.10.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 12/3/12	Mon 12/3/12	5195		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5197	**A2.2.3.2.7.10.6**	**Iteration 5**		**17 d**	**Tue 11/27/12**	**Wed 12/19/12**					**10.8 hrs**	
5198	A2.2.3.2.7.10.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 11/27/12	Tue 11/27/12	5194	5199			0 hrs	Des Moines

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5199	A2.2.3.2.7.10.6.2	Iteration 5 Kick-off		1 d	Wed 11/28/12	Wed 11/28/12	5198	5200	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5200	A2.2.3.2.7.10.6.3	Iteration 5 Development		10 d	Thu 11/29/12	Wed 12/12/12	5199	5201,5204			0 hrs	Gaithersburg
5201	A2.2.3.2.7.10.6.4	Iteration 5 Functional Unit Test		4 d	Thu 12/13/12	Tue 12/18/12	5200	5202			0 hrs	Gaithersburg
5202	A2.2.3.2.7.10.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 12/19/12	Wed 12/19/12	5201		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5203	**A2.2.3.2.7.10.7**	**Iteration 6**		**17 d**	**Thu 12/13/12**	**Tue 1/8/13**					**10.8 hrs**	
5204	A2.2.3.2.7.10.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 12/13/12	Thu 12/13/12	5200	5205			0 hrs	Des Moines
5205	A2.2.3.2.7.10.7.2	Iteration 6 Kick-off		1 d	Fri 12/14/12	Fri 12/14/12	5204	5206	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5206	A2.2.3.2.7.10.7.3	Iteration 6 Development		10 d	Mon 12/17/12	Mon 12/31/12	5205	5207,5210			0 hrs	Gaithersburg
5207	A2.2.3.2.7.10.7.4	Iteration 6 Functional Unit Test		4 d	Wed 1/2/13	Mon 1/7/13	5206	5208			0 hrs	Gaithersburg
5208	A2.2.3.2.7.10.7.5	Iteration 6 Demonstration and Closure		1 d	Tue 1/8/13	Tue 1/8/13	5207		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5209	**A2.2.3.2.7.10.8**	**Iteration 7**		**17 d**	**Wed 1/2/13**	**Fri 1/25/13**					**10.8 hrs**	
5210	A2.2.3.2.7.10.8.1	Iteration 7 Iteration Plan Update		1 d	Wed 1/2/13	Wed 1/2/13	5206	5211			0 hrs	Des Moines
5211	A2.2.3.2.7.10.8.2	Iteration 7 Kick-off		1 d	Thu 1/3/13	Thu 1/3/13	5210	5212	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5212	A2.2.3.2.7.10.8.3	Iteration 7 Development		10 d	Fri 1/4/13	Thu 1/17/13	5211	5213			0 hrs	Gaithersburg
5213	A2.2.3.2.7.10.8.4	Iteration 7 Functional Unit Test		4 d	Fri 1/18/13	Thu 1/24/13	5212	5214,5216			0 hrs	Gaithersburg
5214	A2.2.3.2.7.10.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 1/25/13	Fri 1/25/13	5213		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5215	**A2.2.3.2.7.10.9**	**Iteration 8**		**17 d**	**Fri 1/25/13**	**Mon 2/18/13**					**10.8 hrs**	
5216	A2.2.3.2.7.10.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 1/25/13	Fri 1/25/13	5213	5217			0 hrs	Des Moines
5217	A2.2.3.2.7.10.9.2	Iteration 8 Kick-off		1 d	Mon 1/28/13	Mon 1/28/13	5216	5218	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5218	A2.2.3.2.7.10.9.3	Iteration 8 Development		10 d	Tue 1/29/13	Mon 2/11/13	5217	5219,5222			0 hrs	Gaithersburg
5219	A2.2.3.2.7.10.9.4	Iteration 8 Functional Unit Test		4 d	Tue 2/12/13	Fri 2/15/13	5218	5220			0 hrs	Gaithersburg
5220	A2.2.3.2.7.10.9.5	Iteration 8 Demonstration and Closure		1 d	Mon 2/18/13	Mon 2/18/13	5219		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5221	**A2.2.3.2.7.10.10**	**Iteration 9**		**17 d**	**Tue 2/12/13**	**Wed 3/6/13**		**5228**			**10.8 hrs**	
5222	A2.2.3.2.7.10.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 2/12/13	Tue 2/12/13	5218	5223			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5223	A2.2.3.2.7.10.10.2	Iteration 9 Kick-off		1 d	Wed 2/13/13	Wed 2/13/13	5222	5224	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5224	A2.2.3.2.7.10.10.3	Iteration 9 Development		10 d	Thu 2/14/13	Wed 2/27/13	5223	5225			0 hrs	Gaithersburg
5225	A2.2.3.2.7.10.10.4	Iteration 9 Functional Unit Test		4 d	Thu 2/28/13	Tue 3/5/13	5224	5226			0 hrs	Gaithersburg
5226	A2.2.3.2.7.10.10.5	Iteration 9 Demonstration and Closure		1 d	Wed 3/6/13	Wed 3/6/13	5225		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5227	**A2.2.3.2.7.10.11**	**Module Test**		**27 d**	**Thu 3/7/13**	**Fri 4/12/13**					**0 hrs**	
5228	A2.2.3.2.7.10.11.1	Finalize Module Test Scenarios		5 d	Thu 3/7/13	Wed 3/13/13	5221	5229SS			0 hrs	Des Moines
5229	A2.2.3.2.7.10.11.2	Configure COTS/Automated Test Tools		5 d	Thu 3/7/13	Wed 3/13/13	5228SS	5230			0 hrs	Des Moines
5230	A2.2.3.2.7.10.11.3	Conduct Test Readiness Review		1 d	Thu 3/14/13	Thu 3/14/13	5229	5231			0 hrs	Des Moines
5231	A2.2.3.2.7.10.11.4	Conduct Testing		9 d	Fri 3/15/13	Wed 3/27/13	5230	5232FS-4 d			0 hrs	Gaithersburg
5232	A2.2.3.2.7.10.11.5	Correct Defects		4 d	Fri 3/22/13	Wed 3/27/13	5231FS-4 d	5233			0 hrs	Gaithersburg
5233	A2.2.3.2.7.10.11.6	Complete Regression Testing		3 d	Thu 3/28/13	Mon 4/1/13	5232	5234			0 hrs	Gaithersburg
5234	A2.2.3.2.7.10.11.7	Interim Conversion Test Results		9 d	Tue 4/2/13	Fri 4/12/13	5233				0 hrs	Des Moines
5235	**A2.2.3.2.7.11**	**Web Portal**		**144 d**	**Fri 5/11/12**	**Thu 12/6/12**					**97.2 hrs**	
5236	A2.2.3.2.7.11.1	Develop Iteration Plan		1 d	Fri 5/11/12	Fri 5/11/12	1887	5238			0 hrs	Des Moines
5237	**A2.2.3.2.7.11.2**	**Iteration 1**		**16 d**	**Mon 5/14/12**	**Tue 6/5/12**					**10.8 hrs**	
5238	A2.2.3.2.7.11.2.1	Iteration 1 Kick-off		1 d	Mon 5/14/12	Mon 5/14/12	5236	5239	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5239	A2.2.3.2.7.11.2.2	Iteration 1 Development		10 d	Tue 5/15/12	Tue 5/29/12	5238	5240,5243			0 hrs	Gaithersburg
5240	A2.2.3.2.7.11.2.3	Iteration 1 Functional Unit Test		4 d	Wed 5/30/12	Mon 6/4/12	5239	5241			0 hrs	Gaithersburg
5241	A2.2.3.2.7.11.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 6/5/12	Tue 6/5/12	5240		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5242	**A2.2.3.2.7.11.3**	**Iteration 2**		**17 d**	**Wed 5/30/12**	**Thu 6/21/12**					**10.8 hrs**	
5243	A2.2.3.2.7.11.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 5/30/12	Wed 5/30/12	5239	5244			0 hrs	Des Moines
5244	A2.2.3.2.7.11.3.2	Iteration 2 Kick-off		1 d	Thu 5/31/12	Thu 5/31/12	5243	5245	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5245	A2.2.3.2.7.11.3.3	Iteration 2 Development		10 d	Fri 6/1/12	Thu 6/14/12	5244	5246,5249			0 hrs	Gaithersburg
5246	A2.2.3.2.7.11.3.4	Iteration 2 Functional Unit Test		4 d	Fri 6/15/12	Wed 6/20/12	5245	5247			0 hrs	Gaithersburg
5247	A2.2.3.2.7.11.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 6/21/12	Thu 6/21/12	5246		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5248	**A2.2.3.2.7.11.4**	**Iteration 3**		**17 d**	**Fri 6/15/12**	**Tue 7/10/12**					**10.8 hrs**	

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5249	A2.2.3.2.7.11.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 6/15/12	Fri 6/15/12	5245	5250			0 hrs	Des Moines
5250	A2.2.3.2.7.11.4.2	Iteration 3 Kick-off		1 d	Mon 6/18/12	Mon 6/18/12	5249	5251	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5251	A2.2.3.2.7.11.4.3	Iteration 3 Development		10 d	Tue 6/19/12	Mon 7/2/12	5250	5252,5255			0 hrs	Gaithersburg
5252	A2.2.3.2.7.11.4.4	Iteration 3 Functional Unit Test		4 d	Tue 7/3/12	Mon 7/9/12	5251	5253			0 hrs	Gaithersburg
5253	A2.2.3.2.7.11.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 7/10/12	Tue 7/10/12	5252		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5254	**A2.2.3.2.7.11.5**	**Iteration 4**		**17 d**	**Tue 7/3/12**	**Thu 7/26/12**					**10.8 hrs**	
5255	A2.2.3.2.7.11.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 7/3/12	Tue 7/3/12	5251	5256			0 hrs	Des Moines
5256	A2.2.3.2.7.11.5.2	Iteration 4 Kick-off		1 d	Thu 7/5/12	Thu 7/5/12	5255	5257	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5257	A2.2.3.2.7.11.5.3	Iteration 4 Development		10 d	Fri 7/6/12	Thu 7/19/12	5256	5258,5261			0 hrs	Gaithersburg
5258	A2.2.3.2.7.11.5.4	Iteration 4 Functional Unit Test		4 d	Fri 7/20/12	Wed 7/25/12	5257	5259			0 hrs	Gaithersburg
5259	A2.2.3.2.7.11.5.5	Iteration 4 Demonstration and Closure		1 d	Thu 7/26/12	Thu 7/26/12	5258		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5260	**A2.2.3.2.7.11.6**	**Iteration 5**		**17 d**	**Fri 7/20/12**	**Mon 8/13/12**					**10.8 hrs**	
5261	A2.2.3.2.7.11.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 7/20/12	Fri 7/20/12	5257	5262			0 hrs	Des Moines
5262	A2.2.3.2.7.11.6.2	Iteration 5 Kick-off		1 d	Mon 7/23/12	Mon 7/23/12	5261	5263	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5263	A2.2.3.2.7.11.6.3	Iteration 5 Development		10 d	Tue 7/24/12	Mon 8/6/12	5262	5264,5267			0 hrs	Gaithersburg
5264	A2.2.3.2.7.11.6.4	Iteration 5 Functional Unit Test		4 d	Tue 8/7/12	Fri 8/10/12	5263	5265			0 hrs	Gaithersburg
5265	A2.2.3.2.7.11.6.5	Iteration 5 Demonstration and Closure		1 d	Mon 8/13/12	Mon 8/13/12	5264		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5266	**A2.2.3.2.7.11.7**	**Iteration 6**		**17 d**	**Tue 8/7/12**	**Wed 8/29/12**					**10.8 hrs**	
5267	A2.2.3.2.7.11.7.1	Iteration 6 Iteration Plan Update		1 d	Tue 8/7/12	Tue 8/7/12	5263	5268			0 hrs	Des Moines
5268	A2.2.3.2.7.11.7.2	Iteration 6 Kick-off		1 d	Wed 8/8/12	Wed 8/8/12	5267	5269	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5269	A2.2.3.2.7.11.7.3	Iteration 6 Development		10 d	Thu 8/9/12	Wed 8/22/12	5268	5270,5273			0 hrs	Gaithersburg
5270	A2.2.3.2.7.11.7.4	Iteration 6 Functional Unit Test		4 d	Thu 8/23/12	Tue 8/28/12	5269	5271			0 hrs	Gaithersburg
5271	A2.2.3.2.7.11.7.5	Iteration 6 Demonstration and Closure		1 d	Wed 8/29/12	Wed 8/29/12	5270		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5272	**A2.2.3.2.7.11.8**	**Iteration 7**		**17 d**	**Thu 8/23/12**	**Mon 9/17/12**					**10.8 hrs**	
5273	A2.2.3.2.7.11.8.1	Iteration 7 Iteration Plan Update		1 d	Thu 8/23/12	Thu 8/23/12	5269	5274			0 hrs	Des Moines

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5274	A2.2.3.2.7.11.8.2	Iteration 7 Kick-off		1 d	Fri 8/24/12	Fri 8/24/12	5273	5275	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5275	A2.2.3.2.7.11.8.3	Iteration 7 Development		10 d	Mon 8/27/12	Mon 9/10/12	5274	5276			0 hrs	Gaithersburg
5276	A2.2.3.2.7.11.8.4	Iteration 7 Functional Unit Test		4 d	Tue 9/11/12	Fri 9/14/12	5275	5277,5279			0 hrs	Gaithersburg
5277	A2.2.3.2.7.11.8.5	Iteration 7 Demonstration and Closure		1 d	Mon 9/17/12	Mon 9/17/12	5276		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5278	**A2.2.3.2.7.11.9**	**Iteration 8**		**17 d**	**Mon 9/17/12**	**Tue 10/9/12**					**10.8 hrs**	
5279	A2.2.3.2.7.11.9.1	Iteration 8 Iteration Plan Update		1 d	Mon 9/17/12	Mon 9/17/12	5276	5280			0 hrs	Des Moines
5280	A2.2.3.2.7.11.9.2	Iteration 8 Kick-off		1 d	Tue 9/18/12	Tue 9/18/12	5279	5281	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5281	A2.2.3.2.7.11.9.3	Iteration 8 Development		10 d	Wed 9/19/12	Tue 10/2/12	5280	5282,5285			0 hrs	Gaithersburg
5282	A2.2.3.2.7.11.9.4	Iteration 8 Functional Unit Test		4 d	Wed 10/3/12	Mon 10/8/12	5281	5283			0 hrs	Gaithersburg
5283	A2.2.3.2.7.11.9.5	Iteration 8 Demonstration and Closure		1 d	Tue 10/9/12	Tue 10/9/12	5282		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5284	**A2.2.3.2.7.11.10**	**Iteration 9**		**17 d**	**Wed 10/3/12**	**Thu 10/25/12**		**5291**			**10.8 hrs**	
5285	A2.2.3.2.7.11.10.1	Iteration 9 Iteration Plan Update		1 d	Wed 10/3/12	Wed 10/3/12	5281	5286			0 hrs	Des Moines
5286	A2.2.3.2.7.11.10.2	Iteration 9 Kick-off		1 d	Thu 10/4/12	Thu 10/4/12	5285	5287	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5287	A2.2.3.2.7.11.10.3	Iteration 9 Development		10 d	Fri 10/5/12	Thu 10/18/12	5286	5288,4921			0 hrs	Gaithersburg
5288	A2.2.3.2.7.11.10.4	Iteration 9 Functional Unit Test		4 d	Fri 10/19/12	Wed 10/24/12	5287	5289			0 hrs	Gaithersburg
5289	A2.2.3.2.7.11.10.5	Iteration 9 Demonstration and Closure		1 d	Thu 10/25/12	Thu 10/25/12	5288		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5290	**A2.2.3.2.7.11.11**	**Module Test**		**27 d**	**Fri 10/26/12**	**Thu 12/6/12**					**0 hrs**	
5291	A2.2.3.2.7.11.11.1	Finalize Module Test Scenarios		5 d	Fri 10/26/12	Thu 11/1/12	5284	5292SS			0 hrs	Des Moines
5292	A2.2.3.2.7.11.11.2	Configure COTS/Automated Test Tools		5 d	Fri 10/26/12	Thu 11/1/12	5291SS	5293			0 hrs	Des Moines
5293	A2.2.3.2.7.11.11.3	Conduct Test Readiness Review		1 d	Fri 11/2/12	Fri 11/2/12	5292	5294			0 hrs	Des Moines
5294	A2.2.3.2.7.11.11.4	Conduct Testing		9 d	Mon 11/5/12	Fri 11/16/12	5293	5295FS-4 d			0 hrs	Gaithersburg
5295	A2.2.3.2.7.11.11.5	Correct Defects		4 d	Tue 11/13/12	Fri 11/16/12	5294FS-4 d	5296			0 hrs	Gaithersburg
5296	A2.2.3.2.7.11.11.6	Complete Regression Testing		3 d	Mon 11/19/12	Wed 11/21/12	5295	5297			0 hrs	Gaithersburg
5297	A2.2.3.2.7.11.11.7	Interim Conversion Test Results		9 d	Mon 11/26/12	Thu 12/6/12	5296				0 hrs	Des Moines
5298	**A2.2.3.2.7.12**	**Workflow Requirements**		**144 d**	**Wed 11/7/12**	**Wed 6/5/13**					**97.2 hrs**	
5299	A2.2.3.2.7.12.1	Develop Iteration Plan		1 d	Wed 11/7/12	Wed 11/7/12	4649	5301			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5300	**A2.2.3.2.7.12.2**	**Iteration 1**		**16 d**	**Thu 11/8/12**	**Tue 12/4/12**					**10.8 hrs**	
5301	A2.2.3.2.7.12.2.1	Iteration 1 Kick-off		1 d	Thu 11/8/12	Thu 11/8/12	5299	5302	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5302	A2.2.3.2.7.12.2.2	Iteration 1 Development		10 d	Fri 11/9/12	Tue 11/27/12	5301	5303,5306			0 hrs	Gaithersburg
5303	A2.2.3.2.7.12.2.3	Iteration 1 Functional Unit Test		4 d	Wed 11/28/12	Mon 12/3/12	5302	5304			0 hrs	Gaithersburg
5304	A2.2.3.2.7.12.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 12/4/12	Tue 12/4/12	5303		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5305	**A2.2.3.2.7.12.3**	**Iteration 2**		**17 d**	**Wed 11/28/12**	**Thu 12/20/12**					**10.8 hrs**	
5306	A2.2.3.2.7.12.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 11/28/12	Wed 11/28/12	5302	5307			0 hrs	Des Moines
5307	A2.2.3.2.7.12.3.2	Iteration 2 Kick-off		1 d	Thu 11/29/12	Thu 11/29/12	5306	5308	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5308	A2.2.3.2.7.12.3.3	Iteration 2 Development		10 d	Fri 11/30/12	Thu 12/13/12	5307	5309,5312			0 hrs	Gaithersburg
5309	A2.2.3.2.7.12.3.4	Iteration 2 Functional Unit Test		4 d	Fri 12/14/12	Wed 12/19/12	5308	5310			0 hrs	Gaithersburg
5310	A2.2.3.2.7.12.3.5	Iteration 2 Demonstration and Closure		1 d	Thu 12/20/12	Thu 12/20/12	5309		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5311	**A2.2.3.2.7.12.4**	**Iteration 3**		**17 d**	**Fri 12/14/12**	**Wed 1/9/13**					**10.8 hrs**	
5312	A2.2.3.2.7.12.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 12/14/12	Fri 12/14/12	5308	5313			0 hrs	Des Moines
5313	A2.2.3.2.7.12.4.2	Iteration 3 Kick-off		1 d	Mon 12/17/12	Mon 12/17/12	5312	5314	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5314	A2.2.3.2.7.12.4.3	Iteration 3 Development		10 d	Tue 12/18/12	Wed 1/2/13	5313	5315,5318			0 hrs	Gaithersburg
5315	A2.2.3.2.7.12.4.4	Iteration 3 Functional Unit Test		4 d	Thu 1/3/13	Tue 1/8/13	5314	5316			0 hrs	Gaithersburg
5316	A2.2.3.2.7.12.4.5	Iteration 3 Demonstration and Closure		1 d	Wed 1/9/13	Wed 1/9/13	5315		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5317	**A2.2.3.2.7.12.5**	**Iteration 4**		**17 d**	**Thu 1/3/13**	**Mon 1/28/13**					**10.8 hrs**	
5318	A2.2.3.2.7.12.5.1	Iteration 4 Iteration Plan Update		1 d	Thu 1/3/13	Thu 1/3/13	5314	5319			0 hrs	Des Moines
5319	A2.2.3.2.7.12.5.2	Iteration 4 Kick-off		1 d	Fri 1/4/13	Fri 1/4/13	5318	5320	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5320	A2.2.3.2.7.12.5.3	Iteration 4 Development		10 d	Mon 1/7/13	Fri 1/18/13	5319	5321,5324			0 hrs	Gaithersburg
5321	A2.2.3.2.7.12.5.4	Iteration 4 Functional Unit Test		4 d	Tue 1/22/13	Fri 1/25/13	5320	5322			0 hrs	Gaithersburg
5322	A2.2.3.2.7.12.5.5	Iteration 4 Demonstration and Closure		1 d	Mon 1/28/13	Mon 1/28/13	5321		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5323	**A2.2.3.2.7.12.6**	**Iteration 5**		**17 d**	**Tue 1/22/13**	**Wed 2/13/13**					**10.8 hrs**	
5324	A2.2.3.2.7.12.6.1	Iteration 5 Iteration Plan Update		1 d	Tue 1/22/13	Tue 1/22/13	5320	5325			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5325	A2.2.3.2.7.12.6.2	Iteration 5 Kick-off		1 d	Wed 1/23/13	Wed 1/23/13	5324	5326	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5326	A2.2.3.2.7.12.6.3	Iteration 5 Development		10 d	Thu 1/24/13	Wed 2/6/13	5325	5327,5330			0 hrs	Gaithersburg
5327	A2.2.3.2.7.12.6.4	Iteration 5 Functional Unit Test		4 d	Thu 2/7/13	Tue 2/12/13	5326	5328			0 hrs	Gaithersburg
5328	A2.2.3.2.7.12.6.5	Iteration 5 Demonstration and Closure		1 d	Wed 2/13/13	Wed 2/13/13	5327		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5329	**A2.2.3.2.7.12.7**	**Iteration 6**		**17 d**	**Thu 2/7/13**	**Fri 3/1/13**					**10.8 hrs**	
5330	A2.2.3.2.7.12.7.1	Iteration 6 Iteration Plan Update		1 d	Thu 2/7/13	Thu 2/7/13	5326	5331			0 hrs	Des Moines
5331	A2.2.3.2.7.12.7.2	Iteration 6 Kick-off		1 d	Fri 2/8/13	Fri 2/8/13	5330	5332	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5332	A2.2.3.2.7.12.7.3	Iteration 6 Development		10 d	Mon 2/11/13	Fri 2/22/13	5331	5333,5336			0 hrs	Gaithersburg
5333	A2.2.3.2.7.12.7.4	Iteration 6 Functional Unit Test		4 d	Mon 2/25/13	Thu 2/28/13	5332	5334			0 hrs	Gaithersburg
5334	A2.2.3.2.7.12.7.5	Iteration 6 Demonstration and Closure		1 d	Fri 3/1/13	Fri 3/1/13	5333		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5335	**A2.2.3.2.7.12.8**	**Iteration 7**		**17 d**	**Mon 2/25/13**	**Tue 3/19/13**					**10.8 hrs**	
5336	A2.2.3.2.7.12.8.1	Iteration 7 Iteration Plan Update		1 d	Mon 2/25/13	Mon 2/25/13	5332	5337			0 hrs	Des Moines
5337	A2.2.3.2.7.12.8.2	Iteration 7 Kick-off		1 d	Tue 2/26/13	Tue 2/26/13	5336	5338	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5338	A2.2.3.2.7.12.8.3	Iteration 7 Development		10 d	Wed 2/27/13	Tue 3/12/13	5337	5339			0 hrs	Gaithersburg
5339	A2.2.3.2.7.12.8.4	Iteration 7 Functional Unit Test		4 d	Wed 3/13/13	Mon 3/18/13	5338	5340,5342			0 hrs	Gaithersburg
5340	A2.2.3.2.7.12.8.5	Iteration 7 Demonstration and Closure		1 d	Tue 3/19/13	Tue 3/19/13	5339		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5341	**A2.2.3.2.7.12.9**	**Iteration 8**		**17 d**	**Tue 3/19/13**	**Wed 4/10/13**					**10.8 hrs**	
5342	A2.2.3.2.7.12.9.1	Iteration 8 Iteration Plan Update		1 d	Tue 3/19/13	Tue 3/19/13	5339	5343			0 hrs	Des Moines
5343	A2.2.3.2.7.12.9.2	Iteration 8 Kick-off		1 d	Wed 3/20/13	Wed 3/20/13	5342	5344	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5344	A2.2.3.2.7.12.9.3	Iteration 8 Development		10 d	Thu 3/21/13	Wed 4/3/13	5343	5345,5348			0 hrs	Gaithersburg
5345	A2.2.3.2.7.12.9.4	Iteration 8 Functional Unit Test		4 d	Thu 4/4/13	Tue 4/9/13	5344	5346			0 hrs	Gaithersburg
5346	A2.2.3.2.7.12.9.5	Iteration 8 Demonstration and Closure		1 d	Wed 4/10/13	Wed 4/10/13	5345		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5347	**A2.2.3.2.7.12.10**	**Iteration 9**		**17 d**	**Thu 4/4/13**	**Fri 4/26/13**		**5354**			**10.8 hrs**	
5348	A2.2.3.2.7.12.10.1	Iteration 9 Iteration Plan Update		1 d	Thu 4/4/13	Thu 4/4/13	5344	5349			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5349	A2.2.3.2.7.12.10.2	Iteration 9 Kick-off		1 d	Fri 4/5/13	Fri 4/5/13	5348	5350	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5350	A2.2.3.2.7.12.10.3	Iteration 9 Development		10 d	Mon 4/8/13	Fri 4/19/13	5349	5351,5425			0 hrs	Gaithersburg
5351	A2.2.3.2.7.12.10.4	Iteration 9 Functional Unit Test		4 d	Mon 4/22/13	Thu 4/25/13	5350	5352			0 hrs	Gaithersburg
5352	A2.2.3.2.7.12.10.5	Iteration 9 Demonstration and Closure		1 d	Fri 4/26/13	Fri 4/26/13	5351		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5353	**A2.2.3.2.7.12.11**	**Module Test**		**27 d**	**Mon 4/29/13**	**Wed 6/5/13**					**0 hrs**	
5354	A2.2.3.2.7.12.11.1	Finalize Module Test Scenarios		5 d	Mon 4/29/13	Fri 5/3/13	5347	5355SS			0 hrs	Des Moines
5355	A2.2.3.2.7.12.11.2	Configure COTS/Automated Test Tools		5 d	Mon 4/29/13	Fri 5/3/13	5354SS	5356			0 hrs	Des Moines
5356	A2.2.3.2.7.12.11.3	Conduct Test Readiness Review		1 d	Mon 5/6/13	Mon 5/6/13	5355	5357			0 hrs	Des Moines
5357	A2.2.3.2.7.12.11.4	Conduct Testing		9 d	Tue 5/7/13	Fri 5/17/13	5356	5358FS-4 d			0 hrs	Gaithersburg
5358	A2.2.3.2.7.12.11.5	Correct Defects		4 d	Tue 5/14/13	Fri 5/17/13	5357FS-4 d	5359			0 hrs	Gaithersburg
5359	A2.2.3.2.7.12.11.6	Complete Regression Testing		3 d	Mon 5/20/13	Wed 5/22/13	5358	5360			0 hrs	Gaithersburg
5360	A2.2.3.2.7.12.11.7	Interim Conversion Test Results		9 d	Thu 5/23/13	Wed 6/5/13	5359				0 hrs	Des Moines
5361	**A2.2.3.2.7.13**	**Electronic Data Management System Requirements**		**144 d**	**Fri 4/5/13**	**Mon 10/28/13**					**96.6 hrs**	
5362	A2.2.3.2.7.13.1	Develop Iteration Plan		1 d	Fri 4/5/13	Fri 4/5/13	4972	5364			0 hrs	Des Moines
5363	**A2.2.3.2.7.13.2**	**Iteration 1**		**16 d**	**Mon 4/8/13**	**Mon 4/29/13**					**10.8 hrs**	
5364	A2.2.3.2.7.13.2.1	Iteration 1 Kick-off		1 d	Mon 4/8/13	Mon 4/8/13	5362	5365	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5365	A2.2.3.2.7.13.2.2	Iteration 1 Development		10 d	Tue 4/9/13	Mon 4/22/13	5364	5366,5369			0 hrs	Gaithersburg
5366	A2.2.3.2.7.13.2.3	Iteration 1 Functional Unit Test		4 d	Tue 4/23/13	Fri 4/26/13	5365	5367			0 hrs	Gaithersburg
5367	A2.2.3.2.7.13.2.4	Iteration 1 Demonstration and Closure		1 d	Mon 4/29/13	Mon 4/29/13	5366		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5368	**A2.2.3.2.7.13.3**	**Iteration 2**		**17 d**	**Tue 4/23/13**	**Wed 5/15/13**					**10.8 hrs**	
5369	A2.2.3.2.7.13.3.1	Iteration 2 Iteration Plan Update		1 d	Tue 4/23/13	Tue 4/23/13	5365	5370			0 hrs	Des Moines
5370	A2.2.3.2.7.13.3.2	Iteration 2 Kick-off		1 d	Wed 4/24/13	Wed 4/24/13	5369	5371	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5371	A2.2.3.2.7.13.3.3	Iteration 2 Development		10 d	Thu 4/25/13	Wed 5/8/13	5370	5372,5375			0 hrs	Gaithersburg
5372	A2.2.3.2.7.13.3.4	Iteration 2 Functional Unit Test		4 d	Thu 5/9/13	Tue 5/14/13	5371	5373			0 hrs	Gaithersburg
5373	A2.2.3.2.7.13.3.5	Iteration 2 Demonstration and Closure		1 d	Wed 5/15/13	Wed 5/15/13	5372		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5374	**A2.2.3.2.7.13.4**	**Iteration 3**		**17 d**	**Thu 5/9/13**	**Mon 6/3/13**					**10.8 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5375	A2.2.3.2.7.13.4.1	Iteration 3 Iteration Plan Update		1 d	Thu 5/9/13	Thu 5/9/13	5371	5376			0 hrs	Des Moines
5376	A2.2.3.2.7.13.4.2	Iteration 3 Kick-off		1 d	Fri 5/10/13	Fri 5/10/13	5375	5377	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5377	A2.2.3.2.7.13.4.3	Iteration 3 Development		10 d	Mon 5/13/13	Fri 5/24/13	5376	5378,5381			0 hrs	Gaithersburg
5378	A2.2.3.2.7.13.4.4	Iteration 3 Functional Unit Test		4 d	Tue 5/28/13	Fri 5/31/13	5377	5379			0 hrs	Gaithersburg
5379	A2.2.3.2.7.13.4.5	Iteration 3 Demonstration and Closure		1 d	Mon 6/3/13	Mon 6/3/13	5378		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5380	**A2.2.3.2.7.13.5**	**Iteration 4**		**17 d**	**Tue 5/28/13**	**Wed 6/19/13**					**10.8 hrs**	
5381	A2.2.3.2.7.13.5.1	Iteration 4 Iteration Plan Update		1 d	Tue 5/28/13	Tue 5/28/13	5377	5382			0 hrs	Des Moines
5382	A2.2.3.2.7.13.5.2	Iteration 4 Kick-off		1 d	Wed 5/29/13	Wed 5/29/13	5381	5383	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5383	A2.2.3.2.7.13.5.3	Iteration 4 Development		10 d	Thu 5/30/13	Wed 6/12/13	5382	5384,5387			0 hrs	Gaithersburg
5384	A2.2.3.2.7.13.5.4	Iteration 4 Functional Unit Test		4 d	Thu 6/13/13	Tue 6/18/13	5383	5385			0 hrs	Gaithersburg
5385	A2.2.3.2.7.13.5.5	Iteration 4 Demonstration and Closure		1 d	Wed 6/19/13	Wed 6/19/13	5384		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5386	**A2.2.3.2.7.13.6**	**Iteration 5**		**17 d**	**Thu 6/13/13**	**Mon 7/8/13**					**10.8 hrs**	
5387	A2.2.3.2.7.13.6.1	Iteration 5 Iteration Plan Update		1 d	Thu 6/13/13	Thu 6/13/13	5383	5388			0 hrs	Des Moines
5388	A2.2.3.2.7.13.6.2	Iteration 5 Kick-off		1 d	Fri 6/14/13	Fri 6/14/13	5387	5389	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5389	A2.2.3.2.7.13.6.3	Iteration 5 Development		10 d	Mon 6/17/13	Fri 6/28/13	5388	5390,5393			0 hrs	Gaithersburg
5390	A2.2.3.2.7.13.6.4	Iteration 5 Functional Unit Test		4 d	Mon 7/1/13	Fri 7/5/13	5389	5391			0 hrs	Gaithersburg
5391	A2.2.3.2.7.13.6.5	Iteration 5 Demonstration and Closure		1 d	Mon 7/8/13	Mon 7/8/13	5390		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5392	**A2.2.3.2.7.13.7**	**Iteration 6**		**17 d**	**Mon 7/1/13**	**Wed 7/24/13**					**10.2 hrs**	
5393	A2.2.3.2.7.13.7.1	Iteration 6 Iteration Plan Update		1 d	Mon 7/1/13	Mon 7/1/13	5389	5394			0 hrs	Des Moines
5394	A2.2.3.2.7.13.7.2	Iteration 6 Kick-off		1 d	Tue 7/2/13	Tue 7/2/13	5393	5395	D-PMO, D-BA, D-SME	DP	4.2 hrs	Des Moines
5395	A2.2.3.2.7.13.7.3	Iteration 6 Development		10 d	Wed 7/3/13	Wed 7/17/13	5394	5396,5399			0 hrs	Gaithersburg
5396	A2.2.3.2.7.13.7.4	Iteration 6 Functional Unit Test		4 d	Thu 7/18/13	Tue 7/23/13	5395	5397			0 hrs	Gaithersburg
5397	A2.2.3.2.7.13.7.5	Iteration 6 Demonstration and Closure		1 d	Wed 7/24/13	Wed 7/24/13	5396		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5398	**A2.2.3.2.7.13.8**	**Iteration 7**		**17 d**	**Thu 7/18/13**	**Fri 8/9/13**					**10.8 hrs**	
5399	A2.2.3.2.7.13.8.1	Iteration 7 Iteration Plan Update		1 d	Thu 7/18/13	Thu 7/18/13	5395	5400			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5400	A2.2.3.2.7.13.8.2	Iteration 7 Kick-off		1 d	Fri 7/19/13	Fri 7/19/13	5399	5401	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5401	A2.2.3.2.7.13.8.3	Iteration 7 Development		10 d	Mon 7/22/13	Fri 8/2/13	5400	5402			0 hrs	Gaithersburg
5402	A2.2.3.2.7.13.8.4	Iteration 7 Functional Unit Test		4 d	Mon 8/5/13	Thu 8/8/13	5401	5403,5405			0 hrs	Gaithersburg
5403	A2.2.3.2.7.13.8.5	Iteration 7 Demonstration and Closure		1 d	Fri 8/9/13	Fri 8/9/13	5402		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5404	**A2.2.3.2.7.13.9**	**Iteration 8**		**17 d**	**Fri 8/9/13**	**Tue 9/3/13**					**10.8 hrs**	
5405	A2.2.3.2.7.13.9.1	Iteration 8 Iteration Plan Update		1 d	Fri 8/9/13	Fri 8/9/13	5402	5406			0 hrs	Des Moines
5406	A2.2.3.2.7.13.9.2	Iteration 8 Kick-off		1 d	Mon 8/12/13	Mon 8/12/13	5405	5407	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5407	A2.2.3.2.7.13.9.3	Iteration 8 Development		10 d	Tue 8/13/13	Mon 8/26/13	5406	5408,5411			0 hrs	Gaithersburg
5408	A2.2.3.2.7.13.9.4	Iteration 8 Functional Unit Test		4 d	Tue 8/27/13	Fri 8/30/13	5407	5409			0 hrs	Gaithersburg
5409	A2.2.3.2.7.13.9.5	Iteration 8 Demonstration and Closure		1 d	Tue 9/3/13	Tue 9/3/13	5408		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5410	**A2.2.3.2.7.13.10**	**Iteration 9**		**17 d**	**Tue 8/27/13**	**Thu 9/19/13**		**5417**			**10.8 hrs**	
5411	A2.2.3.2.7.13.10.1	Iteration 9 Iteration Plan Update		1 d	Tue 8/27/13	Tue 8/27/13	5407	5412			0 hrs	Des Moines
5412	A2.2.3.2.7.13.10.2	Iteration 9 Kick-off		1 d	Wed 8/28/13	Wed 8/28/13	5411	5413	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5413	A2.2.3.2.7.13.10.3	Iteration 9 Development		10 d	Thu 8/29/13	Thu 9/12/13	5412	5414			0 hrs	Gaithersburg
5414	A2.2.3.2.7.13.10.4	Iteration 9 Functional Unit Test		4 d	Fri 9/13/13	Wed 9/18/13	5413	5415			0 hrs	Gaithersburg
5415	A2.2.3.2.7.13.10.5	Iteration 9 Demonstration and Closure		1 d	Thu 9/19/13	Thu 9/19/13	5414		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5416	**A2.2.3.2.7.13.11**	**Module Test**		**27 d**	**Fri 9/20/13**	**Mon 10/28/13**					**0 hrs**	
5417	A2.2.3.2.7.13.11.1	Finalize Module Test Scenarios		5 d	Fri 9/20/13	Thu 9/26/13	5410	5418SS			0 hrs	Des Moines
5418	A2.2.3.2.7.13.11.2	Configure COTS/Automated Test Tools		5 d	Fri 9/20/13	Thu 9/26/13	5417SS	5419			0 hrs	Des Moines
5419	A2.2.3.2.7.13.11.3	Conduct Test Readiness Review		1 d	Fri 9/27/13	Fri 9/27/13	5418	5420			0 hrs	Des Moines
5420	A2.2.3.2.7.13.11.4	Conduct Testing		9 d	Mon 9/30/13	Thu 10/10/13	5419	5421FS-4 d			0 hrs	Gaithersburg
5421	A2.2.3.2.7.13.11.5	Correct Defects		4 d	Mon 10/7/13	Thu 10/10/13	5420FS-4 d	5422			0 hrs	Gaithersburg
5422	A2.2.3.2.7.13.11.6	Complete Regression Testing		3 d	Fri 10/11/13	Tue 10/15/13	5421	5423			0 hrs	Gaithersburg
5423	A2.2.3.2.7.13.11.7	Interim Conversion Test Results		9 d	Wed 10/16/13	Mon 10/28/13	5422				0 hrs	Des Moines
5424	**A2.2.3.2.7.14**	**Automatic Letter Generation Requirements**		**144 d**	**Mon 4/22/13**	**Wed 11/13/13**					**96.2 hrs**	
5425	A2.2.3.2.7.14.1	Develop Iteration Plan		1 d	Mon 4/22/13	Mon 4/22/13	5350	5427			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5426	**A2.2.3.2.7.14.2**	**Iteration 1**		**16 d**	**Tue 4/23/13**	**Tue 5/14/13**					**10.8 hrs**	
5427	A2.2.3.2.7.14.2.1	Iteration 1 Kick-off		1 d	Tue 4/23/13	Tue 4/23/13	5425	5428	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5428	A2.2.3.2.7.14.2.2	Iteration 1 Development		10 d	Wed 4/24/13	Tue 5/7/13	5427	5429,5432			0 hrs	Gaithersburg
5429	A2.2.3.2.7.14.2.3	Iteration 1 Functional Unit Test		4 d	Wed 5/8/13	Mon 5/13/13	5428	5430			0 hrs	Gaithersburg
5430	A2.2.3.2.7.14.2.4	Iteration 1 Demonstration and Closure		1 d	Tue 5/14/13	Tue 5/14/13	5429		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5431	**A2.2.3.2.7.14.3**	**Iteration 2**		**17 d**	**Wed 5/8/13**	**Fri 5/31/13**					**10.8 hrs**	
5432	A2.2.3.2.7.14.3.1	Iteration 2 Iteration Plan Update		1 d	Wed 5/8/13	Wed 5/8/13	5428	5433			0 hrs	Des Moines
5433	A2.2.3.2.7.14.3.2	Iteration 2 Kick-off		1 d	Thu 5/9/13	Thu 5/9/13	5432	5434	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5434	A2.2.3.2.7.14.3.3	Iteration 2 Development		10 d	Fri 5/10/13	Thu 5/23/13	5433	5435,5438			0 hrs	Gaithersburg
5435	A2.2.3.2.7.14.3.4	Iteration 2 Functional Unit Test		4 d	Fri 5/24/13	Thu 5/30/13	5434	5436			0 hrs	Gaithersburg
5436	A2.2.3.2.7.14.3.5	Iteration 2 Demonstration and Closure		1 d	Fri 5/31/13	Fri 5/31/13	5435		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5437	**A2.2.3.2.7.14.4**	**Iteration 3**		**17 d**	**Fri 5/24/13**	**Tue 6/18/13**					**10.8 hrs**	
5438	A2.2.3.2.7.14.4.1	Iteration 3 Iteration Plan Update		1 d	Fri 5/24/13	Fri 5/24/13	5434	5439			0 hrs	Des Moines
5439	A2.2.3.2.7.14.4.2	Iteration 3 Kick-off		1 d	Tue 5/28/13	Tue 5/28/13	5438	5440	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5440	A2.2.3.2.7.14.4.3	Iteration 3 Development		10 d	Wed 5/29/13	Tue 6/11/13	5439	5441,5444			0 hrs	Gaithersburg
5441	A2.2.3.2.7.14.4.4	Iteration 3 Functional Unit Test		4 d	Wed 6/12/13	Mon 6/17/13	5440	5442			0 hrs	Gaithersburg
5442	A2.2.3.2.7.14.4.5	Iteration 3 Demonstration and Closure		1 d	Tue 6/18/13	Tue 6/18/13	5441		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5443	**A2.2.3.2.7.14.5**	**Iteration 4**		**17 d**	**Wed 6/12/13**	**Fri 7/5/13**					**9.8 hrs**	
5444	A2.2.3.2.7.14.5.1	Iteration 4 Iteration Plan Update		1 d	Wed 6/12/13	Wed 6/12/13	5440	5445			0 hrs	Des Moines
5445	A2.2.3.2.7.14.5.2	Iteration 4 Kick-off		1 d	Thu 6/13/13	Thu 6/13/13	5444	5446	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5446	A2.2.3.2.7.14.5.3	Iteration 4 Development		10 d	Fri 6/14/13	Thu 6/27/13	5445	5447,5450			0 hrs	Gaithersburg
5447	A2.2.3.2.7.14.5.4	Iteration 4 Functional Unit Test		4 d	Fri 6/28/13	Wed 7/3/13	5446	5448			0 hrs	Gaithersburg
5448	A2.2.3.2.7.14.5.5	Iteration 4 Demonstration and Closure		1 d	Fri 7/5/13	Fri 7/5/13	5447		D-PMO, D-BA, D-SME	DP	5 hrs	Des Moines
5449	**A2.2.3.2.7.14.6**	**Iteration 5**		**17 d**	**Fri 6/28/13**	**Tue 7/23/13**					**10.8 hrs**	
5450	A2.2.3.2.7.14.6.1	Iteration 5 Iteration Plan Update		1 d	Fri 6/28/13	Fri 6/28/13	5446	5451			0 hrs	Des Moines

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5451	A2.2.3.2.7.14.6.2	Iteration 5 Kick-off		1 d	Mon 7/1/13	Mon 7/1/13	5450	5452	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5452	A2.2.3.2.7.14.6.3	Iteration 5 Development		10 d	Tue 7/2/13	Tue 7/16/13	5451	5453,5456			0 hrs	Gaithersburg
5453	A2.2.3.2.7.14.6.4	Iteration 5 Functional Unit Test		4 d	Wed 7/17/13	Mon 7/22/13	5452	5454			0 hrs	Gaithersburg
5454	A2.2.3.2.7.14.6.5	Iteration 5 Demonstration and Closure		1 d	Tue 7/23/13	Tue 7/23/13	5453		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5455	**A2.2.3.2.7.14.7**	**Iteration 6**		**17 d**	**Wed 7/17/13**	**Thu 8/8/13**					**10.8 hrs**	
5456	A2.2.3.2.7.14.7.1	Iteration 6 Iteration Plan Update		1 d	Wed 7/17/13	Wed 7/17/13	5452	5457			0 hrs	Des Moines
5457	A2.2.3.2.7.14.7.2	Iteration 6 Kick-off		1 d	Thu 7/18/13	Thu 7/18/13	5456	5458	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5458	A2.2.3.2.7.14.7.3	Iteration 6 Development		10 d	Fri 7/19/13	Thu 8/1/13	5457	5459,5462			0 hrs	Gaithersburg
5459	A2.2.3.2.7.14.7.4	Iteration 6 Functional Unit Test		4 d	Fri 8/2/13	Wed 8/7/13	5458	5460			0 hrs	Gaithersburg
5460	A2.2.3.2.7.14.7.5	Iteration 6 Demonstration and Closure		1 d	Thu 8/8/13	Thu 8/8/13	5459		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5461	**A2.2.3.2.7.14.8**	**Iteration 7**		**17 d**	**Fri 8/2/13**	**Mon 8/26/13**					**10.8 hrs**	
5462	A2.2.3.2.7.14.8.1	Iteration 7 Iteration Plan Update		1 d	Fri 8/2/13	Fri 8/2/13	5458	5463			0 hrs	Des Moines
5463	A2.2.3.2.7.14.8.2	Iteration 7 Kick-off		1 d	Mon 8/5/13	Mon 8/5/13	5462	5464	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5464	A2.2.3.2.7.14.8.3	Iteration 7 Development		10 d	Tue 8/6/13	Mon 8/19/13	5463	5465			0 hrs	Gaithersburg
5465	A2.2.3.2.7.14.8.4	Iteration 7 Functional Unit Test		4 d	Tue 8/20/13	Fri 8/23/13	5464	5466,5468			0 hrs	Gaithersburg
5466	A2.2.3.2.7.14.8.5	Iteration 7 Demonstration and Closure		1 d	Mon 8/26/13	Mon 8/26/13	5465		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5467	**A2.2.3.2.7.14.9**	**Iteration 8**		**17 d**	**Mon 8/26/13**	**Wed 9/18/13**					**10.8 hrs**	
5468	A2.2.3.2.7.14.9.1	Iteration 8 Iteration Plan Update		1 d	Mon 8/26/13	Mon 8/26/13	5465	5469			0 hrs	Des Moines
5469	A2.2.3.2.7.14.9.2	Iteration 8 Kick-off		1 d	Tue 8/27/13	Tue 8/27/13	5468	5470	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5470	A2.2.3.2.7.14.9.3	Iteration 8 Development		10 d	Wed 8/28/13	Wed 9/11/13	5469	5471,5474			0 hrs	Gaithersburg
5471	A2.2.3.2.7.14.9.4	Iteration 8 Functional Unit Test		4 d	Thu 9/12/13	Tue 9/17/13	5470	5472			0 hrs	Gaithersburg
5472	A2.2.3.2.7.14.9.5	Iteration 8 Demonstration and Closure		1 d	Wed 9/18/13	Wed 9/18/13	5471		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5473	**A2.2.3.2.7.14.10**	**Iteration 9**		**17 d**	**Thu 9/12/13**	**Fri 10/4/13**		**5480**			**10.8 hrs**	
5474	A2.2.3.2.7.14.10.1	Iteration 9 Iteration Plan Update		1 d	Thu 9/12/13	Thu 9/12/13	5470	5475			0 hrs	Des Moines

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5475	A2.2.3.2.7.14.10.2	Iteration 9 Kick-off		1 d	Fri 9/13/13	Fri 9/13/13	5474	5476	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5476	A2.2.3.2.7.14.10.3	Iteration 9 Development		10 d	Mon 9/16/13	Fri 9/27/13	5475	5477			0 hrs	Gaithersburg
5477	A2.2.3.2.7.14.10.4	Iteration 9 Functional Unit Test		4 d	Mon 9/30/13	Thu 10/3/13	5476	5478			0 hrs	Gaithersburg
5478	A2.2.3.2.7.14.10.5	Iteration 9 Demonstration and Closure		1 d	Fri 10/4/13	Fri 10/4/13	5477		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5479	**A2.2.3.2.7.14.11**	**Module Test**		**27 d**	**Mon 10/7/13**	**Wed 11/13/13**					**0 hrs**	
5480	A2.2.3.2.7.14.11.1	Finalize Module Test Scenarios		5 d	Mon 10/7/13	Fri 10/11/13	5473	5481SS			0 hrs	Des Moines
5481	A2.2.3.2.7.14.11.2	Configure COTS/Automated Test Tools		5 d	Mon 10/7/13	Fri 10/11/13	5480SS	5482			0 hrs	Des Moines
5482	A2.2.3.2.7.14.11.3	Conduct Test Readiness Review		1 d	Mon 10/14/13	Mon 10/14/13	5481	5483			0 hrs	Des Moines
5483	A2.2.3.2.7.14.11.4	Conduct Testing		9 d	Tue 10/15/13	Fri 10/25/13	5482	5484FS-4 d			0 hrs	Gaithersburg
5484	A2.2.3.2.7.14.11.5	Correct Defects		4 d	Tue 10/22/13	Fri 10/25/13	5483FS-4 d	5485			0 hrs	Gaithersburg
5485	A2.2.3.2.7.14.11.6	Complete Regression Testing		3 d	Mon 10/28/13	Wed 10/30/13	5484	5486			0 hrs	Gaithersburg
5486	A2.2.3.2.7.14.11.7	Interim Conversion Test Results		9 d	Thu 10/31/13	Wed 11/13/13	5485				0 hrs	Des Moines
5487	**A2.2.3.2.8**	**Interfaces**	**Interface**	**217 d**	**Fri 6/22/12**	**Thu 5/2/13**			**PA#4, PA#5, PA#6, PA#7, PA#8, APS#5, APS#6, TST, BA, APS#7**	**TN**	**16,772 hrs**	
5488	**A2.2.3.2.8.1**	**Member Management Interfaces**	**Interface**	**169 d**	**Mon 7/16/12**	**Mon 3/18/13**					**118.8 hrs**	
5489	A2.2.3.2.8.1.1	Develop Iteration Plan	Interface	2 d	Mon 7/16/12	Tue 7/17/12	1944	5491			0 hrs	Des Moines
5490	**A2.2.3.2.8.1.2**	**Iteration 1**	**Interface**	**16 d**	**Wed 7/18/12**	**Wed 8/8/12**					**10.8 hrs**	
5491	A2.2.3.2.8.1.2.1	Iteration 1 Kick-off	Interface	1 d	Wed 7/18/12	Wed 7/18/12	5489	5492	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5492	A2.2.3.2.8.1.2.2	Iteration 1 Development	Interface	10 d	Thu 7/19/12	Wed 8/1/12	5491	5493,5496			0 hrs	Gaithersburg
5493	A2.2.3.2.8.1.2.3	Iteration 1 Functional Unit Test	Interface	4 d	Thu 8/2/12	Tue 8/7/12	5492	5494			0 hrs	Gaithersburg
5494	A2.2.3.2.8.1.2.4	Iteration 1 Demonstration and Closure	Interface	1 d	Wed 8/8/12	Wed 8/8/12	5493		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5495	**A2.2.3.2.8.1.3**	**Iteration 2**	**Interface**	**17 d**	**Thu 8/2/12**	**Fri 8/24/12**					**10.8 hrs**	
5496	A2.2.3.2.8.1.3.1	Iteration 2 Iteration Plan Update	Interface	1 d	Thu 8/2/12	Thu 8/2/12	5492	5497			0 hrs	Des Moines
5497	A2.2.3.2.8.1.3.2	Iteration 2 Kick-off	Interface	1 d	Fri 8/3/12	Fri 8/3/12	5496	5498	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5498	A2.2.3.2.8.1.3.3	Iteration 2 Development	Interface	10 d	Mon 8/6/12	Fri 8/17/12	5497	5499,5502			0 hrs	Gaithersburg
5499	A2.2.3.2.8.1.3.4	Iteration 2 Functional Unit Test	Interface	4 d	Mon 8/20/12	Thu 8/23/12	5498	5500			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5500	A2.2.3.2.8.1.3.5	Iteration 2 Demonstration and Closure	Interface	1 d	Fri 8/24/12	Fri 8/24/12	5499		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5501	**A2.2.3.2.8.1.4**	**Iteration 3**	**Interface**	**17 d**	**Mon 8/20/12**	**Wed 9/12/12**					**10.8 hrs**	
5502	A2.2.3.2.8.1.4.1	Iteration 3 Iteration Plan Update	Interface	1 d	Mon 8/20/12	Mon 8/20/12	5498	5503			0 hrs	Des Moines
5503	A2.2.3.2.8.1.4.2	Iteration 3 Kick-off	Interface	1 d	Tue 8/21/12	Tue 8/21/12	5502	5504	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5504	A2.2.3.2.8.1.4.3	Iteration 3 Development	Interface	10 d	Wed 8/22/12	Wed 9/5/12	5503	5505,5508			0 hrs	Gaithersburg
5505	A2.2.3.2.8.1.4.4	Iteration 3 Functional Unit Test	Interface	4 d	Thu 9/6/12	Tue 9/11/12	5504	5506			0 hrs	Gaithersburg
5506	A2.2.3.2.8.1.4.5	Iteration 3 Demonstration and Closure	Interface	1 d	Wed 9/12/12	Wed 9/12/12	5505		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5507	**A2.2.3.2.8.1.5**	**Iteration 4**	**Interface**	**17 d**	**Thu 9/6/12**	**Fri 9/28/12**					**10.8 hrs**	
5508	A2.2.3.2.8.1.5.1	Iteration 4 Iteration Plan Update	Interface	1 d	Thu 9/6/12	Thu 9/6/12	5504	5509			0 hrs	Des Moines
5509	A2.2.3.2.8.1.5.2	Iteration 4 Kick-off	Interface	1 d	Fri 9/7/12	Fri 9/7/12	5508	5510	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5510	A2.2.3.2.8.1.5.3	Iteration 4 Development	Interface	10 d	Mon 9/10/12	Fri 9/21/12	5509	5511,5514			0 hrs	Gaithersburg
5511	A2.2.3.2.8.1.5.4	Iteration 4 Functional Unit Test	Interface	4 d	Mon 9/24/12	Thu 9/27/12	5510	5512			0 hrs	Gaithersburg
5512	A2.2.3.2.8.1.5.5	Iteration 4 Demonstration and Closure	Interface	1 d	Fri 9/28/12	Fri 9/28/12	5511		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5513	**A2.2.3.2.8.1.6**	**Iteration 5**	**Interface**	**17 d**	**Mon 9/24/12**	**Tue 10/16/12**					**10.8 hrs**	
5514	A2.2.3.2.8.1.6.1	Iteration 5 Iteration Plan Update	Interface	1 d	Mon 9/24/12	Mon 9/24/12	5510	5515			0 hrs	Des Moines
5515	A2.2.3.2.8.1.6.2	Iteration 5 Kick-off	Interface	1 d	Tue 9/25/12	Tue 9/25/12	5514	5516	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5516	A2.2.3.2.8.1.6.3	Iteration 5 Development	Interface	10 d	Wed 9/26/12	Tue 10/9/12	5515	5517,5520			0 hrs	Gaithersburg
5517	A2.2.3.2.8.1.6.4	Iteration 5 Functional Unit Test	Interface	4 d	Wed 10/10/12	Mon 10/15/12	5516	5518			0 hrs	Gaithersburg
5518	A2.2.3.2.8.1.6.5	Iteration 5 Demonstration and Closure	Interface	1 d	Tue 10/16/12	Tue 10/16/12	5517		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5519	**A2.2.3.2.8.1.7**	**Iteration 6**	**Interface**	**17 d**	**Wed 10/10/12**	**Thu 11/1/12**					**10.8 hrs**	
5520	A2.2.3.2.8.1.7.1	Iteration 6 Iteration Plan Update	Interface	1 d	Wed 10/10/12	Wed 10/10/12	5516	5521			0 hrs	Des Moines
5521	A2.2.3.2.8.1.7.2	Iteration 6 Kick-off	Interface	1 d	Thu 10/11/12	Thu 10/11/12	5520	5522	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5522	A2.2.3.2.8.1.7.3	Iteration 6 Development	Interface	10 d	Fri 10/12/12	Thu 10/25/12	5521	5523,5526			0 hrs	Gaithersburg
5523	A2.2.3.2.8.1.7.4	Iteration 6 Functional Unit Test	Interface	4 d	Fri 10/26/12	Wed 10/31/12	5522	5524			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5524	A2.2.3.2.8.1.7.5	Iteration 6 Demonstration and Closure	Interface	1 d	Thu 11/1/12	Thu 11/1/12	5523		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5525	**A2.2.3.2.8.1.8**	**Iteration 7**	**Interface**	**17 d**	**Fri 10/26/12**	**Tue 11/20/12**					**10.8 hrs**	
5526	A2.2.3.2.8.1.8.1	Iteration 7 Iteration Plan Update	Interface	1 d	Fri 10/26/12	Fri 10/26/12	5522	5527			0 hrs	Des Moines
5527	A2.2.3.2.8.1.8.2	Iteration 7 Kick-off	Interface	1 d	Mon 10/29/12	Mon 10/29/12	5526	5528	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5528	A2.2.3.2.8.1.8.3	Iteration 7 Development	Interface	10 d	Tue 10/30/12	Tue 11/13/12	5527	5529			0 hrs	Gaithersburg
5529	A2.2.3.2.8.1.8.4	Iteration 7 Functional Unit Test	Interface	4 d	Wed 11/14/12	Mon 11/19/12	5528	5530,5532			0 hrs	Gaithersburg
5530	A2.2.3.2.8.1.8.5	Iteration 7 Demonstration and Closure	Interface	1 d	Tue 11/20/12	Tue 11/20/12	5529		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5531	**A2.2.3.2.8.1.9**	**Iteration 8**	**Interface**	**17 d**	**Tue 11/20/12**	**Fri 12/14/12**					**10.8 hrs**	
5532	A2.2.3.2.8.1.9.1	Iteration 8 Iteration Plan Update	Interface	1 d	Tue 11/20/12	Tue 11/20/12	5529	5533			0 hrs	Des Moines
5533	A2.2.3.2.8.1.9.2	Iteration 8 Kick-off	Interface	1 d	Wed 11/21/12	Wed 11/21/12	5532	5534	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5534	A2.2.3.2.8.1.9.3	Iteration 8 Development	Interface	10 d	Mon 11/26/12	Fri 12/7/12	5533	5535,5538			0 hrs	Gaithersburg
5535	A2.2.3.2.8.1.9.4	Iteration 8 Functional Unit Test	Interface	4 d	Mon 12/10/12	Thu 12/13/12	5534	5536			0 hrs	Gaithersburg
5536	A2.2.3.2.8.1.9.5	Iteration 8 Demonstration and Closure	Interface	1 d	Fri 12/14/12	Fri 12/14/12	5535		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5537	**A2.2.3.2.8.1.10**	**Iteration 9**	**Interface**	**17 d**	**Mon 12/10/12**	**Thu 1/3/13**					**10.8 hrs**	
5538	A2.2.3.2.8.1.10.1	Iteration 9 Iteration Plan Update	Interface	1 d	Mon 12/10/12	Mon 12/10/12	5534	5539			0 hrs	Des Moines
5539	A2.2.3.2.8.1.10.2	Iteration 9 Kick-off	Interface	1 d	Tue 12/11/12	Tue 12/11/12	5538	5540	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5540	A2.2.3.2.8.1.10.3	Iteration 9 Development	Interface	10 d	Wed 12/12/12	Wed 12/26/12	5539	5541,5544			0 hrs	Gaithersburg
5541	A2.2.3.2.8.1.10.4	Iteration 9 Functional Unit Test	Interface	4 d	Thu 12/27/12	Wed 1/2/13	5540	5542			0 hrs	Gaithersburg
5542	A2.2.3.2.8.1.10.5	Iteration 9 Demonstration and Closure	Interface	1 d	Thu 1/3/13	Thu 1/3/13	5541		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5543	**A2.2.3.2.8.1.11**	**Iteration 10**	**Interface**	**17 d**	**Thu 12/27/12**	**Tue 1/22/13**					**10.8 hrs**	
5544	A2.2.3.2.8.1.11.1	Iteration 10 Iteration Plan Update	Interface	1 d	Thu 12/27/12	Thu 12/27/12	5540	5545			0 hrs	Des Moines
5545	A2.2.3.2.8.1.11.2	Iteration 10 Kick-off	Interface	1 d	Fri 12/28/12	Fri 12/28/12	5544	5546	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5546	A2.2.3.2.8.1.11.3	Iteration 10 Development	Interface	10 d	Mon 12/31/12	Mon 1/14/13	5545	5547,5550			0 hrs	Gaithersburg
5547	A2.2.3.2.8.1.11.4	Iteration 10 Functional Unit Test	Interface	4 d	Tue 1/15/13	Fri 1/18/13	5546	5548			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5548	A2.2.3.2.8.1.11.5	Iteration 10 Demonstration and Closure	Interface	1 d	Tue 1/22/13	Tue 1/22/13	5547		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5549	**A2.2.3.2.8.1.12**	**Iteration 11**	**Interface**	**17 d**	**Tue 1/15/13**	**Thu 2/7/13**		**5556**			**10.8 hrs**	
5550	A2.2.3.2.8.1.12.1	Iteration 11 Iteration Plan Update	Interface	1 d	Tue 1/15/13	Tue 1/15/13	5546	5551			0 hrs	Des Moines
5551	A2.2.3.2.8.1.12.2	Iteration 11 Kick-off	Interface	1 d	Wed 1/16/13	Wed 1/16/13	5550	5552	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5552	A2.2.3.2.8.1.12.3	Iteration 11 Development	Interface	10 d	Thu 1/17/13	Thu 1/31/13	5551	5553			0 hrs	Gaithersburg
5553	A2.2.3.2.8.1.12.4	Iteration 11 Functional Unit Test	Interface	4 d	Fri 2/1/13	Wed 2/6/13	5552	5554			0 hrs	Gaithersburg
5554	A2.2.3.2.8.1.12.5	Iteration 11 Demonstration and Closure	Interface	1 d	Thu 2/7/13	Thu 2/7/13	5553		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5555	**A2.2.3.2.8.1.13**	**Module Test**	**Interface**	**27 d**	**Fri 2/8/13**	**Mon 3/18/13**					**0 hrs**	
5556	A2.2.3.2.8.1.13.1	Finalize Module Test Scenarios	Interface	5 d	Fri 2/8/13	Thu 2/14/13	5549	5557SS			0 hrs	Des Moines
5557	A2.2.3.2.8.1.13.2	Configure COTS/Automated Test Tools	Interface	5 d	Fri 2/8/13	Thu 2/14/13	5556SS	5558			0 hrs	Des Moines
5558	A2.2.3.2.8.1.13.3	Conduct Test Readiness Review	Interface	1 d	Fri 2/15/13	Fri 2/15/13	5557	5559			0 hrs	Des Moines
5559	A2.2.3.2.8.1.13.4	Conduct Testing	Interface	9 d	Mon 2/18/13	Thu 2/28/13	5558	5560FS-4 d			0 hrs	Gaithersburg
5560	A2.2.3.2.8.1.13.5	Correct Defects	Interface	4 d	Mon 2/25/13	Thu 2/28/13	5559FS-4 d	5561			0 hrs	Gaithersburg
5561	A2.2.3.2.8.1.13.6	Complete Regression Testing	Interface	3 d	Fri 3/1/13	Tue 3/5/13	5560	5562			0 hrs	Gaithersburg
5562	A2.2.3.2.8.1.13.7	Interim Conversion Test Results	Interface	9 d	Wed 3/6/13	Mon 3/18/13	5561				0 hrs	Des Moines
5563	**A2.2.3.2.8.2**	**Provider Management Interfaces**	**Interface**	**168 d**	**Mon 7/9/12**	**Fri 3/8/13**					**118.8 hrs**	
5564	A2.2.3.2.8.2.1	Develop Iteration Plan	Interface	1 d	Mon 7/9/12	Mon 7/9/12	1964	5566			0 hrs	Des Moines
5565	**A2.2.3.2.8.2.2**	**Iteration 1**	**Interface**	**16 d**	**Tue 7/10/12**	**Tue 7/31/12**					**10.8 hrs**	
5566	A2.2.3.2.8.2.2.1	Iteration 1 Kick-off	Interface	1 d	Tue 7/10/12	Tue 7/10/12	5564	5567	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5567	A2.2.3.2.8.2.2.2	Iteration 1 Development	Interface	10 d	Wed 7/11/12	Tue 7/24/12	5566	5568,5571			0 hrs	Gaithersburg
5568	A2.2.3.2.8.2.2.3	Iteration 1 Functional Unit Test	Interface	4 d	Wed 7/25/12	Mon 7/30/12	5567	5569			0 hrs	Gaithersburg
5569	A2.2.3.2.8.2.2.4	Iteration 1 Demonstration and Closure	Interface	1 d	Tue 7/31/12	Tue 7/31/12	5568		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5570	**A2.2.3.2.8.2.3**	**Iteration 2**	**Interface**	**17 d**	**Wed 7/25/12**	**Thu 8/16/12**					**10.8 hrs**	
5571	A2.2.3.2.8.2.3.1	Iteration 2 Iteration Plan Update	Interface	1 d	Wed 7/25/12	Wed 7/25/12	5567	5572			0 hrs	Des Moines
5572	A2.2.3.2.8.2.3.2	Iteration 2 Kick-off	Interface	1 d	Thu 7/26/12	Thu 7/26/12	5571	5573	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5573	A2.2.3.2.8.2.3.3	Iteration 2 Development	Interface	10 d	Fri 7/27/12	Thu 8/9/12	5572	5574,5577			0 hrs	Gaithersburg

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5574	A2.2.3.2.8.2.3.4	Iteration 2 Functional Unit Test	Interface	4 d	Fri 8/10/12	Wed 8/15/12	5573	5575			0 hrs	Gaithersburg
5575	A2.2.3.2.8.2.3.5	Iteration 2 Demonstration and Closure	Interface	1 d	Thu 8/16/12	Thu 8/16/12	5574		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5576	**A2.2.3.2.8.2.4**	**Iteration 3**	**Interface**	**17 d**	**Fri 8/10/12**	**Tue 9/4/12**					**10.8 hrs**	
5577	A2.2.3.2.8.2.4.1	Iteration 3 Iteration Plan Update	Interface	1 d	Fri 8/10/12	Fri 8/10/12	5573	5578			0 hrs	Des Moines
5578	A2.2.3.2.8.2.4.2	Iteration 3 Kick-off	Interface	1 d	Mon 8/13/12	Mon 8/13/12	5577	5579	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5579	A2.2.3.2.8.2.4.3	Iteration 3 Development	Interface	10 d	Tue 8/14/12	Mon 8/27/12	5578	5580,5583			0 hrs	Gaithersburg
5580	A2.2.3.2.8.2.4.4	Iteration 3 Functional Unit Test	Interface	4 d	Tue 8/28/12	Fri 8/31/12	5579	5581			0 hrs	Gaithersburg
5581	A2.2.3.2.8.2.4.5	Iteration 3 Demonstration and Closure	Interface	1 d	Tue 9/4/12	Tue 9/4/12	5580		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5582	**A2.2.3.2.8.2.5**	**Iteration 4**	**Interface**	**17 d**	**Tue 8/28/12**	**Thu 9/20/12**					**10.8 hrs**	
5583	A2.2.3.2.8.2.5.1	Iteration 4 Iteration Plan Update	Interface	1 d	Tue 8/28/12	Tue 8/28/12	5579	5584			0 hrs	Des Moines
5584	A2.2.3.2.8.2.5.2	Iteration 4 Kick-off	Interface	1 d	Wed 8/29/12	Wed 8/29/12	5583	5585	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5585	A2.2.3.2.8.2.5.3	Iteration 4 Development	Interface	10 d	Thu 8/30/12	Thu 9/13/12	5584	5586,5589			0 hrs	Gaithersburg
5586	A2.2.3.2.8.2.5.4	Iteration 4 Functional Unit Test	Interface	4 d	Fri 9/14/12	Wed 9/19/12	5585	5587			0 hrs	Gaithersburg
5587	A2.2.3.2.8.2.5.5	Iteration 4 Demonstration and Closure	Interface	1 d	Thu 9/20/12	Thu 9/20/12	5586		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5588	**A2.2.3.2.8.2.6**	**Iteration 5**	**Interface**	**17 d**	**Fri 9/14/12**	**Mon 10/8/12**					**10.8 hrs**	
5589	A2.2.3.2.8.2.6.1	Iteration 5 Iteration Plan Update	Interface	1 d	Fri 9/14/12	Fri 9/14/12	5585	5590			0 hrs	Des Moines
5590	A2.2.3.2.8.2.6.2	Iteration 5 Kick-off	Interface	1 d	Mon 9/17/12	Mon 9/17/12	5589	5591	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5591	A2.2.3.2.8.2.6.3	Iteration 5 Development	Interface	10 d	Tue 9/18/12	Mon 10/1/12	5590	5592,5595			0 hrs	Gaithersburg
5592	A2.2.3.2.8.2.6.4	Iteration 5 Functional Unit Test	Interface	4 d	Tue 10/2/12	Fri 10/5/12	5591	5593			0 hrs	Gaithersburg
5593	A2.2.3.2.8.2.6.5	Iteration 5 Demonstration and Closure	Interface	1 d	Mon 10/8/12	Mon 10/8/12	5592		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5594	**A2.2.3.2.8.2.7**	**Iteration 6**	**Interface**	**17 d**	**Tue 10/2/12**	**Wed 10/24/12**					**10.8 hrs**	
5595	A2.2.3.2.8.2.7.1	Iteration 6 Iteration Plan Update	Interface	1 d	Tue 10/2/12	Tue 10/2/12	5591	5596			0 hrs	Des Moines
5596	A2.2.3.2.8.2.7.2	Iteration 6 Kick-off	Interface	1 d	Wed 10/3/12	Wed 10/3/12	5595	5597	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5597	A2.2.3.2.8.2.7.3	Iteration 6 Development	Interface	10 d	Thu 10/4/12	Wed 10/17/12	5596	5598,5601			0 hrs	Gaithersburg
5598	A2.2.3.2.8.2.7.4	Iteration 6 Functional Unit Test	Interface	4 d	Thu 10/18/12	Tue 10/23/12	5597	5599			0 hrs	Gaithersburg

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5599	A2.2.3.2.8.2.7.5	Iteration 6 Demonstration and Closure	Interface	1 d	Wed 10/24/12	Wed 10/24/12	5598		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5600	**A2.2.3.2.8.2.8**	**Iteration 7**	**Interface**	**17 d**	**Thu 10/18/12**	**Fri 11/9/12**					**10.8 hrs**	
5601	A2.2.3.2.8.2.8.1	Iteration 7 Iteration Plan Update	Interface	1 d	Thu 10/18/12	Thu 10/18/12	5597	5602			0 hrs	Des Moines
5602	A2.2.3.2.8.2.8.2	Iteration 7 Kick-off	Interface	1 d	Fri 10/19/12	Fri 10/19/12	5601	5603	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5603	A2.2.3.2.8.2.8.3	Iteration 7 Development	Interface	10 d	Mon 10/22/12	Fri 11/2/12	5602	5604			0 hrs	Gaithersburg
5604	A2.2.3.2.8.2.8.4	Iteration 7 Functional Unit Test	Interface	4 d	Mon 11/5/12	Thu 11/8/12	5603	5605,5607			0 hrs	Gaithersburg
5605	A2.2.3.2.8.2.8.5	Iteration 7 Demonstration and Closure	Interface	1 d	Fri 11/9/12	Fri 11/9/12	5604		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5606	**A2.2.3.2.8.2.9**	**Iteration 8**	**Interface**	**17 d**	**Fri 11/9/12**	**Thu 12/6/12**					**10.8 hrs**	
5607	A2.2.3.2.8.2.9.1	Iteration 8 Iteration Plan Update	Interface	1 d	Fri 11/9/12	Fri 11/9/12	5604	5608			0 hrs	Des Moines
5608	A2.2.3.2.8.2.9.2	Iteration 8 Kick-off	Interface	1 d	Tue 11/13/12	Tue 11/13/12	5607	5609	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5609	A2.2.3.2.8.2.9.3	Iteration 8 Development	Interface	10 d	Wed 11/14/12	Thu 11/29/12	5608	5610,5613			0 hrs	Gaithersburg
5610	A2.2.3.2.8.2.9.4	Iteration 8 Functional Unit Test	Interface	4 d	Fri 11/30/12	Wed 12/5/12	5609	5611			0 hrs	Gaithersburg
5611	A2.2.3.2.8.2.9.5	Iteration 8 Demonstration and Closure	Interface	1 d	Thu 12/6/12	Thu 12/6/12	5610		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5612	**A2.2.3.2.8.2.10**	**Iteration 9**	**Interface**	**17 d**	**Fri 11/30/12**	**Mon 12/24/12**					**10.8 hrs**	
5613	A2.2.3.2.8.2.10.1	Iteration 9 Iteration Plan Update	Interface	1 d	Fri 11/30/12	Fri 11/30/12	5609	5614			0 hrs	Des Moines
5614	A2.2.3.2.8.2.10.2	Iteration 9 Kick-off	Interface	1 d	Mon 12/3/12	Mon 12/3/12	5613	5615	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5615	A2.2.3.2.8.2.10.3	Iteration 9 Development	Interface	10 d	Tue 12/4/12	Mon 12/17/12	5614	5616,5619			0 hrs	Gaithersburg
5616	A2.2.3.2.8.2.10.4	Iteration 9 Functional Unit Test	Interface	4 d	Tue 12/18/12	Fri 12/21/12	5615	5617			0 hrs	Gaithersburg
5617	A2.2.3.2.8.2.10.5	Iteration 9 Demonstration and Closure	Interface	1 d	Mon 12/24/12	Mon 12/24/12	5616		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5618	**A2.2.3.2.8.2.11**	**Iteration 10**	**Interface**	**17 d**	**Tue 12/18/12**	**Fri 1/11/13**					**10.8 hrs**	
5619	A2.2.3.2.8.2.11.1	Iteration 10 Iteration Plan Update	Interface	1 d	Tue 12/18/12	Tue 12/18/12	5615	5620			0 hrs	Des Moines
5620	A2.2.3.2.8.2.11.2	Iteration 10 Kick-off	Interface	1 d	Wed 12/19/12	Wed 12/19/12	5619	5621	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5621	A2.2.3.2.8.2.11.3	Iteration 10 Development	Interface	10 d	Thu 12/20/12	Fri 1/4/13	5620	5622,5625			0 hrs	Gaithersburg
5622	A2.2.3.2.8.2.11.4	Iteration 10 Functional Unit Test	Interface	4 d	Mon 1/7/13	Thu 1/10/13	5621	5623			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5623	A2.2.3.2.8.2.11.5	Iteration 10 Demonstration and Closure	Interface	1 d	Fri 1/11/13	Fri 1/11/13	5622		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5624	**A2.2.3.2.8.2.12**	**Iteration 11**	**Interface**	**17 d**	**Mon 1/7/13**	**Wed 1/30/13**		**5631**			**10.8 hrs**	
5625	A2.2.3.2.8.2.12.1	Iteration 11 Iteration Plan Update	Interface	1 d	Mon 1/7/13	Mon 1/7/13	5621	5626			0 hrs	Des Moines
5626	A2.2.3.2.8.2.12.2	Iteration 11 Kick-off	Interface	1 d	Tue 1/8/13	Tue 1/8/13	5625	5627	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5627	A2.2.3.2.8.2.12.3	Iteration 11 Development	Interface	10 d	Wed 1/9/13	Wed 1/23/13	5626	5628			0 hrs	Gaithersburg
5628	A2.2.3.2.8.2.12.4	Iteration 11 Functional Unit Test	Interface	4 d	Thu 1/24/13	Tue 1/29/13	5627	5629			0 hrs	Gaithersburg
5629	A2.2.3.2.8.2.12.5	Iteration 11 Demonstration and Closure	Interface	1 d	Wed 1/30/13	Wed 1/30/13	5628		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5630	**A2.2.3.2.8.2.13**	**Module Test**	**Interface**	**27 d**	**Thu 1/31/13**	**Fri 3/8/13**					**0 hrs**	
5631	A2.2.3.2.8.2.13.1	Finalize Module Test Scenarios	Interface	5 d	Thu 1/31/13	Wed 2/6/13	5624	5632SS			0 hrs	Des Moines
5632	A2.2.3.2.8.2.13.2	Configure COTS/Automated Test Tools	Interface	5 d	Thu 1/31/13	Wed 2/6/13	5631SS	5633			0 hrs	Des Moines
5633	A2.2.3.2.8.2.13.3	Conduct Test Readiness Review	Interface	1 d	Thu 2/7/13	Thu 2/7/13	5632	5634			0 hrs	Des Moines
5634	A2.2.3.2.8.2.13.4	Conduct Testing	Interface	9 d	Fri 2/8/13	Wed 2/20/13	5633	5635FS-4 d			0 hrs	Gaithersburg
5635	A2.2.3.2.8.2.13.5	Correct Defects	Interface	4 d	Fri 2/15/13	Wed 2/20/13	5634FS-4 d	5636			0 hrs	Gaithersburg
5636	A2.2.3.2.8.2.13.6	Complete Regression Testing	Interface	3 d	Thu 2/21/13	Mon 2/25/13	5635	5637			0 hrs	Gaithersburg
5637	A2.2.3.2.8.2.13.7	Interim Conversion Test Results	Interface	9 d	Tue 2/26/13	Fri 3/8/13	5636				0 hrs	Des Moines
5638	**A2.2.3.2.8.3**	**Operations Management Interfaces**	**Interface**	**168 d**	**Fri 6/22/12**	**Fri 2/22/13**					**129.6 hrs**	
5639	A2.2.3.2.8.3.1	Develop Iteration Plan	Interface	1 d	Fri 6/22/12	Fri 6/22/12	1984	5641			0 hrs	Des Moines
5640	**A2.2.3.2.8.3.2**	**Iteration 1**	**Interface**	**16 d**	**Mon 6/25/12**	**Tue 7/17/12**					**10.8 hrs**	
5641	A2.2.3.2.8.3.2.1	Iteration 1 Kick-off	Interface	1 d	Mon 6/25/12	Mon 6/25/12	5639	5642	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5642	A2.2.3.2.8.3.2.2	Iteration 1 Development	Interface	10 d	Tue 6/26/12	Tue 7/10/12	5641	5643,5646			0 hrs	Gaithersburg
5643	A2.2.3.2.8.3.2.3	Iteration 1 Functional Unit Test	Interface	4 d	Wed 7/11/12	Mon 7/16/12	5642	5644			0 hrs	Gaithersburg
5644	A2.2.3.2.8.3.2.4	Iteration 1 Demonstration and Closure	Interface	1 d	Tue 7/17/12	Tue 7/17/12	5643		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5645	**A2.2.3.2.8.3.3**	**Iteration 2**	**Interface**	**17 d**	**Wed 7/11/12**	**Thu 8/2/12**					**10.8 hrs**	
5646	A2.2.3.2.8.3.3.1	Iteration 2 Iteration Plan Update	Interface	1 d	Wed 7/11/12	Wed 7/11/12	5642	5647			0 hrs	Des Moines
5647	A2.2.3.2.8.3.3.2	Iteration 2 Kick-off	Interface	1 d	Thu 7/12/12	Thu 7/12/12	5646	5648	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5648	A2.2.3.2.8.3.3.3	Iteration 2 Development	Interface	10 d	Fri 7/13/12	Thu 7/26/12	5647	5649,5652			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5649	A2.2.3.2.8.3.3.4	Iteration 2 Functional Unit Test	Interface	4 d	Fri 7/27/12	Wed 8/1/12	5648	5650			0 hrs	Gaithersburg
5650	A2.2.3.2.8.3.3.5	Iteration 2 Demonstration and Closure	Interface	1 d	Thu 8/2/12	Thu 8/2/12	5649		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5651	**A2.2.3.2.8.3.4**	**Iteration 3**	**Interface**	**17 d**	**Fri 7/27/12**	**Mon 8/20/12**					**9.6 hrs**	
5652	A2.2.3.2.8.3.4.1	Iteration 3 Iteration Plan Update	Interface	1 d	Fri 7/27/12	Fri 7/27/12	5648	5653			0 hrs	Des Moines
5653	A2.2.3.2.8.3.4.2	Iteration 3 Kick-off	Interface	1 d	Mon 7/30/12	Mon 7/30/12	5652	5654	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5654	A2.2.3.2.8.3.4.3	Iteration 3 Development	Interface	10 d	Tue 7/31/12	Mon 8/13/12	5653	5655,5658			0 hrs	Gaithersburg
5655	A2.2.3.2.8.3.4.4	Iteration 3 Functional Unit Test	Interface	4 d	Tue 8/14/12	Fri 8/17/12	5654	5656			0 hrs	Gaithersburg
5656	A2.2.3.2.8.3.4.5	Iteration 3 Demonstration and Closure	Interface	1 d	Mon 8/20/12	Mon 8/20/12	5655		D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5657	**A2.2.3.2.8.3.5**	**Iteration 4**	**Interface**	**17 d**	**Tue 8/14/12**	**Thu 9/6/12**					**10.8 hrs**	
5658	A2.2.3.2.8.3.5.1	Iteration 4 Iteration Plan Update	Interface	1 d	Tue 8/14/12	Tue 8/14/12	5654	5659			0 hrs	Des Moines
5659	A2.2.3.2.8.3.5.2	Iteration 4 Kick-off	Interface	1 d	Wed 8/15/12	Wed 8/15/12	5658	5660	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5660	A2.2.3.2.8.3.5.3	Iteration 4 Development	Interface	10 d	Thu 8/16/12	Wed 8/29/12	5659	5661,5664			0 hrs	Gaithersburg
5661	A2.2.3.2.8.3.5.4	Iteration 4 Functional Unit Test	Interface	4 d	Thu 8/30/12	Wed 9/5/12	5660	5662			0 hrs	Gaithersburg
5662	A2.2.3.2.8.3.5.5	Iteration 4 Demonstration and Closure	Interface	1 d	Thu 9/6/12	Thu 9/6/12	5661		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5663	**A2.2.3.2.8.3.6**	**Iteration 5**	**Interface**	**17 d**	**Thu 8/30/12**	**Mon 9/24/12**					**10.8 hrs**	
5664	A2.2.3.2.8.3.6.1	Iteration 5 Iteration Plan Update	Interface	1 d	Thu 8/30/12	Thu 8/30/12	5660	5665			0 hrs	Des Moines
5665	A2.2.3.2.8.3.6.2	Iteration 5 Kick-off	Interface	1 d	Fri 8/31/12	Fri 8/31/12	5664	5666	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5666	A2.2.3.2.8.3.6.3	Iteration 5 Development	Interface	10 d	Tue 9/4/12	Mon 9/17/12	5665	5667,5670			0 hrs	Gaithersburg
5667	A2.2.3.2.8.3.6.4	Iteration 5 Functional Unit Test	Interface	4 d	Tue 9/18/12	Fri 9/21/12	5666	5668			0 hrs	Gaithersburg
5668	A2.2.3.2.8.3.6.5	Iteration 5 Demonstration and Closure	Interface	1 d	Mon 9/24/12	Mon 9/24/12	5667		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5669	**A2.2.3.2.8.3.7**	**Iteration 6**	**Interface**	**17 d**	**Tue 9/18/12**	**Wed 10/10/12**					**10.8 hrs**	
5670	A2.2.3.2.8.3.7.1	Iteration 6 Iteration Plan Update	Interface	1 d	Tue 9/18/12	Tue 9/18/12	5666	5671			0 hrs	Des Moines
5671	A2.2.3.2.8.3.7.2	Iteration 6 Kick-off	Interface	1 d	Wed 9/19/12	Wed 9/19/12	5670	5672	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5672	A2.2.3.2.8.3.7.3	Iteration 6 Development	Interface	10 d	Thu 9/20/12	Wed 10/3/12	5671	5673,5676			0 hrs	Gaithersburg
5673	A2.2.3.2.8.3.7.4	Iteration 6 Functional Unit Test	Interface	4 d	Thu 10/4/12	Tue 10/9/12	5672	5674			0 hrs	Gaithersburg

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5674	A2.2.3.2.8.3.7.5	Iteration 6 Demonstration and Closure	Interface	1 d	Wed 10/10/12	Wed 10/10/12	5673		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5675	**A2.2.3.2.8.3.8**	**Iteration 7**	**Interface**	**17 d**	**Thu 10/4/12**	**Fri 10/26/12**					**10.8 hrs**	
5676	A2.2.3.2.8.3.8.1	Iteration 7 Iteration Plan Update	Interface	1 d	Thu 10/4/12	Thu 10/4/12	5672	5677			0 hrs	Des Moines
5677	A2.2.3.2.8.3.8.2	Iteration 7 Kick-off	Interface	1 d	Fri 10/5/12	Fri 10/5/12	5676	5678	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5678	A2.2.3.2.8.3.8.3	Iteration 7 Development	Interface	10 d	Mon 10/8/12	Fri 10/19/12	5677	5679			0 hrs	Gaithersburg
5679	A2.2.3.2.8.3.8.4	Iteration 7 Functional Unit Test	Interface	4 d	Mon 10/22/12	Thu 10/25/12	5678	5680,5682			0 hrs	Gaithersburg
5680	A2.2.3.2.8.3.8.5	Iteration 7 Demonstration and Closure	Interface	1 d	Fri 10/26/12	Fri 10/26/12	5679		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5681	**A2.2.3.2.8.3.9**	**Iteration 8**	**Interface**	**17 d**	**Fri 10/26/12**	**Tue 11/20/12**					**10.8 hrs**	
5682	A2.2.3.2.8.3.9.1	Iteration 8 Iteration Plan Update	Interface	1 d	Fri 10/26/12	Fri 10/26/12	5679	5683			0 hrs	Des Moines
5683	A2.2.3.2.8.3.9.2	Iteration 8 Kick-off	Interface	1 d	Mon 10/29/12	Mon 10/29/12	5682	5684	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5684	A2.2.3.2.8.3.9.3	Iteration 8 Development	Interface	10 d	Tue 10/30/12	Tue 11/13/12	5683	5685,5688			0 hrs	Gaithersburg
5685	A2.2.3.2.8.3.9.4	Iteration 8 Functional Unit Test	Interface	4 d	Wed 11/14/12	Mon 11/19/12	5684	5686			0 hrs	Gaithersburg
5686	A2.2.3.2.8.3.9.5	Iteration 8 Demonstration and Closure	Interface	1 d	Tue 11/20/12	Tue 11/20/12	5685		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5687	**A2.2.3.2.8.3.10**	**Iteration 9**	**Interface**	**17 d**	**Wed 11/14/12**	**Mon 12/10/12**					**10.8 hrs**	
5688	A2.2.3.2.8.3.10.1	Iteration 9 Iteration Plan Update	Interface	1 d	Wed 11/14/12	Wed 11/14/12	5684	5689			0 hrs	Des Moines
5689	A2.2.3.2.8.3.10.2	Iteration 9 Kick-off	Interface	1 d	Thu 11/15/12	Thu 11/15/12	5688	5690	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5690	A2.2.3.2.8.3.10.3	Iteration 9 Development	Interface	10 d	Fri 11/16/12	Mon 12/3/12	5689	5691,5694			0 hrs	Gaithersburg
5691	A2.2.3.2.8.3.10.4	Iteration 9 Functional Unit Test	Interface	4 d	Tue 12/4/12	Fri 12/7/12	5690	5692			0 hrs	Gaithersburg
5692	A2.2.3.2.8.3.10.5	Iteration 9 Demonstration and Closure	Interface	1 d	Mon 12/10/12	Mon 12/10/12	5691		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5693	**A2.2.3.2.8.3.11**	**Iteration 10**	**Interface**	**17 d**	**Tue 12/4/12**	**Thu 12/27/12**					**10.8 hrs**	
5694	A2.2.3.2.8.3.11.1	Iteration 10 Iteration Plan Update	Interface	1 d	Tue 12/4/12	Tue 12/4/12	5690	5695			0 hrs	Des Moines
5695	A2.2.3.2.8.3.11.2	Iteration 10 Kick-off	Interface	1 d	Wed 12/5/12	Wed 12/5/12	5694	5696	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5696	A2.2.3.2.8.3.11.3	Iteration 10 Development	Interface	10 d	Thu 12/6/12	Wed 12/19/12	5695	5697,5700			0 hrs	Gaithersburg
5697	A2.2.3.2.8.3.11.4	Iteration 10 Functional Unit Test	Interface	4 d	Thu 12/20/12	Wed 12/26/12	5696	5698			0 hrs	Gaithersburg

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5698	A2.2.3.2.8.3.11.5	Iteration 10 Demonstration and Closure	Interface	1 d	Thu 12/27/12	Thu 12/27/12	5697		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5699	**A2.2.3.2.8.3.12**	**Iteration 11**	**Interface**	**17 d**	**Thu 12/20/12**	**Tue 1/15/13**		**5706**			**22.8 hrs**	
5700	A2.2.3.2.8.3.12.1	Iteration 11 Iteration Plan Update	Interface	1 d	Thu 12/20/12	Thu 12/20/12	5696	5701			0 hrs	Des Moines
5701	A2.2.3.2.8.3.12.2	Iteration 11 Kick-off	Interface	1 d	Fri 12/21/12	Fri 12/21/12	5700	5702	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5702	A2.2.3.2.8.3.12.3	Iteration 11 Development	Interface	10 d	Mon 12/24/12	Tue 1/8/13	5701	5703			0 hrs	Gaithersburg
5703	A2.2.3.2.8.3.12.4	Iteration 11 Functional Unit Test	Interface	4 d	Wed 1/9/13	Mon 1/14/13	5702	5704			0 hrs	Gaithersburg
5704	A2.2.3.2.8.3.12.5	Iteration 11 Demonstration and Closure	Interface	1 d	Tue 1/15/13	Tue 1/15/13	5703		D-BA, D-PMO, D-SME	DP	18 hrs	Des Moines
5705	**A2.2.3.2.8.3.13**	**Module Test**	**Interface**	**27 d**	**Wed 1/16/13**	**Fri 2/22/13**					**0 hrs**	
5706	A2.2.3.2.8.3.13.1	Finalize Module Test Scenarios	Interface	5 d	Wed 1/16/13	Wed 1/23/13	5699	5707SS			0 hrs	Des Moines
5707	A2.2.3.2.8.3.13.2	Configure COTS/Automated Test Tools	Interface	5 d	Wed 1/16/13	Wed 1/23/13	5706SS	5708			0 hrs	Des Moines
5708	A2.2.3.2.8.3.13.3	Conduct Test Readiness Review	Interface	1 d	Thu 1/24/13	Thu 1/24/13	5707	5709			0 hrs	Des Moines
5709	A2.2.3.2.8.3.13.4	Conduct Testing	Interface	9 d	Fri 1/25/13	Wed 2/6/13	5708	5710FS-4 d			0 hrs	Gaithersburg
5710	A2.2.3.2.8.3.13.5	Correct Defects	Interface	4 d	Fri 2/1/13	Wed 2/6/13	5709FS-4 d	5711			0 hrs	Gaithersburg
5711	A2.2.3.2.8.3.13.6	Complete Regression Testing	Interface	3 d	Thu 2/7/13	Mon 2/11/13	5710	5712			0 hrs	Gaithersburg
5712	A2.2.3.2.8.3.13.7	Interim Conversion Test Results	Interface	9 d	Tue 2/12/13	Fri 2/22/13	5711				0 hrs	Des Moines
5713	**A2.2.3.2.8.4**	**Program Management Interfaces**	**Interface**	**168 d**	**Fri 8/24/12**	**Thu 4/25/13**					**118.8 hrs**	
5714	A2.2.3.2.8.4.1	Develop Iteration Plan	Interface	1 d	Fri 8/24/12	Fri 8/24/12	2004	5716			0 hrs	Des Moines
5715	**A2.2.3.2.8.4.2**	**Iteration 1**	**Interface**	**16 d**	**Mon 8/27/12**	**Tue 9/18/12**					**10.8 hrs**	
5716	A2.2.3.2.8.4.2.1	Iteration 1 Kick-off	Interface	1 d	Mon 8/27/12	Mon 8/27/12	5714	5717	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5717	A2.2.3.2.8.4.2.2	Iteration 1 Development	Interface	10 d	Tue 8/28/12	Tue 9/11/12	5716	5718,5721			0 hrs	Gaithersburg
5718	A2.2.3.2.8.4.2.3	Iteration 1 Functional Unit Test	Interface	4 d	Wed 9/12/12	Mon 9/17/12	5717	5719			0 hrs	Gaithersburg
5719	A2.2.3.2.8.4.2.4	Iteration 1 Demonstration and Closure	Interface	1 d	Tue 9/18/12	Tue 9/18/12	5718		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5720	**A2.2.3.2.8.4.3**	**Iteration 2**	**Interface**	**17 d**	**Wed 9/12/12**	**Thu 10/4/12**					**10.8 hrs**	
5721	A2.2.3.2.8.4.3.1	Iteration 2 Iteration Plan Update	Interface	1 d	Wed 9/12/12	Wed 9/12/12	5717	5722			0 hrs	Des Moines
5722	A2.2.3.2.8.4.3.2	Iteration 2 Kick-off	Interface	1 d	Thu 9/13/12	Thu 9/13/12	5721	5723	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5723	A2.2.3.2.8.4.3.3	Iteration 2 Development	Interface	10 d	Fri 9/14/12	Thu 9/27/12	5722	5724,5727			0 hrs	Gaithersburg

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5724	A2.2.3.2.8.4.3.4	Iteration 2 Functional Unit Test	Interface	4 d	Fri 9/28/12	Wed 10/3/12	5723	5725			0 hrs	Gaithersburg
5725	A2.2.3.2.8.4.3.5	Iteration 2 Demonstration and Closure	Interface	1 d	Thu 10/4/12	Thu 10/4/12	5724		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5726	**A2.2.3.2.8.4.4**	**Iteration 3**	**Interface**	**17 d**	**Fri 9/28/12**	**Mon 10/22/12**					**10.8 hrs**	
5727	A2.2.3.2.8.4.4.1	Iteration 3 Iteration Plan Update	Interface	1 d	Fri 9/28/12	Fri 9/28/12	5723	5728			0 hrs	Des Moines
5728	A2.2.3.2.8.4.4.2	Iteration 3 Kick-off	Interface	1 d	Mon 10/1/12	Mon 10/1/12	5727	5729	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5729	A2.2.3.2.8.4.4.3	Iteration 3 Development	Interface	10 d	Tue 10/2/12	Mon 10/15/12	5728	5730,5733			0 hrs	Gaithersburg
5730	A2.2.3.2.8.4.4.4	Iteration 3 Functional Unit Test	Interface	4 d	Tue 10/16/12	Fri 10/19/12	5729	5731			0 hrs	Gaithersburg
5731	A2.2.3.2.8.4.4.5	Iteration 3 Demonstration and Closure	Interface	1 d	Mon 10/22/12	Mon 10/22/12	5730		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5732	**A2.2.3.2.8.4.5**	**Iteration 4**	**Interface**	**17 d**	**Tue 10/16/12**	**Wed 11/7/12**					**10.8 hrs**	
5733	A2.2.3.2.8.4.5.1	Iteration 4 Iteration Plan Update	Interface	1 d	Tue 10/16/12	Tue 10/16/12	5729	5734			0 hrs	Des Moines
5734	A2.2.3.2.8.4.5.2	Iteration 4 Kick-off	Interface	1 d	Wed 10/17/12	Wed 10/17/12	5733	5735	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5735	A2.2.3.2.8.4.5.3	Iteration 4 Development	Interface	10 d	Thu 10/18/12	Wed 10/31/12	5734	5736,5739			0 hrs	Gaithersburg
5736	A2.2.3.2.8.4.5.4	Iteration 4 Functional Unit Test	Interface	4 d	Thu 11/1/12	Tue 11/6/12	5735	5737			0 hrs	Gaithersburg
5737	A2.2.3.2.8.4.5.5	Iteration 4 Demonstration and Closure	Interface	1 d	Wed 11/7/12	Wed 11/7/12	5736		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5738	**A2.2.3.2.8.4.6**	**Iteration 5**	**Interface**	**17 d**	**Thu 11/1/12**	**Wed 11/28/12**					**10.8 hrs**	
5739	A2.2.3.2.8.4.6.1	Iteration 5 Iteration Plan Update	Interface	1 d	Thu 11/1/12	Thu 11/1/12	5735	5740			0 hrs	Des Moines
5740	A2.2.3.2.8.4.6.2	Iteration 5 Kick-off	Interface	1 d	Fri 11/2/12	Fri 11/2/12	5739	5741	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5741	A2.2.3.2.8.4.6.3	Iteration 5 Development	Interface	10 d	Mon 11/5/12	Mon 11/19/12	5740	5742,5745			0 hrs	Gaithersburg
5742	A2.2.3.2.8.4.6.4	Iteration 5 Functional Unit Test	Interface	4 d	Tue 11/20/12	Tue 11/27/12	5741	5743			0 hrs	Gaithersburg
5743	A2.2.3.2.8.4.6.5	Iteration 5 Demonstration and Closure	Interface	1 d	Wed 11/28/12	Wed 11/28/12	5742		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5744	**A2.2.3.2.8.4.7**	**Iteration 6**	**Interface**	**17 d**	**Tue 11/20/12**	**Fri 12/14/12**					**10.8 hrs**	
5745	A2.2.3.2.8.4.7.1	Iteration 6 Iteration Plan Update	Interface	1 d	Tue 11/20/12	Tue 11/20/12	5741	5746			0 hrs	Des Moines
5746	A2.2.3.2.8.4.7.2	Iteration 6 Kick-off	Interface	1 d	Wed 11/21/12	Wed 11/21/12	5745	5747	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5747	A2.2.3.2.8.4.7.3	Iteration 6 Development	Interface	10 d	Mon 11/26/12	Fri 12/7/12	5746	5748,5751			0 hrs	Gaithersburg
5748	A2.2.3.2.8.4.7.4	Iteration 6 Functional Unit Test	Interface	4 d	Mon 12/10/12	Thu 12/13/12	5747	5749			0 hrs	Gaithersburg

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5749	A2.2.3.2.8.4.7.5	Iteration 6 Demonstration and Closure	Interface	1 d	Fri 12/14/12	Fri 12/14/12	5748		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5750	**A2.2.3.2.8.4.8**	**Iteration 7**	**Interface**	**17 d**	**Mon 12/10/12**	**Thu 1/3/13**					**10.8 hrs**	
5751	A2.2.3.2.8.4.8.1	Iteration 7 Iteration Plan Update	Interface	1 d	Mon 12/10/12	Mon 12/10/12	5747	5752			0 hrs	Des Moines
5752	A2.2.3.2.8.4.8.2	Iteration 7 Kick-off	Interface	1 d	Tue 12/11/12	Tue 12/11/12	5751	5753	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5753	A2.2.3.2.8.4.8.3	Iteration 7 Development	Interface	10 d	Wed 12/12/12	Wed 12/26/12	5752	5754			0 hrs	Gaithersburg
5754	A2.2.3.2.8.4.8.4	Iteration 7 Functional Unit Test	Interface	4 d	Thu 12/27/12	Wed 1/2/13	5753	5755,5757			0 hrs	Gaithersburg
5755	A2.2.3.2.8.4.8.5	Iteration 7 Demonstration and Closure	Interface	1 d	Thu 1/3/13	Thu 1/3/13	5754		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5756	**A2.2.3.2.8.4.9**	**Iteration 8**	**Interface**	**17 d**	**Thu 1/3/13**	**Mon 1/28/13**					**10.8 hrs**	
5757	A2.2.3.2.8.4.9.1	Iteration 8 Iteration Plan Update	Interface	1 d	Thu 1/3/13	Thu 1/3/13	5754	5758			0 hrs	Des Moines
5758	A2.2.3.2.8.4.9.2	Iteration 8 Kick-off	Interface	1 d	Fri 1/4/13	Fri 1/4/13	5757	5759	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5759	A2.2.3.2.8.4.9.3	Iteration 8 Development	Interface	10 d	Mon 1/7/13	Fri 1/18/13	5758	5760,5763			0 hrs	Gaithersburg
5760	A2.2.3.2.8.4.9.4	Iteration 8 Functional Unit Test	Interface	4 d	Tue 1/22/13	Fri 1/25/13	5759	5761			0 hrs	Gaithersburg
5761	A2.2.3.2.8.4.9.5	Iteration 8 Demonstration and Closure	Interface	1 d	Mon 1/28/13	Mon 1/28/13	5760		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5762	**A2.2.3.2.8.4.10**	**Iteration 9**	**Interface**	**17 d**	**Tue 1/22/13**	**Wed 2/13/13**					**10.8 hrs**	
5763	A2.2.3.2.8.4.10.1	Iteration 9 Iteration Plan Update	Interface	1 d	Tue 1/22/13	Tue 1/22/13	5759	5764			0 hrs	Des Moines
5764	A2.2.3.2.8.4.10.2	Iteration 9 Kick-off	Interface	1 d	Wed 1/23/13	Wed 1/23/13	5763	5765	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5765	A2.2.3.2.8.4.10.3	Iteration 9 Development	Interface	10 d	Thu 1/24/13	Wed 2/6/13	5764	5766,5769			0 hrs	Gaithersburg
5766	A2.2.3.2.8.4.10.4	Iteration 9 Functional Unit Test	Interface	4 d	Thu 2/7/13	Tue 2/12/13	5765	5767			0 hrs	Gaithersburg
5767	A2.2.3.2.8.4.10.5	Iteration 9 Demonstration and Closure	Interface	1 d	Wed 2/13/13	Wed 2/13/13	5766		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5768	**A2.2.3.2.8.4.11**	**Iteration 10**	**Interface**	**17 d**	**Thu 2/7/13**	**Fri 3/1/13**					**10.8 hrs**	
5769	A2.2.3.2.8.4.11.1	Iteration 10 Iteration Plan Update	Interface	1 d	Thu 2/7/13	Thu 2/7/13	5765	5770			0 hrs	Des Moines
5770	A2.2.3.2.8.4.11.2	Iteration 10 Kick-off	Interface	1 d	Fri 2/8/13	Fri 2/8/13	5769	5771	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5771	A2.2.3.2.8.4.11.3	Iteration 10 Development	Interface	10 d	Mon 2/11/13	Fri 2/22/13	5770	5772,5775			0 hrs	Gaithersburg
5772	A2.2.3.2.8.4.11.4	Iteration 10 Functional Unit Test	Interface	4 d	Mon 2/25/13	Thu 2/28/13	5771	5773			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5773	A2.2.3.2.8.4.11.5	Iteration 10 Demonstration and Closure	Interface	1 d	Fri 3/1/13	Fri 3/1/13	5772		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5774	**A2.2.3.2.8.4.12**	**Iteration 11**	**Interface**	**17 d**	**Mon 2/25/13**	**Tue 3/19/13**		**5781**			**10.8 hrs**	
5775	A2.2.3.2.8.4.12.1	Iteration 11 Iteration Plan Update	Interface	1 d	Mon 2/25/13	Mon 2/25/13	5771	5776			0 hrs	Des Moines
5776	A2.2.3.2.8.4.12.2	Iteration 11 Kick-off	Interface	1 d	Tue 2/26/13	Tue 2/26/13	5775	5777	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5777	A2.2.3.2.8.4.12.3	Iteration 11 Development	Interface	10 d	Wed 2/27/13	Tue 3/12/13	5776	5778			0 hrs	Gaithersburg
5778	A2.2.3.2.8.4.12.4	Iteration 11 Functional Unit Test	Interface	4 d	Wed 3/13/13	Mon 3/18/13	5777	5779			0 hrs	Gaithersburg
5779	A2.2.3.2.8.4.12.5	Iteration 11 Demonstration and Closure	Interface	1 d	Tue 3/19/13	Tue 3/19/13	5778		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5780	**A2.2.3.2.8.4.13**	**Module Test**	**Interface**	**27 d**	**Wed 3/20/13**	**Thu 4/25/13**					**0 hrs**	
5781	A2.2.3.2.8.4.13.1	Finalize Module Test Scenarios	Interface	5 d	Wed 3/20/13	Tue 3/26/13	5774	5782SS			0 hrs	Des Moines
5782	A2.2.3.2.8.4.13.2	Configure COTS/Automated Test Tools	Interface	5 d	Wed 3/20/13	Tue 3/26/13	5781SS	5783			0 hrs	Des Moines
5783	A2.2.3.2.8.4.13.3	Conduct Test Readiness Review	Interface	1 d	Wed 3/27/13	Wed 3/27/13	5782	5784			0 hrs	Des Moines
5784	A2.2.3.2.8.4.13.4	Conduct Testing	Interface	9 d	Thu 3/28/13	Tue 4/9/13	5783	5785FS-4 d			0 hrs	Gaithersburg
5785	A2.2.3.2.8.4.13.5	Correct Defects	Interface	4 d	Thu 4/4/13	Tue 4/9/13	5784FS-4 d	5786			0 hrs	Gaithersburg
5786	A2.2.3.2.8.4.13.6	Complete Regression Testing	Interface	3 d	Wed 4/10/13	Fri 4/12/13	5785	5787			0 hrs	Gaithersburg
5787	A2.2.3.2.8.4.13.7	Interim Conversion Test Results	Interface	9 d	Mon 4/15/13	Thu 4/25/13	5786				0 hrs	Des Moines
5788	**A2.2.3.2.8.5**	**Program Integrity Management Interfaces**	**Interface**	**168 d**	**Thu 8/16/12**	**Wed 4/17/13**					**128.4 hrs**	
5789	A2.2.3.2.8.5.1	Develop Iteration Plan	Interface	1 d	Thu 8/16/12	Thu 8/16/12	2024	5791			0 hrs	Des Moines
5790	**A2.2.3.2.8.5.2**	**Iteration 1**	**Interface**	**16 d**	**Fri 8/17/12**	**Mon 9/10/12**					**20.4 hrs**	
5791	A2.2.3.2.8.5.2.1	Iteration 1 Kick-off	Interface	1 d	Fri 8/17/12	Fri 8/17/12	5789	5792	D-BA, D-PMO, D-SME	DP	14.4 hrs	Des Moines
5792	A2.2.3.2.8.5.2.2	Iteration 1 Development	Interface	10 d	Mon 8/20/12	Fri 8/31/12	5791	5793,5796			0 hrs	Gaithersburg
5793	A2.2.3.2.8.5.2.3	Iteration 1 Functional Unit Test	Interface	4 d	Tue 9/4/12	Fri 9/7/12	5792	5794			0 hrs	Gaithersburg
5794	A2.2.3.2.8.5.2.4	Iteration 1 Demonstration and Closure	Interface	1 d	Mon 9/10/12	Mon 9/10/12	5793		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5795	**A2.2.3.2.8.5.3**	**Iteration 2**	**Interface**	**17 d**	**Tue 9/4/12**	**Wed 9/26/12**					**10.8 hrs**	
5796	A2.2.3.2.8.5.3.1	Iteration 2 Iteration Plan Update	Interface	1 d	Tue 9/4/12	Tue 9/4/12	5792	5797			0 hrs	Des Moines
5797	A2.2.3.2.8.5.3.2	Iteration 2 Kick-off	Interface	1 d	Wed 9/5/12	Wed 9/5/12	5796	5798	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5798	A2.2.3.2.8.5.3.3	Iteration 2 Development	Interface	10 d	Thu 9/6/12	Wed 9/19/12	5797	5799,5802			0 hrs	Gaithersburg

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5799	A2.2.3.2.8.5.3.4	Iteration 2 Functional Unit Test	Interface	4 d	Thu 9/20/12	Tue 9/25/12	5798	5800			0 hrs	Gaithersburg
5800	A2.2.3.2.8.5.3.5	Iteration 2 Demonstration and Closure	Interface	1 d	Wed 9/26/12	Wed 9/26/12	5799		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5801	**A2.2.3.2.8.5.4**	**Iteration 3**	**Interface**	**17 d**	**Thu 9/20/12**	**Fri 10/12/12**					**10.8 hrs**	
5802	A2.2.3.2.8.5.4.1	Iteration 3 Iteration Plan Update	Interface	1 d	Thu 9/20/12	Thu 9/20/12	5798	5803			0 hrs	Des Moines
5803	A2.2.3.2.8.5.4.2	Iteration 3 Kick-off	Interface	1 d	Fri 9/21/12	Fri 9/21/12	5802	5804	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5804	A2.2.3.2.8.5.4.3	Iteration 3 Development	Interface	10 d	Mon 9/24/12	Fri 10/5/12	5803	5805,5808			0 hrs	Gaithersburg
5805	A2.2.3.2.8.5.4.4	Iteration 3 Functional Unit Test	Interface	4 d	Mon 10/8/12	Thu 10/11/12	5804	5806			0 hrs	Gaithersburg
5806	A2.2.3.2.8.5.4.5	Iteration 3 Demonstration and Closure	Interface	1 d	Fri 10/12/12	Fri 10/12/12	5805		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5807	**A2.2.3.2.8.5.5**	**Iteration 4**	**Interface**	**17 d**	**Mon 10/8/12**	**Tue 10/30/12**					**10.8 hrs**	
5808	A2.2.3.2.8.5.5.1	Iteration 4 Iteration Plan Update	Interface	1 d	Mon 10/8/12	Mon 10/8/12	5804	5809			0 hrs	Des Moines
5809	A2.2.3.2.8.5.5.2	Iteration 4 Kick-off	Interface	1 d	Tue 10/9/12	Tue 10/9/12	5808	5810	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5810	A2.2.3.2.8.5.5.3	Iteration 4 Development	Interface	10 d	Wed 10/10/12	Tue 10/23/12	5809	5811,5814			0 hrs	Gaithersburg
5811	A2.2.3.2.8.5.5.4	Iteration 4 Functional Unit Test	Interface	4 d	Wed 10/24/12	Mon 10/29/12	5810	5812			0 hrs	Gaithersburg
5812	A2.2.3.2.8.5.5.5	Iteration 4 Demonstration and Closure	Interface	1 d	Tue 10/30/12	Tue 10/30/12	5811		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5813	**A2.2.3.2.8.5.6**	**Iteration 5**	**Interface**	**17 d**	**Wed 10/24/12**	**Fri 11/16/12**					**10.8 hrs**	
5814	A2.2.3.2.8.5.6.1	Iteration 5 Iteration Plan Update	Interface	1 d	Wed 10/24/12	Wed 10/24/12	5810	5815			0 hrs	Des Moines
5815	A2.2.3.2.8.5.6.2	Iteration 5 Kick-off	Interface	1 d	Thu 10/25/12	Thu 10/25/12	5814	5816	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5816	A2.2.3.2.8.5.6.3	Iteration 5 Development	Interface	10 d	Fri 10/26/12	Thu 11/8/12	5815	5817,5820			0 hrs	Gaithersburg
5817	A2.2.3.2.8.5.6.4	Iteration 5 Functional Unit Test	Interface	4 d	Fri 11/9/12	Thu 11/15/12	5816	5818			0 hrs	Gaithersburg
5818	A2.2.3.2.8.5.6.5	Iteration 5 Demonstration and Closure	Interface	1 d	Fri 11/16/12	Fri 11/16/12	5817		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5819	**A2.2.3.2.8.5.7**	**Iteration 6**	**Interface**	**17 d**	**Fri 11/9/12**	**Thu 12/6/12**					**10.8 hrs**	
5820	A2.2.3.2.8.5.7.1	Iteration 6 Iteration Plan Update	Interface	1 d	Fri 11/9/12	Fri 11/9/12	5816	5821			0 hrs	Des Moines
5821	A2.2.3.2.8.5.7.2	Iteration 6 Kick-off	Interface	1 d	Tue 11/13/12	Tue 11/13/12	5820	5822	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5822	A2.2.3.2.8.5.7.3	Iteration 6 Development	Interface	10 d	Wed 11/14/12	Thu 11/29/12	5821	5823,5826			0 hrs	Gaithersburg
5823	A2.2.3.2.8.5.7.4	Iteration 6 Functional Unit Test	Interface	4 d	Fri 11/30/12	Wed 12/5/12	5822	5824			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5824	A2.2.3.2.8.5.7.5	Iteration 6 Demonstration and Closure	Interface	1 d	Thu 12/6/12	Thu 12/6/12	5823		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5825	**A2.2.3.2.8.5.8**	**Iteration 7**	**Interface**	**17 d**	**Fri 11/30/12**	**Mon 12/24/12**					**10.8 hrs**	
5826	A2.2.3.2.8.5.8.1	Iteration 7 Iteration Plan Update	Interface	1 d	Fri 11/30/12	Fri 11/30/12	5822	5827			0 hrs	Des Moines
5827	A2.2.3.2.8.5.8.2	Iteration 7 Kick-off	Interface	1 d	Mon 12/3/12	Mon 12/3/12	5826	5828	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5828	A2.2.3.2.8.5.8.3	Iteration 7 Development	Interface	10 d	Tue 12/4/12	Mon 12/17/12	5827	5829			0 hrs	Gaithersburg
5829	A2.2.3.2.8.5.8.4	Iteration 7 Functional Unit Test	Interface	4 d	Tue 12/18/12	Fri 12/21/12	5828	5830,5832			0 hrs	Gaithersburg
5830	A2.2.3.2.8.5.8.5	Iteration 7 Demonstration and Closure	Interface	1 d	Mon 12/24/12	Mon 12/24/12	5829		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5831	**A2.2.3.2.8.5.9**	**Iteration 8**	**Interface**	**17 d**	**Mon 12/24/12**	**Thu 1/17/13**					**10.8 hrs**	
5832	A2.2.3.2.8.5.9.1	Iteration 8 Iteration Plan Update	Interface	1 d	Mon 12/24/12	Mon 12/24/12	5829	5833			0 hrs	Des Moines
5833	A2.2.3.2.8.5.9.2	Iteration 8 Kick-off	Interface	1 d	Wed 12/26/12	Wed 12/26/12	5832	5834	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5834	A2.2.3.2.8.5.9.3	Iteration 8 Development	Interface	10 d	Thu 12/27/12	Thu 1/10/13	5833	5835,5838			0 hrs	Gaithersburg
5835	A2.2.3.2.8.5.9.4	Iteration 8 Functional Unit Test	Interface	4 d	Fri 1/11/13	Wed 1/16/13	5834	5836			0 hrs	Gaithersburg
5836	A2.2.3.2.8.5.9.5	Iteration 8 Demonstration and Closure	Interface	1 d	Thu 1/17/13	Thu 1/17/13	5835		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5837	**A2.2.3.2.8.5.10**	**Iteration 9**	**Interface**	**17 d**	**Fri 1/11/13**	**Tue 2/5/13**					**10.8 hrs**	
5838	A2.2.3.2.8.5.10.1	Iteration 9 Iteration Plan Update	Interface	1 d	Fri 1/11/13	Fri 1/11/13	5834	5839			0 hrs	Des Moines
5839	A2.2.3.2.8.5.10.2	Iteration 9 Kick-off	Interface	1 d	Mon 1/14/13	Mon 1/14/13	5838	5840	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5840	A2.2.3.2.8.5.10.3	Iteration 9 Development	Interface	10 d	Tue 1/15/13	Tue 1/29/13	5839	5841,5844			0 hrs	Gaithersburg
5841	A2.2.3.2.8.5.10.4	Iteration 9 Functional Unit Test	Interface	4 d	Wed 1/30/13	Mon 2/4/13	5840	5842			0 hrs	Gaithersburg
5842	A2.2.3.2.8.5.10.5	Iteration 9 Demonstration and Closure	Interface	1 d	Tue 2/5/13	Tue 2/5/13	5841		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5843	**A2.2.3.2.8.5.11**	**Iteration 10**	**Interface**	**17 d**	**Wed 1/30/13**	**Thu 2/21/13**					**10.8 hrs**	
5844	A2.2.3.2.8.5.11.1	Iteration 10 Iteration Plan Update	Interface	1 d	Wed 1/30/13	Wed 1/30/13	5840	5845			0 hrs	Des Moines
5845	A2.2.3.2.8.5.11.2	Iteration 10 Kick-off	Interface	1 d	Thu 1/31/13	Thu 1/31/13	5844	5846	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5846	A2.2.3.2.8.5.11.3	Iteration 10 Development	Interface	10 d	Fri 2/1/13	Thu 2/14/13	5845	5847,5850			0 hrs	Gaithersburg
5847	A2.2.3.2.8.5.11.4	Iteration 10 Functional Unit Test	Interface	4 d	Fri 2/15/13	Wed 2/20/13	5846	5848			0 hrs	Gaithersburg

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5848	A2.2.3.2.8.5.11.5	Iteration 10 Demonstration and Closure	Interface	1 d	Thu 2/21/13	Thu 2/21/13	5847		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5849	**A2.2.3.2.8.5.12**	**Iteration 11**	**Interface**	**17 d**	**Fri 2/15/13**	**Mon 3/11/13**		**5856**			**10.8 hrs**	
5850	A2.2.3.2.8.5.12.1	Iteration 11 Iteration Plan Update	Interface	1 d	Fri 2/15/13	Fri 2/15/13	5846	5851			0 hrs	Des Moines
5851	A2.2.3.2.8.5.12.2	Iteration 11 Kick-off	Interface	1 d	Mon 2/18/13	Mon 2/18/13	5850	5852	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5852	A2.2.3.2.8.5.12.3	Iteration 11 Development	Interface	10 d	Tue 2/19/13	Mon 3/4/13	5851	5853			0 hrs	Gaithersburg
5853	A2.2.3.2.8.5.12.4	Iteration 11 Functional Unit Test	Interface	4 d	Tue 3/5/13	Fri 3/8/13	5852	5854			0 hrs	Gaithersburg
5854	A2.2.3.2.8.5.12.5	Iteration 11 Demonstration and Closure	Interface	1 d	Mon 3/11/13	Mon 3/11/13	5853		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5855	**A2.2.3.2.8.5.13**	**Module Test**	**Interface**	**27 d**	**Tue 3/12/13**	**Wed 4/17/13**					**0 hrs**	
5856	A2.2.3.2.8.5.13.1	Finalize Module Test Scenarios	Interface	5 d	Tue 3/12/13	Mon 3/18/13	5849	5857SS			0 hrs	Des Moines
5857	A2.2.3.2.8.5.13.2	Configure COTS/Automated Test Tools	Interface	5 d	Tue 3/12/13	Mon 3/18/13	5856SS	5858			0 hrs	Des Moines
5858	A2.2.3.2.8.5.13.3	Conduct Test Readiness Review	Interface	1 d	Tue 3/19/13	Tue 3/19/13	5857	5859			0 hrs	Des Moines
5859	A2.2.3.2.8.5.13.4	Conduct Testing	Interface	9 d	Wed 3/20/13	Mon 4/1/13	5858	5860FS-4 d			0 hrs	Gaithersburg
5860	A2.2.3.2.8.5.13.5	Correct Defects	Interface	4 d	Wed 3/27/13	Mon 4/1/13	5859FS-4 d	5861			0 hrs	Gaithersburg
5861	A2.2.3.2.8.5.13.6	Complete Regression Testing	Interface	3 d	Tue 4/2/13	Thu 4/4/13	5860	5862			0 hrs	Gaithersburg
5862	A2.2.3.2.8.5.13.7	Interim Conversion Test Results	Interface	9 d	Fri 4/5/13	Wed 4/17/13	5861				0 hrs	Des Moines
5863	**A2.2.3.2.8.6**	**Care Management Interfaces**	**Interface**	**168 d**	**Fri 8/31/12**	**Thu 5/2/13**					**118.8 hrs**	
5864	A2.2.3.2.8.6.1	Develop Iteration Plan	Interface	1 d	Fri 8/31/12	Fri 8/31/12	2044	5866			0 hrs	Des Moines
5865	**A2.2.3.2.8.6.2**	**Iteration 1**	**Interface**	**16 d**	**Tue 9/4/12**	**Tue 9/25/12**					**10.8 hrs**	
5866	A2.2.3.2.8.6.2.1	Iteration 1 Kick-off	Interface	1 d	Tue 9/4/12	Tue 9/4/12	5864	5867	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5867	A2.2.3.2.8.6.2.2	Iteration 1 Development	Interface	10 d	Wed 9/5/12	Tue 9/18/12	5866	5868,5871			0 hrs	Gaithersburg
5868	A2.2.3.2.8.6.2.3	Iteration 1 Functional Unit Test	Interface	4 d	Wed 9/19/12	Mon 9/24/12	5867	5869			0 hrs	Gaithersburg
5869	A2.2.3.2.8.6.2.4	Iteration 1 Demonstration and Closure	Interface	1 d	Tue 9/25/12	Tue 9/25/12	5868		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5870	**A2.2.3.2.8.6.3**	**Iteration 2**	**Interface**	**17 d**	**Wed 9/19/12**	**Thu 10/11/12**					**10.8 hrs**	
5871	A2.2.3.2.8.6.3.1	Iteration 2 Iteration Plan Update	Interface	1 d	Wed 9/19/12	Wed 9/19/12	5867	5872			0 hrs	Des Moines
5872	A2.2.3.2.8.6.3.2	Iteration 2 Kick-off	Interface	1 d	Thu 9/20/12	Thu 9/20/12	5871	5873	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5873	A2.2.3.2.8.6.3.3	Iteration 2 Development	Interface	10 d	Fri 9/21/12	Thu 10/4/12	5872	5874,5877			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5874	A2.2.3.2.8.6.3.4	Iteration 2 Functional Unit Test	Interface	4 d	Fri 10/5/12	Wed 10/10/12	5873	5875			0 hrs	Gaithersburg
5875	A2.2.3.2.8.6.3.5	Iteration 2 Demonstration and Closure	Interface	1 d	Thu 10/11/12	Thu 10/11/12	5874		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5876	**A2.2.3.2.8.6.4**	**Iteration 3**	**Interface**	**17 d**	**Fri 10/5/12**	**Mon 10/29/12**					**10.8 hrs**	
5877	A2.2.3.2.8.6.4.1	Iteration 3 Iteration Plan Update	Interface	1 d	Fri 10/5/12	Fri 10/5/12	5873	5878			0 hrs	Des Moines
5878	A2.2.3.2.8.6.4.2	Iteration 3 Kick-off	Interface	1 d	Mon 10/8/12	Mon 10/8/12	5877	5879	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5879	A2.2.3.2.8.6.4.3	Iteration 3 Development	Interface	10 d	Tue 10/9/12	Mon 10/22/12	5878	5880,5883			0 hrs	Gaithersburg
5880	A2.2.3.2.8.6.4.4	Iteration 3 Functional Unit Test	Interface	4 d	Tue 10/23/12	Fri 10/26/12	5879	5881			0 hrs	Gaithersburg
5881	A2.2.3.2.8.6.4.5	Iteration 3 Demonstration and Closure	Interface	1 d	Mon 10/29/12	Mon 10/29/12	5880		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5882	**A2.2.3.2.8.6.5**	**Iteration 4**	**Interface**	**17 d**	**Tue 10/23/12**	**Thu 11/15/12**					**10.8 hrs**	
5883	A2.2.3.2.8.6.5.1	Iteration 4 Iteration Plan Update	Interface	1 d	Tue 10/23/12	Tue 10/23/12	5879	5884			0 hrs	Des Moines
5884	A2.2.3.2.8.6.5.2	Iteration 4 Kick-off	Interface	1 d	Wed 10/24/12	Wed 10/24/12	5883	5885	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5885	A2.2.3.2.8.6.5.3	Iteration 4 Development	Interface	10 d	Thu 10/25/12	Wed 11/7/12	5884	5886,5889			0 hrs	Gaithersburg
5886	A2.2.3.2.8.6.5.4	Iteration 4 Functional Unit Test	Interface	4 d	Thu 11/8/12	Wed 11/14/12	5885	5887			0 hrs	Gaithersburg
5887	A2.2.3.2.8.6.5.5	Iteration 4 Demonstration and Closure	Interface	1 d	Thu 11/15/12	Thu 11/15/12	5886		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5888	**A2.2.3.2.8.6.6**	**Iteration 5**	**Interface**	**17 d**	**Thu 11/8/12**	**Wed 12/5/12**					**10.8 hrs**	
5889	A2.2.3.2.8.6.6.1	Iteration 5 Iteration Plan Update	Interface	1 d	Thu 11/8/12	Thu 11/8/12	5885	5890			0 hrs	Des Moines
5890	A2.2.3.2.8.6.6.2	Iteration 5 Kick-off	Interface	1 d	Fri 11/9/12	Fri 11/9/12	5889	5891	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5891	A2.2.3.2.8.6.6.3	Iteration 5 Development	Interface	10 d	Tue 11/13/12	Wed 11/28/12	5890	5892,5895			0 hrs	Gaithersburg
5892	A2.2.3.2.8.6.6.4	Iteration 5 Functional Unit Test	Interface	4 d	Thu 11/29/12	Tue 12/4/12	5891	5893			0 hrs	Gaithersburg
5893	A2.2.3.2.8.6.6.5	Iteration 5 Demonstration and Closure	Interface	1 d	Wed 12/5/12	Wed 12/5/12	5892		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5894	**A2.2.3.2.8.6.7**	**Iteration 6**	**Interface**	**17 d**	**Thu 11/29/12**	**Fri 12/21/12**					**10.8 hrs**	
5895	A2.2.3.2.8.6.7.1	Iteration 6 Iteration Plan Update	Interface	1 d	Thu 11/29/12	Thu 11/29/12	5891	5896			0 hrs	Des Moines
5896	A2.2.3.2.8.6.7.2	Iteration 6 Kick-off	Interface	1 d	Fri 11/30/12	Fri 11/30/12	5895	5897	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5897	A2.2.3.2.8.6.7.3	Iteration 6 Development	Interface	10 d	Mon 12/3/12	Fri 12/14/12	5896	5898,5901			0 hrs	Gaithersburg
5898	A2.2.3.2.8.6.7.4	Iteration 6 Functional Unit Test	Interface	4 d	Mon 12/17/12	Thu 12/20/12	5897	5899			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5899	A2.2.3.2.8.6.7.5	Iteration 6 Demonstration and Closure	Interface	1 d	Fri 12/21/12	Fri 12/21/12	5898		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5900	**A2.2.3.2.8.6.8**	**Iteration 7**	**Interface**	**17 d**	**Mon 12/17/12**	**Thu 1/10/13**					**10.8 hrs**	
5901	A2.2.3.2.8.6.8.1	Iteration 7 Iteration Plan Update	Interface	1 d	Mon 12/17/12	Mon 12/17/12	5897	5902			0 hrs	Des Moines
5902	A2.2.3.2.8.6.8.2	Iteration 7 Kick-off	Interface	1 d	Tue 12/18/12	Tue 12/18/12	5901	5903	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5903	A2.2.3.2.8.6.8.3	Iteration 7 Development	Interface	10 d	Wed 12/19/12	Thu 1/3/13	5902	5904			0 hrs	Gaithersburg
5904	A2.2.3.2.8.6.8.4	Iteration 7 Functional Unit Test	Interface	4 d	Fri 1/4/13	Wed 1/9/13	5903	5905,5907			0 hrs	Gaithersburg
5905	A2.2.3.2.8.6.8.5	Iteration 7 Demonstration and Closure	Interface	1 d	Thu 1/10/13	Thu 1/10/13	5904		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5906	**A2.2.3.2.8.6.9**	**Iteration 8**	**Interface**	**17 d**	**Thu 1/10/13**	**Mon 2/4/13**					**10.8 hrs**	
5907	A2.2.3.2.8.6.9.1	Iteration 8 Iteration Plan Update	Interface	1 d	Thu 1/10/13	Thu 1/10/13	5904	5908			0 hrs	Des Moines
5908	A2.2.3.2.8.6.9.2	Iteration 8 Kick-off	Interface	1 d	Fri 1/11/13	Fri 1/11/13	5907	5909	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5909	A2.2.3.2.8.6.9.3	Iteration 8 Development	Interface	10 d	Mon 1/14/13	Mon 1/28/13	5908	5910,5913			0 hrs	Gaithersburg
5910	A2.2.3.2.8.6.9.4	Iteration 8 Functional Unit Test	Interface	4 d	Tue 1/29/13	Fri 2/1/13	5909	5911			0 hrs	Gaithersburg
5911	A2.2.3.2.8.6.9.5	Iteration 8 Demonstration and Closure	Interface	1 d	Mon 2/4/13	Mon 2/4/13	5910		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5912	**A2.2.3.2.8.6.10**	**Iteration 9**	**Interface**	**17 d**	**Tue 1/29/13**	**Wed 2/20/13**					**10.8 hrs**	
5913	A2.2.3.2.8.6.10.1	Iteration 9 Iteration Plan Update	Interface	1 d	Tue 1/29/13	Tue 1/29/13	5909	5914			0 hrs	Des Moines
5914	A2.2.3.2.8.6.10.2	Iteration 9 Kick-off	Interface	1 d	Wed 1/30/13	Wed 1/30/13	5913	5915	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5915	A2.2.3.2.8.6.10.3	Iteration 9 Development	Interface	10 d	Thu 1/31/13	Wed 2/13/13	5914	5916,5919			0 hrs	Gaithersburg
5916	A2.2.3.2.8.6.10.4	Iteration 9 Functional Unit Test	Interface	4 d	Thu 2/14/13	Tue 2/19/13	5915	5917			0 hrs	Gaithersburg
5917	A2.2.3.2.8.6.10.5	Iteration 9 Demonstration and Closure	Interface	1 d	Wed 2/20/13	Wed 2/20/13	5916		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5918	**A2.2.3.2.8.6.11**	**Iteration 10**	**Interface**	**17 d**	**Thu 2/14/13**	**Fri 3/8/13**					**10.8 hrs**	
5919	A2.2.3.2.8.6.11.1	Iteration 10 Iteration Plan Update	Interface	1 d	Thu 2/14/13	Thu 2/14/13	5915	5920			0 hrs	Des Moines
5920	A2.2.3.2.8.6.11.2	Iteration 10 Kick-off	Interface	1 d	Fri 2/15/13	Fri 2/15/13	5919	5921	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5921	A2.2.3.2.8.6.11.3	Iteration 10 Development	Interface	10 d	Mon 2/18/13	Fri 3/1/13	5920	5922,5925			0 hrs	Gaithersburg
5922	A2.2.3.2.8.6.11.4	Iteration 10 Functional Unit Test	Interface	4 d	Mon 3/4/13	Thu 3/7/13	5921	5923			0 hrs	Gaithersburg

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5923	A2.2.3.2.8.6.11.5	Iteration 10 Demonstration and Closure	Interface	1 d	Fri 3/8/13	Fri 3/8/13	5922		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5924	**A2.2.3.2.8.6.12**	**Iteration 11**	**Interface**	**17 d**	**Mon 3/4/13**	**Tue 3/26/13**		**5931**			**10.8 hrs**	
5925	A2.2.3.2.8.6.12.1	Iteration 11 Iteration Plan Update	Interface	1 d	Mon 3/4/13	Mon 3/4/13	5921	5926			0 hrs	Des Moines
5926	A2.2.3.2.8.6.12.2	Iteration 11 Kick-off	Interface	1 d	Tue 3/5/13	Tue 3/5/13	5925	5927	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5927	A2.2.3.2.8.6.12.3	Iteration 11 Development	Interface	10 d	Wed 3/6/13	Tue 3/19/13	5926	5928			0 hrs	Gaithersburg
5928	A2.2.3.2.8.6.12.4	Iteration 11 Functional Unit Test	Interface	4 d	Wed 3/20/13	Mon 3/25/13	5927	5929			0 hrs	Gaithersburg
5929	A2.2.3.2.8.6.12.5	Iteration 11 Demonstration and Closure	Interface	1 d	Tue 3/26/13	Tue 3/26/13	5928		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5930	**A2.2.3.2.8.6.13**	**Module Test**	**Interface**	**27 d**	**Wed 3/27/13**	**Thu 5/2/13**					**0 hrs**	
5931	A2.2.3.2.8.6.13.1	Finalize Module Test Scenarios	Interface	5 d	Wed 3/27/13	Tue 4/2/13	5924	5932SS			0 hrs	Des Moines
5932	A2.2.3.2.8.6.13.2	Configure COTS/Automated Test Tools	Interface	5 d	Wed 3/27/13	Tue 4/2/13	5931SS	5933			0 hrs	Des Moines
5933	A2.2.3.2.8.6.13.3	Conduct Test Readiness Review	Interface	1 d	Wed 4/3/13	Wed 4/3/13	5932	5934			0 hrs	Des Moines
5934	A2.2.3.2.8.6.13.4	Conduct Testing	Interface	9 d	Thu 4/4/13	Tue 4/16/13	5933	5935FS-4 d			0 hrs	Gaithersburg
5935	A2.2.3.2.8.6.13.5	Correct Defects	Interface	4 d	Thu 4/11/13	Tue 4/16/13	5934FS-4 d	5936			0 hrs	Gaithersburg
5936	A2.2.3.2.8.6.13.6	Complete Regression Testing	Interface	3 d	Wed 4/17/13	Fri 4/19/13	5935	5937			0 hrs	Gaithersburg
5937	A2.2.3.2.8.6.13.7	Interim Conversion Test Results	Interface	9 d	Mon 4/22/13	Thu 5/2/13	5936				0 hrs	Des Moines
5938	**A2.2.3.2.8.7**	**Architecture Interfaces**	**Interface**	**168 d**	**Fri 7/27/12**	**Thu 3/28/13**					**118.8 hrs**	
5939	A2.2.3.2.8.7.1	Develop Iteration Plan	Interface	1 d	Fri 7/27/12	Fri 7/27/12	2064	5941			0 hrs	Des Moines
5940	**A2.2.3.2.8.7.2**	**Iteration 1**	**Interface**	**16 d**	**Mon 7/30/12**	**Mon 8/20/12**					**10.8 hrs**	
5941	A2.2.3.2.8.7.2.1	Iteration 1 Kick-off	Interface	1 d	Mon 7/30/12	Mon 7/30/12	5939	5942	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5942	A2.2.3.2.8.7.2.2	Iteration 1 Development	Interface	10 d	Tue 7/31/12	Mon 8/13/12	5941	5943,5946			0 hrs	Gaithersburg
5943	A2.2.3.2.8.7.2.3	Iteration 1 Functional Unit Test	Interface	4 d	Tue 8/14/12	Fri 8/17/12	5942	5944			0 hrs	Gaithersburg
5944	A2.2.3.2.8.7.2.4	Iteration 1 Demonstration and Closure	Interface	1 d	Mon 8/20/12	Mon 8/20/12	5943		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5945	**A2.2.3.2.8.7.3**	**Iteration 2**	**Interface**	**17 d**	**Tue 8/14/12**	**Thu 9/6/12**					**10.8 hrs**	
5946	A2.2.3.2.8.7.3.1	Iteration 2 Iteration Plan Update	Interface	1 d	Tue 8/14/12	Tue 8/14/12	5942	5947			0 hrs	Des Moines
5947	A2.2.3.2.8.7.3.2	Iteration 2 Kick-off	Interface	1 d	Wed 8/15/12	Wed 8/15/12	5946	5948	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5948	A2.2.3.2.8.7.3.3	Iteration 2 Development	Interface	10 d	Thu 8/16/12	Wed 8/29/12	5947	5949,5952			0 hrs	Gaithersburg

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5949	A2.2.3.2.8.7.3.4	Iteration 2 Functional Unit Test	Interface	4 d	Thu 8/30/12	Wed 9/5/12	5948	5950			0 hrs	Gaithersburg
5950	A2.2.3.2.8.7.3.5	Iteration 2 Demonstration and Closure	Interface	1 d	Thu 9/6/12	Thu 9/6/12	5949		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5951	**A2.2.3.2.8.7.4**	**Iteration 3**	**Interface**	**17 d**	**Thu 8/30/12**	**Mon 9/24/12**					**10.8 hrs**	
5952	A2.2.3.2.8.7.4.1	Iteration 3 Iteration Plan Update	Interface	1 d	Thu 8/30/12	Thu 8/30/12	5948	5953			0 hrs	Des Moines
5953	A2.2.3.2.8.7.4.2	Iteration 3 Kick-off	Interface	1 d	Fri 8/31/12	Fri 8/31/12	5952	5954	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5954	A2.2.3.2.8.7.4.3	Iteration 3 Development	Interface	10 d	Tue 9/4/12	Mon 9/17/12	5953	5955,5958			0 hrs	Gaithersburg
5955	A2.2.3.2.8.7.4.4	Iteration 3 Functional Unit Test	Interface	4 d	Tue 9/18/12	Fri 9/21/12	5954	5956			0 hrs	Gaithersburg
5956	A2.2.3.2.8.7.4.5	Iteration 3 Demonstration and Closure	Interface	1 d	Mon 9/24/12	Mon 9/24/12	5955		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5957	**A2.2.3.2.8.7.5**	**Iteration 4**	**Interface**	**17 d**	**Tue 9/18/12**	**Wed 10/10/12**					**10.8 hrs**	
5958	A2.2.3.2.8.7.5.1	Iteration 4 Iteration Plan Update	Interface	1 d	Tue 9/18/12	Tue 9/18/12	5954	5959			0 hrs	Des Moines
5959	A2.2.3.2.8.7.5.2	Iteration 4 Kick-off	Interface	1 d	Wed 9/19/12	Wed 9/19/12	5958	5960	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5960	A2.2.3.2.8.7.5.3	Iteration 4 Development	Interface	10 d	Thu 9/20/12	Wed 10/3/12	5959	5961,5964			0 hrs	Gaithersburg
5961	A2.2.3.2.8.7.5.4	Iteration 4 Functional Unit Test	Interface	4 d	Thu 10/4/12	Tue 10/9/12	5960	5962			0 hrs	Gaithersburg
5962	A2.2.3.2.8.7.5.5	Iteration 4 Demonstration and Closure	Interface	1 d	Wed 10/10/12	Wed 10/10/12	5961		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5963	**A2.2.3.2.8.7.6**	**Iteration 5**	**Interface**	**17 d**	**Thu 10/4/12**	**Fri 10/26/12**					**10.8 hrs**	
5964	A2.2.3.2.8.7.6.1	Iteration 5 Iteration Plan Update	Interface	1 d	Thu 10/4/12	Thu 10/4/12	5960	5965			0 hrs	Des Moines
5965	A2.2.3.2.8.7.6.2	Iteration 5 Kick-off	Interface	1 d	Fri 10/5/12	Fri 10/5/12	5964	5966	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5966	A2.2.3.2.8.7.6.3	Iteration 5 Development	Interface	10 d	Mon 10/8/12	Fri 10/19/12	5965	5967,5970			0 hrs	Gaithersburg
5967	A2.2.3.2.8.7.6.4	Iteration 5 Functional Unit Test	Interface	4 d	Mon 10/22/12	Thu 10/25/12	5966	5968			0 hrs	Gaithersburg
5968	A2.2.3.2.8.7.6.5	Iteration 5 Demonstration and Closure	Interface	1 d	Fri 10/26/12	Fri 10/26/12	5967		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5969	**A2.2.3.2.8.7.7**	**Iteration 6**	**Interface**	**17 d**	**Mon 10/22/12**	**Wed 11/14/12**					**10.8 hrs**	
5970	A2.2.3.2.8.7.7.1	Iteration 6 Iteration Plan Update	Interface	1 d	Mon 10/22/12	Mon 10/22/12	5966	5971			0 hrs	Des Moines
5971	A2.2.3.2.8.7.7.2	Iteration 6 Kick-off	Interface	1 d	Tue 10/23/12	Tue 10/23/12	5970	5972	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5972	A2.2.3.2.8.7.7.3	Iteration 6 Development	Interface	10 d	Wed 10/24/12	Tue 11/6/12	5971	5973,5976			0 hrs	Gaithersburg
5973	A2.2.3.2.8.7.7.4	Iteration 6 Functional Unit Test	Interface	4 d	Wed 11/7/12	Tue 11/13/12	5972	5974			0 hrs	Gaithersburg

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5974	A2.2.3.2.8.7.7.5	Iteration 6 Demonstration and Closure	Interface	1 d	Wed 11/14/12	Wed 11/14/12	5973		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5975	**A2.2.3.2.8.7.8**	**Iteration 7**	**Interface**	**17 d**	**Wed 11/7/12**	**Tue 12/4/12**					**10.8 hrs**	
5976	A2.2.3.2.8.7.8.1	Iteration 7 Iteration Plan Update	Interface	1 d	Wed 11/7/12	Wed 11/7/12	5972	5977			0 hrs	Des Moines
5977	A2.2.3.2.8.7.8.2	Iteration 7 Kick-off	Interface	1 d	Thu 11/8/12	Thu 11/8/12	5976	5978	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5978	A2.2.3.2.8.7.8.3	Iteration 7 Development	Interface	10 d	Fri 11/9/12	Tue 11/27/12	5977	5979			0 hrs	Gaithersburg
5979	A2.2.3.2.8.7.8.4	Iteration 7 Functional Unit Test	Interface	4 d	Wed 11/28/12	Mon 12/3/12	5978	5980,5982			0 hrs	Gaithersburg
5980	A2.2.3.2.8.7.8.5	Iteration 7 Demonstration and Closure	Interface	1 d	Tue 12/4/12	Tue 12/4/12	5979		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5981	**A2.2.3.2.8.7.9**	**Iteration 8**	**Interface**	**17 d**	**Tue 12/4/12**	**Thu 12/27/12**					**10.8 hrs**	
5982	A2.2.3.2.8.7.9.1	Iteration 8 Iteration Plan Update	Interface	1 d	Tue 12/4/12	Tue 12/4/12	5979	5983			0 hrs	Des Moines
5983	A2.2.3.2.8.7.9.2	Iteration 8 Kick-off	Interface	1 d	Wed 12/5/12	Wed 12/5/12	5982	5984	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5984	A2.2.3.2.8.7.9.3	Iteration 8 Development	Interface	10 d	Thu 12/6/12	Wed 12/19/12	5983	5985,5988			0 hrs	Gaithersburg
5985	A2.2.3.2.8.7.9.4	Iteration 8 Functional Unit Test	Interface	4 d	Thu 12/20/12	Wed 12/26/12	5984	5986			0 hrs	Gaithersburg
5986	A2.2.3.2.8.7.9.5	Iteration 8 Demonstration and Closure	Interface	1 d	Thu 12/27/12	Thu 12/27/12	5985		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5987	**A2.2.3.2.8.7.10**	**Iteration 9**	**Interface**	**17 d**	**Thu 12/20/12**	**Tue 1/15/13**					**10.8 hrs**	
5988	A2.2.3.2.8.7.10.1	Iteration 9 Iteration Plan Update	Interface	1 d	Thu 12/20/12	Thu 12/20/12	5984	5989			0 hrs	Des Moines
5989	A2.2.3.2.8.7.10.2	Iteration 9 Kick-off	Interface	1 d	Fri 12/21/12	Fri 12/21/12	5988	5990	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5990	A2.2.3.2.8.7.10.3	Iteration 9 Development	Interface	10 d	Mon 12/24/12	Tue 1/8/13	5989	5991,5994			0 hrs	Gaithersburg
5991	A2.2.3.2.8.7.10.4	Iteration 9 Functional Unit Test	Interface	4 d	Wed 1/9/13	Mon 1/14/13	5990	5992			0 hrs	Gaithersburg
5992	A2.2.3.2.8.7.10.5	Iteration 9 Demonstration and Closure	Interface	1 d	Tue 1/15/13	Tue 1/15/13	5991		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5993	**A2.2.3.2.8.7.11**	**Iteration 10**	**Interface**	**17 d**	**Wed 1/9/13**	**Fri 2/1/13**					**10.8 hrs**	
5994	A2.2.3.2.8.7.11.1	Iteration 10 Iteration Plan Update	Interface	1 d	Wed 1/9/13	Wed 1/9/13	5990	5995			0 hrs	Des Moines
5995	A2.2.3.2.8.7.11.2	Iteration 10 Kick-off	Interface	1 d	Thu 1/10/13	Thu 1/10/13	5994	5996	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
5996	A2.2.3.2.8.7.11.3	Iteration 10 Development	Interface	10 d	Fri 1/11/13	Fri 1/25/13	5995	5997,6000			0 hrs	Gaithersburg
5997	A2.2.3.2.8.7.11.4	Iteration 10 Functional Unit Test	Interface	4 d	Mon 1/28/13	Thu 1/31/13	5996	5998			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
5998	A2.2.3.2.8.7.11.5	Iteration 10 Demonstration and Closure	Interface	1 d	Fri 2/1/13	Fri 2/1/13	5997		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
5999	**A2.2.3.2.8.7.12**	**Iteration 11**	**Interface**	**17 d**	**Mon 1/28/13**	**Tue 2/19/13**		**6006**			**10.8 hrs**	
6000	A2.2.3.2.8.7.12.1	Iteration 11 Iteration Plan Update	Interface	1 d	Mon 1/28/13	Mon 1/28/13	5996	6001			0 hrs	Des Moines
6001	A2.2.3.2.8.7.12.2	Iteration 11 Kick-off	Interface	1 d	Tue 1/29/13	Tue 1/29/13	6000	6002	D-PMO, D-BA, D-SME	DP	4.8 hrs	Des Moines
6002	A2.2.3.2.8.7.12.3	Iteration 11 Development	Interface	10 d	Wed 1/30/13	Tue 2/12/13	6001	6003			0 hrs	Gaithersburg
6003	A2.2.3.2.8.7.12.4	Iteration 11 Functional Unit Test	Interface	4 d	Wed 2/13/13	Mon 2/18/13	6002	6004			0 hrs	Gaithersburg
6004	A2.2.3.2.8.7.12.5	Iteration 11 Demonstration and Closure	Interface	1 d	Tue 2/19/13	Tue 2/19/13	6003		D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6005	**A2.2.3.2.8.7.13**	**Module Test**	**Interface**	**27 d**	**Wed 2/20/13**	**Thu 3/28/13**					**0 hrs**	
6006	A2.2.3.2.8.7.13.1	Finalize Module Test Scenarios	Interface	5 d	Wed 2/20/13	Tue 2/26/13	5999	6007SS			0 hrs	Des Moines
6007	A2.2.3.2.8.7.13.2	Configure COTS/Automated Test Tools	Interface	5 d	Wed 2/20/13	Tue 2/26/13	6006SS	6008			0 hrs	Des Moines
6008	A2.2.3.2.8.7.13.3	Conduct Test Readiness Review	Interface	1 d	Wed 2/27/13	Wed 2/27/13	6007	6009			0 hrs	Des Moines
6009	A2.2.3.2.8.7.13.4	Conduct Testing	Interface	9 d	Thu 2/28/13	Tue 3/12/13	6008	6010FS-4 d			0 hrs	Gaithersburg
6010	A2.2.3.2.8.7.13.5	Correct Defects	Interface	4 d	Thu 3/7/13	Tue 3/12/13	6009FS-4 d	6011			0 hrs	Gaithersburg
6011	A2.2.3.2.8.7.13.6	Complete Regression Testing	Interface	3 d	Wed 3/13/13	Fri 3/15/13	6010	6012			0 hrs	Gaithersburg
6012	A2.2.3.2.8.7.13.7	Interim Conversion Test Results	Interface	9 d	Mon 3/18/13	Thu 3/28/13	6011				0 hrs	Des Moines
6013	**A2.2.3.3**	**Updated Configuration Management Plan**		**37 d**	**Thu 2/9/12**	**Fri 3/30/12**					**132 hrs**	
6014	**A2.2.3.3.1**	**Update Configuration Management Plan**		**6 d**	**Thu 2/9/12**	**Thu 2/16/12**					**0 hrs**	
6015	A2.2.3.3.1.1	Update Configuration Management Plan		1 d	Thu 2/9/12	Thu 2/9/12	2864SS-28 d	6016			0 hrs	Gaithersburg
6016	A2.2.3.3.1.2	Finalize Deliverable		5 d	Fri 2/10/12	Thu 2/16/12	6015	6018			0 hrs	Gaithersburg
6017	**A2.2.3.3.2**	**Conduct Internal Review**		**5 d**	**Fri 2/17/12**	**Thu 2/23/12**					**0 hrs**	
6018	A2.2.3.3.2.1	Walkthrough with manager and quality assurance		1 d	Fri 2/17/12	Fri 2/17/12	6016	6019			0 hrs	Gaithersburg
6019	A2.2.3.3.2.2	Internal quality assurance review		2 d	Mon 2/20/12	Tue 2/21/12	6018	6020			0 hrs	Gaithersburg
6020	A2.2.3.3.2.3	Update deliverable based on review		1 d	Wed 2/22/12	Wed 2/22/12	6019	6021			0 hrs	Gaithersburg
6021	A2.2.3.3.2.4	Management review/approval for submission to Department		1 d	Thu 2/23/12	Thu 2/23/12	6020	6023			0 hrs	Des Moines
6022	**A2.2.3.3.3**	**Department Review**		**26 d**	**Fri 2/24/12**	**Fri 3/30/12**					**132 hrs**	
6023	A2.2.3.3.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/24/12	Fri 2/24/12	6021	6024	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6024	A2.2.3.3.3.2	Department review of initial submission		15 d	Mon 2/27/12	Fri 3/16/12	6023	6025	D-PMO, D-BA, D-SME	DP	90 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6025	A2.2.3.3.3.3	Update deliverable based on review		1 d	Mon 3/19/12	Mon 3/19/12	6024	6026			0 hrs	Gaithersburg
6026	A2.2.3.3.3.4	Internal quality assurance review		1 d	Tue 3/20/12	Tue 3/20/12	6025	6027			0 hrs	Gaithersburg
6027	A2.2.3.3.3.5	Update deliverable based on review		1 d	Wed 3/21/12	Wed 3/21/12	6026	6028			0 hrs	Gaithersburg
6028	A2.2.3.3.3.6	Management review/approval for submission to Department		1 d	Thu 3/22/12	Thu 3/22/12	6027	6029			0 hrs	Des Moines
6029	A2.2.3.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/23/12	Fri 3/23/12	6028	6030	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6030	A2.2.3.3.3.8	Department review of final submission		5 d	Mon 3/26/12	Fri 3/30/12	6029	6031	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6031	A2.2.3.3.3.9	Department approves deliverable	Milestone	0 d	Fri 3/30/12	Fri 3/30/12	6030				0 hrs	Des Moines
6032	**A2.2.3.4**	**Rules and Rules Engine Documentation**		**65 d**	**Tue 10/2/12**	**Mon 1/7/13**					**228 hrs**	
6033	**A2.2.3.4.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 10/2/12**	**Wed 10/3/12**					**0 hrs**	
6034	A2.2.3.4.1.1	Create DXD for UAT Rules and Rules Engine Expectations		2 d	Tue 10/2/12	Wed 10/3/12	6048FS-28 d	6037			0 hrs	Des Moines
6035	**A2.2.3.4.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 10/4/12**	**Thu 11/1/12**					**96 hrs**	
6036	**A2.2.3.4.2.1**	**Conduct Internal Review**		**3 d**	**Thu 10/4/12**	**Mon 10/8/12**					**0 hrs**	
6037	A2.2.3.4.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 10/4/12	Thu 10/4/12	6034	6038			0 hrs	Des Moines
6038	A2.2.3.4.2.1.2	Update DXD based on review		1 d	Fri 10/5/12	Fri 10/5/12	6037	6039			0 hrs	Des Moines
6039	A2.2.3.4.2.1.3	Management review/approval for submission to Department		1 d	Mon 10/8/12	Mon 10/8/12	6038	6041			0 hrs	Des Moines
6040	**A2.2.3.4.2.2**	**Department Review**		**18 d**	**Tue 10/9/12**	**Thu 11/1/12**					**96 hrs**	
6041	A2.2.3.4.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 10/9/12	Tue 10/9/12	6039	6042	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6042	A2.2.3.4.2.2.2	Department review DXD for Rules and Rules Engine Expectations		10 d	Wed 10/10/12	Tue 10/23/12	6041	6043	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6043	A2.2.3.4.2.2.3	Update DXD based on review as required		1 d	Wed 10/24/12	Wed 10/24/12	6042	6044			0 hrs	Des Moines
6044	A2.2.3.4.2.2.4	Internal quality assurance review and management review/approval		1 d	Thu 10/25/12	Thu 10/25/12	6043	6045			0 hrs	Des Moines
6045	A2.2.3.4.2.2.5	Department review of final submission		5 d	Fri 10/26/12	Thu 11/1/12	6044		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6046	**A2.2.3.4.3**	**Rules and Rules Engine Documentation**		**39 d**	**Wed 11/7/12**	**Mon 1/7/13**					**132 hrs**	
6047	**A2.2.3.4.3.1**	**Develop Rules and Rules Engine Documentation**		**8 d**	**Wed 11/7/12**	**Mon 11/19/12**					**0 hrs**	
6048	A2.2.3.4.3.1.1	Document demonstrations		2 d	Wed 11/7/12	Thu 11/8/12	4649	6034FS-28 d,6049			0 hrs	Des Moines
6049	A2.2.3.4.3.1.2	Confirm population of rules and exceptions		2 d	Fri 11/9/12	Tue 11/13/12	6048	6050			0 hrs	Des Moines
6050	A2.2.3.4.3.1.3	Document validation of configuration data		2 d	Wed 11/14/12	Thu 11/15/12	6049	6051			0 hrs	Des Moines
6051	A2.2.3.4.3.1.4	Finalize Deliverable		2 d	Fri 11/16/12	Mon 11/19/12	6050	6053			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6052	**A2.2.3.4.3.2**	**Conduct Internal Review**		**5 d**	**Tue 11/20/12**	**Wed 11/28/12**					**0 hrs**	
6053	A2.2.3.4.3.2.1	Walkthrough with manager and quality assurance		1 d	Tue 11/20/12	Tue 11/20/12	6051	6054			0 hrs	Des Moines
6054	A2.2.3.4.3.2.2	Internal quality assurance review		2 d	Wed 11/21/12	Mon 11/26/12	6053	6055			0 hrs	Des Moines
6055	A2.2.3.4.3.2.3	Update deliverable based on review		1 d	Tue 11/27/12	Tue 11/27/12	6054	6056			0 hrs	Des Moines
6056	A2.2.3.4.3.2.4	Management review/approval for submission to Department		1 d	Wed 11/28/12	Wed 11/28/12	6055	6058			0 hrs	Des Moines
6057	**A2.2.3.4.3.3**	**Department Review**		**26 d**	**Thu 11/29/12**	**Mon 1/7/13**					**132 hrs**	
6058	A2.2.3.4.3.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/29/12	Thu 11/29/12	6056	6059	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6059	A2.2.3.4.3.3.2	Department review of initial submission		15 d	Fri 11/30/12	Thu 12/20/12	6058	6060	D-PMO, D-BA, D-SME	DP	90 hrs	Des Moines
6060	A2.2.3.4.3.3.3	Update deliverable based on review		1 d	Fri 12/21/12	Fri 12/21/12	6059	6061			0 hrs	Gaithersburg
6061	A2.2.3.4.3.3.4	Internal quality assurance review		1 d	Mon 12/24/12	Mon 12/24/12	6060	6062			0 hrs	Gaithersburg
6062	A2.2.3.4.3.3.5	Update deliverable based on review		1 d	Wed 12/26/12	Wed 12/26/12	6061	6063			0 hrs	Gaithersburg
6063	A2.2.3.4.3.3.6	Management review/approval for submission to Department		1 d	Thu 12/27/12	Thu 12/27/12	6062	6064			0 hrs	Des Moines
6064	A2.2.3.4.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 12/28/12	Fri 12/28/12	6063	6065	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6065	A2.2.3.4.3.3.8	Department review of final submission		5 d	Mon 12/31/12	Mon 1/7/13	6064	6066	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6066	A2.2.3.4.3.3.9	Department approves deliverable	Milestone	0 d	Mon 1/7/13	Mon 1/7/13	6065				0 hrs	Des Moines
6067	**A2.2.3.5**	**Updated Use Cases**		**42 d**	**Mon 3/19/12**	**Tue 5/15/12**					**132 hrs**	
6068	**A2.2.3.5.1**	**Develop Updated Use Cases**		**16 d**	**Mon 3/19/12**	**Mon 4/9/12**					**0 hrs**	
6069	A2.2.3.5.1.1	Extract Use Cases from database		3 d	Mon 3/19/12	Wed 3/21/12	2864SS-1 d	6070			0 hrs	Des Moines
6070	A2.2.3.5.1.2	Confirm and finalize use cases		3 d	Thu 3/22/12	Mon 3/26/12	6069	6071			0 hrs	Gaithersburg
6071	A2.2.3.5.1.3	Finalize Deliverable		5 d	Tue 3/27/12	Mon 4/2/12	6070	6073			0 hrs	Des Moines
6072	**A2.2.3.5.1.4**	**Conduct Internal Review**		**5 d**	**Tue 4/3/12**	**Mon 4/9/12**					**0 hrs**	
6073	A2.2.3.5.1.4.1	Walkthrough with manager and quality assurance		1 d	Tue 4/3/12	Tue 4/3/12	6071	6074			0 hrs	Des Moines
6074	A2.2.3.5.1.4.2	Internal quality assurance review		2 d	Wed 4/4/12	Thu 4/5/12	6073	6075			0 hrs	Des Moines
6075	A2.2.3.5.1.4.3	Update deliverable based on review		1 d	Fri 4/6/12	Fri 4/6/12	6074	6076			0 hrs	Des Moines
6076	A2.2.3.5.1.4.4	Management review/approval for submission to Department		1 d	Mon 4/9/12	Mon 4/9/12	6075	6078			0 hrs	Des Moines
6077	**A2.2.3.5.2**	**Department Review**		**26 d**	**Tue 4/10/12**	**Tue 5/15/12**					**132 hrs**	
6078	A2.2.3.5.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 4/10/12	Tue 4/10/12	6076	6079	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6079	A2.2.3.5.2.2	Department review of initial submission		15 d	Wed 4/11/12	Tue 5/1/12	6078	6080	D-PMO, D-BA, D-SME	DP	90 hrs	Des Moines
6080	A2.2.3.5.2.3	Update deliverable based on review		1 d	Wed 5/2/12	Wed 5/2/12	6079	6081			0 hrs	Gaithersburg
6081	A2.2.3.5.2.4	Internal quality assurance review		1 d	Thu 5/3/12	Thu 5/3/12	6080	6082			0 hrs	Gaithersburg
6082	A2.2.3.5.2.5	Update deliverable based on review		1 d	Fri 5/4/12	Fri 5/4/12	6081	6083			0 hrs	Gaithersburg
6083	A2.2.3.5.2.6	Management review/approval for submission to Department		1 d	Mon 5/7/12	Mon 5/7/12	6082	6084			0 hrs	Des Moines
6084	A2.2.3.5.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 5/8/12	Tue 5/8/12	6083	6085	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6085	A2.2.3.5.2.8	Department review of final submission		5 d	Wed 5/9/12	Tue 5/15/12	6084	6086	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6086	A2.2.3.5.2.9	Department approves deliverable	Milestone	0 d	Tue 5/15/12	Tue 5/15/12	6085				0 hrs	Des Moines
6087	**A2.2.3.6**	**Standard Output Reports**		**42 d**	**Wed 2/1/12**	**Thu 3/29/12**					**234 hrs**	
6088	**A2.2.3.6.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Wed 2/1/12**	**Thu 2/2/12**					**0 hrs**	
6089	A2.2.3.6.1.1	Create DXD for Standard Output Reports		2 d	Wed 2/1/12	Thu 2/2/12	2	6092			0 hrs	Des Moines
6090	**A2.2.3.6.2**	**Deliverable Expectations Document Review and Approval**		**20 d**	**Fri 2/3/12**	**Thu 3/1/12**					**102 hrs**	
6091	**A2.2.3.6.2.1**	**Conduct Internal Review**		**2 d**	**Fri 2/3/12**	**Mon 2/6/12**					**0 hrs**	
6092	A2.2.3.6.2.1.1	Walkthrough with manager and quality assurance		1 d	Fri 2/3/12	Fri 2/3/12	6089	6093			0 hrs	Des Moines
6093	A2.2.3.6.2.1.2	Update DXD based on review		1 d	Mon 2/6/12	Mon 2/6/12	6092	6094SS			0 hrs	Des Moines
6094	A2.2.3.6.2.1.3	Management review/approval for submission to Department		1 d	Mon 2/6/12	Mon 2/6/12	6093SS	6096			0 hrs	Des Moines
6095	**A2.2.3.6.2.2**	**Department Review**		**18 d**	**Tue 2/7/12**	**Thu 3/1/12**					**102 hrs**	
6096	A2.2.3.6.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 2/7/12	Tue 2/7/12	6094	6097	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6097	A2.2.3.6.2.2.2	Department review DXD for Standard Output Reports		10 d	Wed 2/8/12	Tue 2/21/12	6096	6098	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6098	A2.2.3.6.2.2.3	Update DXD based on review as required		1 d	Wed 2/22/12	Wed 2/22/12	6097	6099			0 hrs	Des Moines
6099	A2.2.3.6.2.2.4	Internal quality assurance review and management review/approval for submission		1 d	Thu 2/23/12	Thu 2/23/12	6098	6100	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6100	A2.2.3.6.2.2.5	Department review of final submission		5 d	Fri 2/24/12	Thu 3/1/12	6099		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6101	**A2.2.3.6.3**	**Develop Standard Output Reports**		**11 d**	**Wed 2/1/12**	**Wed 2/15/12**					**0 hrs**	
6102	A2.2.3.6.3.1	Execute and collect the identified standard reports		3 d	Wed 2/1/12	Fri 2/3/12	2864SS-34 d	6103			0 hrs	Des Moines
6103	A2.2.3.6.3.2	Confirm and validate reports		3 d	Mon 2/6/12	Wed 2/8/12	6102	6104			0 hrs	Gaithersburg
6104	A2.2.3.6.3.3	Finalize Deliverable		5 d	Thu 2/9/12	Wed 2/15/12	6103	6106			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6105	**A2.2.3.6.4**	**Conduct Internal Review**		**5 d**	**Thu 2/16/12**	**Wed 2/22/12**					**0 hrs**	
6106	A2.2.3.6.4.1	Walkthrough with manager and quality assurance		1 d	Thu 2/16/12	Thu 2/16/12	6104	6107			0 hrs	Des Moines
6107	A2.2.3.6.4.2	Internal quality assurance review		2 d	Fri 2/17/12	Mon 2/20/12	6106	6108			0 hrs	Des Moines
6108	A2.2.3.6.4.3	Update deliverable based on review		1 d	Tue 2/21/12	Tue 2/21/12	6107	6109			0 hrs	Des Moines
6109	A2.2.3.6.4.4	Management review/approval for submission to Department		1 d	Wed 2/22/12	Wed 2/22/12	6108	6111			0 hrs	Des Moines
6110	**A2.2.3.6.5**	**Department Review**		**26 d**	**Thu 2/23/12**	**Thu 3/29/12**					**132 hrs**	
6111	A2.2.3.6.5.1	Walkthrough and submit deliverable to Department		1 d	Thu 2/23/12	Thu 2/23/12	6109	6112	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6112	A2.2.3.6.5.2	Department review of initial submission		15 d	Fri 2/24/12	Thu 3/15/12	6111	6113	D-PMO, D-BA, D-SME	DP	90 hrs	Des Moines
6113	A2.2.3.6.5.3	Update deliverable based on review		1 d	Fri 3/16/12	Fri 3/16/12	6112	6114			0 hrs	Gaithersburg
6114	A2.2.3.6.5.4	Internal quality assurance review		1 d	Mon 3/19/12	Mon 3/19/12	6113	6115			0 hrs	Gaithersburg
6115	A2.2.3.6.5.5	Update deliverable based on review		1 d	Tue 3/20/12	Tue 3/20/12	6114	6116			0 hrs	Gaithersburg
6116	A2.2.3.6.5.6	Management review/approval for submission to Department		1 d	Wed 3/21/12	Wed 3/21/12	6115	6117			0 hrs	Des Moines
6117	A2.2.3.6.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 3/22/12	Thu 3/22/12	6116	6118	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6118	A2.2.3.6.5.8	Department review of final submission		5 d	Fri 3/23/12	Thu 3/29/12	6117	6119	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6119	A2.2.3.6.5.9	Department approves deliverable	Milestone	0 d	Thu 3/29/12	Thu 3/29/12	6118				0 hrs	Des Moines
6120	**A2.2.3.7**	**Updated Interface Plan**		**39 d**	**Wed 7/18/12**	**Tue 9/11/12**					**132 hrs**	
6121	**A2.2.3.7.1**	**Update Interface Plan**	**Interface**	**8 d**	**Wed 7/18/12**	**Fri 7/27/12**					**0 hrs**	
6122	A2.2.3.7.1.1	Update Interface Plan	Interface	3 d	Wed 7/18/12	Fri 7/20/12	1894	6123			0 hrs	Gaithersburg
6123	A2.2.3.7.1.2	Finalize Deliverable	Interface	5 d	Mon 7/23/12	Fri 7/27/12	6122	6125			0 hrs	Des Moines
6124	**A2.2.3.7.2**	**Conduct Internal Review**		**5 d**	**Mon 7/30/12**	**Fri 8/3/12**					**0 hrs**	
6125	A2.2.3.7.2.1	Walkthrough with manager and quality assurance		1 d	Mon 7/30/12	Mon 7/30/12	6123	6126			0 hrs	Des Moines
6126	A2.2.3.7.2.2	Internal quality assurance review		2 d	Tue 7/31/12	Wed 8/1/12	6125	6127			0 hrs	Des Moines
6127	A2.2.3.7.2.3	Update deliverable based on review		1 d	Thu 8/2/12	Thu 8/2/12	6126	6128			0 hrs	Des Moines
6128	A2.2.3.7.2.4	Management review/approval for submission to Department		1 d	Fri 8/3/12	Fri 8/3/12	6127	6130			0 hrs	Des Moines
6129	**A2.2.3.7.3**	**Department Review**		**26 d**	**Mon 8/6/12**	**Tue 9/11/12**					**132 hrs**	
6130	A2.2.3.7.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 8/6/12	Mon 8/6/12	6128	6131	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6131	A2.2.3.7.3.2	Department review of initial submission		15 d	Tue 8/7/12	Mon 8/27/12	6130	6132	D-PMO, D-BA, D-SME	DP	90 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6132	A2.2.3.7.3.3	Update deliverable based on review		1 d	Tue 8/28/12	Tue 8/28/12	6131	6133			0 hrs	Gaithersburg
6133	A2.2.3.7.3.4	Internal quality assurance review		1 d	Wed 8/29/12	Wed 8/29/12	6132	6134			0 hrs	Gaithersburg
6134	A2.2.3.7.3.5	Update deliverable based on review		1 d	Thu 8/30/12	Thu 8/30/12	6133	6135			0 hrs	Gaithersburg
6135	A2.2.3.7.3.6	Management review/approval for submission to Department		1 d	Fri 8/31/12	Fri 8/31/12	6134	6136			0 hrs	Des Moines
6136	A2.2.3.7.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 9/4/12	Tue 9/4/12	6135	6137	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6137	A2.2.3.7.3.8	Department review of final submission		5 d	Wed 9/5/12	Tue 9/11/12	6136	6138	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6138	A2.2.3.7.3.9	Department approves deliverable	Milestone	0 d	Tue 9/11/12	Tue 9/11/12	6137				0 hrs	Des Moines
6139	**A2.2.3.8**	**User Documentation Manuals**		**75 d**	**Wed 9/5/12**	**Fri 12/21/12**					**2,060 hrs**	
6140	**A2.2.3.8.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Wed 9/5/12**	**Thu 9/6/12**					**0 hrs**	
6141	A2.2.3.8.1.1	Create DXD for User Manuals		2 d	Wed 9/5/12	Thu 9/6/12	6155FS-28 d	6144			0 hrs	Des Moines
6142	**A2.2.3.8.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Fri 9/7/12**	**Fri 10/5/12**					**96 hrs**	
6143	**A2.2.3.8.2.1**	**Conduct Internal Review**		**3 d**	**Fri 9/7/12**	**Tue 9/11/12**					**0 hrs**	
6144	A2.2.3.8.2.1.1	Walkthrough with manager and quality assurance		1 d	Fri 9/7/12	Fri 9/7/12	6141	6145			0 hrs	Des Moines
6145	A2.2.3.8.2.1.2	Update DXD based on review		1 d	Mon 9/10/12	Mon 9/10/12	6144	6146			0 hrs	Des Moines
6146	A2.2.3.8.2.1.3	Management review/approval for submission to Department		1 d	Tue 9/11/12	Tue 9/11/12	6145	6148			0 hrs	Des Moines
6147	**A2.2.3.8.2.2**	**Department Review**		**18 d**	**Wed 9/12/12**	**Fri 10/5/12**					**96 hrs**	
6148	A2.2.3.8.2.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 9/12/12	Wed 9/12/12	6146	6149	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6149	A2.2.3.8.2.2.2	Department review DXD for User Manuals		10 d	Thu 9/13/12	Wed 9/26/12	6148	6150	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6150	A2.2.3.8.2.2.3	Update DXD based on review as required		1 d	Thu 9/27/12	Thu 9/27/12	6149	6151			0 hrs	Des Moines
6151	A2.2.3.8.2.2.4	Internal quality assurance review and management review/approval		1 d	Fri 9/28/12	Fri 9/28/12	6150	6152			0 hrs	Des Moines
6152	A2.2.3.8.2.2.5	Department review of final submission		5 d	Mon 10/1/12	Fri 10/5/12	6151		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6153	**A2.2.3.8.3**	**Early Provider Rollout User Manuals**		**69 d**	**Thu 9/13/12**	**Fri 12/21/12**					**1,964 hrs**	
6154	**A2.2.3.8.3.1**	**Develop User Manuals**		**29 d**	**Wed 10/3/12**	**Tue 11/13/12**					**0 hrs**	
6155	A2.2.3.8.3.1.1	Create User Manuals based on system designs		8 d	Wed 10/3/12	Fri 10/12/12	3045,6141FS-28 d				0 hrs	Des Moines
6156	A2.2.3.8.3.1.2	Confirm and finalize user procedures		8 d	Mon 10/15/12	Wed 10/24/12	6155	6157			0 hrs	Des Moines
6157	A2.2.3.8.3.1.3	Finalize Deliverable		8 d	Thu 10/25/12	Mon 11/5/12	6156	6159			0 hrs	Des Moines
6158	**A2.2.3.8.3.1.4**	**Conduct Internal Review**		**5 d**	**Tue 11/6/12**	**Tue 11/13/12**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6159	A2.2.3.8.3.1.4.1	Walkthrough with manager and quality assurance		1 d	Tue 11/6/12	Tue 11/6/12	6157	6160			0 hrs	Des Moines
6160	A2.2.3.8.3.1.4.2	Internal quality assurance review		2 d	Wed 11/7/12	Thu 11/8/12	6159	6161			0 hrs	Des Moines
6161	A2.2.3.8.3.1.4.3	Update deliverable based on review		1 d	Fri 11/9/12	Fri 11/9/12	6160	6162			0 hrs	Des Moines
6162	A2.2.3.8.3.1.4.4	Management review/approval for submission to Department		1 d	Tue 11/13/12	Tue 11/13/12	6161	6164			0 hrs	Des Moines
6163	**A2.2.3.8.3.2**	**Department Review**		**26 d**	**Wed 11/14/12**	**Fri 12/21/12**		**7213**			**174 hrs**	
6164	A2.2.3.8.3.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 11/14/12	Wed 11/14/12	6162	6165	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6165	A2.2.3.8.3.2.2	Department review of initial submission		15 d	Thu 11/15/12	Fri 12/7/12	6164	6166	D-PMO, D-BA, D-SME	DP	126 hrs	Des Moines
6166	A2.2.3.8.3.2.3	Update deliverable based on review		1 d	Mon 12/10/12	Mon 12/10/12	6165	6167			0 hrs	Gaithersburg
6167	A2.2.3.8.3.2.4	Internal quality assurance review		1 d	Tue 12/11/12	Tue 12/11/12	6166	6168			0 hrs	Gaithersburg
6168	A2.2.3.8.3.2.5	Update deliverable based on review		1 d	Wed 12/12/12	Wed 12/12/12	6167	6169			0 hrs	Gaithersburg
6169	A2.2.3.8.3.2.6	Management review/approval for submission to Department		1 d	Thu 12/13/12	Thu 12/13/12	6168	6170			0 hrs	Des Moines
6170	A2.2.3.8.3.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 12/14/12	Fri 12/14/12	6169	6171	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6171	A2.2.3.8.3.2.8	Department review of final submission		5 d	Mon 12/17/12	Fri 12/21/12	6170	6172	D-PMO, D-BA, D-SME	DP	36 hrs	Des Moines
6172	A2.2.3.8.3.2.9	Department approves deliverable	Milestone	0 d	Fri 12/21/12	Fri 12/21/12	6171				0 hrs	Des Moines
6173	**A2.2.3.8.3.3**	**MMIS Release User Manuals**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**1,790 hrs**	
6174	**A2.2.3.8.3.3.1**	**Member Management**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**218 hrs**	
6175	**A2.2.3.8.3.3.1.1**	**Develop User Manuals**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**0 hrs**	
6176	A2.2.3.8.3.3.1.1.1	Create User Manuals based on system designs		10 d	Thu 9/13/12	Wed 9/26/12	1691	6177			0 hrs	Des Moines
6177	A2.2.3.8.3.3.1.1.2	Confirm and finalize user procedures		10 d	Thu 9/27/12	Wed 10/10/12	6176	6178			0 hrs	Des Moines
6178	A2.2.3.8.3.3.1.1.3	Finalize Deliverable		10 d	Thu 10/11/12	Wed 10/24/12	6177	6180			0 hrs	Des Moines
6179	**A2.2.3.8.3.3.1.1.4**	**Conduct Internal Review**		**5 d**	**Thu 10/25/12**	**Wed 10/31/12**					**0 hrs**	
6180	A2.2.3.8.3.3.1.1.4.1	Walkthrough with manager and quality		1 d	Thu 10/25/12	Thu 10/25/12	6178	6181			0 hrs	Des Moines
6181	A2.2.3.8.3.3.1.1.4.2	Internal quality assurance review		2 d	Fri 10/26/12	Mon 10/29/12	6180	6182			0 hrs	Des Moines
6182	A2.2.3.8.3.3.1.1.4.3	Update deliverable based on review		1 d	Tue 10/30/12	Tue 10/30/12	6181	6183			0 hrs	Des Moines
6183	A2.2.3.8.3.3.1.1.4.4	Management review/approval for		1 d	Wed 10/31/12	Wed 10/31/12	6182	6185			0 hrs	Des Moines
6184	**A2.2.3.8.3.3.1.2**	**Department Review**		**26 d**	**Thu 11/1/12**	**Tue 12/11/12**					**218 hrs**	
6185	A2.2.3.8.3.3.1.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/1/12	Thu 11/1/12	6183	6186,7232	D-PMO, D-BA, D-SME, D-UMMS	DP	8 hrs	Des Moines
6186	A2.2.3.8.3.3.1.2.2	Department review of initial submission		15 d	Fri 11/2/12	Tue 11/27/12	6185	6187	D-PMO, D-BA, D-SME, D-UMMS	DP	156 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6187	A2.2.3.8.3.3.1.2.3	Update deliverable based on review		1 d	Wed 11/28/12	Wed 11/28/12	6186	6188			0 hrs	Gaithersburg
6188	A2.2.3.8.3.3.1.2.4	Internal quality assurance review		1 d	Thu 11/29/12	Thu 11/29/12	6187	6189			0 hrs	Gaithersburg
6189	A2.2.3.8.3.3.1.2.5	Update deliverable based on review		1 d	Fri 11/30/12	Fri 11/30/12	6188	6190			0 hrs	Gaithersburg
6190	A2.2.3.8.3.3.1.2.6	Management review/approval for		1 d	Mon 12/3/12	Mon 12/3/12	6189	6191			0 hrs	Des Moines
6191	A2.2.3.8.3.3.1.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 12/4/12	Tue 12/4/12	6190	6192	D-PMO, D-BA, D-SME, D-UMMS	DP	8 hrs	Des Moines
6192	A2.2.3.8.3.3.1.2.8	Department review of final submission		5 d	Wed 12/5/12	Tue 12/11/12	6191	6193	D-PMO, D-BA, D-SME, D-UMMS	DP	46 hrs	Des Moines
6193	A2.2.3.8.3.3.1.2.9	Department approves deliverable	Milestone	0 d	Tue 12/11/12	Tue 12/11/12	6192				0 hrs	Des Moines
6194	**A2.2.3.8.3.3.2**	**Provider Management**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**262 hrs**	
6195	**A2.2.3.8.3.3.2.1**	**Develop User Manuals**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**0 hrs**	
6196	A2.2.3.8.3.3.2.1.1	Create User Manuals based on system designs		10 d	Thu 9/13/12	Wed 9/26/12	1691	6197			0 hrs	Des Moines
6197	A2.2.3.8.3.3.2.1.2	Confirm and finalize user procedures		10 d	Thu 9/27/12	Wed 10/10/12	6196	6198			0 hrs	Des Moines
6198	A2.2.3.8.3.3.2.1.3	Finalize Deliverable		10 d	Thu 10/11/12	Wed 10/24/12	6197	6200			0 hrs	Des Moines
6199	**A2.2.3.8.3.3.2.1.4**	**Conduct Internal Review**		**5 d**	**Thu 10/25/12**	**Wed 10/31/12**					**0 hrs**	
6200	A2.2.3.8.3.3.2.1.4.1	Walkthrough with manager and quality		1 d	Thu 10/25/12	Thu 10/25/12	6198	6201			0 hrs	Des Moines
6201	A2.2.3.8.3.3.2.1.4.2	Internal quality assurance review		2 d	Fri 10/26/12	Mon 10/29/12	6200	6202			0 hrs	Des Moines
6202	A2.2.3.8.3.3.2.1.4.3	Update deliverable based on review		1 d	Tue 10/30/12	Tue 10/30/12	6201	6203			0 hrs	Des Moines
6203	A2.2.3.8.3.3.2.1.4.4	Management review/approval for		1 d	Wed 10/31/12	Wed 10/31/12	6202	6205			0 hrs	Des Moines
6204	**A2.2.3.8.3.3.2.2**	**Department Review**		**26 d**	**Thu 11/1/12**	**Tue 12/11/12**					**262 hrs**	
6205	A2.2.3.8.3.3.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/1/12	Thu 11/1/12	6203	6206	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
6206	A2.2.3.8.3.3.2.2.2	Department review of initial submission		15 d	Fri 11/2/12	Tue 11/27/12	6205	6207	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	186 hrs	Des Moines
6207	A2.2.3.8.3.3.2.2.3	Update deliverable based on review		1 d	Wed 11/28/12	Wed 11/28/12	6206	6208			0 hrs	Gaithersburg
6208	A2.2.3.8.3.3.2.2.4	Internal quality assurance review		1 d	Thu 11/29/12	Thu 11/29/12	6207	6209			0 hrs	Gaithersburg
6209	A2.2.3.8.3.3.2.2.5	Update deliverable based on review		1 d	Fri 11/30/12	Fri 11/30/12	6208	6210			0 hrs	Gaithersburg
6210	A2.2.3.8.3.3.2.2.6	Management review/approval for		1 d	Mon 12/3/12	Mon 12/3/12	6209	6211			0 hrs	Des Moines
6211	A2.2.3.8.3.3.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 12/4/12	Tue 12/4/12	6210	6212	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
6212	A2.2.3.8.3.3.2.2.8	Department review of final submission		5 d	Wed 12/5/12	Tue 12/11/12	6211	6213	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	56 hrs	Des Moines
6213	A2.2.3.8.3.3.2.2.9	Department approves deliverable	Milestone	0 d	Tue 12/11/12	Tue 12/11/12	6212				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6214	**A2.2.3.8.3.3.3**	**Operations Management**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**262 hrs**	
6215	**A2.2.3.8.3.3.3.1**	**Develop User Manuals**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**0 hrs**	
6216	A2.2.3.8.3.3.3.1.1	Create User Manuals based on system designs		10 d	Thu 9/13/12	Wed 9/26/12	1691	6217			0 hrs	Des Moines
6217	A2.2.3.8.3.3.3.1.2	Confirm and finalize user procedures		10 d	Thu 9/27/12	Wed 10/10/12	6216	6218			0 hrs	Des Moines
6218	A2.2.3.8.3.3.3.1.3	Finalize Deliverable		10 d	Thu 10/11/12	Wed 10/24/12	6217	6220			0 hrs	Des Moines
6219	**A2.2.3.8.3.3.3.1.4**	**Conduct Internal Review**		**5 d**	**Thu 10/25/12**	**Wed 10/31/12**					**0 hrs**	
6220	A2.2.3.8.3.3.3.1.4.1	Walkthrough with manager and quality		1 d	Thu 10/25/12	Thu 10/25/12	6218	6221			0 hrs	Des Moines
6221	A2.2.3.8.3.3.3.1.4.2	Internal quality assurance review		2 d	Fri 10/26/12	Mon 10/29/12	6220	6222			0 hrs	Des Moines
6222	A2.2.3.8.3.3.3.1.4.3	Update deliverable based on review		1 d	Tue 10/30/12	Tue 10/30/12	6221	6223			0 hrs	Des Moines
6223	A2.2.3.8.3.3.3.1.4.4	Management review/approval for		1 d	Wed 10/31/12	Wed 10/31/12	6222	6225			0 hrs	Des Moines
6224	**A2.2.3.8.3.3.3.2**	**Department Review**		**26 d**	**Thu 11/1/12**	**Tue 12/11/12**					**262 hrs**	
6225	A2.2.3.8.3.3.3.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/1/12	Thu 11/1/12	6223	6226	D-PMO, D-BA, D-SME, D-UMMDS, D-UMRV	DP	10 hrs	Des Moines
6226	A2.2.3.8.3.3.3.2.2	Department review of initial submission		15 d	Fri 11/2/12	Tue 11/27/12	6225	6227	D-PMO, D-BA, D-SME, D-UMMDS, D-UMRV	DP	186 hrs	Des Moines
6227	A2.2.3.8.3.3.3.2.3	Update deliverable based on review		1 d	Wed 11/28/12	Wed 11/28/12	6226	6228			0 hrs	Gaithersburg
6228	A2.2.3.8.3.3.3.2.4	Internal quality assurance review		1 d	Thu 11/29/12	Thu 11/29/12	6227	6229			0 hrs	Gaithersburg
6229	A2.2.3.8.3.3.3.2.5	Update deliverable based on review		1 d	Fri 11/30/12	Fri 11/30/12	6228	6230			0 hrs	Gaithersburg
6230	A2.2.3.8.3.3.3.2.6	Management review/approval for		1 d	Mon 12/3/12	Mon 12/3/12	6229	6231			0 hrs	Des Moines
6231	A2.2.3.8.3.3.3.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 12/4/12	Tue 12/4/12	6230	6232	D-PMO, D-BA, D-SME, D-UMMDS, D-UMRV	DP	10 hrs	Des Moines
6232	A2.2.3.8.3.3.3.2.8	Department review of final submission		5 d	Wed 12/5/12	Tue 12/11/12	6231	6233	D-PMO, D-BA, D-SME, D-UMMDS, D-UMRV	DP	56 hrs	Des Moines
6233	A2.2.3.8.3.3.3.2.9	Department approves deliverable	Milestone	0 d	Tue 12/11/12	Tue 12/11/12	6232				0 hrs	Des Moines
6234	**A2.2.3.8.3.3.4**	**Program Management**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**350 hrs**	
6235	**A2.2.3.8.3.3.4.1**	**Develop User Manuals**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**0 hrs**	
6236	A2.2.3.8.3.3.4.1.1	Create User Manuals based on system designs		10 d	Thu 9/13/12	Wed 9/26/12	1691	6237			0 hrs	Des Moines
6237	A2.2.3.8.3.3.4.1.2	Confirm and finalize user procedures		10 d	Thu 9/27/12	Wed 10/10/12	6236	6238			0 hrs	Des Moines
6238	A2.2.3.8.3.3.4.1.3	Finalize Deliverable		10 d	Thu 10/11/12	Wed 10/24/12	6237	6240			0 hrs	Des Moines
6239	**A2.2.3.8.3.3.4.1.4**	**Conduct Internal Review**		**5 d**	**Thu 10/25/12**	**Wed 10/31/12**					**0 hrs**	
6240	A2.2.3.8.3.3.4.1.4.1	Walkthrough with manager and quality		1 d	Thu 10/25/12	Thu 10/25/12	6238	6241			0 hrs	Des Moines
6241	A2.2.3.8.3.3.4.1.4.2	Internal quality assurance review		2 d	Fri 10/26/12	Mon 10/29/12	6240	6242			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6242	A2.2.3.8.3.3.4.1.4.3	Update deliverable based on review		1 d	Tue 10/30/12	Tue 10/30/12	6241	6243			0 hrs	Des Moines
6243	A2.2.3.8.3.3.4.1.4.4	Management review/approval for		1 d	Wed 10/31/12	Wed 10/31/12	6242	6245			0 hrs	Des Moines
6244	**A2.2.3.8.3.3.4.2**	**Department Review**		**26 d**	**Thu 11/1/12**	**Tue 12/11/12**					**350 hrs**	
6245	A2.2.3.8.3.3.4.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/1/12	Thu 11/1/12	6243	6246	D-PMO, D-BA, D-SME, D-UMPA, D-UMRV,	DP	14 hrs	Des Moines
6246	A2.2.3.8.3.3.4.2.2	Department review of initial submission		15 d	Fri 11/2/12	Tue 11/27/12	6245	6247	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	246 hrs	Des Moines
6247	A2.2.3.8.3.3.4.2.3	Update deliverable based on review		1 d	Wed 11/28/12	Wed 11/28/12	6246	6248			0 hrs	Gaithersburg
6248	A2.2.3.8.3.3.4.2.4	Internal quality assurance review		1 d	Thu 11/29/12	Thu 11/29/12	6247	6249			0 hrs	Gaithersburg
6249	A2.2.3.8.3.3.4.2.5	Update deliverable based on review		1 d	Fri 11/30/12	Fri 11/30/12	6248	6250			0 hrs	Gaithersburg
6250	A2.2.3.8.3.3.4.2.6	Management review/approval for		1 d	Mon 12/3/12	Mon 12/3/12	6249	6251			0 hrs	Des Moines
6251	A2.2.3.8.3.3.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 12/4/12	Tue 12/4/12	6250	6252	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	14 hrs	Des Moines
6252	A2.2.3.8.3.3.4.2.8	Department review of final submission		5 d	Wed 12/5/12	Tue 12/11/12	6251	6253	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	76 hrs	Des Moines
6253	A2.2.3.8.3.3.4.2.9	Department approves deliverable	Milestone	0 d	Tue 12/11/12	Tue 12/11/12	6252				0 hrs	Des Moines
6254	**A2.2.3.8.3.3.5**	**Program Integrity**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**218 hrs**	
6255	**A2.2.3.8.3.3.5.1**	**Develop User Manuals**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**0 hrs**	
6256	A2.2.3.8.3.3.5.1.1	Create User Manuals based on system designs		10 d	Thu 9/13/12	Wed 9/26/12	1691	6257			0 hrs	Des Moines
6257	A2.2.3.8.3.3.5.1.2	Confirm and finalize user procedures		10 d	Thu 9/27/12	Wed 10/10/12	6256	6258			0 hrs	Des Moines
6258	A2.2.3.8.3.3.5.1.3	Finalize Deliverable		10 d	Thu 10/11/12	Wed 10/24/12	6257	6260			0 hrs	Des Moines
6259	**A2.2.3.8.3.3.5.1.4**	**Conduct Internal Review**		**5 d**	**Thu 10/25/12**	**Wed 10/31/12**					**0 hrs**	
6260	A2.2.3.8.3.3.5.1.4.1	Walkthrough with manager and quality		1 d	Thu 10/25/12	Thu 10/25/12	6258	6261			0 hrs	Des Moines
6261	A2.2.3.8.3.3.5.1.4.2	Internal quality assurance review		2 d	Fri 10/26/12	Mon 10/29/12	6260	6262			0 hrs	Des Moines
6262	A2.2.3.8.3.3.5.1.4.3	Update deliverable based on review		1 d	Tue 10/30/12	Tue 10/30/12	6261	6263			0 hrs	Des Moines
6263	A2.2.3.8.3.3.5.1.4.4	Management review/approval for		1 d	Wed 10/31/12	Wed 10/31/12	6262	6265			0 hrs	Des Moines
6264	**A2.2.3.8.3.3.5.2**	**Department Review**		**26 d**	**Thu 11/1/12**	**Tue 12/11/12**					**218 hrs**	
6265	A2.2.3.8.3.3.5.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/1/12	Thu 11/1/12	6263	6266	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
6266	A2.2.3.8.3.3.5.2.2	Department review of initial submission		15 d	Fri 11/2/12	Tue 11/27/12	6265	6267	D-PMO, D-BA, D-SME, D-UMPI	DP	156 hrs	Des Moines
6267	A2.2.3.8.3.3.5.2.3	Update deliverable based on review		1 d	Wed 11/28/12	Wed 11/28/12	6266	6268			0 hrs	Gaithersburg
6268	A2.2.3.8.3.3.5.2.4	Internal quality assurance review		1 d	Thu 11/29/12	Thu 11/29/12	6267	6269			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6269	A2.2.3.8.3.3.5.2.5	Update deliverable based on review		1 d	Fri 11/30/12	Fri 11/30/12	6268	6270			0 hrs	Gaithersburg
6270	A2.2.3.8.3.3.5.2.6	Management review/approval for		1 d	Mon 12/3/12	Mon 12/3/12	6269	6271			0 hrs	Des Moines
6271	A2.2.3.8.3.3.5.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 12/4/12	Tue 12/4/12	6270	6272	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
6272	A2.2.3.8.3.3.5.2.8	Department review of final submission		5 d	Wed 12/5/12	Tue 12/11/12	6271	6273	D-PMO, D-BA, D-SME, D-UMPI	DP	46 hrs	Des Moines
6273	A2.2.3.8.3.3.5.2.9	Department approves deliverable	Milestone	0 d	Tue 12/11/12	Tue 12/11/12	6272				0 hrs	Des Moines
6274	**A2.2.3.8.3.3.6**	**Care Management**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**262 hrs**	
6275	**A2.2.3.8.3.3.6.1**	**Develop User Manuals**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**0 hrs**	
6276	A2.2.3.8.3.3.6.1.1	Create User Manuals based on system designs		10 d	Thu 9/13/12	Wed 9/26/12	1691	6277			0 hrs	Des Moines
6277	A2.2.3.8.3.3.6.1.2	Confirm and finalize user procedures		10 d	Thu 9/27/12	Wed 10/10/12	6276	6278			0 hrs	Des Moines
6278	A2.2.3.8.3.3.6.1.3	Finalize Deliverable		10 d	Thu 10/11/12	Wed 10/24/12	6277	6280			0 hrs	Des Moines
6279	**A2.2.3.8.3.3.6.1.4**	**Conduct Internal Review**		**5 d**	**Thu 10/25/12**	**Wed 10/31/12**					**0 hrs**	
6280	A2.2.3.8.3.3.6.1.4.1	Walkthrough with manager and quality		1 d	Thu 10/25/12	Thu 10/25/12	6278	6281			0 hrs	Des Moines
6281	A2.2.3.8.3.3.6.1.4.2	Internal quality assurance review		2 d	Fri 10/26/12	Mon 10/29/12	6280	6282			0 hrs	Des Moines
6282	A2.2.3.8.3.3.6.1.4.3	Update deliverable based on review		1 d	Tue 10/30/12	Tue 10/30/12	6281	6283			0 hrs	Des Moines
6283	A2.2.3.8.3.3.6.1.4.4	Management review/approval for		1 d	Wed 10/31/12	Wed 10/31/12	6282	6285			0 hrs	Des Moines
6284	**A2.2.3.8.3.3.6.2**	**Department Review**		**26 d**	**Thu 11/1/12**	**Tue 12/11/12**					**262 hrs**	
6285	A2.2.3.8.3.3.6.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/1/12	Thu 11/1/12	6283	6286	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
6286	A2.2.3.8.3.3.6.2.2	Department review of initial submission		15 d	Fri 11/2/12	Tue 11/27/12	6285	6287	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	186 hrs	Des Moines
6287	A2.2.3.8.3.3.6.2.3	Update deliverable based on review		1 d	Wed 11/28/12	Wed 11/28/12	6286	6288			0 hrs	Gaithersburg
6288	A2.2.3.8.3.3.6.2.4	Internal quality assurance review		1 d	Thu 11/29/12	Thu 11/29/12	6287	6289			0 hrs	Gaithersburg
6289	A2.2.3.8.3.3.6.2.5	Update deliverable based on review		1 d	Fri 11/30/12	Fri 11/30/12	6288	6290			0 hrs	Gaithersburg
6290	A2.2.3.8.3.3.6.2.6	Management review/approval for		1 d	Mon 12/3/12	Mon 12/3/12	6289	6291			0 hrs	Des Moines
6291	A2.2.3.8.3.3.6.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 12/4/12	Tue 12/4/12	6290	6292	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
6292	A2.2.3.8.3.3.6.2.8	Department review of final submission		5 d	Wed 12/5/12	Tue 12/11/12	6291	6293	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	56 hrs	Des Moines
6293	A2.2.3.8.3.3.6.2.9	Department approves deliverable	Milestone	0 d	Tue 12/11/12	Tue 12/11/12	6292				0 hrs	Des Moines
6294	**A2.2.3.8.3.3.7**	**Architecture**		**61 d**	**Thu 9/13/12**	**Tue 12/11/12**					**218 hrs**	
6295	**A2.2.3.8.3.3.7.1**	**Develop User Manuals**		**35 d**	**Thu 9/13/12**	**Wed 10/31/12**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6296	A2.2.3.8.3.3.7.1.1	Create User Manuals based on system designs		10 d	Thu 9/13/12	Wed 9/26/12	1691	6297			0 hrs	Des Moines
6297	A2.2.3.8.3.3.7.1.2	Confirm and finalize user procedures		10 d	Thu 9/27/12	Wed 10/10/12	6296	6298			0 hrs	Des Moines
6298	A2.2.3.8.3.3.7.1.3	Finalize Deliverable		10 d	Thu 10/11/12	Wed 10/24/12	6297	6300			0 hrs	Des Moines
6299	**A2.2.3.8.3.3.7.1.4**	**Conduct Internal Review**		**5 d**	**Thu 10/25/12**	**Wed 10/31/12**					**0 hrs**	
6300	A2.2.3.8.3.3.7.1.4.1	Walkthrough with manager and quality		1 d	Thu 10/25/12	Thu 10/25/12	6298	6301			0 hrs	Des Moines
6301	A2.2.3.8.3.3.7.1.4.2	Internal quality assurance review		2 d	Fri 10/26/12	Mon 10/29/12	6300	6302			0 hrs	Des Moines
6302	A2.2.3.8.3.3.7.1.4.3	Update deliverable based on review		1 d	Tue 10/30/12	Tue 10/30/12	6301	6303			0 hrs	Des Moines
6303	A2.2.3.8.3.3.7.1.4.4	Management review/approval for		1 d	Wed 10/31/12	Wed 10/31/12	6302	6305			0 hrs	Des Moines
6304	**A2.2.3.8.3.3.7.2**	**Department Review**		**26 d**	**Thu 11/1/12**	**Tue 12/11/12**					**218 hrs**	
6305	A2.2.3.8.3.3.7.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 11/1/12	Thu 11/1/12	6303	6306	D-PMO, D-BA, D-SME, D-UMCO	DP	8 hrs	Des Moines
6306	A2.2.3.8.3.3.7.2.2	Department review of initial submission		15 d	Fri 11/2/12	Tue 11/27/12	6305	6307	D-PMO, D-BA, D-SME, D-UMCO	DP	156 hrs	Des Moines
6307	A2.2.3.8.3.3.7.2.3	Update deliverable based on review		1 d	Wed 11/28/12	Wed 11/28/12	6306	6308			0 hrs	Gaithersburg
6308	A2.2.3.8.3.3.7.2.4	Internal quality assurance review		1 d	Thu 11/29/12	Thu 11/29/12	6307	6309			0 hrs	Gaithersburg
6309	A2.2.3.8.3.3.7.2.5	Update deliverable based on review		1 d	Fri 11/30/12	Fri 11/30/12	6308	6310			0 hrs	Gaithersburg
6310	A2.2.3.8.3.3.7.2.6	Management review/approval for		1 d	Mon 12/3/12	Mon 12/3/12	6309	6311			0 hrs	Des Moines
6311	A2.2.3.8.3.3.7.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 12/4/12	Tue 12/4/12	6310	6312	D-PMO, D-BA, D-SME, D-UMCO	DP	8 hrs	Des Moines
6312	A2.2.3.8.3.3.7.2.8	Department review of final submission		5 d	Wed 12/5/12	Tue 12/11/12	6311	6313	D-PMO, D-BA, D-SME, D-UMCO	DP	46 hrs	Des Moines
6313	A2.2.3.8.3.3.7.2.9	Department approves deliverable	Milestone	0 d	Tue 12/11/12	Tue 12/11/12	6312				0 hrs	Des Moines
6314	**A2.2.4**	**Testing**		**657 d**	**Wed 2/1/12**	**Fri 9/5/14**			**BA, APS#7, PA#4, PA#5, PA#7, PA#8, APS#5, TST, APS#6, SBA, SME, APS#16, PA#11, PA#13, TST#5, APS#25, SBA#2, APS#27, PA#15, APS#28, PA#16, PA#17, TST#8, SBA#3, PA#18, APS#31, PA#19, PA#20, APS#32, APS#33, BA#4,**	**TN**	**138,478.02 hrs**	
6315	A2.2.4.1	Integration Testing Resources		124 d	Fri 10/4/13	Thu 4/3/14	2339	6316	DCOM, FM, IM, PMS, PMO, SIM, TESM, TDS, TDS#2, AMCO, QM	TN	11,083.2 hrs	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6316	A2.2.4.2	UAT/ORR Testing Resources		97 d	Fri 4/4/14	Wed 8/20/14	6315	8250	DCOM, FM, IM, PMS, PMO, SIM, TESM, TDS, TDS#2,	TN	8,165.82 hrs	
6317	A2.2.4.12	Development Resources		176 d	Wed 10/30/13	Mon 7/14/14			APS#56, APS#57, PA#26, PA#27, PA#28, PA#29, PA#30, PA#31, PA#32, PA#33, PA#34, PA#35, PA#36, APS#58, APS#59, APS#60, APS#61, APS#62, APS#63, APS#64, APS#65, PA#37, PA#38, PA#39, PA#40, PA#41, PA#42, PA#43, PA#44, PA#45, APS#66, APS#67,	TN	52,088 hrs	
6318	**A2.2.4.3**	**Testing Environments**		**465 d**	**Mon 4/30/12**	**Wed 3/5/14**					**0 hrs**	
6319	**A2.2.4.3.1**	**Unit Testing Environment**		**51 d**	**Mon 4/30/12**	**Wed 7/11/12**					**0 hrs**	
6320	**A2.2.4.3.1.1**	**Plan and Procure Infrastructure and Environment**		**31 d**	**Mon 5/14/12**	**Tue 6/26/12**					**0 hrs**	
6321	A2.2.4.3.1.1.1	Purchase Order to Acquire/Purchase Equipment for		5 d	Mon 5/14/12	Fri 5/18/12	2867FS-45 d	6322FS+20 d			0 hrs	Gaithersburg
6322	A2.2.4.3.1.1.2	Equipment available for set up		1 d	Tue 6/19/12	Tue 6/19/12	6321FS+20 d	6323			0 hrs	Des Moines
6323	A2.2.4.3.1.1.3	Configure Equipment		5 d	Wed 6/20/12	Tue 6/26/12	6322				0 hrs	Des Moines
6324	**A2.2.4.3.1.2**	**Establish Connectivity and Test**		**51 d**	**Mon 4/30/12**	**Wed 7/11/12**					**0 hrs**	
6325	A2.2.4.3.1.2.1	Procure Telecom		1 d	Mon 4/30/12	Mon 4/30/12	2867FS-55 d	6326FS+40 d			0 hrs	Gaithersburg
6326	A2.2.4.3.1.2.2	Establish Communication Link with Facility		5 d	Wed 6/27/12	Tue 7/3/12	6325FS+40 d	6327			0 hrs	Des Moines
6327	A2.2.4.3.1.2.3	Test equipment configuration and connectivity		5 d	Thu 7/5/12	Wed 7/11/12	6326				0 hrs	Des Moines
6328	**A2.2.4.3.2**	**Module Testing Environment**		**51 d**	**Tue 11/27/12**	**Fri 2/8/13**					**0 hrs**	
6329	**A2.2.4.3.2.1**	**Plan and Procure Infrastructure and Environment**		**31 d**	**Tue 12/11/12**	**Fri 1/25/13**					**0 hrs**	
6330	A2.2.4.3.2.1.1	Purchase Order to Acquire/Purchase Equipment for		5 d	Tue 12/11/12	Mon 12/17/12	2934FS-45 d	6331FS+20 d			0 hrs	Gaithersburg
6331	A2.2.4.3.2.1.2	Equipment available for set up		1 d	Thu 1/17/13	Thu 1/17/13	6330FS+20 d	6332			0 hrs	Des Moines
6332	A2.2.4.3.2.1.3	Configure Equipment		5 d	Fri 1/18/13	Fri 1/25/13	6331				0 hrs	Des Moines
6333	**A2.2.4.3.2.2**	**Establish Connectivity and Test**		**51 d**	**Tue 11/27/12**	**Fri 2/8/13**					**0 hrs**	
6334	A2.2.4.3.2.2.1	Procure Telecom		1 d	Tue 11/27/12	Tue 11/27/12	2934FS-55 d	6335FS+40 d			0 hrs	Des Moines
6335	A2.2.4.3.2.2.2	Establish Communication Link with Facility		5 d	Mon 1/28/13	Fri 2/1/13	6334FS+40 d	6336			0 hrs	Des Moines
6336	A2.2.4.3.2.2.3	Test equipment configuration and connectivity		5 d	Mon 2/4/13	Fri 2/8/13	6335				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6337	**A2.2.4.3.3**	**Integration Testing Environment**		**86 d**	**Mon 10/8/12**	**Tue 2/12/13**					**0 hrs**	
6338	**A2.2.4.3.3.1**	**Plan and Procure Infrastructure and Environment**		**31 d**	**Fri 12/28/12**	**Tue 2/12/13**					**0 hrs**	
6339	A2.2.4.3.3.1.1	Purchase Order to Acquire/Purchase Equipment for		5 d	Fri 12/28/12	Fri 1/4/13	7058	6340FS+20 d			0 hrs	Gaithersburg
6340	A2.2.4.3.3.1.2	Equipment available for set up		1 d	Tue 2/5/13	Tue 2/5/13	6339FS+20 d	6341			0 hrs	Des Moines
6341	A2.2.4.3.3.1.3	Configure Equipment		5 d	Wed 2/6/13	Tue 2/12/13	6340				0 hrs	Des Moines
6342	**A2.2.4.3.3.2**	**Establish Connectivity and Test**		**51 d**	**Mon 10/8/12**	**Thu 12/20/12**					**0 hrs**	
6343	A2.2.4.3.3.2.1	Procure Telecom		1 d	Mon 10/8/12	Mon 10/8/12	7058FS-55 d	6344FS+40 d			0 hrs	Gaithersburg
6344	A2.2.4.3.3.2.2	Establish Communication Link with Facility		5 d	Fri 12/7/12	Thu 12/13/12	6343FS+40 d	6345			0 hrs	Des Moines
6345	A2.2.4.3.3.2.3	Test equipment configuration and connectivity		5 d	Fri 12/14/12	Thu 12/20/12	6344				0 hrs	Des Moines
6346	**A2.2.4.3.4**	**UAT Environment**		**51 d**	**Fri 12/20/13**	**Wed 3/5/14**					**0 hrs**	
6347	**A2.2.4.3.4.1**	**Plan and Procure Infrastructure and Environment**		**31 d**	**Tue 1/7/14**	**Wed 2/19/14**					**0 hrs**	
6348	A2.2.4.3.4.1.1	Purchase Order to Acquire/Purchase Equipment for		5 d	Tue 1/7/14	Mon 1/13/14	7140FS-45 d	6349FS+20 d			0 hrs	Gaithersburg
6349	A2.2.4.3.4.1.2	Equipment available for set up		1 d	Wed 2/12/14	Wed 2/12/14	6348FS+20 d	6350			0 hrs	Des Moines
6350	A2.2.4.3.4.1.3	Configure Equipment		5 d	Thu 2/13/14	Wed 2/19/14	6349				0 hrs	Des Moines
6351	**A2.2.4.3.4.2**	**Establish Connectivity and Test**		**51 d**	**Fri 12/20/13**	**Wed 3/5/14**					**0 hrs**	
6352	A2.2.4.3.4.2.1	Procure Telecom		1 d	Fri 12/20/13	Fri 12/20/13	7140FS-55 d	6353FS+40 d			0 hrs	Gaithersburg
6353	A2.2.4.3.4.2.2	Establish Communication Link with Facility		5 d	Thu 2/20/14	Wed 2/26/14	6352FS+40 d	6354			0 hrs	Des Moines
6354	A2.2.4.3.4.2.3	Test equipment configuration and connectivity		5 d	Thu 2/27/14	Wed 3/5/14	6353				0 hrs	Des Moines
6355	**A2.2.4.4**	**Test Plans**		**487 d**	**Mon 4/16/12**	**Fri 3/21/14**					**912 hrs**	
6356	**A2.2.4.4.1**	**Unit Test Plan**		**62 d**	**Mon 4/16/12**	**Thu 7/12/12**					**198 hrs**	
6357	**A2.2.4.4.1.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Mon 4/16/12**	**Tue 4/17/12**					**0 hrs**	
6358	A2.2.4.4.1.1.1	Create DXD for Unit Test Plan		2 d	Mon 4/16/12	Tue 4/17/12	6371FS-28 d	6361			0 hrs	Des Moines
6359	**A2.2.4.4.1.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Wed 4/18/12**	**Wed 5/16/12**					**96 hrs**	
6360	**A2.2.4.4.1.2.1**	**Conduct Internal Review**		**3 d**	**Wed 4/18/12**	**Fri 4/20/12**					**0 hrs**	
6361	A2.2.4.4.1.2.1.1	Walkthrough with manager and quality assurance		1 d	Wed 4/18/12	Wed 4/18/12	6358	6362			0 hrs	Des Moines
6362	A2.2.4.4.1.2.1.2	Update DXD based on review		1 d	Thu 4/19/12	Thu 4/19/12	6361	6363			0 hrs	Des Moines
6363	A2.2.4.4.1.2.1.3	Management review/approval for submission to Department		1 d	Fri 4/20/12	Fri 4/20/12	6362	6365			0 hrs	Des Moines
6364	**A2.2.4.4.1.2.2**	**Department Review**		**18 d**	**Mon 4/23/12**	**Wed 5/16/12**					**96 hrs**	
6365	A2.2.4.4.1.2.2.1	Walkthrough and submit deliverable to Department		1 d	Mon 4/23/12	Mon 4/23/12	6363	6366	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6366	A2.2.4.4.1.2.2.2	Department review DXD for Test Plan		10 d	Tue 4/24/12	Mon 5/7/12	6365	6367	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6367	A2.2.4.4.1.2.2.3	Update DXD based on review as required		1 d	Tue 5/8/12	Tue 5/8/12	6366	6368			0 hrs	Des Moines
6368	A2.2.4.4.1.2.2.4	Internal quality assurance review and management		1 d	Wed 5/9/12	Wed 5/9/12	6367	6369			0 hrs	Des Moines
6369	A2.2.4.4.1.2.2.5	Department review of final submission		5 d	Thu 5/10/12	Wed 5/16/12	6368		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6370	**A2.2.4.4.1.3**	**Unit Test Plans**		**11 d**	**Mon 5/21/12**	**Tue 6/5/12**					**0 hrs**	
6371	A2.2.4.4.1.3.1	Create Unit Test Plans		3 d	Mon 5/21/12	Wed 5/23/12	2871FS-55 d	6358FS-28 d,6372			0 hrs	Des Moines
6372	A2.2.4.4.1.3.2	Confirm and finalize test cases, processes, and procedures		3 d	Thu 5/24/12	Tue 5/29/12	6371	6373			0 hrs	Des Moines
6373	A2.2.4.4.1.3.3	Finalize deliverable and testing schedule		5 d	Wed 5/30/12	Tue 6/5/12	6372	6375			0 hrs	Des Moines
6374	**A2.2.4.4.1.4**	**Conduct Internal Review**		**5 d**	**Wed 6/6/12**	**Tue 6/12/12**					**0 hrs**	
6375	A2.2.4.4.1.4.1	Walkthrough with manager and quality assurance		1 d	Wed 6/6/12	Wed 6/6/12	6373	6376			0 hrs	Des Moines
6376	A2.2.4.4.1.4.2	Internal quality assurance review		2 d	Thu 6/7/12	Fri 6/8/12	6375	6377			0 hrs	Des Moines
6377	A2.2.4.4.1.4.3	Update deliverable based on review		1 d	Mon 6/11/12	Mon 6/11/12	6376	6378			0 hrs	Des Moines
6378	A2.2.4.4.1.4.4	Management review/approval for submission to Department		1 d	Tue 6/12/12	Tue 6/12/12	6377	6380			0 hrs	Des Moines
6379	**A2.2.4.4.1.5**	**Department Review**		**21 d**	**Wed 6/13/12**	**Thu 7/12/12**					**102 hrs**	
6380	A2.2.4.4.1.5.1	Walkthrough and submit deliverable to Department		1 d	Wed 6/13/12	Wed 6/13/12	6378	6381	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6381	A2.2.4.4.1.5.2	Department review of initial submission		10 d	Thu 6/14/12	Wed 6/27/12	6380	6382	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6382	A2.2.4.4.1.5.3	Update deliverable based on review		1 d	Thu 6/28/12	Thu 6/28/12	6381	6383			0 hrs	Des Moines
6383	A2.2.4.4.1.5.4	Internal quality assurance review		1 d	Fri 6/29/12	Fri 6/29/12	6382	6384			0 hrs	Des Moines
6384	A2.2.4.4.1.5.5	Update deliverable based on review		1 d	Mon 7/2/12	Mon 7/2/12	6383	6385			0 hrs	Des Moines
6385	A2.2.4.4.1.5.6	Management review/approval for submission to Department		1 d	Tue 7/3/12	Tue 7/3/12	6384	6386			0 hrs	Des Moines
6386	A2.2.4.4.1.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 7/5/12	Thu 7/5/12	6385	6387	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6387	A2.2.4.4.1.5.8	Department review of final submission		5 d	Fri 7/6/12	Thu 7/12/12	6386	6388	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6388	A2.2.4.4.1.5.9	Department approves deliverable	Milestone	0 d	Thu 7/12/12	Thu 7/12/12	6387				0 hrs	Des Moines
6389	**A2.2.4.4.2**	**Rules Test Plan**		**37 d**	**Wed 9/5/12**	**Thu 10/25/12**					**102 hrs**	
6390	**A2.2.4.4.2.1**	**Rules Test Plans**		**11 d**	**Wed 9/5/12**	**Wed 9/19/12**					**0 hrs**	
6391	A2.2.4.4.2.1.1	Create Rules Test Plans		3 d	Wed 9/5/12	Fri 9/7/12	4662FS-55 d	6392			0 hrs	Des Moines
6392	A2.2.4.4.2.1.2	Confirm and finalize test cases, processes, and procedures		3 d	Mon 9/10/12	Wed 9/12/12	6391	6393			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6393	A2.2.4.4.2.1.3	Finalize deliverables and schedule		5 d	Thu 9/13/12	Wed 9/19/12	6392	6395			0 hrs	Des Moines
6394	**A2.2.4.4.2.2**	**Conduct Internal Review**		**5 d**	**Thu 9/20/12**	**Wed 9/26/12**					**0 hrs**	
6395	A2.2.4.4.2.2.1	Walkthrough with manager and quality assurance		1 d	Thu 9/20/12	Thu 9/20/12	6393	6396			0 hrs	Des Moines
6396	A2.2.4.4.2.2.2	Internal quality assurance review		2 d	Fri 9/21/12	Mon 9/24/12	6395	6397			0 hrs	Des Moines
6397	A2.2.4.4.2.2.3	Update deliverable based on review		1 d	Tue 9/25/12	Tue 9/25/12	6396	6398			0 hrs	Des Moines
6398	A2.2.4.4.2.2.4	Management review/approval for submission to Department		1 d	Wed 9/26/12	Wed 9/26/12	6397	6400			0 hrs	Des Moines
6399	**A2.2.4.4.2.3**	**Department Review**		**21 d**	**Thu 9/27/12**	**Thu 10/25/12**					**102 hrs**	
6400	A2.2.4.4.2.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 9/27/12	Thu 9/27/12	6398	6401	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6401	A2.2.4.4.2.3.2	Department review of initial submission		10 d	Fri 9/28/12	Thu 10/11/12	6400	6402	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6402	A2.2.4.4.2.3.3	Update deliverable based on review		1 d	Fri 10/12/12	Fri 10/12/12	6401	6403			0 hrs	Des Moines
6403	A2.2.4.4.2.3.4	Internal quality assurance review		1 d	Mon 10/15/12	Mon 10/15/12	6402	6404			0 hrs	Des Moines
6404	A2.2.4.4.2.3.5	Update deliverable based on review		1 d	Tue 10/16/12	Tue 10/16/12	6403	6405			0 hrs	Des Moines
6405	A2.2.4.4.2.3.6	Management review/approval for submission to Department		1 d	Wed 10/17/12	Wed 10/17/12	6404	6406			0 hrs	Des Moines
6406	A2.2.4.4.2.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 10/18/12	Thu 10/18/12	6405	6407	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6407	A2.2.4.4.2.3.8	Department review of final submission		5 d	Fri 10/19/12	Thu 10/25/12	6406	6408	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6408	A2.2.4.4.2.3.9	Department approves deliverable	Milestone	0 d	Thu 10/25/12	Thu 10/25/12	6407				0 hrs	Des Moines
6409	**A2.2.4.4.3**	**Module Test Plan**		**37 d**	**Tue 11/27/12**	**Fri 1/18/13**					**102 hrs**	
6410	**A2.2.4.4.3.1**	**Module Test Plans**		**11 d**	**Tue 11/27/12**	**Tue 12/11/12**					**0 hrs**	
6411	A2.2.4.4.3.1.1	Create Integration Test Plans		3 d	Tue 11/27/12	Thu 11/29/12	2934FS-55 d	6412			0 hrs	Des Moines
6412	A2.2.4.4.3.1.2	Confirm and finalize test cases, processes, and procedures		3 d	Fri 11/30/12	Tue 12/4/12	6411	6413			0 hrs	Des Moines
6413	A2.2.4.4.3.1.3	Finalize deliverable and schedule		5 d	Wed 12/5/12	Tue 12/11/12	6412	6415			0 hrs	Des Moines
6414	**A2.2.4.4.3.2**	**Conduct Internal Review**		**5 d**	**Wed 12/12/12**	**Tue 12/18/12**					**0 hrs**	
6415	A2.2.4.4.3.2.1	Walkthrough with manager and quality assurance		1 d	Wed 12/12/12	Wed 12/12/12	6413	6416			0 hrs	Des Moines
6416	A2.2.4.4.3.2.2	Internal quality assurance review		2 d	Thu 12/13/12	Fri 12/14/12	6415	6417			0 hrs	Des Moines
6417	A2.2.4.4.3.2.3	Update deliverable based on review		1 d	Mon 12/17/12	Mon 12/17/12	6416	6418			0 hrs	Des Moines
6418	A2.2.4.4.3.2.4	Management review/approval for submission to Department		1 d	Tue 12/18/12	Tue 12/18/12	6417	6420			0 hrs	Des Moines
6419	**A2.2.4.4.3.3**	**Department Review**		**21 d**	**Wed 12/19/12**	**Fri 1/18/13**					**102 hrs**	
6420	A2.2.4.4.3.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 12/19/12	Wed 12/19/12	6418	6421	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6421	A2.2.4.4.3.3.2	Department review of initial submission		10 d	Thu 12/20/12	Fri 1/4/13	6420	6422	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6422	A2.2.4.4.3.3.3	Update deliverable based on review		1 d	Mon 1/7/13	Mon 1/7/13	6421	6423			0 hrs	Des Moines
6423	A2.2.4.4.3.3.4	Internal quality assurance review		1 d	Tue 1/8/13	Tue 1/8/13	6422	6424			0 hrs	Des Moines
6424	A2.2.4.4.3.3.5	Update deliverable based on review		1 d	Wed 1/9/13	Wed 1/9/13	6423	6425			0 hrs	Des Moines
6425	A2.2.4.4.3.3.6	Management review/approval for submission to Department		1 d	Thu 1/10/13	Thu 1/10/13	6424	6426			0 hrs	Des Moines
6426	A2.2.4.4.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 1/11/13	Fri 1/11/13	6425	6427	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6427	A2.2.4.4.3.3.8	Department review of final submission		5 d	Mon 1/14/13	Fri 1/18/13	6426	6428	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6428	A2.2.4.4.3.3.9	Department approves deliverable	Milestone	0 d	Fri 1/18/13	Fri 1/18/13	6427				0 hrs	Des Moines
6429	**A2.2.4.4.4**	**Integration Test Plan**		**254 d**	**Thu 10/11/12**	**Mon 10/14/13**					**204 hrs**	
6430	**A2.2.4.4.4.1**	**Early Provider Rollout**		**37 d**	**Thu 10/11/12**	**Wed 12/5/12**					**102 hrs**	
6431	**A2.2.4.4.4.1.1**	**Integration Test Plans**		**11 d**	**Thu 10/11/12**	**Thu 10/25/12**					**0 hrs**	
6432	A2.2.4.4.4.1.1.1	Create Integration Test Plans		3 d	Thu 10/11/12	Mon 10/15/12	7064FS-60 d	6433			0 hrs	Des Moines
6433	A2.2.4.4.4.1.1.2	Confirm and finalize test cases, processes, and		3 d	Tue 10/16/12	Thu 10/18/12	6432	6434			0 hrs	Des Moines
6434	A2.2.4.4.4.1.1.3	Finalize deliverable and schedule		5 d	Fri 10/19/12	Thu 10/25/12	6433	6436			0 hrs	Des Moines
6435	**A2.2.4.4.4.1.2**	**Conduct Internal Review**		**5 d**	**Fri 10/26/12**	**Thu 11/1/12**					**0 hrs**	
6436	A2.2.4.4.4.1.2.1	Walkthrough with manager and quality assurance		1 d	Fri 10/26/12	Fri 10/26/12	6434	6437			0 hrs	Des Moines
6437	A2.2.4.4.4.1.2.2	Internal quality assurance review		2 d	Mon 10/29/12	Tue 10/30/12	6436	6438			0 hrs	Des Moines
6438	A2.2.4.4.4.1.2.3	Update deliverable based on review		1 d	Wed 10/31/12	Wed 10/31/12	6437	6439			0 hrs	Des Moines
6439	A2.2.4.4.4.1.2.4	Management review/approval for submission to Department		1 d	Thu 11/1/12	Thu 11/1/12	6438	6441			0 hrs	Des Moines
6440	**A2.2.4.4.4.1.3**	**Department Review**		**21 d**	**Fri 11/2/12**	**Wed 12/5/12**					**102 hrs**	
6441	A2.2.4.4.4.1.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 11/2/12	Fri 11/2/12	6439	6442	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6442	A2.2.4.4.4.1.3.2	Department review of initial submission		10 d	Mon 11/5/12	Mon 11/19/12	6441	6443	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6443	A2.2.4.4.4.1.3.3	Update deliverable based on review		1 d	Tue 11/20/12	Tue 11/20/12	6442	6444			0 hrs	Des Moines
6444	A2.2.4.4.4.1.3.4	Internal quality assurance review		1 d	Wed 11/21/12	Wed 11/21/12	6443	6445			0 hrs	Des Moines
6445	A2.2.4.4.4.1.3.5	Update deliverable based on review		1 d	Mon 11/26/12	Mon 11/26/12	6444	6446			0 hrs	Des Moines
6446	A2.2.4.4.4.1.3.6	Management review/approval for submission to Department		1 d	Tue 11/27/12	Tue 11/27/12	6445	6447			0 hrs	Des Moines
6447	A2.2.4.4.4.1.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 11/28/12	Wed 11/28/12	6446	6448	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6448	A2.2.4.4.4.1.3.8	Department review of final submission		5 d	Thu 11/29/12	Wed 12/5/12	6447	6449	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6449	A2.2.4.4.4.1.3.9	Department approves deliverable	Milestone	0 d	Wed 12/5/12	Wed 12/5/12	6448				0 hrs	Des Moines
6450	**A2.2.4.4.4.2**	**MMIS System**		**37 d**	**Thu 8/22/13**	**Mon 10/14/13**					**102 hrs**	
6451	**A2.2.4.4.4.2.1**	**Integration Test Plans**		**11 d**	**Thu 8/22/13**	**Fri 9/6/13**					**0 hrs**	
6452	A2.2.4.4.4.2.1.1	Create Integration Test Plans		3 d	Thu 8/22/13	Mon 8/26/13	7085FS-55 d	6453			0 hrs	Des Moines
6453	A2.2.4.4.4.2.1.2	Confirm and finalize test cases, processes, and		3 d	Tue 8/27/13	Thu 8/29/13	6452	6454			0 hrs	Des Moines
6454	A2.2.4.4.4.2.1.3	Finalize deliverable and schedule		5 d	Fri 8/30/13	Fri 9/6/13	6453	6456			0 hrs	Des Moines
6455	**A2.2.4.4.4.2.2**	**Conduct Internal Review**		**5 d**	**Mon 9/9/13**	**Fri 9/13/13**					**0 hrs**	
6456	A2.2.4.4.4.2.2.1	Walkthrough with manager and quality assurance		1 d	Mon 9/9/13	Mon 9/9/13	6454	6457			0 hrs	Des Moines
6457	A2.2.4.4.4.2.2.2	Internal quality assurance review		2 d	Tue 9/10/13	Wed 9/11/13	6456	6458			0 hrs	Des Moines
6458	A2.2.4.4.4.2.2.3	Update deliverable based on review		1 d	Thu 9/12/13	Thu 9/12/13	6457	6459			0 hrs	Des Moines
6459	A2.2.4.4.4.2.2.4	Management review/approval for submission to Department		1 d	Fri 9/13/13	Fri 9/13/13	6458	6461			0 hrs	Des Moines
6460	**A2.2.4.4.4.2.3**	**Department Review**		**21 d**	**Mon 9/16/13**	**Mon 10/14/13**					**102 hrs**	
6461	A2.2.4.4.4.2.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 9/16/13	Mon 9/16/13	6459	6462	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6462	A2.2.4.4.4.2.3.2	Department review of initial submission		10 d	Tue 9/17/13	Mon 9/30/13	6461	6463	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6463	A2.2.4.4.4.2.3.3	Update deliverable based on review		1 d	Tue 10/1/13	Tue 10/1/13	6462	6464			0 hrs	Des Moines
6464	A2.2.4.4.4.2.3.4	Internal quality assurance review		1 d	Wed 10/2/13	Wed 10/2/13	6463	6465			0 hrs	Des Moines
6465	A2.2.4.4.4.2.3.5	Update deliverable based on review		1 d	Thu 10/3/13	Thu 10/3/13	6464	6466			0 hrs	Des Moines
6466	A2.2.4.4.4.2.3.6	Management review/approval for submission to Department		1 d	Fri 10/4/13	Fri 10/4/13	6465	6467			0 hrs	Des Moines
6467	A2.2.4.4.4.2.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 10/7/13	Mon 10/7/13	6466	6468	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6468	A2.2.4.4.4.2.3.8	Department review of final submission		5 d	Tue 10/8/13	Mon 10/14/13	6467	6469	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6469	A2.2.4.4.4.2.3.9	Department approves deliverable	Milestone	0 d	Mon 10/14/13	Mon 10/14/13	6468				0 hrs	Des Moines
6470	**A2.2.4.4.5**	**User Acceptance Test Plan**		**283 d**	**Thu 2/7/13**	**Fri 3/21/14**					**306 hrs**	
6471	**A2.2.4.4.5.1**	**Early Provider Rollout User Acceptance Test Plan**		**37 d**	**Thu 2/7/13**	**Fri 3/29/13**					**102 hrs**	
6472	**A2.2.4.4.5.1.1**	**User Acceptance Test Plans**		**11 d**	**Thu 2/7/13**	**Thu 2/21/13**					**0 hrs**	
6473	A2.2.4.4.5.1.1.1	Create User Acceptance Test Plans		3 d	Thu 2/7/13	Mon 2/11/13	7119FS-60 d	6474			0 hrs	Des Moines
6474	A2.2.4.4.5.1.1.2	Confirm and finalize test cases, processes, and		3 d	Tue 2/12/13	Thu 2/14/13	6473	6475			0 hrs	Des Moines
6475	A2.2.4.4.5.1.1.3	Finalize deliverable and schedule		5 d	Fri 2/15/13	Thu 2/21/13	6474	6477			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6476	**A2.2.4.4.5.1.2**	**Conduct Internal Review**		**5 d**	**Fri 2/22/13**	**Thu 2/28/13**					**0 hrs**	
6477	A2.2.4.4.5.1.2.1	Walkthrough with manager and quality assurance		1 d	Fri 2/22/13	Fri 2/22/13	6475	6478			0 hrs	Des Moines
6478	A2.2.4.4.5.1.2.2	Internal quality assurance review		2 d	Mon 2/25/13	Tue 2/26/13	6477	6479			0 hrs	Des Moines
6479	A2.2.4.4.5.1.2.3	Update deliverable based on review		1 d	Wed 2/27/13	Wed 2/27/13	6478	6480			0 hrs	Des Moines
6480	A2.2.4.4.5.1.2.4	Management review/approval for submission to Department		1 d	Thu 2/28/13	Thu 2/28/13	6479	6482			0 hrs	Des Moines
6481	**A2.2.4.4.5.1.3**	**Department Review**		**21 d**	**Fri 3/1/13**	**Fri 3/29/13**					**102 hrs**	
6482	A2.2.4.4.5.1.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 3/1/13	Fri 3/1/13	6480	6483	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6483	A2.2.4.4.5.1.3.2	Department review of initial submission		10 d	Mon 3/4/13	Fri 3/15/13	6482	6484	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6484	A2.2.4.4.5.1.3.3	Update deliverable based on review		1 d	Mon 3/18/13	Mon 3/18/13	6483	6485			0 hrs	Des Moines
6485	A2.2.4.4.5.1.3.4	Internal quality assurance review		1 d	Tue 3/19/13	Tue 3/19/13	6484	6486			0 hrs	Des Moines
6486	A2.2.4.4.5.1.3.5	Update deliverable based on review		1 d	Wed 3/20/13	Wed 3/20/13	6485	6487			0 hrs	Des Moines
6487	A2.2.4.4.5.1.3.6	Management review/approval for submission to Department		1 d	Thu 3/21/13	Thu 3/21/13	6486	6488			0 hrs	Des Moines
6488	A2.2.4.4.5.1.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/22/13	Fri 3/22/13	6487	6489	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6489	A2.2.4.4.5.1.3.8	Department review of final submission		5 d	Mon 3/25/13	Fri 3/29/13	6488	6490	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6490	A2.2.4.4.5.1.3.9	Department approves deliverable	Milestone	0 d	Fri 3/29/13	Fri 3/29/13	6489				0 hrs	Des Moines
6491	**A2.2.4.4.5.2**	**MMIS User Acceptance Test Plan**		**37 d**	**Fri 12/20/13**	**Thu 2/13/14**					**102 hrs**	
6492	**A2.2.4.4.5.2.1**	**User Acceptance Test Plans**		**11 d**	**Fri 12/20/13**	**Tue 1/7/14**					**0 hrs**	
6493	A2.2.4.4.5.2.1.1	Create User Acceptance Test Plans		3 d	Fri 12/20/13	Tue 12/24/13	7140FS-55 d	6494			0 hrs	Des Moines
6494	A2.2.4.4.5.2.1.2	Confirm and finalize test cases, processes, and		3 d	Thu 12/26/13	Mon 12/30/13	6493	6495			0 hrs	Des Moines
6495	A2.2.4.4.5.2.1.3	Finalize deliverable and schedule		5 d	Tue 12/31/13	Tue 1/7/14	6494	6497			0 hrs	Des Moines
6496	**A2.2.4.4.5.2.2**	**Conduct Internal Review**		**5 d**	**Wed 1/8/14**	**Tue 1/14/14**					**0 hrs**	
6497	A2.2.4.4.5.2.2.1	Walkthrough with manager and quality assurance		1 d	Wed 1/8/14	Wed 1/8/14	6495	6498			0 hrs	Des Moines
6498	A2.2.4.4.5.2.2.2	Internal quality assurance review		2 d	Thu 1/9/14	Fri 1/10/14	6497	6499			0 hrs	Des Moines
6499	A2.2.4.4.5.2.2.3	Update deliverable based on review		1 d	Mon 1/13/14	Mon 1/13/14	6498	6500			0 hrs	Des Moines
6500	A2.2.4.4.5.2.2.4	Management review/approval for submission to Department		1 d	Tue 1/14/14	Tue 1/14/14	6499	6502			0 hrs	Des Moines
6501	**A2.2.4.4.5.2.3**	**Department Review**		**21 d**	**Wed 1/15/14**	**Thu 2/13/14**					**102 hrs**	
6502	A2.2.4.4.5.2.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 1/15/14	Wed 1/15/14	6500	6503	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6503	A2.2.4.4.5.2.3.2	Department review of initial submission		10 d	Thu 1/16/14	Thu 1/30/14	6502	6504	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6504	A2.2.4.4.5.2.3.3	Update deliverable based on review		1 d	Fri 1/31/14	Fri 1/31/14	6503	6505			0 hrs	Des Moines
6505	A2.2.4.4.5.2.3.4	Internal quality assurance review		1 d	Mon 2/3/14	Mon 2/3/14	6504	6506			0 hrs	Des Moines
6506	A2.2.4.4.5.2.3.5	Update deliverable based on review		1 d	Tue 2/4/14	Tue 2/4/14	6505	6507			0 hrs	Des Moines
6507	A2.2.4.4.5.2.3.6	Management review/approval for submission to Department		1 d	Wed 2/5/14	Wed 2/5/14	6506	6508			0 hrs	Des Moines
6508	A2.2.4.4.5.2.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 2/6/14	Thu 2/6/14	6507	6509	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6509	A2.2.4.4.5.2.3.8	Department review of final submission		5 d	Fri 2/7/14	Thu 2/13/14	6508	6510	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6510	A2.2.4.4.5.2.3.9	Department approves deliverable	Milestone	0 d	Thu 2/13/14	Thu 2/13/14	6509				0 hrs	Des Moines
6511	**A2.2.4.4.5.3**	**Operational Readiness Test Plan**		**37 d**	**Thu 1/30/14**	**Fri 3/21/14**					**102 hrs**	
6512	**A2.2.4.4.5.3.1**	**Operational Readiness Test Plans**		**11 d**	**Thu 1/30/14**	**Thu 2/13/14**					**0 hrs**	
6513	A2.2.4.4.5.3.1.1	Create Operational Readiness Test Plans		3 d	Thu 1/30/14	Mon 2/3/14	7251FS-55 d	6514			0 hrs	Des Moines
6514	A2.2.4.4.5.3.1.2	Confirm and finalize test cases, processes, and		3 d	Tue 2/4/14	Thu 2/6/14	6513	6515			0 hrs	Des Moines
6515	A2.2.4.4.5.3.1.3	Finalize Deliverable		5 d	Fri 2/7/14	Thu 2/13/14	6514	6517			0 hrs	Des Moines
6516	**A2.2.4.4.5.3.2**	**Conduct Internal Review**		**5 d**	**Fri 2/14/14**	**Thu 2/20/14**					**0 hrs**	
6517	A2.2.4.4.5.3.2.1	Walkthrough with manager and quality assurance		1 d	Fri 2/14/14	Fri 2/14/14	6515	6518			0 hrs	Des Moines
6518	A2.2.4.4.5.3.2.2	Internal quality assurance review		2 d	Mon 2/17/14	Tue 2/18/14	6517	6519			0 hrs	Des Moines
6519	A2.2.4.4.5.3.2.3	Update deliverable based on review		1 d	Wed 2/19/14	Wed 2/19/14	6518	6520			0 hrs	Des Moines
6520	A2.2.4.4.5.3.2.4	Management review/approval for submission to Department		1 d	Thu 2/20/14	Thu 2/20/14	6519	6522			0 hrs	Des Moines
6521	**A2.2.4.4.5.3.3**	**Department Review**		**21 d**	**Fri 2/21/14**	**Fri 3/21/14**					**102 hrs**	
6522	A2.2.4.4.5.3.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 2/21/14	Fri 2/21/14	6520	6523	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6523	A2.2.4.4.5.3.3.2	Department review of initial submission		10 d	Mon 2/24/14	Fri 3/7/14	6522	6524	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6524	A2.2.4.4.5.3.3.3	Update deliverable based on review		1 d	Mon 3/10/14	Mon 3/10/14	6523	6525			0 hrs	Des Moines
6525	A2.2.4.4.5.3.3.4	Internal quality assurance review		1 d	Tue 3/11/14	Tue 3/11/14	6524	6526			0 hrs	Des Moines
6526	A2.2.4.4.5.3.3.5	Update deliverable based on review		1 d	Wed 3/12/14	Wed 3/12/14	6525	6527			0 hrs	Des Moines
6527	A2.2.4.4.5.3.3.6	Management review/approval for submission to Department		1 d	Thu 3/13/14	Thu 3/13/14	6526	6528			0 hrs	Des Moines
6528	A2.2.4.4.5.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/14/14	Fri 3/14/14	6527	6529	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6529	A2.2.4.4.5.3.3.8	Department review of final submission		5 d	Mon 3/17/14	Fri 3/21/14	6528	6530	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6530	A2.2.4.4.5.3.3.9	Department approves deliverable	Milestone	0 d	Fri 3/21/14	Fri 3/21/14	6529				0 hrs	Des Moines
6531	**A2.2.4.5**	**Test Cases and Scripts**		**550 d**	**Wed 2/1/12**	**Fri 4/4/14**					**810 hrs**	
6532	**A2.2.4.5.1**	**Unit Test Cases and Scripts**		**48 d**	**Wed 2/1/12**	**Fri 4/6/12**					**198 hrs**	
6533	**A2.2.4.5.1.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Wed 2/1/12**	**Thu 2/2/12**					**0 hrs**	
6534	A2.2.4.5.1.1.1	Create DXD for Unit Test Cases and Scripts		2 d	Wed 2/1/12	Thu 2/2/12	2	6537			0 hrs	Des Moines
6535	**A2.2.4.5.1.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Fri 2/3/12**	**Fri 3/2/12**					**96 hrs**	
6536	**A2.2.4.5.1.2.1**	**Conduct Internal Review**		**3 d**	**Fri 2/3/12**	**Tue 2/7/12**					**0 hrs**	
6537	A2.2.4.5.1.2.1.1	Walkthrough with manager and quality assurance		1 d	Fri 2/3/12	Fri 2/3/12	6534	6538			0 hrs	Des Moines
6538	A2.2.4.5.1.2.1.2	Update DXD based on review		1 d	Mon 2/6/12	Mon 2/6/12	6537	6539			0 hrs	Des Moines
6539	A2.2.4.5.1.2.1.3	Management review/approval for submission to Department		1 d	Tue 2/7/12	Tue 2/7/12	6538	6541			0 hrs	Des Moines
6540	**A2.2.4.5.1.2.2**	**Department Review**		**18 d**	**Wed 2/8/12**	**Fri 3/2/12**					**96 hrs**	
6541	A2.2.4.5.1.2.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 2/8/12	Wed 2/8/12	6539	6542	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6542	A2.2.4.5.1.2.2.2	Department review DXD for Test Cases and Scripts		10 d	Thu 2/9/12	Wed 2/22/12	6541	6543	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6543	A2.2.4.5.1.2.2.3	Update DXD based on review as required		1 d	Thu 2/23/12	Thu 2/23/12	6542	6544			0 hrs	Des Moines
6544	A2.2.4.5.1.2.2.4	Internal quality assurance review and management review/approval for		1 d	Fri 2/24/12	Fri 2/24/12	6543	6545			0 hrs	Des Moines
6545	A2.2.4.5.1.2.2.5	Department review of final submission		5 d	Mon 2/27/12	Fri 3/2/12	6544		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6546	**A2.2.4.5.1.3**	**Unit Test Cases and Scripts**		**8 d**	**Tue 2/21/12**	**Thu 3/1/12**					**0 hrs**	
6547	A2.2.4.5.1.3.1	Create Unit Test Cases and Scripts		3 d	Tue 2/21/12	Thu 2/23/12	2864SS-20 d	6548			0 hrs	Gaithersburg
6548	A2.2.4.5.1.3.2	Finalize deliverable		5 d	Fri 2/24/12	Thu 3/1/12	6547	6550			0 hrs	Des Moines
6549	**A2.2.4.5.1.4**	**Conduct Internal Review**		**5 d**	**Fri 3/2/12**	**Thu 3/8/12**					**0 hrs**	
6550	A2.2.4.5.1.4.1	Walkthrough with manager and quality assurance		1 d	Fri 3/2/12	Fri 3/2/12	6548	6551			0 hrs	Des Moines
6551	A2.2.4.5.1.4.2	Internal quality assurance review		2 d	Mon 3/5/12	Tue 3/6/12	6550	6552			0 hrs	Des Moines
6552	A2.2.4.5.1.4.3	Update deliverable based on review		1 d	Wed 3/7/12	Wed 3/7/12	6551	6553			0 hrs	Des Moines
6553	A2.2.4.5.1.4.4	Management review/approval for submission to Department		1 d	Thu 3/8/12	Thu 3/8/12	6552	6555			0 hrs	Des Moines
6554	**A2.2.4.5.1.5**	**Department Review**		**21 d**	**Fri 3/9/12**	**Fri 4/6/12**					**102 hrs**	
6555	A2.2.4.5.1.5.1	Walkthrough and submit deliverable to Department		1 d	Fri 3/9/12	Fri 3/9/12	6553	6556	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6556	A2.2.4.5.1.5.2	Department review of initial submission		10 d	Mon 3/12/12	Fri 3/23/12	6555	6557	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6557	A2.2.4.5.1.5.3	Update deliverable based on review		1 d	Mon 3/26/12	Mon 3/26/12	6556	6558			0 hrs	Des Moines
6558	A2.2.4.5.1.5.4	Internal quality assurance review		1 d	Tue 3/27/12	Tue 3/27/12	6557	6559			0 hrs	Des Moines
6559	A2.2.4.5.1.5.5	Update deliverable based on review		1 d	Wed 3/28/12	Wed 3/28/12	6558	6560			0 hrs	Des Moines
6560	A2.2.4.5.1.5.6	Management review/approval for submission to Department		1 d	Thu 3/29/12	Thu 3/29/12	6559	6561			0 hrs	Des Moines
6561	A2.2.4.5.1.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/30/12	Fri 3/30/12	6560	6562	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6562	A2.2.4.5.1.5.8	Department review of final submission		5 d	Mon 4/2/12	Fri 4/6/12	6561	6563	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6563	A2.2.4.5.1.5.9	Department approves deliverable	Milestone	0 d	Fri 4/6/12	Fri 4/6/12	6562				0 hrs	Des Moines
6564	**A2.2.4.5.2**	**Rules Test Cases and Scripts**		**34 d**	**Wed 9/19/12**	**Mon 11/5/12**					**102 hrs**	
6565	**A2.2.4.5.2.1**	**Rules Test Cases and Scripts**		**8 d**	**Wed 9/19/12**	**Fri 9/28/12**					**0 hrs**	
6566	A2.2.4.5.2.1.1	Create Rules Test Cases and Scripts		3 d	Wed 9/19/12	Fri 9/21/12	4662FS-45 d	6567			0 hrs	Des Moines
6567	A2.2.4.5.2.1.2	Finalize deliverable		5 d	Mon 9/24/12	Fri 9/28/12	6566	6569			0 hrs	Des Moines
6568	**A2.2.4.5.2.2**	**Conduct Internal Review**		**5 d**	**Mon 10/1/12**	**Fri 10/5/12**					**0 hrs**	
6569	A2.2.4.5.2.2.1	Walkthrough with manager and quality assurance		1 d	Mon 10/1/12	Mon 10/1/12	6567	6570			0 hrs	Des Moines
6570	A2.2.4.5.2.2.2	Internal quality assurance review		2 d	Tue 10/2/12	Wed 10/3/12	6569	6571			0 hrs	Des Moines
6571	A2.2.4.5.2.2.3	Update deliverable based on review		1 d	Thu 10/4/12	Thu 10/4/12	6570	6572			0 hrs	Des Moines
6572	A2.2.4.5.2.2.4	Management review/approval for submission to Department		1 d	Fri 10/5/12	Fri 10/5/12	6571	6574			0 hrs	Des Moines
6573	**A2.2.4.5.2.3**	**Department Review**		**21 d**	**Mon 10/8/12**	**Mon 11/5/12**					**102 hrs**	
6574	A2.2.4.5.2.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 10/8/12	Mon 10/8/12	6572	6575	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6575	A2.2.4.5.2.3.2	Department review of initial submission		10 d	Tue 10/9/12	Mon 10/22/12	6574	6576	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6576	A2.2.4.5.2.3.3	Update deliverable based on review		1 d	Tue 10/23/12	Tue 10/23/12	6575	6577			0 hrs	Des Moines
6577	A2.2.4.5.2.3.4	Internal quality assurance review		1 d	Wed 10/24/12	Wed 10/24/12	6576	6578			0 hrs	Des Moines
6578	A2.2.4.5.2.3.5	Update deliverable based on review		1 d	Thu 10/25/12	Thu 10/25/12	6577	6579			0 hrs	Des Moines
6579	A2.2.4.5.2.3.6	Management review/approval for submission to Department		1 d	Fri 10/26/12	Fri 10/26/12	6578	6580			0 hrs	Des Moines
6580	A2.2.4.5.2.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 10/29/12	Mon 10/29/12	6579	6581	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6581	A2.2.4.5.2.3.8	Department review of final submission		5 d	Tue 10/30/12	Mon 11/5/12	6580	6582	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6582	A2.2.4.5.2.3.9	Department approves deliverable	Milestone	0 d	Mon 11/5/12	Mon 11/5/12	6581				0 hrs	Des Moines
6583	**A2.2.4.5.3**	**Module Test Cases and Scripts**		**34 d**	**Tue 12/11/12**	**Wed 1/30/13**					**102 hrs**	
6584	**A2.2.4.5.3.1**	**Integration Test Cases and Scripts**		**8 d**	**Tue 12/11/12**	**Thu 12/20/12**					**0 hrs**	
6585	A2.2.4.5.3.1.1	Create Integration Test Cases and Scripts		3 d	Tue 12/11/12	Thu 12/13/12	2934FS-45 d	6586			0 hrs	Gaithersburg
6586	A2.2.4.5.3.1.2	Finalize deliverable		5 d	Fri 12/14/12	Thu 12/20/12	6585	6588			0 hrs	Des Moines
6587	**A2.2.4.5.3.2**	**Conduct Internal Review**		**5 d**	**Fri 12/21/12**	**Fri 12/28/12**					**0 hrs**	
6588	A2.2.4.5.3.2.1	Walkthrough with manager and quality assurance		1 d	Fri 12/21/12	Fri 12/21/12	6586	6589			0 hrs	Des Moines
6589	A2.2.4.5.3.2.2	Internal quality assurance review		2 d	Mon 12/24/12	Wed 12/26/12	6588	6590			0 hrs	Des Moines
6590	A2.2.4.5.3.2.3	Update deliverable based on review		1 d	Thu 12/27/12	Thu 12/27/12	6589	6591			0 hrs	Des Moines
6591	A2.2.4.5.3.2.4	Management review/approval for submission to Department		1 d	Fri 12/28/12	Fri 12/28/12	6590	6593			0 hrs	Des Moines
6592	**A2.2.4.5.3.3**	**Department Review**		**21 d**	**Mon 12/31/12**	**Wed 1/30/13**					**102 hrs**	
6593	A2.2.4.5.3.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 12/31/12	Mon 12/31/12	6591	6594	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6594	A2.2.4.5.3.3.2	Department review of initial submission		10 d	Wed 1/2/13	Tue 1/15/13	6593	6595	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6595	A2.2.4.5.3.3.3	Update deliverable based on review		1 d	Wed 1/16/13	Wed 1/16/13	6594	6596			0 hrs	Des Moines
6596	A2.2.4.5.3.3.4	Internal quality assurance review		1 d	Thu 1/17/13	Thu 1/17/13	6595	6597			0 hrs	Des Moines
6597	A2.2.4.5.3.3.5	Update deliverable based on review		1 d	Fri 1/18/13	Fri 1/18/13	6596	6598			0 hrs	Des Moines
6598	A2.2.4.5.3.3.6	Management review/approval for submission to Department		1 d	Tue 1/22/13	Tue 1/22/13	6597	6599			0 hrs	Des Moines
6599	A2.2.4.5.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 1/23/13	Wed 1/23/13	6598	6600	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6600	A2.2.4.5.3.3.8	Department review of final submission		5 d	Thu 1/24/13	Wed 1/30/13	6599	6601	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6601	A2.2.4.5.3.3.9	Department approves deliverable	Milestone	0 d	Wed 1/30/13	Wed 1/30/13	6600				0 hrs	Des Moines
6602	**A2.2.4.5.4**	**Integration Test Cases and Scripts**		**246 d**	**Thu 11/1/12**	**Wed 10/23/13**					**204 hrs**	
6603	**A2.2.4.5.4.1**	**Early Provider Rollout Integration Test Cases and Scripts**		**34 d**	**Thu 11/1/12**	**Fri 12/21/12**					**102 hrs**	
6604	A2.2.4.5.4.1.1	Create Integration Test Cases and Scripts		3 d	Thu 11/1/12	Mon 11/5/12	7064FS-45 d	6605			0 hrs	Gaithersburg
6605	A2.2.4.5.4.1.2	Finalize deliverable		5 d	Tue 11/6/12	Tue 11/13/12	6604	6607			0 hrs	Des Moines
6606	**A2.2.4.5.4.1.3**	**Conduct Internal Review**		**5 d**	**Wed 11/14/12**	**Tue 11/20/12**					**0 hrs**	
6607	A2.2.4.5.4.1.3.1	Walkthrough with manager and quality assurance		1 d	Wed 11/14/12	Wed 11/14/12	6605	6608			0 hrs	Des Moines
6608	A2.2.4.5.4.1.3.2	Internal quality assurance review		2 d	Thu 11/15/12	Fri 11/16/12	6607	6609			0 hrs	Des Moines
6609	A2.2.4.5.4.1.3.3	Update deliverable based on review		1 d	Mon 11/19/12	Mon 11/19/12	6608	6610			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6610	A2.2.4.5.4.1.3.4	Management review/approval for submission to Department		1 d	Tue 11/20/12	Tue 11/20/12	6609	6612			0 hrs	Des Moines
6611	**A2.2.4.5.4.1.4**	**Department Review**		**21 d**	**Wed 11/21/12**	**Fri 12/21/12**					**102 hrs**	
6612	A2.2.4.5.4.1.4.1	Walkthrough and submit deliverable to Department		1 d	Wed 11/21/12	Wed 11/21/12	6610	6613	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6613	A2.2.4.5.4.1.4.2	Department review of initial submission		10 d	Mon 11/26/12	Fri 12/7/12	6612	6614	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6614	A2.2.4.5.4.1.4.3	Update deliverable based on review		1 d	Mon 12/10/12	Mon 12/10/12	6613	6615			0 hrs	Des Moines
6615	A2.2.4.5.4.1.4.4	Internal quality assurance review		1 d	Tue 12/11/12	Tue 12/11/12	6614	6616			0 hrs	Des Moines
6616	A2.2.4.5.4.1.4.5	Update deliverable based on review		1 d	Wed 12/12/12	Wed 12/12/12	6615	6617			0 hrs	Des Moines
6617	A2.2.4.5.4.1.4.6	Management review/approval for submission to Department		1 d	Thu 12/13/12	Thu 12/13/12	6616	6618			0 hrs	Des Moines
6618	A2.2.4.5.4.1.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 12/14/12	Fri 12/14/12	6617	6619	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6619	A2.2.4.5.4.1.4.8	Department review of final submission		5 d	Mon 12/17/12	Fri 12/21/12	6618	6620	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6620	A2.2.4.5.4.1.4.9	Department approves deliverable	Milestone	0 d	Fri 12/21/12	Fri 12/21/12	6619				0 hrs	Des Moines
6621	**A2.2.4.5.4.2**	**MMIS Integration Test Cases and Scripts**		**34 d**	**Fri 9/6/13**	**Wed 10/23/13**					**102 hrs**	
6622	A2.2.4.5.4.2.1	Create Integration Test Cases and Scripts		3 d	Fri 9/6/13	Tue 9/10/13	7085FS-45 d	6623			0 hrs	Gaithersburg
6623	A2.2.4.5.4.2.2	Finalize deliverable		5 d	Wed 9/11/13	Tue 9/17/13	6622	6625			0 hrs	Des Moines
6624	**A2.2.4.5.4.2.3**	**Conduct Internal Review**		**5 d**	**Wed 9/18/13**	**Tue 9/24/13**					**0 hrs**	
6625	A2.2.4.5.4.2.3.1	Walkthrough with manager and quality assurance		1 d	Wed 9/18/13	Wed 9/18/13	6623	6626			0 hrs	Des Moines
6626	A2.2.4.5.4.2.3.2	Internal quality assurance review		2 d	Thu 9/19/13	Fri 9/20/13	6625	6627			0 hrs	Des Moines
6627	A2.2.4.5.4.2.3.3	Update deliverable based on review		1 d	Mon 9/23/13	Mon 9/23/13	6626	6628			0 hrs	Des Moines
6628	A2.2.4.5.4.2.3.4	Management review/approval for submission to Department		1 d	Tue 9/24/13	Tue 9/24/13	6627	6630			0 hrs	Des Moines
6629	**A2.2.4.5.4.2.4**	**Department Review**		**21 d**	**Wed 9/25/13**	**Wed 10/23/13**					**102 hrs**	
6630	A2.2.4.5.4.2.4.1	Walkthrough and submit deliverable to Department		1 d	Wed 9/25/13	Wed 9/25/13	6628	6631	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6631	A2.2.4.5.4.2.4.2	Department review of initial submission		10 d	Thu 9/26/13	Wed 10/9/13	6630	6632	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6632	A2.2.4.5.4.2.4.3	Update deliverable based on review		1 d	Thu 10/10/13	Thu 10/10/13	6631	6633			0 hrs	Des Moines
6633	A2.2.4.5.4.2.4.4	Internal quality assurance review		1 d	Fri 10/11/13	Fri 10/11/13	6632	6634			0 hrs	Des Moines
6634	A2.2.4.5.4.2.4.5	Update deliverable based on review		1 d	Mon 10/14/13	Mon 10/14/13	6633	6635			0 hrs	Des Moines
6635	A2.2.4.5.4.2.4.6	Management review/approval for submission to Department		1 d	Tue 10/15/13	Tue 10/15/13	6634	6636			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6636	A2.2.4.5.4.2.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 10/16/13	Wed 10/16/13	6635	6637	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6637	A2.2.4.5.4.2.4.8	Department review of final submission		5 d	Thu 10/17/13	Wed 10/23/13	6636	6638	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6638	A2.2.4.5.4.2.4.9	Department approves deliverable	Milestone	0 d	Wed 10/23/13	Wed 10/23/13	6637				0 hrs	Des Moines
6639	**A2.2.4.5.5**	**User Acceptance Test Cases and Scripts**		**37 d**	**Tue 1/7/14**	**Thu 2/27/14**					**102 hrs**	
6640	**A2.2.4.5.5.1**	**User Acceptance Test Cases and Scripts**		**11 d**	**Tue 1/7/14**	**Wed 1/22/14**					**0 hrs**	
6641	A2.2.4.5.5.1.1	Create User Acceptance Test Cases and Scripts		3 d	Tue 1/7/14	Thu 1/9/14	7140FS-45 d	6642			0 hrs	Des Moines
6642	A2.2.4.5.5.1.2	Confirm and finalize test cases, processes, and procedures		3 d	Fri 1/10/14	Tue 1/14/14	6641	6643			0 hrs	Des Moines
6643	A2.2.4.5.5.1.3	Finalize deliverable and schedule		5 d	Wed 1/15/14	Wed 1/22/14	6642	6645			0 hrs	Des Moines
6644	**A2.2.4.5.5.2**	**Conduct Internal Review**		**5 d**	**Thu 1/23/14**	**Wed 1/29/14**					**0 hrs**	
6645	A2.2.4.5.5.2.1	Walkthrough with manager and quality assurance		1 d	Thu 1/23/14	Thu 1/23/14	6643	6646			0 hrs	Des Moines
6646	A2.2.4.5.5.2.2	Internal quality assurance review		2 d	Fri 1/24/14	Mon 1/27/14	6645	6647			0 hrs	Des Moines
6647	A2.2.4.5.5.2.3	Update deliverable based on review		1 d	Tue 1/28/14	Tue 1/28/14	6646	6648			0 hrs	Des Moines
6648	A2.2.4.5.5.2.4	Management review/approval for submission to Department		1 d	Wed 1/29/14	Wed 1/29/14	6647	6650			0 hrs	Des Moines
6649	**A2.2.4.5.5.3**	**Department Review**		**21 d**	**Thu 1/30/14**	**Thu 2/27/14**					**102 hrs**	
6650	A2.2.4.5.5.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 1/30/14	Thu 1/30/14	6648	6651	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6651	A2.2.4.5.5.3.2	Department review of initial submission		10 d	Fri 1/31/14	Thu 2/13/14	6650	6652	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6652	A2.2.4.5.5.3.3	Update deliverable based on review		1 d	Fri 2/14/14	Fri 2/14/14	6651	6653			0 hrs	Des Moines
6653	A2.2.4.5.5.3.4	Internal quality assurance review		1 d	Mon 2/17/14	Mon 2/17/14	6652	6654			0 hrs	Des Moines
6654	A2.2.4.5.5.3.5	Update deliverable based on review		1 d	Tue 2/18/14	Tue 2/18/14	6653	6655			0 hrs	Des Moines
6655	A2.2.4.5.5.3.6	Management review/approval for submission to Department		1 d	Wed 2/19/14	Wed 2/19/14	6654	6656			0 hrs	Des Moines
6656	A2.2.4.5.5.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 2/20/14	Thu 2/20/14	6655	6657	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6657	A2.2.4.5.5.3.8	Department review of final submission		5 d	Fri 2/21/14	Thu 2/27/14	6656	6658	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6658	A2.2.4.5.5.3.9	Department approves deliverable	Milestone	0 d	Thu 2/27/14	Thu 2/27/14	6657				0 hrs	Des Moines
6659	**A2.2.4.5.6**	**Operational Readiness Test Cases and Scripts**		**37 d**	**Thu 2/13/14**	**Fri 4/4/14**					**102 hrs**	
6660	**A2.2.4.5.6.1**	**Operational Readiness Test Cases and Scripts**		**11 d**	**Thu 2/13/14**	**Thu 2/27/14**					**0 hrs**	
6661	A2.2.4.5.6.1.1	Create Operational Readiness Test Cases and Scripts		3 d	Thu 2/13/14	Mon 2/17/14	7251FS-45 d	6662			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6662	A2.2.4.5.6.1.2	Confirm and finalize test cases, processes, and procedures		3 d	Tue 2/18/14	Thu 2/20/14	6661	6663			0 hrs	Des Moines
6663	A2.2.4.5.6.1.3	Finalize Deliverable		5 d	Fri 2/21/14	Thu 2/27/14	6662	6665			0 hrs	Des Moines
6664	**A2.2.4.5.6.2**	**Conduct Internal Review**		**5 d**	**Fri 2/28/14**	**Thu 3/6/14**					**0 hrs**	
6665	A2.2.4.5.6.2.1	Walkthrough with manager and quality assurance		1 d	Fri 2/28/14	Fri 2/28/14	6663	6666			0 hrs	Des Moines
6666	A2.2.4.5.6.2.2	Internal quality assurance review		2 d	Mon 3/3/14	Tue 3/4/14	6665	6667			0 hrs	Des Moines
6667	A2.2.4.5.6.2.3	Update deliverable based on review		1 d	Wed 3/5/14	Wed 3/5/14	6666	6668			0 hrs	Des Moines
6668	A2.2.4.5.6.2.4	Management review/approval for submission to Department		1 d	Thu 3/6/14	Thu 3/6/14	6667	6670			0 hrs	Des Moines
6669	**A2.2.4.5.6.3**	**Department Review**		**21 d**	**Fri 3/7/14**	**Fri 4/4/14**					**102 hrs**	
6670	A2.2.4.5.6.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 3/7/14	Fri 3/7/14	6668	6671	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6671	A2.2.4.5.6.3.2	Department review of initial submission		10 d	Mon 3/10/14	Fri 3/21/14	6670	6672	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6672	A2.2.4.5.6.3.3	Update deliverable based on review		1 d	Mon 3/24/14	Mon 3/24/14	6671	6673			0 hrs	Des Moines
6673	A2.2.4.5.6.3.4	Internal quality assurance review		1 d	Tue 3/25/14	Tue 3/25/14	6672	6674			0 hrs	Des Moines
6674	A2.2.4.5.6.3.5	Update deliverable based on review		1 d	Wed 3/26/14	Wed 3/26/14	6673	6675			0 hrs	Des Moines
6675	A2.2.4.5.6.3.6	Management review/approval for submission to Department		1 d	Thu 3/27/14	Thu 3/27/14	6674	6676			0 hrs	Des Moines
6676	A2.2.4.5.6.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 3/28/14	Fri 3/28/14	6675	6677	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6677	A2.2.4.5.6.3.8	Department review of final submission		5 d	Mon 3/31/14	Fri 4/4/14	6676	6678	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6678	A2.2.4.5.6.3.9	Department approves deliverable	Milestone	0 d	Fri 4/4/14	Fri 4/4/14	6677				0 hrs	Des Moines
6679	**A2.2.4.6**	**Test Results**		**433 d**	**Tue 12/18/12**	**Thu 9/4/14**					**912 hrs**	
6680	**A2.2.4.6.1**	**Unit Test Results**		**62 d**	**Tue 9/3/13**	**Mon 12/2/13**					**198 hrs**	
6681	**A2.2.4.6.1.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 9/3/13**	**Wed 9/4/13**					**0 hrs**	
6682	A2.2.4.6.1.1.1	Create DXD for Unit Test Results		2 d	Tue 9/3/13	Wed 9/4/13	6695FS-28 d	6685			0 hrs	Des Moines
6683	**A2.2.4.6.1.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 9/5/13**	**Thu 10/3/13**					**96 hrs**	
6684	**A2.2.4.6.1.2.1**	**Conduct Internal Review**		**3 d**	**Thu 9/5/13**	**Mon 9/9/13**					**0 hrs**	
6685	A2.2.4.6.1.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 9/5/13	Thu 9/5/13	6682	6686			0 hrs	Des Moines
6686	A2.2.4.6.1.2.1.2	Update DXD based on review		1 d	Fri 9/6/13	Fri 9/6/13	6685	6687			0 hrs	Des Moines
6687	A2.2.4.6.1.2.1.3	Management review/approval for submission to Department		1 d	Mon 9/9/13	Mon 9/9/13	6686	6689			0 hrs	Des Moines
6688	**A2.2.4.6.1.2.2**	**Department Review**		**18 d**	**Tue 9/10/13**	**Thu 10/3/13**					**96 hrs**	
6689	A2.2.4.6.1.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 9/10/13	Tue 9/10/13	6687	6690	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6690	A2.2.4.6.1.2.2.2	Department review DXD for Test Results		10 d	Wed 9/11/13	Tue 9/24/13	6689	6691	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6691	A2.2.4.6.1.2.2.3	Update DXD based on review as required		1 d	Wed 9/25/13	Wed 9/25/13	6690	6692			0 hrs	Des Moines
6692	A2.2.4.6.1.2.2.4	Internal quality assurance review and management		1 d	Thu 9/26/13	Thu 9/26/13	6691	6693			0 hrs	Des Moines
6693	A2.2.4.6.1.2.2.5	Department review of final submission		5 d	Fri 9/27/13	Thu 10/3/13	6692		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6694	**A2.2.4.6.1.3**	**Unit Test Results**		**11 d**	**Tue 10/8/13**	**Tue 10/22/13**					**0 hrs**	
6695	A2.2.4.6.1.3.1	Document test results		3 d	Tue 10/8/13	Thu 10/10/13	2864FS-27 d	6682FS-28 d,6696			0 hrs	Des Moines
6696	A2.2.4.6.1.3.2	Execute Final Test Reports		3 d	Fri 10/11/13	Tue 10/15/13	6695	6697			0 hrs	Des Moines
6697	A2.2.4.6.1.3.3	Finalize deliverable		5 d	Wed 10/16/13	Tue 10/22/13	6696	6699			0 hrs	Des Moines
6698	**A2.2.4.6.1.4**	**Conduct Internal Review**		**5 d**	**Wed 10/23/13**	**Tue 10/29/13**					**0 hrs**	
6699	A2.2.4.6.1.4.1	Walkthrough with manager and quality assurance		1 d	Wed 10/23/13	Wed 10/23/13	6697	6700			0 hrs	Des Moines
6700	A2.2.4.6.1.4.2	Internal quality assurance review		2 d	Thu 10/24/13	Fri 10/25/13	6699	6701			0 hrs	Des Moines
6701	A2.2.4.6.1.4.3	Update deliverable based on review		1 d	Mon 10/28/13	Mon 10/28/13	6700	6702			0 hrs	Des Moines
6702	A2.2.4.6.1.4.4	Management review/approval for submission to Department		1 d	Tue 10/29/13	Tue 10/29/13	6701	6704			0 hrs	Des Moines
6703	**A2.2.4.6.1.5**	**Department Review**		**21 d**	**Wed 10/30/13**	**Mon 12/2/13**					**102 hrs**	
6704	A2.2.4.6.1.5.1	Walkthrough and submit deliverable to Department		1 d	Wed 10/30/13	Wed 10/30/13	6702	6705	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6705	A2.2.4.6.1.5.2	Department review of initial submission		10 d	Thu 10/31/13	Thu 11/14/13	6704	6706	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6706	A2.2.4.6.1.5.3	Update deliverable based on review		1 d	Fri 11/15/13	Fri 11/15/13	6705	6707			0 hrs	Des Moines
6707	A2.2.4.6.1.5.4	Internal quality assurance review		1 d	Mon 11/18/13	Mon 11/18/13	6706	6708			0 hrs	Des Moines
6708	A2.2.4.6.1.5.5	Update deliverable based on review		1 d	Tue 11/19/13	Tue 11/19/13	6707	6709			0 hrs	Des Moines
6709	A2.2.4.6.1.5.6	Management review/approval for submission to Department		1 d	Wed 11/20/13	Wed 11/20/13	6708	6710			0 hrs	Des Moines
6710	A2.2.4.6.1.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 11/21/13	Thu 11/21/13	6709	6711	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6711	A2.2.4.6.1.5.8	Department review of final submission		5 d	Fri 11/22/13	Mon 12/2/13	6710	6712	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6712	A2.2.4.6.1.5.9	Department approves deliverable	Milestone	0 d	Mon 12/2/13	Mon 12/2/13	6711				0 hrs	Des Moines
6713	**A2.2.4.6.2**	**Rules Test Results**		**37 d**	**Tue 12/18/12**	**Mon 2/11/13**					**102 hrs**	
6714	**A2.2.4.6.2.1**	**Rules Test Results**		**11 d**	**Tue 12/18/12**	**Thu 1/3/13**					**0 hrs**	
6715	A2.2.4.6.2.1.1	Document test results		3 d	Tue 12/18/12	Thu 12/20/12	2599FS-27 d	6716			0 hrs	Des Moines
6716	A2.2.4.6.2.1.2	Execute Final Test Reports		3 d	Fri 12/21/12	Wed 12/26/12	6715	6717			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6717	A2.2.4.6.2.1.3	Finalize deliverable		5 d	Thu 12/27/12	Thu 1/3/13	6716	6719			0 hrs	Des Moines
6718	**A2.2.4.6.2.2**	**Conduct Internal Review**		**5 d**	**Fri 1/4/13**	**Thu 1/10/13**					**0 hrs**	
6719	A2.2.4.6.2.2.1	Walkthrough with manager and quality assurance		1 d	Fri 1/4/13	Fri 1/4/13	6717	6720			0 hrs	Des Moines
6720	A2.2.4.6.2.2.2	Internal quality assurance review		2 d	Mon 1/7/13	Tue 1/8/13	6719	6721			0 hrs	Des Moines
6721	A2.2.4.6.2.2.3	Update deliverable based on review		1 d	Wed 1/9/13	Wed 1/9/13	6720	6722			0 hrs	Des Moines
6722	A2.2.4.6.2.2.4	Management review/approval for submission to Department		1 d	Thu 1/10/13	Thu 1/10/13	6721	6724			0 hrs	Des Moines
6723	**A2.2.4.6.2.3**	**Department Review**		**21 d**	**Fri 1/11/13**	**Mon 2/11/13**					**102 hrs**	
6724	A2.2.4.6.2.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 1/11/13	Fri 1/11/13	6722	6725	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6725	A2.2.4.6.2.3.2	Department review of initial submission		10 d	Mon 1/14/13	Mon 1/28/13	6724	6726	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6726	A2.2.4.6.2.3.3	Update deliverable based on review		1 d	Tue 1/29/13	Tue 1/29/13	6725	6727			0 hrs	Des Moines
6727	A2.2.4.6.2.3.4	Internal quality assurance review		1 d	Wed 1/30/13	Wed 1/30/13	6726	6728			0 hrs	Des Moines
6728	A2.2.4.6.2.3.5	Update deliverable based on review		1 d	Thu 1/31/13	Thu 1/31/13	6727	6729			0 hrs	Des Moines
6729	A2.2.4.6.2.3.6	Management review/approval for submission to Department		1 d	Fri 2/1/13	Fri 2/1/13	6728	6730			0 hrs	Des Moines
6730	A2.2.4.6.2.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 2/4/13	Mon 2/4/13	6729	6731	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6731	A2.2.4.6.2.3.8	Department review of final submission		5 d	Tue 2/5/13	Mon 2/11/13	6730	6732	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6732	A2.2.4.6.2.3.9	Department approves deliverable	Milestone	0 d	Mon 2/11/13	Mon 2/11/13	6731				0 hrs	Des Moines
6733	**A2.2.4.6.3**	**Module Test Results**		**37 d**	**Fri 11/15/13**	**Fri 1/10/14**					**102 hrs**	
6734	**A2.2.4.6.3.1**	**Integration Test Results**		**11 d**	**Fri 11/15/13**	**Tue 12/3/13**					**0 hrs**	
6735	A2.2.4.6.3.1.1	Document test results		3 d	Fri 11/15/13	Tue 11/19/13	2864	6736			0 hrs	Des Moines
6736	A2.2.4.6.3.1.2	Execute Final Testing Reports		3 d	Wed 11/20/13	Fri 11/22/13	6735	6737			0 hrs	Des Moines
6737	A2.2.4.6.3.1.3	Finalize deliverable		5 d	Mon 11/25/13	Tue 12/3/13	6736	6739			0 hrs	Des Moines
6738	**A2.2.4.6.3.2**	**Conduct Internal Review**		**5 d**	**Wed 12/4/13**	**Tue 12/10/13**					**0 hrs**	
6739	A2.2.4.6.3.2.1	Walkthrough with manager and quality assurance		1 d	Wed 12/4/13	Wed 12/4/13	6737	6740			0 hrs	Des Moines
6740	A2.2.4.6.3.2.2	Internal quality assurance review		2 d	Thu 12/5/13	Fri 12/6/13	6739	6741			0 hrs	Des Moines
6741	A2.2.4.6.3.2.3	Update deliverable based on review		1 d	Mon 12/9/13	Mon 12/9/13	6740	6742			0 hrs	Des Moines
6742	A2.2.4.6.3.2.4	Management review/approval for submission to Department		1 d	Tue 12/10/13	Tue 12/10/13	6741	6744			0 hrs	Des Moines
6743	**A2.2.4.6.3.3**	**Department Review**		**21 d**	**Wed 12/11/13**	**Fri 1/10/14**					**102 hrs**	
6744	A2.2.4.6.3.3.1	Walkthrough and submit deliverable to Department		1 d	Wed 12/11/13	Wed 12/11/13	6742	6745	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6745	A2.2.4.6.3.3.2	Department review of initial submission		10 d	Thu 12/12/13	Thu 12/26/13	6744	6746	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6746	A2.2.4.6.3.3.3	Update deliverable based on review		1 d	Fri 12/27/13	Fri 12/27/13	6745	6747			0 hrs	Des Moines
6747	A2.2.4.6.3.3.4	Internal quality assurance review		1 d	Mon 12/30/13	Mon 12/30/13	6746	6748			0 hrs	Des Moines
6748	A2.2.4.6.3.3.5	Update deliverable based on review		1 d	Tue 12/31/13	Tue 12/31/13	6747	6749			0 hrs	Des Moines
6749	A2.2.4.6.3.3.6	Management review/approval for submission to Department		1 d	Thu 1/2/14	Thu 1/2/14	6748	6750			0 hrs	Des Moines
6750	A2.2.4.6.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 1/3/14	Fri 1/3/14	6749	6751	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6751	A2.2.4.6.3.3.8	Department review of final submission		5 d	Mon 1/6/14	Fri 1/10/14	6750	6752	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6752	A2.2.4.6.3.3.9	Department approves deliverable	Milestone	0 d	Fri 1/10/14	Fri 1/10/14	6751				0 hrs	Des Moines
6753	**A2.2.4.6.4**	**Integration Test Results**		**270 d**	**Fri 4/19/13**	**Wed 5/14/14**					**204 hrs**	
6754	**A2.2.4.6.4.1**	**Provider Integration Test Results**		**37 d**	**Fri 4/19/13**	**Tue 6/11/13**					**102 hrs**	
6755	A2.2.4.6.4.1.1	Document test results		3 d	Fri 4/19/13	Tue 4/23/13	7082	6756			0 hrs	Des Moines
6756	A2.2.4.6.4.1.2	Execute Final Test Reports		3 d	Wed 4/24/13	Fri 4/26/13	6755	6757			0 hrs	Des Moines
6757	A2.2.4.6.4.1.3	Finalize and update material to include Optional Waiver		5 d	Mon 4/29/13	Fri 5/3/13	6756	6759			0 hrs	Des Moines
6758	**A2.2.4.6.4.1.4**	**Conduct Internal Review**		**5 d**	**Mon 5/6/13**	**Fri 5/10/13**					**0 hrs**	
6759	A2.2.4.6.4.1.4.1	Walkthrough with manager and quality assurance		1 d	Mon 5/6/13	Mon 5/6/13	6757	6760			0 hrs	Des Moines
6760	A2.2.4.6.4.1.4.2	Internal quality assurance review		2 d	Tue 5/7/13	Wed 5/8/13	6759	6761			0 hrs	Des Moines
6761	A2.2.4.6.4.1.4.3	Update deliverable based on review		1 d	Thu 5/9/13	Thu 5/9/13	6760	6762			0 hrs	Des Moines
6762	A2.2.4.6.4.1.4.4	Management review/approval for submission to Department		1 d	Fri 5/10/13	Fri 5/10/13	6761	6764			0 hrs	Des Moines
6763	**A2.2.4.6.4.1.5**	**Department Review**		**21 d**	**Mon 5/13/13**	**Tue 6/11/13**					**102 hrs**	
6764	A2.2.4.6.4.1.5.1	Walkthrough and submit deliverable to Department		1 d	Mon 5/13/13	Mon 5/13/13	6762	6765	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6765	A2.2.4.6.4.1.5.2	Department review of initial submission		10 d	Tue 5/14/13	Tue 5/28/13	6764	6766	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6766	A2.2.4.6.4.1.5.3	Update deliverable based on review		1 d	Wed 5/29/13	Wed 5/29/13	6765	6767			0 hrs	Des Moines
6767	A2.2.4.6.4.1.5.4	Internal quality assurance review		1 d	Thu 5/30/13	Thu 5/30/13	6766	6768			0 hrs	Des Moines
6768	A2.2.4.6.4.1.5.5	Update deliverable based on review		1 d	Fri 5/31/13	Fri 5/31/13	6767	6769			0 hrs	Des Moines
6769	A2.2.4.6.4.1.5.6	Management review/approval for submission to Department		1 d	Mon 6/3/13	Mon 6/3/13	6768	6770			0 hrs	Des Moines
6770	A2.2.4.6.4.1.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 6/4/13	Tue 6/4/13	6769	6771	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6771	A2.2.4.6.4.1.5.8	Department review of final submission		5 d	Wed 6/5/13	Tue 6/11/13	6770	6772	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6772	A2.2.4.6.4.1.5.9	Department approves deliverable	Milestone	0 d	Tue 6/11/13	Tue 6/11/13	6771				0 hrs	Des Moines
6773	**A2.2.4.6.4.2**	**MMIS Integration Test Results**		**37 d**	**Tue 3/25/14**	**Wed 5/14/14**					**102 hrs**	
6774	A2.2.4.6.4.2.1	Document test results		3 d	Tue 3/25/14	Thu 3/27/14	7109	6775			0 hrs	Des Moines
6775	A2.2.4.6.4.2.2	Execute Final Test Reports		3 d	Fri 3/28/14	Tue 4/1/14	6774	6776			0 hrs	Des Moines
6776	A2.2.4.6.4.2.3	Finalize deliverable		5 d	Wed 4/2/14	Tue 4/8/14	6775	6778			0 hrs	Des Moines
6777	**A2.2.4.6.4.2.4**	**Conduct Internal Review**		**5 d**	**Wed 4/9/14**	**Tue 4/15/14**					**0 hrs**	
6778	A2.2.4.6.4.2.4.1	Walkthrough with manager and quality assurance		1 d	Wed 4/9/14	Wed 4/9/14	6776	6779			0 hrs	Des Moines
6779	A2.2.4.6.4.2.4.2	Internal quality assurance review		2 d	Thu 4/10/14	Fri 4/11/14	6778	6780			0 hrs	Des Moines
6780	A2.2.4.6.4.2.4.3	Update deliverable based on review		1 d	Mon 4/14/14	Mon 4/14/14	6779	6781			0 hrs	Des Moines
6781	A2.2.4.6.4.2.4.4	Management review/approval for submission to Department		1 d	Tue 4/15/14	Tue 4/15/14	6780	6783			0 hrs	Des Moines
6782	**A2.2.4.6.4.2.5**	**Department Review**		**21 d**	**Wed 4/16/14**	**Wed 5/14/14**					**102 hrs**	
6783	A2.2.4.6.4.2.5.1	Walkthrough and submit deliverable to Department		1 d	Wed 4/16/14	Wed 4/16/14	6781	6784	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6784	A2.2.4.6.4.2.5.2	Department review of initial submission		10 d	Thu 4/17/14	Wed 4/30/14	6783	6785	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6785	A2.2.4.6.4.2.5.3	Update deliverable based on review		1 d	Thu 5/1/14	Thu 5/1/14	6784	6786			0 hrs	Des Moines
6786	A2.2.4.6.4.2.5.4	Internal quality assurance review		1 d	Fri 5/2/14	Fri 5/2/14	6785	6787			0 hrs	Des Moines
6787	A2.2.4.6.4.2.5.5	Update deliverable based on review		1 d	Mon 5/5/14	Mon 5/5/14	6786	6788			0 hrs	Des Moines
6788	A2.2.4.6.4.2.5.6	Management review/approval for submission to Department		1 d	Tue 5/6/14	Tue 5/6/14	6787	6789			0 hrs	Des Moines
6789	A2.2.4.6.4.2.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 5/7/14	Wed 5/7/14	6788	6790	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6790	A2.2.4.6.4.2.5.8	Department review of final submission		5 d	Thu 5/8/14	Wed 5/14/14	6789	6791	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6791	A2.2.4.6.4.2.5.9	Department approves deliverable	Milestone	0 d	Wed 5/14/14	Wed 5/14/14	6790				0 hrs	Des Moines
6792	**A2.2.4.6.5**	**User Acceptance Test Results**		**278 d**	**Tue 7/30/13**	**Thu 9/4/14**					**204 hrs**	
6793	**A2.2.4.6.5.1**	**Early Provider Rollout User Acceptance Test Results**		**37 d**	**Tue 7/30/13**	**Thu 9/19/13**		**8357**			**102 hrs**	
6794	A2.2.4.6.5.1.1	Document test results		3 d	Tue 7/30/13	Thu 8/1/13	7136	6795			0 hrs	Des Moines
6795	A2.2.4.6.5.1.2	Execute Final Test Reports		3 d	Fri 8/2/13	Tue 8/6/13	6794	6796			0 hrs	Des Moines
6796	A2.2.4.6.5.1.3	Finalize deliverable and schedule		5 d	Wed 8/7/13	Tue 8/13/13	6795	6798			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6797	**A2.2.4.6.5.1.4**	**Conduct Internal Review**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
6798	A2.2.4.6.5.1.4.1	Walkthrough with manager and quality assurance		1 d	Wed 8/14/13	Wed 8/14/13	6796	6799			0 hrs	Des Moines
6799	A2.2.4.6.5.1.4.2	Internal quality assurance review		2 d	Thu 8/15/13	Fri 8/16/13	6798	6800			0 hrs	Des Moines
6800	A2.2.4.6.5.1.4.3	Update deliverable based on review		1 d	Mon 8/19/13	Mon 8/19/13	6799	6801			0 hrs	Des Moines
6801	A2.2.4.6.5.1.4.4	Management review/approval for submission to Department		1 d	Tue 8/20/13	Tue 8/20/13	6800	6803			0 hrs	Des Moines
6802	**A2.2.4.6.5.1.5**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
6803	A2.2.4.6.5.1.5.1	Walkthrough and submit deliverable to Department		1 d	Wed 8/21/13	Wed 8/21/13	6801	6804	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6804	A2.2.4.6.5.1.5.2	Department review of initial submission		10 d	Thu 8/22/13	Thu 9/5/13	6803	6805	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6805	A2.2.4.6.5.1.5.3	Update deliverable based on review		1 d	Fri 9/6/13	Fri 9/6/13	6804	6806			0 hrs	Des Moines
6806	A2.2.4.6.5.1.5.4	Internal quality assurance review		1 d	Mon 9/9/13	Mon 9/9/13	6805	6807			0 hrs	Des Moines
6807	A2.2.4.6.5.1.5.5	Update deliverable based on review		1 d	Tue 9/10/13	Tue 9/10/13	6806	6808			0 hrs	Des Moines
6808	A2.2.4.6.5.1.5.6	Management review/approval for submission to Department		1 d	Wed 9/11/13	Wed 9/11/13	6807	6809			0 hrs	Des Moines
6809	A2.2.4.6.5.1.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	6808	6810	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6810	A2.2.4.6.5.1.5.8	Department review of final submission		5 d	Fri 9/13/13	Thu 9/19/13	6809	6811	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6811	A2.2.4.6.5.1.5.9	Department approves deliverable	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	6810				0 hrs	Des Moines
6812	**A2.2.4.6.5.2**	**MMIS User Acceptance Test Results**		**37 d**	**Tue 7/15/14**	**Thu 9/4/14**					**102 hrs**	
6813	A2.2.4.6.5.2.1	Document Test Results		3 d	Tue 7/15/14	Thu 7/17/14	7196	6814			0 hrs	Des Moines
6814	A2.2.4.6.5.2.2	Execute Final Test Reports		3 d	Fri 7/18/14	Tue 7/22/14	6813	6815			0 hrs	Des Moines
6815	A2.2.4.6.5.2.3	Finalize deliverable and update material to document results for		5 d	Wed 7/23/14	Tue 7/29/14	6814	6817			0 hrs	Des Moines
6816	**A2.2.4.6.5.2.4**	**Conduct Internal Review**		**5 d**	**Wed 7/30/14**	**Tue 8/5/14**					**0 hrs**	
6817	A2.2.4.6.5.2.4.1	Walkthrough with manager and quality assurance		1 d	Wed 7/30/14	Wed 7/30/14	6815	6818			0 hrs	Des Moines
6818	A2.2.4.6.5.2.4.2	Internal quality assurance review		2 d	Thu 7/31/14	Fri 8/1/14	6817	6819			0 hrs	Des Moines
6819	A2.2.4.6.5.2.4.3	Update deliverable based on review		1 d	Mon 8/4/14	Mon 8/4/14	6818	6820			0 hrs	Des Moines
6820	A2.2.4.6.5.2.4.4	Management review/approval for submission to Department		1 d	Tue 8/5/14	Tue 8/5/14	6819	6822			0 hrs	Des Moines
6821	**A2.2.4.6.5.2.5**	**Department Review**		**21 d**	**Wed 8/6/14**	**Thu 9/4/14**					**102 hrs**	
6822	A2.2.4.6.5.2.5.1	Walkthrough and submit deliverable to Department		1 d	Wed 8/6/14	Wed 8/6/14	6820	6823	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6823	A2.2.4.6.5.2.5.2	Department review of initial submission		10 d	Thu 8/7/14	Wed 8/20/14	6822	6824	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6824	A2.2.4.6.5.2.5.3	Update deliverable based on review		1 d	Thu 8/21/14	Thu 8/21/14	6823	6825			0 hrs	Des Moines
6825	A2.2.4.6.5.2.5.4	Internal quality assurance review		1 d	Fri 8/22/14	Fri 8/22/14	6824	6826			0 hrs	Des Moines
6826	A2.2.4.6.5.2.5.5	Update deliverable based on review		1 d	Mon 8/25/14	Mon 8/25/14	6825	6827			0 hrs	Des Moines
6827	A2.2.4.6.5.2.5.6	Management review/approval for submission to Department		1 d	Tue 8/26/14	Tue 8/26/14	6826	6828			0 hrs	Des Moines
6828	A2.2.4.6.5.2.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 8/27/14	Wed 8/27/14	6827	6829	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6829	A2.2.4.6.5.2.5.8	Department review of final submission		5 d	Thu 8/28/14	Thu 9/4/14	6828	6830	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6830	A2.2.4.6.5.2.5.9	Department approves deliverable	Milestone	0 d	Thu 9/4/14	Thu 9/4/14	6829				0 hrs	Des Moines
6831	**A2.2.4.6.6**	**Operational Readiness Test Results**		**36 d**	**Fri 6/27/14**	**Mon 8/18/14**					**102 hrs**	
6832	**A2.2.4.6.6.1**	**Operational Readiness Test Results**		**10 d**	**Fri 6/27/14**	**Fri 7/11/14**					**0 hrs**	
6833	A2.2.4.6.6.1.1	Document Test Results		3 d	Fri 6/27/14	Tue 7/1/14	7270	6834			0 hrs	Des Moines
6834	A2.2.4.6.6.1.2	Execute Final Test Report		1 d	Wed 7/2/14	Wed 7/2/14	6833	6835			0 hrs	Des Moines
6835	A2.2.4.6.6.1.3	Create Operational readiness Test Report		1 d	Thu 7/3/14	Thu 7/3/14	6834	6836			0 hrs	Des Moines
6836	A2.2.4.6.6.1.4	Finalize Deliverable		5 d	Mon 7/7/14	Fri 7/11/14	6835	6838			0 hrs	Des Moines
6837	**A2.2.4.6.6.2**	**Conduct Internal Review**		**5 d**	**Mon 7/14/14**	**Fri 7/18/14**					**0 hrs**	
6838	A2.2.4.6.6.2.1	Walkthrough with manager and quality assurance		1 d	Mon 7/14/14	Mon 7/14/14	6836	6839			0 hrs	Des Moines
6839	A2.2.4.6.6.2.2	Internal quality assurance review		2 d	Tue 7/15/14	Wed 7/16/14	6838	6840			0 hrs	Des Moines
6840	A2.2.4.6.6.2.3	Update deliverable based on review		1 d	Thu 7/17/14	Thu 7/17/14	6839	6841			0 hrs	Des Moines
6841	A2.2.4.6.6.2.4	Management review/approval for submission to Department		1 d	Fri 7/18/14	Fri 7/18/14	6840	6843			0 hrs	Des Moines
6842	**A2.2.4.6.6.3**	**Department Review**		**21 d**	**Mon 7/21/14**	**Mon 8/18/14**					**102 hrs**	
6843	A2.2.4.6.6.3.1	Walkthrough and submit deliverable to Department		1 d	Mon 7/21/14	Mon 7/21/14	6841	6844	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6844	A2.2.4.6.6.3.2	Department review of initial submission		10 d	Tue 7/22/14	Mon 8/4/14	6843	6845	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6845	A2.2.4.6.6.3.3	Update deliverable based on review		1 d	Tue 8/5/14	Tue 8/5/14	6844	6846			0 hrs	Des Moines
6846	A2.2.4.6.6.3.4	Internal quality assurance review		1 d	Wed 8/6/14	Wed 8/6/14	6845	6847			0 hrs	Des Moines
6847	A2.2.4.6.6.3.5	Update deliverable based on review		1 d	Thu 8/7/14	Thu 8/7/14	6846	6848			0 hrs	Des Moines
6848	A2.2.4.6.6.3.6	Management review/approval for submission to Department		1 d	Fri 8/8/14	Fri 8/8/14	6847	6849			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6849	A2.2.4.6.6.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 8/11/14	Mon 8/11/14	6848	6850	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6850	A2.2.4.6.6.3.8	Department review of final submission		5 d	Tue 8/12/14	Mon 8/18/14	6849	6851	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6851	A2.2.4.6.6.3.9	Department approves deliverable	Milestone	0 d	Mon 8/18/14	Mon 8/18/14	6850				0 hrs	Des Moines
6852	**A2.2.4.7**	**Test Tracking**		**657 d**	**Wed 2/1/12**	**Fri 9/5/14**					**34,989 hrs**	
6853	A2.2.4.7.1	Set-up and configure defect database		10 d	Tue 2/7/12	Mon 2/20/12	2864SS-30 d	6854			0 hrs	Gaithersburg
6854	A2.2.4.7.2	Define reports and repository to post test reports		10 d	Tue 2/21/12	Mon 3/5/12	6853	6855			0 hrs	Des Moines
6855	A2.2.4.7.3	Define schedule for creating and posting reports during execution		1 d	Tue 3/6/12	Tue 3/6/12	6854				0 hrs	Des Moines
6856	**A2.2.4.7.4**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Wed 2/1/12**	**Thu 2/2/12**					**0 hrs**	
6857	A2.2.4.7.4.1	Create DXD for Test Tracking (execution and defect tracking		2 d	Wed 2/1/12	Thu 2/2/12	2	6860			0 hrs	Des Moines
6858	**A2.2.4.7.5**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Fri 2/3/12**	**Fri 3/2/12**					**96 hrs**	
6859	**A2.2.4.7.5.1**	**Conduct Internal Review**		**3 d**	**Fri 2/3/12**	**Tue 2/7/12**					**0 hrs**	
6860	A2.2.4.7.5.1.1	Walkthrough with manager and quality assurance		1 d	Fri 2/3/12	Fri 2/3/12	6857	6861			0 hrs	Des Moines
6861	A2.2.4.7.5.1.2	Update DXD based on review		1 d	Mon 2/6/12	Mon 2/6/12	6860	6862			0 hrs	Des Moines
6862	A2.2.4.7.5.1.3	Management review/approval for submission to Department		1 d	Tue 2/7/12	Tue 2/7/12	6861	6864			0 hrs	Des Moines
6863	**A2.2.4.7.5.2**	**Department Review**		**18 d**	**Wed 2/8/12**	**Fri 3/2/12**					**96 hrs**	
6864	A2.2.4.7.5.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 2/8/12	Wed 2/8/12	6862	6865	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6865	A2.2.4.7.5.2.2	Department review DXD for Test Tracking Deliverable		10 d	Thu 2/9/12	Wed 2/22/12	6864	6866	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6866	A2.2.4.7.5.2.3	Update DXD based on review as required		1 d	Thu 2/23/12	Thu 2/23/12	6865	6867			0 hrs	Des Moines
6867	A2.2.4.7.5.2.4	Internal quality assurance review and management review/approval		1 d	Fri 2/24/12	Fri 2/24/12	6866	6868			0 hrs	Des Moines
6868	A2.2.4.7.5.2.5	Department review of final submission		5 d	Mon 2/27/12	Fri 3/2/12	6867		D-BA, D-PMO, D-SME	DP	30 hrs	Des Moines
6869	**A2.2.4.7.6**	**Test Tracking**		**34 d**	**Tue 2/28/12**	**Fri 4/13/12**					**118 hrs**	
6870	A2.2.4.7.6.1	Document test tracking procedures and processes		3 d	Tue 2/28/12	Thu 3/1/12	2864SS-15 d	6871			0 hrs	Des Moines
6871	A2.2.4.7.6.2	Finalize deliverable		5 d	Fri 3/2/12	Thu 3/8/12	6870	6873			0 hrs	Des Moines
6872	**A2.2.4.7.6.3**	**Conduct Internal Review**		**5 d**	**Fri 3/9/12**	**Thu 3/15/12**					**0 hrs**	
6873	A2.2.4.7.6.3.1	Walkthrough with manager and quality assurance		1 d	Fri 3/9/12	Fri 3/9/12	6871	6874			0 hrs	Des Moines
6874	A2.2.4.7.6.3.2	Internal quality assurance review		2 d	Mon 3/12/12	Tue 3/13/12	6873	6875			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6875	A2.2.4.7.6.3.3	Update deliverable based on review		1 d	Wed 3/14/12	Wed 3/14/12	6874	6876			0 hrs	Des Moines
6876	A2.2.4.7.6.3.4	Management review/approval for submission to Department		1 d	Thu 3/15/12	Thu 3/15/12	6875	6878			0 hrs	Des Moines
6877	**A2.2.4.7.6.4**	**Department Review**		**21 d**	**Fri 3/16/12**	**Fri 4/13/12**					**118 hrs**	
6878	A2.2.4.7.6.4.1	Walkthrough and submit deliverable to Department		1 d	Fri 3/16/12	Fri 3/16/12	6876	6879	D-PMO, D-BA, D-SME	DP	22 hrs	Des Moines
6879	A2.2.4.7.6.4.2	Department review of initial submission		10 d	Mon 3/19/12	Fri 3/30/12	6878	6880	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6880	A2.2.4.7.6.4.3	Update deliverable based on review		1 d	Mon 4/2/12	Mon 4/2/12	6879	6881			0 hrs	Des Moines
6881	A2.2.4.7.6.4.4	Internal quality assurance review		1 d	Tue 4/3/12	Tue 4/3/12	6880	6882			0 hrs	Des Moines
6882	A2.2.4.7.6.4.5	Update deliverable based on review		1 d	Wed 4/4/12	Wed 4/4/12	6881	6883			0 hrs	Des Moines
6883	A2.2.4.7.6.4.6	Management review/approval for submission to Department		1 d	Thu 4/5/12	Thu 4/5/12	6882	6884			0 hrs	Des Moines
6884	A2.2.4.7.6.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 4/6/12	Fri 4/6/12	6883	6885	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6885	A2.2.4.7.6.4.8	Department review of final submission		5 d	Mon 4/9/12	Fri 4/13/12	6884	6886	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6886	A2.2.4.7.6.4.9	Department approves deliverable	Milestone	0 d	Fri 4/13/12	Fri 4/13/12	6885				0 hrs	Des Moines
6887	**A2.2.4.7.7**	**Final Test Reports**		**430 d**	**Tue 12/18/12**	**Fri 8/29/14**					**924 hrs**	
6888	**A2.2.4.7.7.1**	**Unit Test Report**		**59 d**	**Tue 9/3/13**	**Mon 11/25/13**					**198 hrs**	
6889	**A2.2.4.7.7.1.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 9/3/13**	**Wed 9/4/13**					**0 hrs**	
6890	A2.2.4.7.7.1.1.1	Create DXD for Test Results Document		2 d	Tue 9/3/13	Wed 9/4/13	6903FS-28 d	6893			0 hrs	Des Moines
6891	**A2.2.4.7.7.1.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 9/5/13**	**Thu 10/3/13**					**96 hrs**	
6892	**A2.2.4.7.7.1.2.1**	**Conduct Internal Review**		**3 d**	**Thu 9/5/13**	**Mon 9/9/13**					**0 hrs**	
6893	A2.2.4.7.7.1.2.1.1	Walkthrough with manager and quality		1 d	Thu 9/5/13	Thu 9/5/13	6890	6894			0 hrs	Des Moines
6894	A2.2.4.7.7.1.2.1.2	Update DXD based on review		1 d	Fri 9/6/13	Fri 9/6/13	6893	6895			0 hrs	Des Moines
6895	A2.2.4.7.7.1.2.1.3	Management review/approval for		1 d	Mon 9/9/13	Mon 9/9/13	6894	6897			0 hrs	Des Moines
6896	**A2.2.4.7.7.1.2.2**	**Department Review**		**18 d**	**Tue 9/10/13**	**Thu 10/3/13**					**96 hrs**	
6897	A2.2.4.7.7.1.2.2.1	Walkthrough and submit deliverable to Department		1 d	Tue 9/10/13	Tue 9/10/13	6895	6898	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6898	A2.2.4.7.7.1.2.2.2	Department review DXD for Test Results		10 d	Wed 9/11/13	Tue 9/24/13	6897	6899	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6899	A2.2.4.7.7.1.2.2.3	Update DXD based on review as required		1 d	Wed 9/25/13	Wed 9/25/13	6898	6900			0 hrs	Des Moines
6900	A2.2.4.7.7.1.2.2.4	Internal quality assurance review and management		1 d	Thu 9/26/13	Thu 9/26/13	6899	6901			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6901	A2.2.4.7.7.1.2.2.5	Department review of final submission		5 d	Fri 9/27/13	Thu 10/3/13	6900		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6902	**A2.2.4.7.7.1.3**	**Unit Test Results**		**8 d**	**Tue 10/8/13**	**Thu 10/17/13**					**0 hrs**	
6903	A2.2.4.7.7.1.3.1	Extract summary of defects and test cases		3 d	Tue 10/8/13	Thu 10/10/13	2864FS-27 d	6890FS-28 d,6904			0 hrs	Des Moines
6904	A2.2.4.7.7.1.3.2	Update and provide test results		5 d	Fri 10/11/13	Thu 10/17/13	6903	6906			0 hrs	Des Moines
6905	**A2.2.4.7.7.1.4**	**Conduct Internal Review**		**5 d**	**Fri 10/18/13**	**Thu 10/24/13**					**0 hrs**	
6906	A2.2.4.7.7.1.4.1	Walkthrough with manager and quality assurance		1 d	Fri 10/18/13	Fri 10/18/13	6904	6907			0 hrs	Des Moines
6907	A2.2.4.7.7.1.4.2	Internal quality assurance review		2 d	Mon 10/21/13	Tue 10/22/13	6906	6908			0 hrs	Des Moines
6908	A2.2.4.7.7.1.4.3	Update deliverable based on review		1 d	Wed 10/23/13	Wed 10/23/13	6907	6909			0 hrs	Des Moines
6909	A2.2.4.7.7.1.4.4	Management review/approval for submission to Department		1 d	Thu 10/24/13	Thu 10/24/13	6908	6911			0 hrs	Des Moines
6910	**A2.2.4.7.7.1.5**	**Department Review**		**21 d**	**Fri 10/25/13**	**Mon 11/25/13**					**102 hrs**	
6911	A2.2.4.7.7.1.5.1	Walkthrough and submit deliverable to Department		1 d	Fri 10/25/13	Fri 10/25/13	6909	6912	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6912	A2.2.4.7.7.1.5.2	Department review of initial submission		10 d	Mon 10/28/13	Fri 11/8/13	6911	6913	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6913	A2.2.4.7.7.1.5.3	Update deliverable based on review		1 d	Tue 11/12/13	Tue 11/12/13	6912	6914			0 hrs	Des Moines
6914	A2.2.4.7.7.1.5.4	Internal quality assurance review		1 d	Wed 11/13/13	Wed 11/13/13	6913	6915			0 hrs	Des Moines
6915	A2.2.4.7.7.1.5.5	Update deliverable based on review		1 d	Thu 11/14/13	Thu 11/14/13	6914	6916			0 hrs	Des Moines
6916	A2.2.4.7.7.1.5.6	Management review/approval for submission to Department		1 d	Fri 11/15/13	Fri 11/15/13	6915	6917			0 hrs	Des Moines
6917	A2.2.4.7.7.1.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 11/18/13	Mon 11/18/13	6916	6918	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6918	A2.2.4.7.7.1.5.8	Department review of final submission		5 d	Tue 11/19/13	Mon 11/25/13	6917	6919	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6919	A2.2.4.7.7.1.5.9	Department approves deliverable	Milestone	0 d	Mon 11/25/13	Mon 11/25/13	6918				0 hrs	Des Moines
6920	**A2.2.4.7.7.2**	**Rules Test Report**		**34 d**	**Tue 12/18/12**	**Wed 2/6/13**					**102 hrs**	
6921	**A2.2.4.7.7.2.1**	**Rules Test Reports**		**8 d**	**Tue 12/18/12**	**Fri 12/28/12**					**0 hrs**	
6922	A2.2.4.7.7.2.1.1	Extract summary of defects and test cases		3 d	Tue 12/18/12	Thu 12/20/12	2599FS-27 d	6923			0 hrs	Des Moines
6923	A2.2.4.7.7.2.1.2	Update and provide test results		5 d	Fri 12/21/12	Fri 12/28/12	6922	6925			0 hrs	Des Moines
6924	**A2.2.4.7.7.2.2**	**Conduct Internal Review**		**5 d**	**Mon 12/31/12**	**Mon 1/7/13**					**0 hrs**	
6925	A2.2.4.7.7.2.2.1	Walkthrough with manager and quality assurance		1 d	Mon 12/31/12	Mon 12/31/12	6923	6926			0 hrs	Des Moines
6926	A2.2.4.7.7.2.2.2	Internal quality assurance review		2 d	Wed 1/2/13	Thu 1/3/13	6925	6927			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6927	A2.2.4.7.7.2.2.3	Update deliverable based on review		1 d	Fri 1/4/13	Fri 1/4/13	6926	6928			0 hrs	Des Moines
6928	A2.2.4.7.7.2.2.4	Management review/approval for submission to Department		1 d	Mon 1/7/13	Mon 1/7/13	6927	6930			0 hrs	Des Moines
6929	**A2.2.4.7.7.2.3**	**Department Review**		**21 d**	**Tue 1/8/13**	**Wed 2/6/13**					**102 hrs**	
6930	A2.2.4.7.7.2.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 1/8/13	Tue 1/8/13	6928	6931	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6931	A2.2.4.7.7.2.3.2	Department review of initial submission		10 d	Wed 1/9/13	Wed 1/23/13	6930	6932	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6932	A2.2.4.7.7.2.3.3	Update deliverable based on review		1 d	Thu 1/24/13	Thu 1/24/13	6931	6933			0 hrs	Des Moines
6933	A2.2.4.7.7.2.3.4	Internal quality assurance review		1 d	Fri 1/25/13	Fri 1/25/13	6932	6934			0 hrs	Des Moines
6934	A2.2.4.7.7.2.3.5	Update deliverable based on review		1 d	Mon 1/28/13	Mon 1/28/13	6933	6935			0 hrs	Des Moines
6935	A2.2.4.7.7.2.3.6	Management review/approval for submission to Department		1 d	Tue 1/29/13	Tue 1/29/13	6934	6936			0 hrs	Des Moines
6936	A2.2.4.7.7.2.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 1/30/13	Wed 1/30/13	6935	6937	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6937	A2.2.4.7.7.2.3.8	Department review of final submission		5 d	Thu 1/31/13	Wed 2/6/13	6936	6938	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6938	A2.2.4.7.7.2.3.9	Department approves deliverable	Milestone	0 d	Wed 2/6/13	Wed 2/6/13	6937				0 hrs	Des Moines
6939	**A2.2.4.7.7.3**	**Module Test Report**		**34 d**	**Fri 11/15/13**	**Tue 1/7/14**					**102 hrs**	
6940	**A2.2.4.7.7.3.1**	**Module Test Results**		**8 d**	**Fri 11/15/13**	**Tue 11/26/13**					**0 hrs**	
6941	A2.2.4.7.7.3.1.1	Extract summary of defects and test cases		3 d	Fri 11/15/13	Tue 11/19/13	2864	6942			0 hrs	Des Moines
6942	A2.2.4.7.7.3.1.2	Update and provide test results		5 d	Wed 11/20/13	Tue 11/26/13	6941	6944			0 hrs	Des Moines
6943	**A2.2.4.7.7.3.2**	**Conduct Internal Review**		**5 d**	**Wed 11/27/13**	**Thu 12/5/13**					**0 hrs**	
6944	A2.2.4.7.7.3.2.1	Walkthrough with manager and quality assurance		1 d	Wed 11/27/13	Wed 11/27/13	6942	6945			0 hrs	Des Moines
6945	A2.2.4.7.7.3.2.2	Internal quality assurance review		2 d	Mon 12/2/13	Tue 12/3/13	6944	6946			0 hrs	Des Moines
6946	A2.2.4.7.7.3.2.3	Update deliverable based on review		1 d	Wed 12/4/13	Wed 12/4/13	6945	6947			0 hrs	Des Moines
6947	A2.2.4.7.7.3.2.4	Management review/approval for submission to Department		1 d	Thu 12/5/13	Thu 12/5/13	6946	6949			0 hrs	Des Moines
6948	**A2.2.4.7.7.3.3**	**Department Review**		**21 d**	**Fri 12/6/13**	**Tue 1/7/14**					**102 hrs**	
6949	A2.2.4.7.7.3.3.1	Walkthrough and submit deliverable to Department		1 d	Fri 12/6/13	Fri 12/6/13	6947	6950	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6950	A2.2.4.7.7.3.3.2	Department review of initial submission		10 d	Mon 12/9/13	Fri 12/20/13	6949	6951	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6951	A2.2.4.7.7.3.3.3	Update deliverable based on review		1 d	Mon 12/23/13	Mon 12/23/13	6950	6952			0 hrs	Des Moines
6952	A2.2.4.7.7.3.3.4	Internal quality assurance review		1 d	Tue 12/24/13	Tue 12/24/13	6951	6953			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6953	A2.2.4.7.7.3.3.5	Update deliverable based on review		1 d	Thu 12/26/13	Thu 12/26/13	6952	6954			0 hrs	Des Moines
6954	A2.2.4.7.7.3.3.6	Management review/approval for submission to Department		1 d	Fri 12/27/13	Fri 12/27/13	6953	6955			0 hrs	Des Moines
6955	A2.2.4.7.7.3.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Mon 12/30/13	Mon 12/30/13	6954	6956	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6956	A2.2.4.7.7.3.3.8	Department review of final submission		5 d	Tue 12/31/13	Tue 1/7/14	6955	6957	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6957	A2.2.4.7.7.3.3.9	Department approves deliverable	Milestone	0 d	Tue 1/7/14	Tue 1/7/14	6956				0 hrs	Des Moines
6958	**A2.2.4.7.7.4**	**Integration Test Report**		**268.25 d**	**Fri 4/19/13**	**Tue 5/13/14**					**200 hrs**	
6959	**A2.2.4.7.7.4.1**	**Early Provider Rollout Test Report**		**34 d**	**Fri 4/19/13**	**Thu 6/6/13**					**102 hrs**	
6960	A2.2.4.7.7.4.1.1	Extract summary of defects and test cases		3 d	Fri 4/19/13	Tue 4/23/13	7082	6961			0 hrs	Des Moines
6961	A2.2.4.7.7.4.1.2	Update and provide test results		5 d	Wed 4/24/13	Tue 4/30/13	6960	6963			0 hrs	Des Moines
6962	**A2.2.4.7.7.4.1.3**	**Conduct Internal Review**		**5 d**	**Wed 5/1/13**	**Tue 5/7/13**					**0 hrs**	
6963	A2.2.4.7.7.4.1.3.1	Walkthrough with manager and quality		1 d	Wed 5/1/13	Wed 5/1/13	6961	6964			0 hrs	Des Moines
6964	A2.2.4.7.7.4.1.3.2	Internal quality assurance review		2 d	Thu 5/2/13	Fri 5/3/13	6963	6965			0 hrs	Des Moines
6965	A2.2.4.7.7.4.1.3.3	Update deliverable based on review		1 d	Mon 5/6/13	Mon 5/6/13	6964	6966			0 hrs	Des Moines
6966	A2.2.4.7.7.4.1.3.4	Management review/approval for		1 d	Tue 5/7/13	Tue 5/7/13	6965	6968			0 hrs	Des Moines
6967	**A2.2.4.7.7.4.1.4**	**Department Review**		**21 d**	**Wed 5/8/13**	**Thu 6/6/13**					**102 hrs**	
6968	A2.2.4.7.7.4.1.4.1	Walkthrough and submit deliverable to Department		1 d	Wed 5/8/13	Wed 5/8/13	6966	6969	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6969	A2.2.4.7.7.4.1.4.2	Department review of initial submission		10 d	Thu 5/9/13	Wed 5/22/13	6968	6970	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6970	A2.2.4.7.7.4.1.4.3	Update deliverable based on review		1 d	Thu 5/23/13	Thu 5/23/13	6969	6971			0 hrs	Des Moines
6971	A2.2.4.7.7.4.1.4.4	Internal quality assurance review		1 d	Fri 5/24/13	Fri 5/24/13	6970	6972			0 hrs	Des Moines
6972	A2.2.4.7.7.4.1.4.5	Update deliverable based on review		1 d	Tue 5/28/13	Tue 5/28/13	6971	6973			0 hrs	Des Moines
6973	A2.2.4.7.7.4.1.4.6	Management review/approval for		1 d	Wed 5/29/13	Wed 5/29/13	6972	6974			0 hrs	Des Moines
6974	A2.2.4.7.7.4.1.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 5/30/13	Thu 5/30/13	6973	6975	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6975	A2.2.4.7.7.4.1.4.8	Department review of final submission		5 d	Fri 5/31/13	Thu 6/6/13	6974	6976	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6976	A2.2.4.7.7.4.1.4.9	Department approves deliverable	Milestone	0 d	Thu 6/6/13	Thu 6/6/13	6975				0 hrs	Des Moines
6977	**A2.2.4.7.7.4.2**	**MMIS Integration Test Report**		**35.25 d**	**Tue 3/25/14**	**Tue 5/13/14**					**98 hrs**	
6978	A2.2.4.7.7.4.2.1	Extract summary of defects and test cases		3 d	Tue 3/25/14	Thu 3/27/14	7109	6979			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
6979	A2.2.4.7.7.4.2.2	Update and provide test results		5 d	Fri 3/28/14	Thu 4/3/14	6978	6981			0 hrs	Des Moines
6980	**A2.2.4.7.7.4.2.3**	**Conduct Internal Review**		**5 d**	**Fri 4/4/14**	**Thu 4/10/14**					**0 hrs**	
6981	A2.2.4.7.7.4.2.3.1	Walkthrough with manager and quality		1 d	Fri 4/4/14	Fri 4/4/14	6979	6982			0 hrs	Des Moines
6982	A2.2.4.7.7.4.2.3.2	Internal quality assurance review		2 d	Mon 4/7/14	Tue 4/8/14	6981	6983			0 hrs	Des Moines
6983	A2.2.4.7.7.4.2.3.3	Update deliverable based on review		1 d	Wed 4/9/14	Wed 4/9/14	6982	6984			0 hrs	Des Moines
6984	A2.2.4.7.7.4.2.3.4	Management review/approval for		1 d	Thu 4/10/14	Thu 4/10/14	6983	6986			0 hrs	Des Moines
6985	**A2.2.4.7.7.4.2.4**	**Department Review**		**22.25 d**	**Fri 4/11/14**	**Tue 5/13/14**					**98 hrs**	
6986	A2.2.4.7.7.4.2.4.1	Walkthrough and submit deliverable to Department		1 d	Fri 4/11/14	Fri 4/11/14	6984	6987	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
6987	A2.2.4.7.7.4.2.4.2	Department review of initial submission		10 d	Mon 4/14/14	Fri 4/25/14	6986	6988	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
6988	A2.2.4.7.7.4.2.4.3	Update deliverable based on review		1 d	Mon 4/28/14	Mon 4/28/14	6987	6989			0 hrs	Des Moines
6989	A2.2.4.7.7.4.2.4.4	Internal quality assurance review		1 d	Tue 4/29/14	Tue 4/29/14	6988	6990			0 hrs	Des Moines
6990	A2.2.4.7.7.4.2.4.5	Update deliverable based on review		1 d	Wed 4/30/14	Wed 4/30/14	6989	6991			0 hrs	Des Moines
6991	A2.2.4.7.7.4.2.4.6	Management review/approval for		1 d	Thu 5/1/14	Thu 5/1/14	6990	6992			0 hrs	Des Moines
6992	A2.2.4.7.7.4.2.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 5/2/14	Fri 5/2/14	6991	6993	D-PMO	DP	2 hrs	Des Moines
6993	A2.2.4.7.7.4.2.4.8	Department review of final submission		5 d	Mon 5/5/14	Fri 5/9/14	6992	6994	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
6994	A2.2.4.7.7.4.2.4.9	Department approves deliverable	Milestone	1.25 d	Mon 5/12/14	Tue 5/13/14	6993				0 hrs	Des Moines
6995	**A2.2.4.7.7.5**	**User Acceptance Test Report**		**274 d**	**Wed 7/31/13**	**Fri 8/29/14**					**220 hrs**	
6996	**A2.2.4.7.7.5.1**	**Early Provider Rollout User Acceptance Test Report**		**34 d**	**Wed 7/31/13**	**Tue 9/17/13**					**118 hrs**	
6997	A2.2.4.7.7.5.1.1	Extract summary of defects and test cases		3 d	Wed 7/31/13	Fri 8/2/13	7137	6998			0 hrs	Des Moines
6998	A2.2.4.7.7.5.1.2	Update and provide test results		5 d	Mon 8/5/13	Fri 8/9/13	6997	7000			0 hrs	Des Moines
6999	**A2.2.4.7.7.5.1.3**	**Conduct Internal Review**		**5 d**	**Mon 8/12/13**	**Fri 8/16/13**					**0 hrs**	
7000	A2.2.4.7.7.5.1.3.1	Walkthrough with manager and quality		1 d	Mon 8/12/13	Mon 8/12/13	6998	7001			0 hrs	Des Moines
7001	A2.2.4.7.7.5.1.3.2	Internal quality assurance review		2 d	Tue 8/13/13	Wed 8/14/13	7000	7002			0 hrs	Des Moines
7002	A2.2.4.7.7.5.1.3.3	Update deliverable based on review		1 d	Thu 8/15/13	Thu 8/15/13	7001	7003			0 hrs	Des Moines
7003	A2.2.4.7.7.5.1.3.4	Management review/approval for		1 d	Fri 8/16/13	Fri 8/16/13	7002	7005			0 hrs	Des Moines
7004	**A2.2.4.7.7.5.1.4**	**Department Review**		**21 d**	**Mon 8/19/13**	**Tue 9/17/13**					**118 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7005	A2.2.4.7.7.5.1.4.1	Walkthrough and submit deliverable to Department		1 d	Mon 8/19/13	Mon 8/19/13	7003	7006	D-PMO, D-BA, D-SME	DP	22 hrs	Des Moines
7006	A2.2.4.7.7.5.1.4.2	Department review of initial submission		10 d	Tue 8/20/13	Tue 9/3/13	7005	7007	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7007	A2.2.4.7.7.5.1.4.3	Update deliverable based on review		1 d	Wed 9/4/13	Wed 9/4/13	7006	7008			0 hrs	Des Moines
7008	A2.2.4.7.7.5.1.4.4	Internal quality assurance review		1 d	Thu 9/5/13	Thu 9/5/13	7007	7009			0 hrs	Des Moines
7009	A2.2.4.7.7.5.1.4.5	Update deliverable based on review		1 d	Fri 9/6/13	Fri 9/6/13	7008	7010			0 hrs	Des Moines
7010	A2.2.4.7.7.5.1.4.6	Management review/approval for		1 d	Mon 9/9/13	Mon 9/9/13	7009	7011			0 hrs	Des Moines
7011	A2.2.4.7.7.5.1.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 9/10/13	Tue 9/10/13	7010	7012	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7012	A2.2.4.7.7.5.1.4.8	Department review of final submission		5 d	Wed 9/11/13	Tue 9/17/13	7011	7013	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7013	A2.2.4.7.7.5.1.4.9	Department approves deliverable	Milestone	0 d	Tue 9/17/13	Tue 9/17/13	7012				0 hrs	Des Moines
7014	**A2.2.4.7.7.5.2**	**MMIS User Acceptance Test Report**		**34 d**	**Tue 7/15/14**	**Fri 8/29/14**					**102 hrs**	
7015	A2.2.4.7.7.5.2.1	Extract summary of defects and test cases		3 d	Tue 7/15/14	Thu 7/17/14	7196	7016			0 hrs	Des Moines
7016	A2.2.4.7.7.5.2.2	Update and provide test results		5 d	Fri 7/18/14	Thu 7/24/14	7015	7018			0 hrs	Des Moines
7017	**A2.2.4.7.7.5.2.3**	**Conduct Internal Review**		**5 d**	**Fri 7/25/14**	**Thu 7/31/14**					**0 hrs**	
7018	A2.2.4.7.7.5.2.3.1	Walkthrough with manager and quality		1 d	Fri 7/25/14	Fri 7/25/14	7016	7019			0 hrs	Des Moines
7019	A2.2.4.7.7.5.2.3.2	Internal quality assurance review		2 d	Mon 7/28/14	Tue 7/29/14	7018	7020			0 hrs	Des Moines
7020	A2.2.4.7.7.5.2.3.3	Update deliverable based on review		1 d	Wed 7/30/14	Wed 7/30/14	7019	7021			0 hrs	Des Moines
7021	A2.2.4.7.7.5.2.3.4	Management review/approval for		1 d	Thu 7/31/14	Thu 7/31/14	7020	7023			0 hrs	Des Moines
7022	**A2.2.4.7.7.5.2.4**	**Department Review**		**21 d**	**Fri 8/1/14**	**Fri 8/29/14**					**102 hrs**	
7023	A2.2.4.7.7.5.2.4.1	Walkthrough and submit deliverable to Department		1 d	Fri 8/1/14	Fri 8/1/14	7021	7024	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7024	A2.2.4.7.7.5.2.4.2	Department review of initial submission		10 d	Mon 8/4/14	Fri 8/15/14	7023	7025	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7025	A2.2.4.7.7.5.2.4.3	Update deliverable based on review		1 d	Mon 8/18/14	Mon 8/18/14	7024	7026			0 hrs	Des Moines
7026	A2.2.4.7.7.5.2.4.4	Internal quality assurance review		1 d	Tue 8/19/14	Tue 8/19/14	7025	7027			0 hrs	Des Moines
7027	A2.2.4.7.7.5.2.4.5	Update deliverable based on review		1 d	Wed 8/20/14	Wed 8/20/14	7026	7028			0 hrs	Des Moines
7028	A2.2.4.7.7.5.2.4.6	Management review/approval for		1 d	Thu 8/21/14	Thu 8/21/14	7027	7029			0 hrs	Des Moines
7029	A2.2.4.7.7.5.2.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 8/22/14	Fri 8/22/14	7028	7030	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7030	A2.2.4.7.7.5.2.4.8	Department review of final submission		5 d	Mon 8/25/14	Fri 8/29/14	7029	7031	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7031	A2.2.4.7.7.5.2.4.9	Department approves deliverable	Milestone	0 d	Fri 8/29/14	Fri 8/29/14	7030				0 hrs	Des Moines
7032	**A2.2.4.7.7.6**	**Operational Readiness Test Report**		**34 d**	**Fri 6/27/14**	**Thu 8/14/14**					**102 hrs**	
7033	**A2.2.4.7.7.6.1**	**Operational Readiness Test Results**		**8 d**	**Fri 6/27/14**	**Wed 7/9/14**					**0 hrs**	
7034	A2.2.4.7.7.6.1.1	Extract summary of defects and test cases		3 d	Fri 6/27/14	Tue 7/1/14	7270	7035			0 hrs	Des Moines
7035	A2.2.4.7.7.6.1.2	Update and provide test results		5 d	Wed 7/2/14	Wed 7/9/14	7034	7037			0 hrs	Des Moines
7036	**A2.2.4.7.7.6.2**	**Conduct Internal Review**		**5 d**	**Thu 7/10/14**	**Wed 7/16/14**					**0 hrs**	
7037	A2.2.4.7.7.6.2.1	Walkthrough with manager and quality assurance		1 d	Thu 7/10/14	Thu 7/10/14	7035	7038			0 hrs	Des Moines
7038	A2.2.4.7.7.6.2.2	Internal quality assurance review		2 d	Fri 7/11/14	Mon 7/14/14	7037	7039			0 hrs	Des Moines
7039	A2.2.4.7.7.6.2.3	Update deliverable based on review		1 d	Tue 7/15/14	Tue 7/15/14	7038	7040			0 hrs	Des Moines
7040	A2.2.4.7.7.6.2.4	Management review/approval for submission to Department		1 d	Wed 7/16/14	Wed 7/16/14	7039	7042			0 hrs	Des Moines
7041	**A2.2.4.7.7.6.3**	**Department Review**		**21 d**	**Thu 7/17/14**	**Thu 8/14/14**					**102 hrs**	
7042	A2.2.4.7.7.6.3.1	Walkthrough and submit deliverable to Department		1 d	Thu 7/17/14	Thu 7/17/14	7040	7043	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7043	A2.2.4.7.7.6.3.2	Department review of initial submission		10 d	Fri 7/18/14	Thu 7/31/14	7042	7044	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7044	A2.2.4.7.7.6.3.3	Update deliverable based on review		1 d	Fri 8/1/14	Fri 8/1/14	7043	7045			0 hrs	Des Moines
7045	A2.2.4.7.7.6.3.4	Internal quality assurance review		1 d	Mon 8/4/14	Mon 8/4/14	7044	7046			0 hrs	Des Moines
7046	A2.2.4.7.7.6.3.5	Update deliverable based on review		1 d	Tue 8/5/14	Tue 8/5/14	7045	7047			0 hrs	Des Moines
7047	A2.2.4.7.7.6.3.6	Management review/approval for submission to Department		1 d	Wed 8/6/14	Wed 8/6/14	7046	7048			0 hrs	Des Moines
7048	A2.2.4.7.7.6.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 8/7/14	Thu 8/7/14	7047	7049	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7049	A2.2.4.7.7.6.3.8	Department review of final submission		5 d	Fri 8/8/14	Thu 8/14/14	7048	7050	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7050	A2.2.4.7.7.6.3.9	Department approves deliverable	Milestone	0 d	Thu 8/14/14	Thu 8/14/14	7049				0 hrs	Des Moines
7051	**A2.2.4.7.8**	**Test Activities**		**465 d**	**Tue 10/30/12**	**Fri 9/5/14**			**APS#12, APS#13, APS#14, TST#5,**	**TN**	**33,851 hrs**	
7052	A2.2.4.7.8.1	Unit Test Completion	Milestone	0 d	Tue 10/8/13	Tue 10/8/13	2864FS-27 d				0 hrs	
7053	A2.2.4.7.8.2	Rules Test Completion	Milestone	0 d	Tue 10/30/12	Tue 10/30/12	4668				0 hrs	
7054	A2.2.4.7.8.3	Module Test Completion	Milestone	0 d	Thu 11/14/13	Thu 11/14/13	2864				0 hrs	
7055	**A2.2.4.7.8.4**	**Integration Test**		**312 d**	**Thu 12/27/12**	**Mon 3/24/14**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7056	**A2.2.4.7.8.4.1**	**Early Provider Rollout**		**79 d**	**Thu 12/27/12**	**Thu 4/18/13**		**7213**			**0 hrs**	
7057	**A2.2.4.7.8.4.1.1**	**Test Preparation**		**8 d**	**Thu 12/27/12**	**Tue 1/8/13**					**0 hrs**	
7058	A2.2.4.7.8.4.1.1.1	Update Test Case and Defect Repository		1 d	Thu 12/27/12	Thu 12/27/12	3066	9,6343FS-55 d			0 hrs	Gaithersburg
7059	A2.2.4.7.8.4.1.1.2	Configure COTS/Automated		3 d	Fri 12/28/12	Wed 1/2/13	7058	7060			0 hrs	Gaithersburg
7060	A2.2.4.7.8.4.1.1.3	Prepare Environment and Data		3 d	Thu 1/3/13	Mon 1/7/13	7059	7061			0 hrs	Gaithersburg
7061	A2.2.4.7.8.4.1.1.4	Conduct Test Readiness Review		1 d	Tue 1/8/13	Tue 1/8/13	7060	7064			0 hrs	Gaithersburg
7062	**A2.2.4.7.8.4.1.2**	**Execution**		**71 d**	**Wed 1/9/13**	**Thu 4/18/13**					**0 hrs**	
7063	**A2.2.4.7.8.4.1.2.1**	**Group 1**		**18 d**	**Wed 1/9/13**	**Mon 2/4/13**					**0 hrs**	
7064	A2.2.4.7.8.4.1.2.1.1	Prepare Environment and		1 d	Wed 1/9/13	Wed 1/9/13	7061	5,6432FS-60 d,6604FS-45			0 hrs	Gaithersburg
7065	A2.2.4.7.8.4.1.2.1.2	Execute Test Cases		15 d	Thu 1/10/13	Thu 1/31/13	7064	7066FS-15 d			0 hrs	Gaithersburg
7066	A2.2.4.7.8.4.1.2.1.3	Correct Defects		15 d	Thu 1/10/13	Thu 1/31/13	7065FS-15 d	7067			0 hrs	Gaithersburg
7067	A2.2.4.7.8.4.1.2.1.4	Complete Regression Testing		2 d	Fri 2/1/13	Mon 2/4/13	7066	7069			0 hrs	Gaithersburg
7068	**A2.2.4.7.8.4.1.2.2**	**Group 2**		**18 d**	**Tue 2/5/13**	**Thu 2/28/13**					**0 hrs**	
7069	A2.2.4.7.8.4.1.2.2.1	Prepare Environment and		1 d	Tue 2/5/13	Tue 2/5/13	7067	7070			0 hrs	Gaithersburg
7070	A2.2.4.7.8.4.1.2.2.2	Execute Test Cases		15 d	Wed 2/6/13	Tue 2/26/13	7069	7071FS-15 d			0 hrs	Gaithersburg
7071	A2.2.4.7.8.4.1.2.2.3	Correct Defects		15 d	Wed 2/6/13	Tue 2/26/13	7070FS-15 d	7072			0 hrs	Gaithersburg
7072	A2.2.4.7.8.4.1.2.2.4	Complete Regression Testing		2 d	Wed 2/27/13	Thu 2/28/13	7071	7074			0 hrs	Gaithersburg
7073	**A2.2.4.7.8.4.1.2.3**	**Group 3**		**18 d**	**Fri 3/1/13**	**Tue 3/26/13**					**0 hrs**	
7074	A2.2.4.7.8.4.1.2.3.1	Prepare Environment and		1 d	Fri 3/1/13	Fri 3/1/13	7072	7075			0 hrs	Gaithersburg
7075	A2.2.4.7.8.4.1.2.3.2	Execute Test Cases		15 d	Mon 3/4/13	Fri 3/22/13	7074	7076FS-15 d			0 hrs	Gaithersburg
7076	A2.2.4.7.8.4.1.2.3.3	Correct Defects		15 d	Mon 3/4/13	Fri 3/22/13	7075FS-15 d	7077			0 hrs	Gaithersburg
7077	A2.2.4.7.8.4.1.2.3.4	Complete Regression Testing		2 d	Mon 3/25/13	Tue 3/26/13	7076	7079			0 hrs	Gaithersburg
7078	**A2.2.4.7.8.4.1.2.4**	**Group 4**		**17 d**	**Wed 3/27/13**	**Thu 4/18/13**					**0 hrs**	
7079	A2.2.4.7.8.4.1.2.4.1	Prepare Environment and		1 d	Wed 3/27/13	Wed 3/27/13	7077	7080			0 hrs	Gaithersburg
7080	A2.2.4.7.8.4.1.2.4.2	Execute Test Cases		15 d	Thu 3/28/13	Wed 4/17/13	7079	7081FS-15 d			0 hrs	Gaithersburg
7081	A2.2.4.7.8.4.1.2.4.3	Correct Defects		15 d	Thu 3/28/13	Wed 4/17/13	7080FS-15 d	7082			0 hrs	Gaithersburg
7082	A2.2.4.7.8.4.1.2.4.4	Complete Regression Testing		1 d	Thu 4/18/13	Thu 4/18/13	7081	3,6755,6960			0 hrs	Gaithersburg
7083	**A2.2.4.7.8.4.2**	**MMIS System**		**92 d**	**Thu 11/7/13**	**Mon 3/24/14**		**7232**			**0 hrs**	
7084	**A2.2.4.7.8.4.2.1**	**Test Preparation**		**8 d**	**Thu 11/7/13**	**Tue 11/19/13**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7085	A2.2.4.7.8.4.2.1.1	Update Test Case and Defect Repository		1 d	Thu 11/7/13	Thu 11/7/13	2864FS-5 d	5,6452FS-55 d,6622FS-45			0 hrs	Gaithersburg
7086	A2.2.4.7.8.4.2.1.2	Configure COTS/Automated		3 d	Fri 11/8/13	Wed 11/13/13	7085	7087			0 hrs	Gaithersburg
7087	A2.2.4.7.8.4.2.1.3	Prepare Environment and Data		3 d	Thu 11/14/13	Mon 11/18/13	7086	7088			0 hrs	Gaithersburg
7088	A2.2.4.7.8.4.2.1.4	Conduct Test Readiness Review		1 d	Tue 11/19/13	Tue 11/19/13	7087	7091			0 hrs	Gaithersburg
7089	**A2.2.4.7.8.4.2.2**	**Execution**		**84 d**	**Wed 11/20/13**	**Mon 3/24/14**					**0 hrs**	
7090	**A2.2.4.7.8.4.2.2.1**	**Group 1**		**21 d**	**Wed 11/20/13**	**Fri 12/20/13**					**0 hrs**	
7091	A2.2.4.7.8.4.2.2.1.1	Prepare Environment and		1 d	Wed 11/20/13	Wed 11/20/13	7088	7092			0 hrs	Gaithersburg
7092	A2.2.4.7.8.4.2.2.1.2	Execute Test Cases		15 d	Thu 11/21/13	Fri 12/13/13	7091	7093FS-15 d			0 hrs	Gaithersburg
7093	A2.2.4.7.8.4.2.2.1.3	Correct Defects		15 d	Thu 11/21/13	Fri 12/13/13	7092FS-15 d	7094			0 hrs	Gaithersburg
7094	A2.2.4.7.8.4.2.2.1.4	Complete Regression Testing		5 d	Mon 12/16/13	Fri 12/20/13	7093	7096			0 hrs	Gaithersburg
7095	**A2.2.4.7.8.4.2.2.2**	**Group 2**		**21 d**	**Mon 12/23/13**	**Thu 1/23/14**					**0 hrs**	
7096	A2.2.4.7.8.4.2.2.2.1	Prepare Environment and		1 d	Mon 12/23/13	Mon 12/23/13	7094	7097			0 hrs	Gaithersburg
7097	A2.2.4.7.8.4.2.2.2.2	Execute Test Cases		15 d	Tue 12/24/13	Wed 1/15/14	7096	7098FS-15 d			0 hrs	Gaithersburg
7098	A2.2.4.7.8.4.2.2.2.3	Correct Defects		15 d	Tue 12/24/13	Wed 1/15/14	7097FS-15 d	7099			0 hrs	Gaithersburg
7099	A2.2.4.7.8.4.2.2.2.4	Complete Regression Testing		5 d	Thu 1/16/14	Thu 1/23/14	7098	7101			0 hrs	Gaithersburg
7100	**A2.2.4.7.8.4.2.2.3**	**Group 3**		**21 d**	**Fri 1/24/14**	**Fri 2/21/14**					**0 hrs**	
7101	A2.2.4.7.8.4.2.2.3.1	Prepare Environment and		1 d	Fri 1/24/14	Fri 1/24/14	7099	7102			0 hrs	Gaithersburg
7102	A2.2.4.7.8.4.2.2.3.2	Execute Test Cases		15 d	Mon 1/27/14	Fri 2/14/14	7101	7103FS-15 d			0 hrs	Gaithersburg
7103	A2.2.4.7.8.4.2.2.3.3	Correct Defects		15 d	Mon 1/27/14	Fri 2/14/14	7102FS-15 d	7104			0 hrs	Gaithersburg
7104	A2.2.4.7.8.4.2.2.3.4	Complete Regression Testing		5 d	Mon 2/17/14	Fri 2/21/14	7103	7106			0 hrs	Gaithersburg
7105	**A2.2.4.7.8.4.2.2.4**	**Group 4**		**21 d**	**Mon 2/24/14**	**Mon 3/24/14**					**0 hrs**	
7106	A2.2.4.7.8.4.2.2.4.1	Prepare Environment and		1 d	Mon 2/24/14	Mon 2/24/14	7104	7107			0 hrs	Gaithersburg
7107	A2.2.4.7.8.4.2.2.4.2	Execute Test Cases		15 d	Tue 2/25/14	Mon 3/17/14	7106	7108FS-15 d,7140FS-5			0 hrs	Gaithersburg
7108	A2.2.4.7.8.4.2.2.4.3	Correct Defects		15 d	Tue 2/25/14	Mon 3/17/14	7107FS-15 d	7109			0 hrs	Gaithersburg
7109	A2.2.4.7.8.4.2.2.4.4	Complete Regression Testing		5 d	Tue 3/18/14	Mon 3/24/14	7108	6774,6978			0 hrs	Gaithersburg
7110	**A2.2.4.7.8.5**	**User Acceptance Test**		**319 d**	**Tue 4/9/13**	**Mon 7/14/14**					**193 hrs**	
7111	**A2.2.4.7.8.5.1**	**Early Provider Rollout**		**71 d**	**Fri 4/19/13**	**Tue 7/30/13**					**0 hrs**	
7112	**A2.2.4.7.8.5.1.1**	**Test Preparation**		**8 d**	**Fri 4/19/13**	**Tue 4/30/13**		**7413FS-45 d**			**0 hrs**	
7113	A2.2.4.7.8.5.1.1.1	Update Test Case and Defect Repository		1 d	Fri 4/19/13	Fri 4/19/13	7082	4,8050FS-30 d			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7114	A2.2.4.7.8.5.1.1.2	Configure COTS/Automated		3 d	Mon 4/22/13	Wed 4/24/13	7113	7115			0 hrs	Des Moines
7115	A2.2.4.7.8.5.1.1.3	Prepare Environment and Data		3 d	Thu 4/25/13	Mon 4/29/13	7114	7116			0 hrs	Des Moines
7116	A2.2.4.7.8.5.1.1.4	Conduct Test Readiness Review		1 d	Tue 4/30/13	Tue 4/30/13	7115	7119			0 hrs	Des Moines
7117	**A2.2.4.7.8.5.1.2**	**Execution**		**63 d**	**Wed 5/1/13**	**Tue 7/30/13**					**0 hrs**	
7118	**A2.2.4.7.8.5.1.2.1**	**Group 1**		**18 d**	**Wed 5/1/13**	**Fri 5/24/13**					**0 hrs**	
7119	A2.2.4.7.8.5.1.2.1.1	Prepare Environment and		1 d	Wed 5/1/13	Wed 5/1/13	7116	),6473FS-60 d			0 hrs	Des Moines
7120	A2.2.4.7.8.5.1.2.1.2	Execute Test Cases		15 d	Thu 5/2/13	Wed 5/22/13	7119	7121FS-15 d			0 hrs	Des Moines
7121	A2.2.4.7.8.5.1.2.1.3	Correct Defects		15 d	Thu 5/2/13	Wed 5/22/13	7120FS-15 d	7122			0 hrs	Des Moines
7122	A2.2.4.7.8.5.1.2.1.4	Complete Regression Testing		2 d	Thu 5/23/13	Fri 5/24/13	7121	7124			0 hrs	Des Moines
7123	**A2.2.4.7.8.5.1.2.2**	**Group 2**		**18 d**	**Tue 5/28/13**	**Thu 6/20/13**					**0 hrs**	
7124	A2.2.4.7.8.5.1.2.2.1	Prepare Environment and		1 d	Tue 5/28/13	Tue 5/28/13	7122	7125			0 hrs	Des Moines
7125	A2.2.4.7.8.5.1.2.2.2	Execute Test Cases		15 d	Wed 5/29/13	Tue 6/18/13	7124	7126FS-15 d,8352			0 hrs	Des Moines
7126	A2.2.4.7.8.5.1.2.2.3	Correct Defects		15 d	Wed 5/29/13	Tue 6/18/13	7125FS-15 d	7127			0 hrs	Des Moines
7127	A2.2.4.7.8.5.1.2.2.4	Complete Regression Testing		2 d	Wed 6/19/13	Thu 6/20/13	7126	7129			0 hrs	Des Moines
7128	**A2.2.4.7.8.5.1.2.3**	**Group 3**		**15 d**	**Fri 6/21/13**	**Fri 7/12/13**					**0 hrs**	
7129	A2.2.4.7.8.5.1.2.3.1	Prepare Environment and		1 d	Fri 6/21/13	Fri 6/21/13	7127	7130			0 hrs	Des Moines
7130	A2.2.4.7.8.5.1.2.3.2	Execute Test Cases		12 d	Mon 6/24/13	Wed 7/10/13	7129	7131FS-12 d			0 hrs	Des Moines
7131	A2.2.4.7.8.5.1.2.3.3	Correct Defects		12 d	Mon 6/24/13	Wed 7/10/13	7130FS-12 d	7132			0 hrs	Des Moines
7132	A2.2.4.7.8.5.1.2.3.4	Complete Regression Testing		2 d	Thu 7/11/13	Fri 7/12/13	7131	7134			0 hrs	Des Moines
7133	**A2.2.4.7.8.5.1.2.4**	**Group 4**		**12 d**	**Mon 7/15/13**	**Tue 7/30/13**					**0 hrs**	
7134	A2.2.4.7.8.5.1.2.4.1	Prepare Environment and		1 d	Mon 7/15/13	Mon 7/15/13	7132	7135			0 hrs	Des Moines
7135	A2.2.4.7.8.5.1.2.4.2	Execute Test Cases		10 d	Tue 7/16/13	Mon 7/29/13	7134	7136FS-10 d			0 hrs	Des Moines
7136	A2.2.4.7.8.5.1.2.4.3	Correct Defects		10 d	Tue 7/16/13	Mon 7/29/13	7135FS-10 d	7137,6794			0 hrs	Des Moines
7137	A2.2.4.7.8.5.1.2.4.4	Complete Regression Testing		1 d	Tue 7/30/13	Tue 7/30/13	7136	7435FS-100 d,8298			0 hrs	Des Moines
7138	**A2.2.4.7.8.5.2**	**MMIS System**		**319 d**	**Tue 4/9/13**	**Mon 7/14/14**					**193 hrs**	
7139	**A2.2.4.7.8.5.2.1**	**Test Preparation**		**236 d**	**Tue 4/9/13**	**Mon 3/17/14**					**193 hrs**	
7140	A2.2.4.7.8.5.2.1.1	Update Test Case and Defect Repository		1 d	Tue 3/11/14	Tue 3/11/14	7107FS-5 d	1,6348FS-45 d,6352FS-55			0 hrs	Des Moines
7141	A2.2.4.7.8.5.2.1.2	Configure COTS/Automated		2 d	Wed 3/12/14	Thu 3/13/14	7140	7142			0 hrs	Des Moines
7142	A2.2.4.7.8.5.2.1.3	Prepare Environment and Data		2 d	Fri 3/14/14	Mon 3/17/14	7141	7143SS			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7143	A2.2.4.7.8.5.2.1.4	Conduct Test Readiness Review		1 d	Fri 3/14/14	Fri 3/14/14	7142SS	7178			0 hrs	Des Moines
7144	**A2.2.4.7.8.5.2.1.5**	**UAT Data Provided**		**64 d**	**Tue 4/9/13**	**Tue 7/9/13**					**193 hrs**	
7145	**A2.2.4.7.8.5.2.1.5.1**	**Develop Deliverable**		**2 d**	**Tue 4/9/13**	**Wed 4/10/13**					**0 hrs**	
7146	A2.2.4.7.8.5.2.1.5.1.1	Create DXD for Letter		2 d	Tue 4/9/13	Wed 4/10/13	7159FS-28 d	7149			0 hrs	Des Moines
7147	**A2.2.4.7.8.5.2.1.5.2**	**Deliverable Expectations**		**21 d**	**Thu 4/11/13**	**Thu 5/9/13**					**96 hrs**	
7148	**A2.2.4.7.8.5.2.1.5.2.1**	**Conduct Internal**		**3 d**	**Thu 4/11/13**	**Mon 4/15/13**					**0 hrs**	
7149	A2.2.4.7.8.5.2.1.5.2.1.1	Walkthroug with		1 d	Thu 4/11/13	Thu 4/11/13	7146	7150			0 hrs	Des Moines
7150	A2.2.4.7.8.5.2.1.5.2.1.2	Update DXD		1 d	Fri 4/12/13	Fri 4/12/13	7149	7151			0 hrs	Des Moines
7151	A2.2.4.7.8.5.2.1.5.2.1.3	Manageme review/appr		1 d	Mon 4/15/13	Mon 4/15/13	7150	7153			0 hrs	Des Moines
7152	**A2.2.4.7.8.5.2.1.5.2.2**	**Department Review**		**18 d**	**Tue 4/16/13**	**Thu 5/9/13**					**96 hrs**	
7153	A2.2.4.7.8.5.2.1.5.2.2.1	Walkthroug and submit deliverable		1 d	Tue 4/16/13	Tue 4/16/13	7151	7154	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7154	A2.2.4.7.8.5.2.1.5.2.2.2	Departmen review DXD for		10 d	Wed 4/17/13	Tue 4/30/13	7153	7155	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7155	A2.2.4.7.8.5.2.1.5.2.2.3	Update DXD		1 d	Wed 5/1/13	Wed 5/1/13	7154	7156			0 hrs	Des Moines
7156	A2.2.4.7.8.5.2.1.5.2.2.4	Internal quality		1 d	Thu 5/2/13	Thu 5/2/13	7155	7157			0 hrs	Des Moines
7157	A2.2.4.7.8.5.2.1.5.2.2.5	Departmen review of final		5 d	Fri 5/3/13	Thu 5/9/13	7156		D-BA, D-PMO, D-SME	DP	30 hrs	Des Moines
7158	**A2.2.4.7.8.5.2.1.5.3**	**Develop Letter**		**20 d**	**Fri 5/3/13**	**Fri 5/31/13**					**0 hrs**	
7159	A2.2.4.7.8.5.2.1.5.3.1	Document data provided for		10 d	Fri 5/3/13	Thu 5/16/13	2512	7146FS-28 d,7160			0 hrs	Des Moines
7160	A2.2.4.7.8.5.2.1.5.3.2	Finalize Deliverable		10 d	Fri 5/17/13	Fri 5/31/13	7159	7162			0 hrs	Des Moines
7161	**A2.2.4.7.8.5.2.1.5.4**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7162	A2.2.4.7.8.5.2.1.5.4.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7160	7163			0 hrs	Des Moines
7163	A2.2.4.7.8.5.2.1.5.4.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7162	7164			0 hrs	Des Moines
7164	A2.2.4.7.8.5.2.1.5.4.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7163	7165			0 hrs	Des Moines
7165	A2.2.4.7.8.5.2.1.5.4.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7164	7167			0 hrs	Des Moines
7166	**A2.2.4.7.8.5.2.1.5.5**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**97 hrs**	
7167	A2.2.4.7.8.5.2.1.5.5.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7165	7168	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7168	A2.2.4.7.8.5.2.1.5.5.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7167	7169	D-PMO, D-BA, D-SME	DP	58 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7169	A2.2.4.7.8.5.2.1.5.5.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7168	7170			0 hrs	Des Moines
7170	A2.2.4.7.8.5.2.1.5.5.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7169	7171			0 hrs	Des Moines
7171	A2.2.4.7.8.5.2.1.5.5.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7170	7172			0 hrs	Des Moines
7172	A2.2.4.7.8.5.2.1.5.5.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7171	7173			0 hrs	Des Moines
7173	A2.2.4.7.8.5.2.1.5.5.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7172	7174	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7174	A2.2.4.7.8.5.2.1.5.5.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7173	7175	D-PMO, D-BA, D-SME	DP	27 hrs	Des Moines
7175	A2.2.4.7.8.5.2.1.5.5.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7174				0 hrs	Des Moines
7176	**A2.2.4.7.8.5.2.2**	**Execution**		**84 d**	**Mon 3/17/14**	**Mon 7/14/14**					**0 hrs**	
7177	**A2.2.4.7.8.5.2.2.1**	**Group 1**		**21 d**	**Mon 3/17/14**	**Mon 4/14/14**					**0 hrs**	
7178	A2.2.4.7.8.5.2.2.1.1	Prepare Environment and		1 d	Mon 3/17/14	Mon 3/17/14	7143	9,8060FS-45 d			0 hrs	Des Moines
7179	A2.2.4.7.8.5.2.2.1.2	Execute Test Cases		15 d	Tue 3/18/14	Mon 4/7/14	7178	7180FS-15 d			0 hrs	Des Moines
7180	A2.2.4.7.8.5.2.2.1.3	Correct Defects		15 d	Tue 3/18/14	Mon 4/7/14	7179FS-15 d	7181			0 hrs	Des Moines
7181	A2.2.4.7.8.5.2.2.1.4	Complete Regression Testing		5 d	Tue 4/8/14	Mon 4/14/14	7180	7183,7251			0 hrs	Des Moines
7182	**A2.2.4.7.8.5.2.2.2**	**Group 2**		**21 d**	**Tue 4/15/14**	**Tue 5/13/14**					**0 hrs**	
7183	A2.2.4.7.8.5.2.2.2.1	Prepare Environment and		1 d	Tue 4/15/14	Tue 4/15/14	7181	7184			0 hrs	Des Moines
7184	A2.2.4.7.8.5.2.2.2.2	Execute Test Cases		15 d	Wed 4/16/14	Tue 5/6/14	7183	7185FS-15 d			0 hrs	Des Moines
7185	A2.2.4.7.8.5.2.2.2.3	Correct Defects		15 d	Wed 4/16/14	Tue 5/6/14	7184FS-15 d	7186			0 hrs	Des Moines
7186	A2.2.4.7.8.5.2.2.2.4	Complete Regression Testing		5 d	Wed 5/7/14	Tue 5/13/14	7185	7188			0 hrs	Des Moines
7187	**A2.2.4.7.8.5.2.2.3**	**Group 3**		**21 d**	**Wed 5/14/14**	**Thu 6/12/14**					**0 hrs**	
7188	A2.2.4.7.8.5.2.2.3.1	Prepare Environment and		1 d	Wed 5/14/14	Wed 5/14/14	7186	7189			0 hrs	Des Moines
7189	A2.2.4.7.8.5.2.2.3.2	Execute Test Cases		15 d	Thu 5/15/14	Thu 6/5/14	7188	7190FS-15 d			0 hrs	Des Moines
7190	A2.2.4.7.8.5.2.2.3.3	Correct Defects		15 d	Thu 5/15/14	Thu 6/5/14	7189FS-15 d	7191			0 hrs	Des Moines
7191	A2.2.4.7.8.5.2.2.3.4	Complete Regression Testing		5 d	Fri 6/6/14	Thu 6/12/14	7190	7193			0 hrs	Des Moines
7192	**A2.2.4.7.8.5.2.2.4**	**Group 4**		**21 d**	**Fri 6/13/14**	**Mon 7/14/14**					**0 hrs**	
7193	A2.2.4.7.8.5.2.2.4.1	Prepare Environment and		1 d	Fri 6/13/14	Fri 6/13/14	7191	7194			0 hrs	Des Moines
7194	A2.2.4.7.8.5.2.2.4.2	Execute Test Cases		15 d	Mon 6/16/14	Mon 7/7/14	7193	7195FS-15 d			0 hrs	Des Moines
7195	A2.2.4.7.8.5.2.2.4.3	Correct Defects		15 d	Mon 6/16/14	Mon 7/7/14	7194FS-15 d	7196			0 hrs	Des Moines
7196	A2.2.4.7.8.5.2.2.4.4	Complete Regression Testing		5 d	Tue 7/8/14	Mon 7/14/14	7195	5,8366,8386			0 hrs	Des Moines

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7197	**A2.2.4.7.8.6**	**Data Certification Letter**		**284.5 d**	**Fri 3/15/13**	**Wed 4/30/14**					**300 hrs**	
7198	**A2.2.4.7.8.6.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Fri 3/15/13**	**Mon 3/18/13**					**0 hrs**	
7199	A2.2.4.7.8.6.1.1	Create DXD for Data Certification Letter		2 d	Fri 3/15/13	Mon 3/18/13	7213FS-28 d	7202			0 hrs	Des Moines
7200	**A2.2.4.7.8.6.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Tue 3/19/13**	**Tue 4/16/13**					**96 hrs**	
7201	**A2.2.4.7.8.6.2.1**	**Conduct Internal Review**		**3 d**	**Tue 3/19/13**	**Thu 3/21/13**					**0 hrs**	
7202	A2.2.4.7.8.6.2.1.1	Walkthrough with manager and quality		1 d	Tue 3/19/13	Tue 3/19/13	7199	7203			0 hrs	Des Moines
7203	A2.2.4.7.8.6.2.1.2	Update DXD based on review		1 d	Wed 3/20/13	Wed 3/20/13	7202	7204			0 hrs	Des Moines
7204	A2.2.4.7.8.6.2.1.3	Management review/approval for		1 d	Thu 3/21/13	Thu 3/21/13	7203	7206			0 hrs	Des Moines
7205	**A2.2.4.7.8.6.2.2**	**Department Review**		**18 d**	**Fri 3/22/13**	**Tue 4/16/13**					**96 hrs**	
7206	A2.2.4.7.8.6.2.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 3/22/13	Fri 3/22/13	7204	7207	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7207	A2.2.4.7.8.6.2.2.2	Department review DXD for letter		10 d	Mon 3/25/13	Fri 4/5/13	7206	7208	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7208	A2.2.4.7.8.6.2.2.3	Update DXD based on review as required		1 d	Mon 4/8/13	Mon 4/8/13	7207	7209			0 hrs	Des Moines
7209	A2.2.4.7.8.6.2.2.4	Internal quality assurance review and management		1 d	Tue 4/9/13	Tue 4/9/13	7208	7210			0 hrs	Des Moines
7210	A2.2.4.7.8.6.2.2.5	Department review of final submission		5 d	Wed 4/10/13	Tue 4/16/13	7209		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7211	**A2.2.4.7.8.6.3**	**Early Provider Rollout Data Certification Letter**		**26.5 d**	**Fri 4/19/13**	**Tue 5/28/13**					**102 hrs**	
7212	**A2.2.4.7.8.6.3.1**	**Data Certification Letter**		**26.5 d**	**Fri 4/19/13**	**Tue 5/28/13**					**102 hrs**	
7213	A2.2.4.7.8.6.3.1.1	Confirm data, environment and User		3 d	Fri 4/19/13	Tue 4/23/13	6163,7056	4,7199FS-28 d			0 hrs	Des Moines
7214	A2.2.4.7.8.6.3.1.2	Draft and finalize letter		1 d	Wed 4/24/13	Wed 4/24/13	7213	7216			0 hrs	Des Moines
7215	**A2.2.4.7.8.6.3.1.3**	**Conduct Internal Review**		**2 d**	**Thu 4/25/13**	**Fri 4/26/13**					**0 hrs**	
7216	A2.2.4.7.8.6.3.1.3.1	Walkthrough with manager and quality		1 d	Thu 4/25/13	Thu 4/25/13	7214	7217SS			0 hrs	Des Moines
7217	A2.2.4.7.8.6.3.1.3.2	Internal quality assurance review		1 d	Thu 4/25/13	Thu 4/25/13	7216SS	7218			0 hrs	Des Moines
7218	A2.2.4.7.8.6.3.1.3.3	Update deliverable based on review		1 d	Fri 4/26/13	Fri 4/26/13	7217	7219SS			0 hrs	Des Moines
7219	A2.2.4.7.8.6.3.1.3.4	Management review/approval for		0.5 d	Fri 4/26/13	Fri 4/26/13	7218SS	7221			0 hrs	Des Moines
7220	**A2.2.4.7.8.6.3.1.4**	**Department Review**		**21 d**	**Fri 4/26/13**	**Tue 5/28/13**					**102 hrs**	
7221	A2.2.4.7.8.6.3.1.4.1	Walkthrough and submit deliverable to Department		1 d	Fri 4/26/13	Mon 4/29/13	7219	7222	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7222	A2.2.4.7.8.6.3.1.4.2	Department review of initial submission		10 d	Mon 4/29/13	Mon 5/13/13	7221	7223	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7223	A2.2.4.7.8.6.3.1.4.3	Update deliverable based on review		1 d	Mon 5/13/13	Tue 5/14/13	7222	7224			0 hrs	Des Moines
7224	A2.2.4.7.8.6.3.1.4.4	Internal quality assurance review		1 d	Tue 5/14/13	Wed 5/15/13	7223	7225			0 hrs	Des Moines
7225	A2.2.4.7.8.6.3.1.4.5	Update deliverable based on review		1 d	Wed 5/15/13	Thu 5/16/13	7224	7226			0 hrs	Des Moines
7226	A2.2.4.7.8.6.3.1.4.6	Management review/approval for		1 d	Thu 5/16/13	Fri 5/17/13	7225	7227			0 hrs	Des Moines
7227	A2.2.4.7.8.6.3.1.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 5/17/13	Mon 5/20/13	7226	7228	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7228	A2.2.4.7.8.6.3.1.4.8	Department review of final submission		5 d	Mon 5/20/13	Tue 5/28/13	7227	7229	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7229	A2.2.4.7.8.6.3.1.4.9	Department approves deliverable	Milestone	0 d	Tue 5/28/13	Tue 5/28/13	7228				0 hrs	Des Moines
7230	**A2.2.4.7.8.6.4**	**MMIS Data Certification Letter**		**26.5 d**	**Tue 3/25/14**	**Wed 4/30/14**					**102 hrs**	
7231	**A2.2.4.7.8.6.4.1**	**Data Certification Letter**		**26.5 d**	**Tue 3/25/14**	**Wed 4/30/14**					**102 hrs**	
7232	A2.2.4.7.8.6.4.1.1	Confirm data, environment and User		3 d	Tue 3/25/14	Thu 3/27/14	6185,7083	7233			0 hrs	Des Moines
7233	A2.2.4.7.8.6.4.1.2	Draft and finalize letter		1 d	Fri 3/28/14	Fri 3/28/14	7232	7235			0 hrs	Des Moines
7234	**A2.2.4.7.8.6.4.1.3**	**Conduct Internal Review**		**2 d**	**Mon 3/31/14**	**Tue 4/1/14**					**0 hrs**	
7235	A2.2.4.7.8.6.4.1.3.1	Walkthrough with manager and quality		1 d	Mon 3/31/14	Mon 3/31/14	7233	7236SS			0 hrs	Des Moines
7236	A2.2.4.7.8.6.4.1.3.2	Internal quality assurance review		1 d	Mon 3/31/14	Mon 3/31/14	7235SS	7237			0 hrs	Des Moines
7237	A2.2.4.7.8.6.4.1.3.3	Update deliverable based on review		1 d	Tue 4/1/14	Tue 4/1/14	7236	7238SS			0 hrs	Des Moines
7238	A2.2.4.7.8.6.4.1.3.4	Management review/approval for		0.5 d	Tue 4/1/14	Tue 4/1/14	7237SS	7240			0 hrs	Des Moines
7239	**A2.2.4.7.8.6.4.1.4**	**Department Review**		**21 d**	**Tue 4/1/14**	**Wed 4/30/14**					**102 hrs**	
7240	A2.2.4.7.8.6.4.1.4.1	Walkthrough and submit deliverable to Department		1 d	Tue 4/1/14	Wed 4/2/14	7238	7241	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7241	A2.2.4.7.8.6.4.1.4.2	Department review of initial submission		10 d	Wed 4/2/14	Wed 4/16/14	7240	7242	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7242	A2.2.4.7.8.6.4.1.4.3	Update deliverable based on review		1 d	Wed 4/16/14	Thu 4/17/14	7241	7243			0 hrs	Des Moines
7243	A2.2.4.7.8.6.4.1.4.4	Internal quality assurance review		1 d	Thu 4/17/14	Fri 4/18/14	7242	7244			0 hrs	Des Moines
7244	A2.2.4.7.8.6.4.1.4.5	Update deliverable based on review		1 d	Fri 4/18/14	Mon 4/21/14	7243	7245			0 hrs	Des Moines
7245	A2.2.4.7.8.6.4.1.4.6	Management review/approval for		1 d	Mon 4/21/14	Tue 4/22/14	7244	7246			0 hrs	Des Moines
7246	A2.2.4.7.8.6.4.1.4.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 4/22/14	Wed 4/23/14	7245	7247	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7247	A2.2.4.7.8.6.4.1.4.8	Department review of final submission		5 d	Wed 4/23/14	Wed 4/30/14	7246	7248	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7248	A2.2.4.7.8.6.4.1.4.9	Department approves deliverable	Milestone	0 d	Wed 4/30/14	Wed 4/30/14	7247				0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7249	**A2.2.4.7.8.7**	**Operational Readiness test**		**65 d**	**Tue 4/15/14**	**Wed 7/16/14**		**7334**			**0 hrs**	
7250	**A2.2.4.7.8.7.1**	**Test Preparation**		**13 d**	**Tue 4/15/14**	**Thu 5/1/14**					**0 hrs**	
7251	A2.2.4.7.8.7.1.1	Update Test Case and Defect Repository		2 d	Tue 4/15/14	Wed 4/16/14	7181	2,6513FS-55 d,6661FS-45			0 hrs	Des Moines
7252	A2.2.4.7.8.7.1.2	Configure COTS/Automated Testing Tools		5 d	Thu 4/17/14	Wed 4/23/14	7251	7253			0 hrs	Des Moines
7253	A2.2.4.7.8.7.1.3	Prepare Environment and Data		5 d	Thu 4/24/14	Wed 4/30/14	7252	7254			0 hrs	Des Moines
7254	A2.2.4.7.8.7.1.4	Conduct Test Readiness Review		1 d	Thu 5/1/14	Thu 5/1/14	7253	7257,7273			0 hrs	Des Moines
7255	**A2.2.4.7.8.7.2**	**Parallel Test**		**39 d**	**Fri 5/2/14**	**Thu 6/26/14**					**0 hrs**	
7256	**A2.2.4.7.8.7.2.1**	**Group 1**		**14 d**	**Fri 5/2/14**	**Wed 5/21/14**					**0 hrs**	
7257	A2.2.4.7.8.7.2.1.1	Prepare Environment and Data		1 d	Fri 5/2/14	Fri 5/2/14	7254	7258			0 hrs	Des Moines
7258	A2.2.4.7.8.7.2.1.2	Execute Test Cases		10 d	Mon 5/5/14	Fri 5/16/14	7257	7259FS-10 d			0 hrs	Des Moines
7259	A2.2.4.7.8.7.2.1.3	Correct Defects		10 d	Mon 5/5/14	Fri 5/16/14	7258FS-10 d	7260			0 hrs	Des Moines
7260	A2.2.4.7.8.7.2.1.4	Complete Regression Testing		3 d	Mon 5/19/14	Wed 5/21/14	7259	7262			0 hrs	Des Moines
7261	**A2.2.4.7.8.7.2.2**	**Group 2**		**14 d**	**Thu 5/22/14**	**Wed 6/11/14**					**0 hrs**	
7262	A2.2.4.7.8.7.2.2.1	Prepare Environment and Data		1 d	Thu 5/22/14	Thu 5/22/14	7260	7263			0 hrs	Des Moines
7263	A2.2.4.7.8.7.2.2.2	Execute Test Cases		10 d	Fri 5/23/14	Fri 6/6/14	7262	7264FS-10 d,7289			0 hrs	Des Moines
7264	A2.2.4.7.8.7.2.2.3	Correct Defects		10 d	Fri 5/23/14	Fri 6/6/14	7263FS-10 d	7265			0 hrs	Des Moines
7265	A2.2.4.7.8.7.2.2.4	Complete Regression Testing		3 d	Mon 6/9/14	Wed 6/11/14	7264	7267,7305			0 hrs	Des Moines
7266	**A2.2.4.7.8.7.2.3**	**Group 3**		**11 d**	**Thu 6/12/14**	**Thu 6/26/14**					**0 hrs**	
7267	A2.2.4.7.8.7.2.3.1	Prepare Environment and Data		1 d	Thu 6/12/14	Thu 6/12/14	7265	7268			0 hrs	Des Moines
7268	A2.2.4.7.8.7.2.3.2	Execute Test Cases		7 d	Fri 6/13/14	Mon 6/23/14	7267	7269FS-7 d			0 hrs	Des Moines
7269	A2.2.4.7.8.7.2.3.3	Correct Defects		7 d	Fri 6/13/14	Mon 6/23/14	7268FS-7 d	7270			0 hrs	Des Moines
7270	A2.2.4.7.8.7.2.3.4	Complete Regression Testing		3 d	Tue 6/24/14	Thu 6/26/14	7269	6833,7034			0 hrs	Des Moines
7271	**A2.2.4.7.8.7.3**	**Load and Stress Test**		**24 d**	**Fri 5/2/14**	**Thu 6/5/14**					**0 hrs**	
7272	**A2.2.4.7.8.7.3.1**	**Group 1**		**10 d**	**Fri 5/2/14**	**Thu 5/15/14**					**0 hrs**	
7273	A2.2.4.7.8.7.3.1.1	Prepare Environment and Data		1 d	Fri 5/2/14	Fri 5/2/14	7254	7274			0 hrs	Gaithersburg
7274	A2.2.4.7.8.7.3.1.2	Execute Test Cases		7 d	Mon 5/5/14	Tue 5/13/14	7273	7275FS-7 d			0 hrs	Gaithersburg
7275	A2.2.4.7.8.7.3.1.3	Correct Defects		7 d	Mon 5/5/14	Tue 5/13/14	7274FS-7 d	7276			0 hrs	Gaithersburg
7276	A2.2.4.7.8.7.3.1.4	Complete Regression Testing		2 d	Wed 5/14/14	Thu 5/15/14	7275	7278			0 hrs	Gaithersburg
7277	**A2.2.4.7.8.7.3.2**	**Group 2**		**8 d**	**Fri 5/16/14**	**Wed 5/28/14**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7278	A2.2.4.7.8.7.3.2.1	Prepare Environment and Data		1 d	Fri 5/16/14	Fri 5/16/14	7276	7279			0 hrs	Gaithersburg
7279	A2.2.4.7.8.7.3.2.2	Execute Test Cases		5 d	Mon 5/19/14	Fri 5/23/14	7278	7280FS-5 d			0 hrs	Gaithersburg
7280	A2.2.4.7.8.7.3.2.3	Correct Defects		5 d	Mon 5/19/14	Fri 5/23/14	7279FS-5 d	7281			0 hrs	Gaithersburg
7281	A2.2.4.7.8.7.3.2.4	Complete Regression Testing		2 d	Tue 5/27/14	Wed 5/28/14	7280	7283			0 hrs	Gaithersburg
7282	**A2.2.4.7.8.7.3.3**	**Group 3**		**6 d**	**Thu 5/29/14**	**Thu 6/5/14**					**0 hrs**	
7283	A2.2.4.7.8.7.3.3.1	Prepare Environment and Data		1 d	Thu 5/29/14	Thu 5/29/14	7281	7284			0 hrs	Gaithersburg
7284	A2.2.4.7.8.7.3.3.2	Execute Test Cases		4 d	Fri 5/30/14	Wed 6/4/14	7283	7285FS-4 d			0 hrs	Gaithersburg
7285	A2.2.4.7.8.7.3.3.3	Correct Defects		4 d	Fri 5/30/14	Wed 6/4/14	7284FS-4 d	7286			0 hrs	Gaithersburg
7286	A2.2.4.7.8.7.3.3.4	Complete Regression Testing		1 d	Thu 6/5/14	Thu 6/5/14	7285	7366			0 hrs	Gaithersburg
7287	**A2.2.4.7.8.7.4**	**Beta Test**		**24 d**	**Mon 6/9/14**	**Fri 7/11/14**					**0 hrs**	
7288	**A2.2.4.7.8.7.4.1**	**Group 1**		**10 d**	**Mon 6/9/14**	**Fri 6/20/14**					**0 hrs**	
7289	A2.2.4.7.8.7.4.1.1	Prepare Environment and Data		1 d	Mon 6/9/14	Mon 6/9/14	7263	7290			0 hrs	Des Moines
7290	A2.2.4.7.8.7.4.1.2	Execute Test Cases		7 d	Tue 6/10/14	Wed 6/18/14	7289	7291FS-7 d			0 hrs	Des Moines
7291	A2.2.4.7.8.7.4.1.3	Correct Defects		7 d	Tue 6/10/14	Wed 6/18/14	7290FS-7 d	7292			0 hrs	Des Moines
7292	A2.2.4.7.8.7.4.1.4	Complete Regression Testing		2 d	Thu 6/19/14	Fri 6/20/14	7291	7294			0 hrs	Des Moines
7293	**A2.2.4.7.8.7.4.2**	**Group 2**		**8 d**	**Mon 6/23/14**	**Wed 7/2/14**					**0 hrs**	
7294	A2.2.4.7.8.7.4.2.1	Prepare Environment and Data		1 d	Mon 6/23/14	Mon 6/23/14	7292	7295			0 hrs	Des Moines
7295	A2.2.4.7.8.7.4.2.2	Execute Test Cases		5 d	Tue 6/24/14	Mon 6/30/14	7294	7296FS-5 d			0 hrs	Des Moines
7296	A2.2.4.7.8.7.4.2.3	Correct Defects		5 d	Tue 6/24/14	Mon 6/30/14	7295FS-5 d	7297			0 hrs	Des Moines
7297	A2.2.4.7.8.7.4.2.4	Complete Regression Testing		2 d	Tue 7/1/14	Wed 7/2/14	7296	7299			0 hrs	Des Moines
7298	**A2.2.4.7.8.7.4.3**	**Group 3**		**6 d**	**Thu 7/3/14**	**Fri 7/11/14**					**0 hrs**	
7299	A2.2.4.7.8.7.4.3.1	Prepare Environment and Data		1 d	Thu 7/3/14	Thu 7/3/14	7297	7300			0 hrs	Des Moines
7300	A2.2.4.7.8.7.4.3.2	Execute Test Cases		4 d	Mon 7/7/14	Thu 7/10/14	7299	7301FS-4 d			0 hrs	Des Moines
7301	A2.2.4.7.8.7.4.3.3	Correct Defects		4 d	Mon 7/7/14	Thu 7/10/14	7300FS-4 d	7302			0 hrs	Des Moines
7302	A2.2.4.7.8.7.4.3.4	Complete Regression Testing		1 d	Fri 7/11/14	Fri 7/11/14	7301				0 hrs	Des Moines
7303	**A2.2.4.7.8.7.5**	**Disaster Recovery and Business Continuity Test**		**24 d**	**Thu 6/12/14**	**Wed 7/16/14**					**0 hrs**	
7304	**A2.2.4.7.8.7.5.1**	**Group 1**		**10 d**	**Thu 6/12/14**	**Wed 6/25/14**					**0 hrs**	
7305	A2.2.4.7.8.7.5.1.1	Prepare Environment and Data		1 d	Thu 6/12/14	Thu 6/12/14	7265	7306			0 hrs	Des Moines
7306	A2.2.4.7.8.7.5.1.2	Execute Test Cases		7 d	Fri 6/13/14	Mon 6/23/14	7305	7307FS-7 d			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7307	A2.2.4.7.8.7.5.1.3	Correct Defects		7 d	Fri 6/13/14	Mon 6/23/14	7306FS-7 d	7308			0 hrs	Des Moines
7308	A2.2.4.7.8.7.5.1.4	Complete Regression Testing		2 d	Tue 6/24/14	Wed 6/25/14	7307	7310			0 hrs	Des Moines
7309	**A2.2.4.7.8.7.5.2**	**Group 2**		**8 d**	**Thu 6/26/14**	**Tue 7/8/14**					**0 hrs**	
7310	A2.2.4.7.8.7.5.2.1	Prepare Environment and Data		1 d	Thu 6/26/14	Thu 6/26/14	7308	7311			0 hrs	Des Moines
7311	A2.2.4.7.8.7.5.2.2	Execute Test Cases		5 d	Fri 6/27/14	Thu 7/3/14	7310	7312FS-5 d			0 hrs	Des Moines
7312	A2.2.4.7.8.7.5.2.3	Correct Defects		5 d	Fri 6/27/14	Thu 7/3/14	7311FS-5 d	7313			0 hrs	Des Moines
7313	A2.2.4.7.8.7.5.2.4	Complete Regression Testing		2 d	Mon 7/7/14	Tue 7/8/14	7312	7315			0 hrs	Des Moines
7314	**A2.2.4.7.8.7.5.3**	**Group 3**		**6 d**	**Wed 7/9/14**	**Wed 7/16/14**					**0 hrs**	
7315	A2.2.4.7.8.7.5.3.1	Prepare Environment and Data		1 d	Wed 7/9/14	Wed 7/9/14	7313	7316			0 hrs	Des Moines
7316	A2.2.4.7.8.7.5.3.2	Execute Test Cases		4 d	Thu 7/10/14	Tue 7/15/14	7315	7317FS-4 d			0 hrs	Des Moines
7317	A2.2.4.7.8.7.5.3.3	Correct Defects		4 d	Thu 7/10/14	Tue 7/15/14	7316FS-4 d	7318			0 hrs	Des Moines
7318	A2.2.4.7.8.7.5.3.4	Complete Regression Testing		1 d	Wed 7/16/14	Wed 7/16/14	7317				0 hrs	Des Moines
7319	**A2.2.4.7.8.8**	**Operational Readiness Report**		**59 d**	**Fri 6/13/14**	**Fri 9/5/14**		**8407**			**198 hrs**	
7320	**A2.2.4.7.8.8.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Fri 6/13/14**	**Mon 6/16/14**					**0 hrs**	
7321	A2.2.4.7.8.8.1.1	Create DXD for Operational Readiness Report		2 d	Fri 6/13/14	Mon 6/16/14	7334FS-28 d	7324			0 hrs	Des Moines
7322	**A2.2.4.7.8.8.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Tue 6/17/14**	**Wed 7/16/14**					**96 hrs**	
7323	**A2.2.4.7.8.8.2.1**	**Conduct Internal Review**		**3 d**	**Tue 6/17/14**	**Thu 6/19/14**					**0 hrs**	
7324	A2.2.4.7.8.8.2.1.1	Walkthrough with manager and quality		1 d	Tue 6/17/14	Tue 6/17/14	7321	7325			0 hrs	Des Moines
7325	A2.2.4.7.8.8.2.1.2	Update DXD based on review		1 d	Wed 6/18/14	Wed 6/18/14	7324	7326			0 hrs	Des Moines
7326	A2.2.4.7.8.8.2.1.3	Management review/approval for		1 d	Thu 6/19/14	Thu 6/19/14	7325	7328			0 hrs	Des Moines
7327	**A2.2.4.7.8.8.2.2**	**Department Review**		**18 d**	**Fri 6/20/14**	**Wed 7/16/14**					**96 hrs**	
7328	A2.2.4.7.8.8.2.2.1	Walkthrough and submit deliverable to Department		1 d	Fri 6/20/14	Fri 6/20/14	7326	7329	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7329	A2.2.4.7.8.8.2.2.2	Department review DXD for Operational Readiness Testing		10 d	Mon 6/23/14	Mon 7/7/14	7328	7330	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7330	A2.2.4.7.8.8.2.2.3	Update DXD based on review as required		1 d	Tue 7/8/14	Tue 7/8/14	7329	7331			0 hrs	Des Moines
7331	A2.2.4.7.8.8.2.2.4	Internal quality assurance review and management		1 d	Wed 7/9/14	Wed 7/9/14	7330	7332			0 hrs	Des Moines
7332	A2.2.4.7.8.8.2.2.5	Department review of final submission		5 d	Thu 7/10/14	Wed 7/16/14	7331		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7333	**A2.2.4.7.8.8.3**	**Operational Readiness Report**		**10 d**	**Thu 7/17/14**	**Wed 7/30/14**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7334	A2.2.4.7.8.8.3.1	Summarize testing activities and results		5 d	Thu 7/17/14	Wed 7/23/14	7249	7321FS-28 d,7335			0 hrs	Des Moines
7335	A2.2.4.7.8.8.3.2	Finalize deliverable		5 d	Thu 7/24/14	Wed 7/30/14	7334	7337			0 hrs	Des Moines
7336	**A2.2.4.7.8.8.4**	**Conduct Internal Review**		**5 d**	**Thu 7/31/14**	**Wed 8/6/14**					**0 hrs**	
7337	A2.2.4.7.8.8.4.1	Walkthrough with manager and quality assurance		1 d	Thu 7/31/14	Thu 7/31/14	7335	7338			0 hrs	Des Moines
7338	A2.2.4.7.8.8.4.2	Internal quality assurance review		2 d	Fri 8/1/14	Mon 8/4/14	7337	7339			0 hrs	Des Moines
7339	A2.2.4.7.8.8.4.3	Update deliverable based on review		1 d	Tue 8/5/14	Tue 8/5/14	7338	7340			0 hrs	Des Moines
7340	A2.2.4.7.8.8.4.4	Management review/approval for submission to Department		1 d	Wed 8/6/14	Wed 8/6/14	7339	7342			0 hrs	Des Moines
7341	**A2.2.4.7.8.8.5**	**Department Review**		**21 d**	**Thu 8/7/14**	**Fri 9/5/14**					**102 hrs**	
7342	A2.2.4.7.8.8.5.1	Walkthrough and submit deliverable to Department		1 d	Thu 8/7/14	Thu 8/7/14	7340	7343	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7343	A2.2.4.7.8.8.5.2	Department review of initial submission		10 d	Fri 8/8/14	Thu 8/21/14	7342	7344	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7344	A2.2.4.7.8.8.5.3	Update deliverable based on review		1 d	Fri 8/22/14	Fri 8/22/14	7343	7345			0 hrs	Des Moines
7345	A2.2.4.7.8.8.5.4	Internal quality assurance review		1 d	Mon 8/25/14	Mon 8/25/14	7344	7346			0 hrs	Des Moines
7346	A2.2.4.7.8.8.5.5	Update deliverable based on review		1 d	Tue 8/26/14	Tue 8/26/14	7345	7347			0 hrs	Des Moines
7347	A2.2.4.7.8.8.5.6	Management review/approval for submission to Department		1 d	Wed 8/27/14	Wed 8/27/14	7346	7348			0 hrs	Des Moines
7348	A2.2.4.7.8.8.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 8/28/14	Thu 8/28/14	7347	7349	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7349	A2.2.4.7.8.8.5.8	Department review of final submission		5 d	Fri 8/29/14	Fri 9/5/14	7348	7350	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7350	A2.2.4.7.8.8.5.9	Department approves deliverable	Milestone	0 d	Fri 9/5/14	Fri 9/5/14	7349				0 hrs	Des Moines
7351	**A2.2.4.8**	**Performance Tuning Document**		**59 d**	**Thu 5/1/14**	**Thu 7/24/14**					**198 hrs**	
7352	**A2.2.4.8.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Thu 5/1/14**	**Fri 5/2/14**					**0 hrs**	
7353	A2.2.4.8.1.1	Create DXD for Performance Tuning Document		2 d	Thu 5/1/14	Fri 5/2/14	7366FS-28 d	7356			0 hrs	Gaithersburg
7354	**A2.2.4.8.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Mon 5/5/14**	**Tue 6/3/14**					**96 hrs**	
7355	**A2.2.4.8.2.1**	**Conduct Internal Review**		**3 d**	**Mon 5/5/14**	**Wed 5/7/14**					**0 hrs**	
7356	A2.2.4.8.2.1.1	Walkthrough with manager and quality assurance		1 d	Mon 5/5/14	Mon 5/5/14	7353	7357			0 hrs	Gaithersburg
7357	A2.2.4.8.2.1.2	Update DXD based on review		1 d	Tue 5/6/14	Tue 5/6/14	7356	7358			0 hrs	Gaithersburg
7358	A2.2.4.8.2.1.3	Management review/approval for submission to Department		1 d	Wed 5/7/14	Wed 5/7/14	7357	7360			0 hrs	Gaithersburg
7359	**A2.2.4.8.2.2**	**Department Review**		**18 d**	**Thu 5/8/14**	**Tue 6/3/14**					**96 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7360	A2.2.4.8.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 5/8/14	Thu 5/8/14	7358	7361	D-PMO, D-BA, D-SME	DP	6 hrs	Gaithersburg
7361	A2.2.4.8.2.2.2	Department review DXD for Performance Testing		10 d	Fri 5/9/14	Thu 5/22/14	7360	7362	D-PMO, D-BA, D-SME	DP	60 hrs	Gaithersburg
7362	A2.2.4.8.2.2.3	Update DXD based on review as required		1 d	Fri 5/23/14	Fri 5/23/14	7361	7363			0 hrs	Gaithersburg
7363	A2.2.4.8.2.2.4	Internal quality assurance review and management review/approval		1 d	Tue 5/27/14	Tue 5/27/14	7362	7364			0 hrs	Gaithersburg
7364	A2.2.4.8.2.2.5	Department review of final submission		5 d	Wed 5/28/14	Tue 6/3/14	7363		D-PMO, D-BA, D-SME	DP	30 hrs	Gaithersburg
7365	**A2.2.4.8.3**	**Performance Tuning Document**		**8 d**	**Fri 6/6/14**	**Tue 6/17/14**					**0 hrs**	
7366	A2.2.4.8.3.1	Document performance tuning activities		3 d	Fri 6/6/14	Tue 6/10/14	7286	7353FS-28 d,7367			0 hrs	Gaithersburg
7367	A2.2.4.8.3.2	Finalize deliverable		5 d	Wed 6/11/14	Tue 6/17/14	7366	7369			0 hrs	Gaithersburg
7368	**A2.2.4.8.4**	**Conduct Internal Review**		**5 d**	**Wed 6/18/14**	**Tue 6/24/14**					**0 hrs**	
7369	A2.2.4.8.4.1	Walkthrough with manager and quality assurance		1 d	Wed 6/18/14	Wed 6/18/14	7367	7370			0 hrs	Gaithersburg
7370	A2.2.4.8.4.2	Internal quality assurance review		2 d	Thu 6/19/14	Fri 6/20/14	7369	7371			0 hrs	Gaithersburg
7371	A2.2.4.8.4.3	Update deliverable based on review		1 d	Mon 6/23/14	Mon 6/23/14	7370	7372			0 hrs	Gaithersburg
7372	A2.2.4.8.4.4	Management review/approval for submission to Department		1 d	Tue 6/24/14	Tue 6/24/14	7371	7374			0 hrs	Gaithersburg
7373	**A2.2.4.8.5**	**Department Review**		**21 d**	**Wed 6/25/14**	**Thu 7/24/14**					**102 hrs**	
7374	A2.2.4.8.5.1	Walkthrough and submit deliverable to Department		1 d	Wed 6/25/14	Wed 6/25/14	7372	7375	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7375	A2.2.4.8.5.2	Department review of initial submission		10 d	Thu 6/26/14	Thu 7/10/14	7374	7376	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7376	A2.2.4.8.5.3	Update deliverable based on review		1 d	Fri 7/11/14	Fri 7/11/14	7375	7377			0 hrs	Gaithersburg
7377	A2.2.4.8.5.4	Internal quality assurance review		1 d	Mon 7/14/14	Mon 7/14/14	7376	7378			0 hrs	Gaithersburg
7378	A2.2.4.8.5.5	Update deliverable based on review		1 d	Tue 7/15/14	Tue 7/15/14	7377	7379			0 hrs	Gaithersburg
7379	A2.2.4.8.5.6	Management review/approval for submission to Department		1 d	Wed 7/16/14	Wed 7/16/14	7378	7380			0 hrs	Des Moines
7380	A2.2.4.8.5.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 7/17/14	Thu 7/17/14	7379	7381	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7381	A2.2.4.8.5.8	Department review of final submission		5 d	Fri 7/18/14	Thu 7/24/14	7380	7382	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7382	A2.2.4.8.5.9	Department approves deliverable	Milestone	0 d	Thu 7/24/14	Thu 7/24/14	7381				0 hrs	Des Moines
7383	**A2.2.4.9**	**Updated Requirements Traceability Matrix**		**36 d**	**Tue 7/15/14**	**Wed 9/3/14**					**72 hrs**	
7384	**A2.2.4.9.1**	**Update RTM**		**5 d**	**Tue 7/15/14**	**Mon 7/21/14**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7385	A2.2.4.9.1.1	Extract and consolidate requirements from database		1 d	Tue 7/15/14	Tue 7/15/14	7196	7386			0 hrs	Des Moines
7386	A2.2.4.9.1.2	Update requirements matrix		1 d	Wed 7/16/14	Wed 7/16/14	7385	7387			0 hrs	Des Moines
7387	A2.2.4.9.1.3	Finalize RTM		3 d	Thu 7/17/14	Mon 7/21/14	7386	7389			0 hrs	Des Moines
7388	**A2.2.4.9.2**	**Conduct Internal Review**		**5 d**	**Tue 7/22/14**	**Mon 7/28/14**					**0 hrs**	
7389	A2.2.4.9.2.1	Walkthrough with manager and quality assurance		1 d	Tue 7/22/14	Tue 7/22/14	7387	7390			0 hrs	Des Moines
7390	A2.2.4.9.2.2	Internal quality assurance review		2 d	Wed 7/23/14	Thu 7/24/14	7389	7391			0 hrs	Des Moines
7391	A2.2.4.9.2.3	Update deliverable based on review		1 d	Fri 7/25/14	Fri 7/25/14	7390	7392			0 hrs	Des Moines
7392	A2.2.4.9.2.4	Management review/approval for submission to Department		1 d	Mon 7/28/14	Mon 7/28/14	7391	7394			0 hrs	Des Moines
7393	**A2.2.4.9.3**	**Department Review**		**26 d**	**Tue 7/29/14**	**Wed 9/3/14**					**72 hrs**	
7394	A2.2.4.9.3.1	Walkthrough and submit deliverable to Department		1 d	Tue 7/29/14	Tue 7/29/14	7392	7395	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7395	A2.2.4.9.3.2	Department review of initial submission		15 d	Wed 7/30/14	Tue 8/19/14	7394	7396	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7396	A2.2.4.9.3.3	Update deliverable based on review		1 d	Wed 8/20/14	Wed 8/20/14	7395	7397			0 hrs	Des Moines
7397	A2.2.4.9.3.4	Internal quality assurance review		1 d	Thu 8/21/14	Thu 8/21/14	7396	7398			0 hrs	Des Moines
7398	A2.2.4.9.3.5	Update deliverable based on review		1 d	Fri 8/22/14	Fri 8/22/14	7397	7399			0 hrs	Des Moines
7399	A2.2.4.9.3.6	Management review/approval for submission to Department		1 d	Mon 8/25/14	Mon 8/25/14	7398	7400			0 hrs	Des Moines
7400	A2.2.4.9.3.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 8/26/14	Tue 8/26/14	7399	7401	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7401	A2.2.4.9.3.8	Department review of final submission		5 d	Wed 8/27/14	Wed 9/3/14	7400	7402	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7402	A2.2.4.9.3.9	Department approves deliverable	Milestone	0 d	Wed 9/3/14	Wed 9/3/14	7401				0 hrs	Des Moines
7403	**A2.2.5**	**Knowledge Transfer**		**711.5 d**	**Mon 2/20/12**	**Mon 12/15/14**			**TS, TM, TS#2, QA#1**	**TN**	**24,725.73 hrs**	
7404	**A2.2.5.1**	**Staff and Management User Knowledge Transfer**		**339.5 d**	**Mon 2/20/12**	**Fri 6/21/13**					**0 hrs**	
7405	**A2.2.5.1.1**	**Training Needs Assessment**		**45 d**	**Mon 2/20/12**	**Mon 4/23/12**					**0 hrs**	
7406	A2.2.5.1.1.1	Review Available Existing Training Material		10 d	Mon 2/20/12	Mon 3/5/12	12FS+10 d	7407			0 hrs	Des Moines
7407	A2.2.5.1.1.2	Collaborative Sessions with the Department		10 d	Mon 3/5/12	Mon 3/19/12	7406	7408			0 hrs	Des Moines
7408	A2.2.5.1.1.3	Complete Initial Training Needs Assessment		10 d	Mon 3/19/12	Mon 4/2/12	7407	7409			0 hrs	Des Moines
7409	A2.2.5.1.1.4	Technical Review of the Training Needs Assessment		10 d	Mon 4/2/12	Mon 4/16/12	7408	7410			0 hrs	Des Moines
7410	A2.2.5.1.1.5	Update Initial Training Needs Assessment		5 d	Mon 4/16/12	Mon 4/23/12	7409				0 hrs	Des Moines
7411	**A2.2.5.1.2**	**Training Environment**		**82 d**	**Wed 2/27/13**	**Fri 6/21/13**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7412	**A2.2.5.1.2.1**	**Plan and Procure Infrastructure and Environment**		**31 d**	**Wed 2/27/13**	**Wed 4/10/13**					**0 hrs**	
7413	A2.2.5.1.2.1.1	Purchase Order to Acquire/Purchase Equipment for		5 d	Wed 2/27/13	Tue 3/5/13	7112FS-45 d	7414FS+20 d			0 hrs	Des Moines
7414	A2.2.5.1.2.1.2	Equipment available for set up		1 d	Wed 4/3/13	Wed 4/3/13	7413FS+20 d	7415			0 hrs	Des Moines
7415	A2.2.5.1.2.1.3	Configure Equipment		5 d	Thu 4/4/13	Wed 4/10/13	7414	7417			0 hrs	Des Moines
7416	**A2.2.5.1.2.2**	**Establish Connectivity and Test**		**51 d**	**Thu 4/11/13**	**Fri 6/21/13**					**0 hrs**	
7417	A2.2.5.1.2.2.1	Procure Telecom		1 d	Thu 4/11/13	Thu 4/11/13	7415	7418FS+40 d			0 hrs	Des Moines
7418	A2.2.5.1.2.2.2	Establish Communication Link with Facility		5 d	Mon 6/10/13	Fri 6/14/13	7417FS+40 d	7419			0 hrs	Des Moines
7419	A2.2.5.1.2.2.3	Test equipment configuration and connectivity		5 d	Mon 6/17/13	Fri 6/21/13	7418				0 hrs	Des Moines
7420	**A2.2.5.2**	**Knowledge Transfer Plan**		**69 d**	**Mon 2/4/13**	**Thu 5/9/13**		**8214**			**198 hrs**	
7421	**A2.2.5.2.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Mon 2/4/13**	**Tue 2/5/13**					**0 hrs**	
7422	A2.2.5.2.1.1	Develop DXD for Knowledge Transfer Plan		2 d	Mon 2/4/13	Tue 2/5/13	7435FS-28 d	7425			0 hrs	Des Moines
7423	**A2.2.5.2.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Wed 2/6/13**	**Wed 3/6/13**					**96 hrs**	
7424	**A2.2.5.2.2.1**	**Conduct Internal Review**		**3 d**	**Wed 2/6/13**	**Fri 2/8/13**					**0 hrs**	
7425	A2.2.5.2.2.1.1	Walkthrough with manager and quality assurance		1 d	Wed 2/6/13	Wed 2/6/13	7422	7426			0 hrs	Des Moines
7426	A2.2.5.2.2.1.2	Update DXD based on review		1 d	Thu 2/7/13	Thu 2/7/13	7425	7427			0 hrs	Des Moines
7427	A2.2.5.2.2.1.3	Management review/approval for submission to Department		1 d	Fri 2/8/13	Fri 2/8/13	7426	7429			0 hrs	Des Moines
7428	**A2.2.5.2.2.2**	**Department Review**		**18 d**	**Mon 2/11/13**	**Wed 3/6/13**					**96 hrs**	
7429	A2.2.5.2.2.2.1	Walkthrough and submit DXD to Department		1 d	Mon 2/11/13	Mon 2/11/13	7427	7430	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7430	A2.2.5.2.2.2.2	Department review DXD for Knowledge Transfer Plan		10 d	Tue 2/12/13	Mon 2/25/13	7429	7431	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7431	A2.2.5.2.2.2.3	Update DXD based on review as required		1 d	Tue 2/26/13	Tue 2/26/13	7430	7432			0 hrs	Des Moines
7432	A2.2.5.2.2.2.4	Internal quality assurance review and management review/approval		1 d	Wed 2/27/13	Wed 2/27/13	7431	7433			0 hrs	Des Moines
7433	A2.2.5.2.2.2.5	Department review of final submission		5 d	Thu 2/28/13	Wed 3/6/13	7432		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7434	**A2.2.5.2.3**	**Develop Plan**		**18 d**	**Mon 3/11/13**	**Wed 4/3/13**					**0 hrs**	
7435	A2.2.5.2.3.1	Define knowledge transfer methodology		3 d	Mon 3/11/13	Wed 3/13/13	7137FS-100 d	7422FS-28 d,7440,7436			0 hrs	Des Moines
7436	A2.2.5.2.3.2	Document access and security for training participants		3 d	Thu 3/14/13	Mon 3/18/13	7435	7440,7437			0 hrs	Des Moines
7437	A2.2.5.2.3.3	Identify training environment		3 d	Tue 3/19/13	Thu 3/21/13	7436	7440,7438			0 hrs	Des Moines
7438	A2.2.5.2.3.4	Define process and procedures for training program		3 d	Fri 3/22/13	Tue 3/26/13	7437	7440,7439			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7439	A2.2.5.2.3.5	Establish training course schedule		3 d	Wed 3/27/13	Fri 3/29/13	7438	7440			0 hrs	Des Moines
7440	A2.2.5.2.3.6	Define tools that will be used for knowledge transfer program		3 d	Mon 4/1/13	Wed 4/3/13	437,7438,7439	7443,7652			0 hrs	Des Moines
7441	**A2.2.5.2.4**	**Review and Approval**		**26 d**	**Thu 4/4/13**	**Thu 5/9/13**					**102 hrs**	
7442	**A2.2.5.2.4.1**	**Conduct Internal Review**		**5 d**	**Thu 4/4/13**	**Wed 4/10/13**					**0 hrs**	
7443	A2.2.5.2.4.1.1	Walkthrough with manager and quality assurance		1 d	Thu 4/4/13	Thu 4/4/13	7440	7444			0 hrs	Des Moines
7444	A2.2.5.2.4.1.2	Internal quality assurance review		2 d	Fri 4/5/13	Mon 4/8/13	7443	7445			0 hrs	Des Moines
7445	A2.2.5.2.4.1.3	Update deliverable based on review		1 d	Tue 4/9/13	Tue 4/9/13	7444	7446			0 hrs	Des Moines
7446	A2.2.5.2.4.1.4	Management review/approval for submission to Department		1 d	Wed 4/10/13	Wed 4/10/13	7445	7448			0 hrs	Des Moines
7447	**A2.2.5.2.4.2**	**Department Review**		**21 d**	**Thu 4/11/13**	**Thu 5/9/13**					**102 hrs**	
7448	A2.2.5.2.4.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 4/11/13	Thu 4/11/13	7446	7449	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7449	A2.2.5.2.4.2.2	Department review of initial submission		10 d	Fri 4/12/13	Thu 4/25/13	7448	7450	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7450	A2.2.5.2.4.2.3	Update deliverable based on review		1 d	Fri 4/26/13	Fri 4/26/13	7449	7451			0 hrs	Des Moines
7451	A2.2.5.2.4.2.4	Internal quality assurance review		1 d	Mon 4/29/13	Mon 4/29/13	7450	7452			0 hrs	Des Moines
7452	A2.2.5.2.4.2.5	Update deliverable based on review		1 d	Tue 4/30/13	Tue 4/30/13	7451	7453			0 hrs	Des Moines
7453	A2.2.5.2.4.2.6	Management review/approval for submission to Department		1 d	Wed 5/1/13	Wed 5/1/13	7452	7454			0 hrs	Des Moines
7454	A2.2.5.2.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 5/2/13	Thu 5/2/13	7453	7455	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7455	A2.2.5.2.4.2.8	Department review of final submission		5 d	Fri 5/3/13	Thu 5/9/13	7454	7456	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7456	A2.2.5.2.4.2.9	Department approves deliverable	Milestone	0 d	Thu 5/9/13	Thu 5/9/13	7455	3,7868FS-20 9,7970,7991			0 hrs	Des Moines
7457	**A2.2.5.3**	**Provider Knowledge Transfer Documentation**		**143 d**	**Thu 2/28/13**	**Thu 9/19/13**					**2,473 hrs**	
7458	**A2.2.5.3.1**	**Provider Knowledge Transfer Documentation and Materials**		**115 d**	**Tue 4/9/13**	**Thu 9/19/13**		**7866**			**911 hrs**	
7459	**A2.2.5.3.1.1**	**Develop Reference and User Guides**		**115 d**	**Tue 4/9/13**	**Thu 9/19/13**					**911 hrs**	
7460	**A2.2.5.3.1.1.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 4/9/13**	**Wed 4/10/13**					**0 hrs**	
7461	A2.2.5.3.1.1.1.1	Develop DXD for Reference and User Guides		2 d	Tue 4/9/13	Wed 4/10/13	7475FS-28 d	7464			0 hrs	Des Moines
7462	**A2.2.5.3.1.1.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 4/11/13**	**Thu 5/9/13**					**96 hrs**	
7463	**A2.2.5.3.1.1.2.1**	**Conduct Internal Review**		**3 d**	**Thu 4/11/13**	**Mon 4/15/13**					**0 hrs**	
7464	A2.2.5.3.1.1.2.1.1	Walkthrough with manager and quality		1 d	Thu 4/11/13	Thu 4/11/13	7461	7465			0 hrs	Des Moines
7465	A2.2.5.3.1.1.2.1.2	Update DXD based on review		1 d	Fri 4/12/13	Fri 4/12/13	7464	7466			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7466	A2.2.5.3.1.1.2.1.3	Management review/approval for		1 d	Mon 4/15/13	Mon 4/15/13	7465	7468			0 hrs	Des Moines
7467	**A2.2.5.3.1.1.2.2**	**Department Review**		**18 d**	**Tue 4/16/13**	**Thu 5/9/13**					**96 hrs**	
7468	A2.2.5.3.1.1.2.2.1	Walkthrough and submit DXD to Department		1 d	Tue 4/16/13	Tue 4/16/13	7466	7469	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7469	A2.2.5.3.1.1.2.2.2	Department review DXD for Reference and User Guides		10 d	Wed 4/17/13	Tue 4/30/13	7468	7470	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7470	A2.2.5.3.1.1.2.2.3	Update DXD based on review as required		1 d	Wed 5/1/13	Wed 5/1/13	7469	7471			0 hrs	Des Moines
7471	A2.2.5.3.1.1.2.2.4	Internal quality assurance review and management		1 d	Thu 5/2/13	Thu 5/2/13	7470	7472			0 hrs	Des Moines
7472	A2.2.5.3.1.1.2.2.5	Department review of final submission		5 d	Fri 5/3/13	Thu 5/9/13	7471		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7473	**A2.2.5.3.1.1.3**	**Early Provider Rollout Documentation**		**51 d**	**Fri 5/10/13**	**Tue 7/23/13**					**101 hrs**	
7474	**A2.2.5.3.1.1.3.1**	**Develop Documentation**		**25 d**	**Fri 5/10/13**	**Fri 6/14/13**					**0 hrs**	
7475	A2.2.5.3.1.1.3.1.1	Define training scenarios		5 d	Fri 5/10/13	Thu 5/16/13	7456	5,7461FS-28 d			0 hrs	Des Moines
7476	A2.2.5.3.1.1.3.1.2	Document steps for training		10 d	Fri 5/17/13	Fri 5/31/13	7475	7477			0 hrs	Des Moines
7477	A2.2.5.3.1.1.3.1.3	Create documentation		10 d	Mon 6/3/13	Fri 6/14/13	7475,7476	7480			0 hrs	Des Moines
7478	**A2.2.5.3.1.1.3.2**	**Review and Approval**		**26 d**	**Mon 6/17/13**	**Tue 7/23/13**					**101 hrs**	
7479	**A2.2.5.3.1.1.3.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/17/13**	**Fri 6/21/13**					**0 hrs**	
7480	A2.2.5.3.1.1.3.2.1.1	Walkthrough with manager and quality		1 d	Mon 6/17/13	Mon 6/17/13	7477	7481			0 hrs	Des Moines
7481	A2.2.5.3.1.1.3.2.1.2	Internal quality assurance review		2 d	Tue 6/18/13	Wed 6/19/13	7480	7482			0 hrs	Des Moines
7482	A2.2.5.3.1.1.3.2.1.3	Update deliverable based on review		1 d	Thu 6/20/13	Thu 6/20/13	7481	7483			0 hrs	Des Moines
7483	A2.2.5.3.1.1.3.2.1.4	Management review/approval for		1 d	Fri 6/21/13	Fri 6/21/13	7482	7485			0 hrs	Des Moines
7484	**A2.2.5.3.1.1.3.2.2**	**Department Review**		**21 d**	**Mon 6/24/13**	**Tue 7/23/13**					**101 hrs**	
7485	A2.2.5.3.1.1.3.2.2.1	Walkthrough and submit deliverable to Department		1 d	Mon 6/24/13	Mon 6/24/13	7483	7486	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7486	A2.2.5.3.1.1.3.2.2.2	Department review of initial submission		10 d	Tue 6/25/13	Tue 7/9/13	7485	7487	D-PMO, D-BA, D-SME	DP	59 hrs	Des Moines
7487	A2.2.5.3.1.1.3.2.2.3	Update deliverable based on review		1 d	Wed 7/10/13	Wed 7/10/13	7486	7488			0 hrs	Des Moines
7488	A2.2.5.3.1.1.3.2.2.4	Internal quality assurance review		1 d	Thu 7/11/13	Thu 7/11/13	7487	7489			0 hrs	Des Moines
7489	A2.2.5.3.1.1.3.2.2.5	Update deliverable based on review		1 d	Fri 7/12/13	Fri 7/12/13	7488	7490			0 hrs	Des Moines
7490	A2.2.5.3.1.1.3.2.2.6	Management review/approval for		1 d	Mon 7/15/13	Mon 7/15/13	7489	7491			0 hrs	Des Moines
7491	A2.2.5.3.1.1.3.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Tue 7/16/13	Tue 7/16/13	7490	7492	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7492	A2.2.5.3.1.1.3.2.2.8	Department review of final submission		5 d	Wed 7/17/13	Tue 7/23/13	7491	7493	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7493	A2.2.5.3.1.1.3.2.2.9	Department approves deliverable	Milestone	0 d	Tue 7/23/13	Tue 7/23/13	7492	7,7597,7617			0 hrs	Des Moines
7494	**A2.2.5.3.1.1.4**	**MMIS Release Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**714 hrs**	
7495	**A2.2.5.3.1.1.4.1**	**Member Management**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7496	**A2.2.5.3.1.1.4.1.1**	**Develop Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7497	A2.2.5.3.1.1.4.1.1.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7498			0 hrs	Gaithersburg
7498	A2.2.5.3.1.1.4.1.1.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7497	7501			0 hrs	Des Moines
7499	**A2.2.5.3.1.1.4.1.1.3**	**Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7500	**A2.2.5.3.1.1.4.1.1.3.1**	**Conduct Internal**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7501	A2.2.5.3.1.1.4.1.1.3.1.1	Walkthroug with		1 d	Wed 8/14/13	Wed 8/14/13	7498	7502			0 hrs	Des Moines
7502	A2.2.5.3.1.1.4.1.1.3.1.2	Internal quality		2 d	Thu 8/15/13	Fri 8/16/13	7501	7503			0 hrs	Des Moines
7503	A2.2.5.3.1.1.4.1.1.3.1.3	Update deliverable		1 d	Mon 8/19/13	Mon 8/19/13	7502	7504			0 hrs	Des Moines
7504	A2.2.5.3.1.1.4.1.1.3.1.4	Manageme review/appr		1 d	Tue 8/20/13	Tue 8/20/13	7503	7506			0 hrs	Des Moines
7505	**A2.2.5.3.1.1.4.1.1.3.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7506	A2.2.5.3.1.1.4.1.1.3.2.1	Walkthroug and submit deliverable		1 d	Wed 8/21/13	Wed 8/21/13	7504	7507	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7507	A2.2.5.3.1.1.4.1.1.3.2.2	Departmen review of initial		10 d	Thu 8/22/13	Thu 9/5/13	7506	7508	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7508	A2.2.5.3.1.1.4.1.1.3.2.3	Update deliverable		1 d	Fri 9/6/13	Fri 9/6/13	7507	7509			0 hrs	Des Moines
7509	A2.2.5.3.1.1.4.1.1.3.2.4	Internal quality		1 d	Mon 9/9/13	Mon 9/9/13	7508	7510			0 hrs	Des Moines
7510	A2.2.5.3.1.1.4.1.1.3.2.5	Update deliverable		1 d	Tue 9/10/13	Tue 9/10/13	7509	7511			0 hrs	Des Moines
7511	A2.2.5.3.1.1.4.1.1.3.2.6	Manageme review/appr		1 d	Wed 9/11/13	Wed 9/11/13	7510	7512			0 hrs	Des Moines
7512	A2.2.5.3.1.1.4.1.1.3.2.7	Walkthroug and submit deliverable	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7511	7513	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7513	A2.2.5.3.1.1.4.1.1.3.2.8	Departmen review of final		5 d	Fri 9/13/13	Thu 9/19/13	7512	7514	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7514	A2.2.5.3.1.1.4.1.1.3.2.9	Departmen approves	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7513				0 hrs	Des Moines
7515	**A2.2.5.3.1.1.4.2**	**Provider Management**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7516	**A2.2.5.3.1.1.4.2.1**	**Develop Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7517	A2.2.5.3.1.1.4.2.1.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7518			0 hrs	Gaithersburg

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7518	A2.2.5.3.1.1.4.2.1.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7517	7521			0 hrs	Des Moines
7519	**A2.2.5.3.1.1.4.2.1.3**	**Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7520	**A2.2.5.3.1.1.4.2.1.3.1**	**Conduct Internal**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7521	A2.2.5.3.1.1.4.2.1.3.1.1	Walkthroug with		1 d	Wed 8/14/13	Wed 8/14/13	7518	7522			0 hrs	Des Moines
7522	A2.2.5.3.1.1.4.2.1.3.1.2	Internal quality		2 d	Thu 8/15/13	Fri 8/16/13	7521	7523			0 hrs	Des Moines
7523	A2.2.5.3.1.1.4.2.1.3.1.3	Update deliverable		1 d	Mon 8/19/13	Mon 8/19/13	7522	7524			0 hrs	Des Moines
7524	A2.2.5.3.1.1.4.2.1.3.1.4	Manageme review/appı		1 d	Tue 8/20/13	Tue 8/20/13	7523	7526			0 hrs	Des Moines
7525	**A2.2.5.3.1.1.4.2.1.3.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7526	A2.2.5.3.1.1.4.2.1.3.2.1	Walkthroug and submit deliverable		1 d	Wed 8/21/13	Wed 8/21/13	7524	7527	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7527	A2.2.5.3.1.1.4.2.1.3.2.2	Departmen review of initial		10 d	Thu 8/22/13	Thu 9/5/13	7526	7528	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7528	A2.2.5.3.1.1.4.2.1.3.2.3	Update deliverable		1 d	Fri 9/6/13	Fri 9/6/13	7527	7529			0 hrs	Des Moines
7529	A2.2.5.3.1.1.4.2.1.3.2.4	Internal quality		1 d	Mon 9/9/13	Mon 9/9/13	7528	7530			0 hrs	Des Moines
7530	A2.2.5.3.1.1.4.2.1.3.2.5	Update deliverable		1 d	Tue 9/10/13	Tue 9/10/13	7529	7531			0 hrs	Des Moines
7531	A2.2.5.3.1.1.4.2.1.3.2.6	Manageme review/appı		1 d	Wed 9/11/13	Wed 9/11/13	7530	7532			0 hrs	Des Moines
7532	A2.2.5.3.1.1.4.2.1.3.2.7	Walkthroug and submit deliverable	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7531	7533	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7533	A2.2.5.3.1.1.4.2.1.3.2.8	Departmen review of final		5 d	Fri 9/13/13	Thu 9/19/13	7532	7534	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7534	A2.2.5.3.1.1.4.2.1.3.2.9	Departmen approves	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7533				0 hrs	Des Moines
7535	**A2.2.5.3.1.1.4.3**	**Operations Management**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7536	**A2.2.5.3.1.1.4.3.1**	**Develop Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7537	A2.2.5.3.1.1.4.3.1.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7538			0 hrs	Gaithersburg
7538	A2.2.5.3.1.1.4.3.1.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7537	7541			0 hrs	Des Moines
7539	**A2.2.5.3.1.1.4.3.1.3**	**Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7540	**A2.2.5.3.1.1.4.3.1.3.1**	**Conduct Internal**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7541	A2.2.5.3.1.1.4.3.1.3.1.1	Walkthroug with		1 d	Wed 8/14/13	Wed 8/14/13	7538	7542			0 hrs	Des Moines
7542	A2.2.5.3.1.1.4.3.1.3.1.2	Internal quality		2 d	Thu 8/15/13	Fri 8/16/13	7541	7543			0 hrs	Des Moines
7543	A2.2.5.3.1.1.4.3.1.3.1.3	Update deliverable		1 d	Mon 8/19/13	Mon 8/19/13	7542	7544			0 hrs	Des Moines
7544	A2.2.5.3.1.1.4.3.1.3.1.4	Manageme review/appı		1 d	Tue 8/20/13	Tue 8/20/13	7543	7546			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7545	**A2.2.5.3.1.1.4.3.1.3.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7546	A2.2.5.3.1.1.4.3.1.3.2.1	Walkthroug and submit deliverable		1 d	Wed 8/21/13	Wed 8/21/13	7544	7547	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7547	A2.2.5.3.1.1.4.3.1.3.2.2	Departmen review of initial		10 d	Thu 8/22/13	Thu 9/5/13	7546	7548	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7548	A2.2.5.3.1.1.4.3.1.3.2.3	Update deliverable		1 d	Fri 9/6/13	Fri 9/6/13	7547	7549			0 hrs	Des Moines
7549	A2.2.5.3.1.1.4.3.1.3.2.4	Internal quality		1 d	Mon 9/9/13	Mon 9/9/13	7548	7550			0 hrs	Des Moines
7550	A2.2.5.3.1.1.4.3.1.3.2.5	Update deliverable		1 d	Tue 9/10/13	Tue 9/10/13	7549	7551			0 hrs	Des Moines
7551	A2.2.5.3.1.1.4.3.1.3.2.6	Manageme review/appr		1 d	Wed 9/11/13	Wed 9/11/13	7550	7552			0 hrs	Des Moines
7552	A2.2.5.3.1.1.4.3.1.3.2.7	Walkthroug and submit deliverable	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7551	7553	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7553	A2.2.5.3.1.1.4.3.1.3.2.8	Departmen review of final		5 d	Fri 9/13/13	Thu 9/19/13	7552	7554	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7554	A2.2.5.3.1.1.4.3.1.3.2.9	Departmen approves	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7553				0 hrs	Des Moines
7555	**A2.2.5.3.1.1.4.4**	**Program Management**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7556	**A2.2.5.3.1.1.4.4.1**	**Develop Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7557	A2.2.5.3.1.1.4.4.1.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7558			0 hrs	Gaithersburg
7558	A2.2.5.3.1.1.4.4.1.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7557	7561			0 hrs	Des Moines
7559	**A2.2.5.3.1.1.4.4.1.3**	**Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7560	**A2.2.5.3.1.1.4.4.1.3.1**	**Conduct Internal**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7561	A2.2.5.3.1.1.4.4.1.3.1.1	Walkthroug with		1 d	Wed 8/14/13	Wed 8/14/13	7558	7562			0 hrs	Des Moines
7562	A2.2.5.3.1.1.4.4.1.3.1.2	Internal quality		2 d	Thu 8/15/13	Fri 8/16/13	7561	7563			0 hrs	Des Moines
7563	A2.2.5.3.1.1.4.4.1.3.1.3	Update deliverable		1 d	Mon 8/19/13	Mon 8/19/13	7562	7564			0 hrs	Des Moines
7564	A2.2.5.3.1.1.4.4.1.3.1.4	Manageme review/appr		1 d	Tue 8/20/13	Tue 8/20/13	7563	7566			0 hrs	Des Moines
7565	**A2.2.5.3.1.1.4.4.1.3.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7566	A2.2.5.3.1.1.4.4.1.3.2.1	Walkthroug and submit deliverable		1 d	Wed 8/21/13	Wed 8/21/13	7564	7567	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7567	A2.2.5.3.1.1.4.4.1.3.2.2	Departmen review of initial		10 d	Thu 8/22/13	Thu 9/5/13	7566	7568	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7568	A2.2.5.3.1.1.4.4.1.3.2.3	Update deliverable		1 d	Fri 9/6/13	Fri 9/6/13	7567	7569			0 hrs	Des Moines
7569	A2.2.5.3.1.1.4.4.1.3.2.4	Internal quality		1 d	Mon 9/9/13	Mon 9/9/13	7568	7570			0 hrs	Des Moines
7570	A2.2.5.3.1.1.4.4.1.3.2.5	Update deliverable		1 d	Tue 9/10/13	Tue 9/10/13	7569	7571			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7571	A2.2.5.3.1.1.4.4.1.3.2.6	Manageme review/appr		1 d	Wed 9/11/13	Wed 9/11/13	7570	7572			0 hrs	Des Moines
7572	A2.2.5.3.1.1.4.4.1.3.2.7	Walkthroug and submit deliverable	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7571	7573	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7573	A2.2.5.3.1.1.4.4.1.3.2.8	Departmen review of final		5 d	Fri 9/13/13	Thu 9/19/13	7572	7574	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7574	A2.2.5.3.1.1.4.4.1.3.2.9	Departmen approves	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7573				0 hrs	Des Moines
7575	**A2.2.5.3.1.1.4.5**	**Program Integrity**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7576	**A2.2.5.3.1.1.4.5.1**	**Develop Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7577	A2.2.5.3.1.1.4.5.1.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7578			0 hrs	Gaithersburg
7578	A2.2.5.3.1.1.4.5.1.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7577	7581			0 hrs	Des Moines
7579	**A2.2.5.3.1.1.4.5.1.3**	**Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7580	**A2.2.5.3.1.1.4.5.1.3.1**	**Conduct Internal**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7581	A2.2.5.3.1.1.4.5.1.3.1.1	Walkthroug with		1 d	Wed 8/14/13	Wed 8/14/13	7578	7582			0 hrs	Des Moines
7582	A2.2.5.3.1.1.4.5.1.3.1.2	Internal quality		2 d	Thu 8/15/13	Fri 8/16/13	7581	7583			0 hrs	Des Moines
7583	A2.2.5.3.1.1.4.5.1.3.1.3	Update deliverable		1 d	Mon 8/19/13	Mon 8/19/13	7582	7584			0 hrs	Des Moines
7584	A2.2.5.3.1.1.4.5.1.3.1.4	Manageme review/appr		1 d	Tue 8/20/13	Tue 8/20/13	7583	7586			0 hrs	Des Moines
7585	**A2.2.5.3.1.1.4.5.1.3.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7586	A2.2.5.3.1.1.4.5.1.3.2.1	Walkthroug and submit deliverable		1 d	Wed 8/21/13	Wed 8/21/13	7584	7587	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7587	A2.2.5.3.1.1.4.5.1.3.2.2	Departmen review of initial		10 d	Thu 8/22/13	Thu 9/5/13	7586	7588	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7588	A2.2.5.3.1.1.4.5.1.3.2.3	Update deliverable		1 d	Fri 9/6/13	Fri 9/6/13	7587	7589			0 hrs	Des Moines
7589	A2.2.5.3.1.1.4.5.1.3.2.4	Internal quality		1 d	Mon 9/9/13	Mon 9/9/13	7588	7590			0 hrs	Des Moines
7590	A2.2.5.3.1.1.4.5.1.3.2.5	Update deliverable		1 d	Tue 9/10/13	Tue 9/10/13	7589	7591			0 hrs	Des Moines
7591	A2.2.5.3.1.1.4.5.1.3.2.6	Manageme review/appr		1 d	Wed 9/11/13	Wed 9/11/13	7590	7592			0 hrs	Des Moines
7592	A2.2.5.3.1.1.4.5.1.3.2.7	Walkthroug and submit deliverable	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7591	7593	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7593	A2.2.5.3.1.1.4.5.1.3.2.8	Departmen review of final		5 d	Fri 9/13/13	Thu 9/19/13	7592	7594	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7594	A2.2.5.3.1.1.4.5.1.3.2.9	Departmen approves	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7593				0 hrs	Des Moines
7595	**A2.2.5.3.1.1.4.6**	**Care Management**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7596	**A2.2.5.3.1.1.4.6.1**	**Develop Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7597	A2.2.5.3.1.1.4.6.1.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7598			0 hrs	Gaithersburg
7598	A2.2.5.3.1.1.4.6.1.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7597	7601			0 hrs	Des Moines
7599	**A2.2.5.3.1.1.4.6.1.3**	**Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7600	**A2.2.5.3.1.1.4.6.1.3.1**	**Conduct Internal**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7601	A2.2.5.3.1.1.4.6.1.3.1.1	Walkthroug with		1 d	Wed 8/14/13	Wed 8/14/13	7598	7602			0 hrs	Des Moines
7602	A2.2.5.3.1.1.4.6.1.3.1.2	Internal quality		2 d	Thu 8/15/13	Fri 8/16/13	7601	7603			0 hrs	Des Moines
7603	A2.2.5.3.1.1.4.6.1.3.1.3	Update deliverable		1 d	Mon 8/19/13	Mon 8/19/13	7602	7604			0 hrs	Des Moines
7604	A2.2.5.3.1.1.4.6.1.3.1.4	Manageme review/appr		1 d	Tue 8/20/13	Tue 8/20/13	7603	7606			0 hrs	Des Moines
7605	**A2.2.5.3.1.1.4.6.1.3.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7606	A2.2.5.3.1.1.4.6.1.3.2.1	Walkthroug and submit deliverable		1 d	Wed 8/21/13	Wed 8/21/13	7604	7607	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7607	A2.2.5.3.1.1.4.6.1.3.2.2	Departmen review of initial		10 d	Thu 8/22/13	Thu 9/5/13	7606	7608	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7608	A2.2.5.3.1.1.4.6.1.3.2.3	Update deliverable		1 d	Fri 9/6/13	Fri 9/6/13	7607	7609			0 hrs	Des Moines
7609	A2.2.5.3.1.1.4.6.1.3.2.4	Internal quality		1 d	Mon 9/9/13	Mon 9/9/13	7608	7610			0 hrs	Des Moines
7610	A2.2.5.3.1.1.4.6.1.3.2.5	Update deliverable		1 d	Tue 9/10/13	Tue 9/10/13	7609	7611			0 hrs	Des Moines
7611	A2.2.5.3.1.1.4.6.1.3.2.6	Manageme review/appr		1 d	Wed 9/11/13	Wed 9/11/13	7610	7612			0 hrs	Des Moines
7612	A2.2.5.3.1.1.4.6.1.3.2.7	Walkthroug and submit deliverable	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7611	7613	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7613	A2.2.5.3.1.1.4.6.1.3.2.8	Departmen review of final		5 d	Fri 9/13/13	Thu 9/19/13	7612	7614	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7614	A2.2.5.3.1.1.4.6.1.3.2.9	Departmen approves	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7613				0 hrs	Des Moines
7615	**A2.2.5.3.1.1.4.7**	**Architecture**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7616	**A2.2.5.3.1.1.4.7.1**	**Develop Documentation**		**41 d**	**Wed 7/24/13**	**Thu 9/19/13**					**102 hrs**	
7617	A2.2.5.3.1.1.4.7.1.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7618			0 hrs	Gaithersburg
7618	A2.2.5.3.1.1.4.7.1.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7617	7621			0 hrs	Des Moines
7619	**A2.2.5.3.1.1.4.7.1.3**	**Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7620	**A2.2.5.3.1.1.4.7.1.3.1**	**Conduct Internal**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7621	A2.2.5.3.1.1.4.7.1.3.1.1	Walkthroug with		1 d	Wed 8/14/13	Wed 8/14/13	7618	7622			0 hrs	Des Moines
7622	A2.2.5.3.1.1.4.7.1.3.1.2	Internal quality		2 d	Thu 8/15/13	Fri 8/16/13	7621	7623			0 hrs	Des Moines
7623	A2.2.5.3.1.1.4.7.1.3.1.3	Update deliverable		1 d	Mon 8/19/13	Mon 8/19/13	7622	7624			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7624	A2.2.5.3.1.1.4.7.1.3.1.4	Manageme review/appr		1 d	Tue 8/20/13	Tue 8/20/13	7623	7626			0 hrs	Des Moines
7625	**A2.2.5.3.1.1.4.7.1.3.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7626	A2.2.5.3.1.1.4.7.1.3.2.1	Walkthroug and submit deliverable		1 d	Wed 8/21/13	Wed 8/21/13	7624	7627	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7627	A2.2.5.3.1.1.4.7.1.3.2.2	Departmen review of initial		10 d	Thu 8/22/13	Thu 9/5/13	7626	7628	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7628	A2.2.5.3.1.1.4.7.1.3.2.3	Update deliverable		1 d	Fri 9/6/13	Fri 9/6/13	7627	7629			0 hrs	Des Moines
7629	A2.2.5.3.1.1.4.7.1.3.2.4	Internal quality		1 d	Mon 9/9/13	Mon 9/9/13	7628	7630			0 hrs	Des Moines
7630	A2.2.5.3.1.1.4.7.1.3.2.5	Update deliverable		1 d	Tue 9/10/13	Tue 9/10/13	7629	7631			0 hrs	Des Moines
7631	A2.2.5.3.1.1.4.7.1.3.2.6	Manageme review/appr		1 d	Wed 9/11/13	Wed 9/11/13	7630	7632			0 hrs	Des Moines
7632	A2.2.5.3.1.1.4.7.1.3.2.7	Walkthroug and submit deliverable	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7631	7633	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7633	A2.2.5.3.1.1.4.7.1.3.2.8	Departmen review of final		5 d	Fri 9/13/13	Thu 9/19/13	7632	7634	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7634	A2.2.5.3.1.1.4.7.1.3.2.9	Departmen approves	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7633				0 hrs	Des Moines
7635	**A2.2.5.3.2**	**Develop, Provide and Maintain Knowledge Transfer Documentation**		**143 d**	**Thu 2/28/13**	**Thu 9/19/13**					**1,562 hrs**	
7636	**A2.2.5.3.2.1**	**Document Version Control Plan**		**60 d**	**Thu 2/28/13**	**Wed 5/22/13**					**198 hrs**	
7637	**A2.2.5.3.2.1.1**	**Develop Version Control Plan**		**60 d**	**Thu 2/28/13**	**Wed 5/22/13**					**198 hrs**	
7638	**A2.2.5.3.2.1.1.1**	**Develop Deliverable Expectations Document**		**2 d**	**Thu 2/28/13**	**Fri 3/1/13**					**0 hrs**	
7639	A2.2.5.3.2.1.1.1.1	Develop DXD for Version Control Plan		2 d	Thu 2/28/13	Fri 3/1/13	7652FS-28 d	7642			0 hrs	Des Moines
7640	**A2.2.5.3.2.1.1.2**	**Deliverable Expectations Document Review and**		**21 d**	**Mon 3/4/13**	**Mon 4/1/13**					**96 hrs**	
7641	**A2.2.5.3.2.1.1.2.1**	**Conduct Internal Review**		**3 d**	**Mon 3/4/13**	**Wed 3/6/13**					**0 hrs**	
7642	A2.2.5.3.2.1.1.2.1.1	Walkthrough with manager and quality		1 d	Mon 3/4/13	Mon 3/4/13	7639	7643			0 hrs	Des Moines
7643	A2.2.5.3.2.1.1.2.1.2	Update DXD based on review		1 d	Tue 3/5/13	Tue 3/5/13	7642	7644			0 hrs	Des Moines
7644	A2.2.5.3.2.1.1.2.1.3	Management review/approval for		1 d	Wed 3/6/13	Wed 3/6/13	7643	7646			0 hrs	Des Moines
7645	**A2.2.5.3.2.1.1.2.2**	**Department Review**		**18 d**	**Thu 3/7/13**	**Mon 4/1/13**					**96 hrs**	
7646	A2.2.5.3.2.1.1.2.2.1	Walkthrough and submit DXD to Department		1 d	Thu 3/7/13	Thu 3/7/13	7644	7647	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7647	A2.2.5.3.2.1.1.2.2.2	Department review DXD for Reference and User Guides		10 d	Fri 3/8/13	Thu 3/21/13	7646	7648	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7648	A2.2.5.3.2.1.1.2.2.3	Update DXD based on review as		1 d	Fri 3/22/13	Fri 3/22/13	7647	7649			0 hrs	Des Moines
7649	A2.2.5.3.2.1.1.2.2.4	Internal quality assurance review		1 d	Mon 3/25/13	Mon 3/25/13	7648	7650			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7650	A2.2.5.3.2.1.1.2.2.5	Department review of final submission		5 d	Tue 3/26/13	Mon 4/1/13	7649		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7651	**A2.2.5.3.2.1.1.3**	**Develop Documentation**		**9 d**	**Thu 4/4/13**	**Tue 4/16/13**					**0 hrs**	
7652	A2.2.5.3.2.1.1.3.1	Define process for version control		3 d	Thu 4/4/13	Mon 4/8/13	7440	7639FS-28 d,7654,7653			0 hrs	Des Moines
7653	A2.2.5.3.2.1.1.3.2	Finalize procedures for version control		3 d	Tue 4/9/13	Thu 4/11/13	7652	7654			0 hrs	Des Moines
7654	A2.2.5.3.2.1.1.3.3	Finalize plan		3 d	Fri 4/12/13	Tue 4/16/13	7652,7653	7657			0 hrs	Des Moines
7655	**A2.2.5.3.2.1.1.4**	**Review and Approval**		**26 d**	**Wed 4/17/13**	**Wed 5/22/13**					**102 hrs**	
7656	**A2.2.5.3.2.1.1.4.1**	**Conduct Internal Review**		**5 d**	**Wed 4/17/13**	**Tue 4/23/13**					**0 hrs**	
7657	A2.2.5.3.2.1.1.4.1.1	Walkthrough with manager and quality		1 d	Wed 4/17/13	Wed 4/17/13	7654	7658			0 hrs	Des Moines
7658	A2.2.5.3.2.1.1.4.1.2	Internal quality assurance review		2 d	Thu 4/18/13	Fri 4/19/13	7657	7659			0 hrs	Des Moines
7659	A2.2.5.3.2.1.1.4.1.3	Update deliverable based on review		1 d	Mon 4/22/13	Mon 4/22/13	7658	7660			0 hrs	Des Moines
7660	A2.2.5.3.2.1.1.4.1.4	Management review/approval for		1 d	Tue 4/23/13	Tue 4/23/13	7659	7662			0 hrs	Des Moines
7661	**A2.2.5.3.2.1.1.4.2**	**Department Review**		**21 d**	**Wed 4/24/13**	**Wed 5/22/13**					**102 hrs**	
7662	A2.2.5.3.2.1.1.4.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 4/24/13	Wed 4/24/13	7660	7663	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7663	A2.2.5.3.2.1.1.4.2.2	Department review of initial submission		10 d	Thu 4/25/13	Wed 5/8/13	7662	7664	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7664	A2.2.5.3.2.1.1.4.2.3	Update deliverable based on review		1 d	Thu 5/9/13	Thu 5/9/13	7663	7665			0 hrs	Des Moines
7665	A2.2.5.3.2.1.1.4.2.4	Internal quality assurance review		1 d	Fri 5/10/13	Fri 5/10/13	7664	7666			0 hrs	Des Moines
7666	A2.2.5.3.2.1.1.4.2.5	Update deliverable based on review		1 d	Mon 5/13/13	Mon 5/13/13	7665	7667			0 hrs	Des Moines
7667	A2.2.5.3.2.1.1.4.2.6	Management review/approval for		1 d	Tue 5/14/13	Tue 5/14/13	7666	7668			0 hrs	Des Moines
7668	A2.2.5.3.2.1.1.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Wed 5/15/13	Wed 5/15/13	7667	7669	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7669	A2.2.5.3.2.1.1.4.2.8	Department review of final submission		5 d	Thu 5/16/13	Wed 5/22/13	7668	7670	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7670	A2.2.5.3.2.1.1.4.2.9	Department approves deliverable	Milestone	0 d	Wed 5/22/13	Wed 5/22/13	7669	7866			0 hrs	Des Moines
7671	**A2.2.5.3.2.2**	**User Knowledge Transfer Documentation and Materials**		**92 d**	**Fri 5/10/13**	**Thu 9/19/13**					**1,364 hrs**	
7672	**A2.2.5.3.2.2.1**	**Early Provider Rollout Develop Reference and User Guides**		**64 d**	**Thu 6/20/13**	**Thu 9/19/13**					**167 hrs**	
7673	**A2.2.5.3.2.2.1.1**	**Develop Deliverable Expectations Document**		**2 d**	**Thu 6/20/13**	**Fri 6/21/13**					**0 hrs**	
7674	A2.2.5.3.2.2.1.1.1	Develop DXD for Reference and User		2 d	Thu 6/20/13	Fri 6/21/13	7687FS-28 d	7677			0 hrs	Des Moines
7675	**A2.2.5.3.2.2.1.2**	**Deliverable Expectations Document Review and**		**21 d**	**Mon 6/24/13**	**Tue 7/23/13**					**65 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7676	**A2.2.5.3.2.2.1.2.1**	**Conduct Internal Review**		**3 d**	**Mon 6/24/13**	**Wed 6/26/13**					**0 hrs**	
7677	A2.2.5.3.2.2.1.2.1.1	Walkthrough with manager and quality		1 d	Mon 6/24/13	Mon 6/24/13	7674	7678			0 hrs	Des Moines
7678	A2.2.5.3.2.2.1.2.1.2	Update DXD based on review		1 d	Tue 6/25/13	Tue 6/25/13	7677	7679			0 hrs	Des Moines
7679	A2.2.5.3.2.2.1.2.1.3	Management review/approval for		1 d	Wed 6/26/13	Wed 6/26/13	7678	7681			0 hrs	Des Moines
7680	**A2.2.5.3.2.2.1.2.2**	**Department Review**		**18 d**	**Thu 6/27/13**	**Tue 7/23/13**					**65 hrs**	
7681	A2.2.5.3.2.2.1.2.2.1	Walkthrough and submit DXD to Department		1 d	Thu 6/27/13	Thu 6/27/13	7679	7682	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7682	A2.2.5.3.2.2.1.2.2.2	Department review DXD for Reference and User Guides		10 d	Fri 6/28/13	Fri 7/12/13	7681	7683	D-PMO, D-BA, D-SME	DP	59 hrs	Des Moines
7683	A2.2.5.3.2.2.1.2.2.3	Update DXD based on review as		1 d	Mon 7/15/13	Mon 7/15/13	7682	7684			0 hrs	Des Moines
7684	A2.2.5.3.2.2.1.2.2.4	Internal quality assurance review		1 d	Tue 7/16/13	Tue 7/16/13	7683	7685			0 hrs	Des Moines
7685	A2.2.5.3.2.2.1.2.2.5	Department review of final submission		5 d	Wed 7/17/13	Tue 7/23/13	7684				0 hrs	Des Moines
7686	**A2.2.5.3.2.2.1.3**	**Develop Documentation**		**15 d**	**Wed 7/24/13**	**Tue 8/13/13**					**0 hrs**	
7687	A2.2.5.3.2.2.1.3.1	Create/Update documentation		5 d	Wed 7/24/13	Tue 7/30/13	7493	7674FS-28 d,7688			0 hrs	Gaithersburg
7688	A2.2.5.3.2.2.1.3.2	Finalize documentation		10 d	Wed 7/31/13	Tue 8/13/13	7687	7691			0 hrs	Des Moines
7689	**A2.2.5.3.2.2.1.4**	**Deliverable Review and Approval**		**26 d**	**Wed 8/14/13**	**Thu 9/19/13**					**102 hrs**	
7690	**A2.2.5.3.2.2.1.4.1**	**Conduct Internal Review**		**5 d**	**Wed 8/14/13**	**Tue 8/20/13**					**0 hrs**	
7691	A2.2.5.3.2.2.1.4.1.1	Walkthrough with manager and quality		1 d	Wed 8/14/13	Wed 8/14/13	7688	7692			0 hrs	Des Moines
7692	A2.2.5.3.2.2.1.4.1.2	Internal quality assurance review		2 d	Thu 8/15/13	Fri 8/16/13	7691	7693			0 hrs	Des Moines
7693	A2.2.5.3.2.2.1.4.1.3	Update deliverable based on review		1 d	Mon 8/19/13	Mon 8/19/13	7692	7694			0 hrs	Des Moines
7694	A2.2.5.3.2.2.1.4.1.4	Management review/approval for		1 d	Tue 8/20/13	Tue 8/20/13	7693	7696			0 hrs	Des Moines
7695	**A2.2.5.3.2.2.1.4.2**	**Department Review**		**21 d**	**Wed 8/21/13**	**Thu 9/19/13**					**102 hrs**	
7696	A2.2.5.3.2.2.1.4.2.1	Walkthrough and submit deliverable to Department		1 d	Wed 8/21/13	Wed 8/21/13	7694	7697	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7697	A2.2.5.3.2.2.1.4.2.2	Department review of initial submission		10 d	Thu 8/22/13	Thu 9/5/13	7696	7698	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7698	A2.2.5.3.2.2.1.4.2.3	Update deliverable based on review		1 d	Fri 9/6/13	Fri 9/6/13	7697	7699			0 hrs	Des Moines
7699	A2.2.5.3.2.2.1.4.2.4	Internal quality assurance review		1 d	Mon 9/9/13	Mon 9/9/13	7698	7700			0 hrs	Des Moines
7700	A2.2.5.3.2.2.1.4.2.5	Update deliverable based on review		1 d	Tue 9/10/13	Tue 9/10/13	7699	7701			0 hrs	Des Moines
7701	A2.2.5.3.2.2.1.4.2.6	Management review/approval for		1 d	Wed 9/11/13	Wed 9/11/13	7700	7702			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7702	A2.2.5.3.2.2.1.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 9/12/13	Thu 9/12/13	7701	7703	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7703	A2.2.5.3.2.2.1.4.2.8	Department review of final submission		5 d	Fri 9/13/13	Thu 9/19/13	7702	7704	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7704	A2.2.5.3.2.2.1.4.2.9	Department approves deliverable	Milestone	0 d	Thu 9/19/13	Thu 9/19/13	7703				0 hrs	Des Moines
7705	**A2.2.5.3.2.2.2**	**MMIS Develop Reference and User Guides**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**1,197 hrs**	
7706	**A2.2.5.3.2.2.2.1**	**Member Mangement**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**131 hrs**	
7707	**A2.2.5.3.2.2.2.1.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	
7708	A2.2.5.3.2.2.2.1.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7709			0 hrs	Gaithersburg
7709	A2.2.5.3.2.2.2.1.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7708	7712			0 hrs	Des Moines
7710	**A2.2.5.3.2.2.2.1.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**131 hrs**	
7711	**A2.2.5.3.2.2.2.1.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7712	A2.2.5.3.2.2.2.1.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7709	7713			0 hrs	Des Moines
7713	A2.2.5.3.2.2.2.1.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7712	7714			0 hrs	Des Moines
7714	A2.2.5.3.2.2.2.1.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7713	7715			0 hrs	Des Moines
7715	A2.2.5.3.2.2.2.1.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7714	7717			0 hrs	Des Moines
7716	**A2.2.5.3.2.2.2.1.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**131 hrs**	
7717	A2.2.5.3.2.2.2.1.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7715	7718	D-PMO, D-BA, D-SME, D-UMMS	DP	8 hrs	Des Moines
7718	A2.2.5.3.2.2.2.1.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7717	7719	D-PMO, D-BA, D-SME, D-UMMS	DP	78 hrs	Des Moines
7719	A2.2.5.3.2.2.2.1.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7718	7720			0 hrs	Des Moines
7720	A2.2.5.3.2.2.2.1.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7719	7721			0 hrs	Des Moines
7721	A2.2.5.3.2.2.2.1.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7720	7722			0 hrs	Des Moines
7722	A2.2.5.3.2.2.2.1.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7721	7723			0 hrs	Des Moines
7723	A2.2.5.3.2.2.2.1.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7722	7724	D-PMO, D-BA, D-SME, D-UMMS	DP	8 hrs	Des Moines
7724	A2.2.5.3.2.2.2.1.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7723	7725	D-PMO, D-BA, D-SME, D-UMMS	DP	37 hrs	Des Moines
7725	A2.2.5.3.2.2.2.1.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7724				0 hrs	Des Moines
7726	**A2.2.5.3.2.2.2.2**	**Provider Mangement**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**155 hrs**	
7727	**A2.2.5.3.2.2.2.2.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7728	A2.2.5.3.2.2.2.2.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7729			0 hrs	Gaithersburg
7729	A2.2.5.3.2.2.2.2.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7728	7732			0 hrs	Des Moines
7730	**A2.2.5.3.2.2.2.2.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**155 hrs**	
7731	**A2.2.5.3.2.2.2.2.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7732	A2.2.5.3.2.2.2.2.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7729	7733			0 hrs	Des Moines
7733	A2.2.5.3.2.2.2.2.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7732	7734			0 hrs	Des Moines
7734	A2.2.5.3.2.2.2.2.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7733	7735			0 hrs	Des Moines
7735	A2.2.5.3.2.2.2.2.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7734	7737			0 hrs	Des Moines
7736	**A2.2.5.3.2.2.2.2.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**155 hrs**	
7737	A2.2.5.3.2.2.2.2.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7735	7738	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
7738	A2.2.5.3.2.2.2.2.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7737	7739	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	94 hrs	Des Moines
7739	A2.2.5.3.2.2.2.2.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7738	7740			0 hrs	Des Moines
7740	A2.2.5.3.2.2.2.2.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7739	7741			0 hrs	Des Moines
7741	A2.2.5.3.2.2.2.2.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7740	7742			0 hrs	Des Moines
7742	A2.2.5.3.2.2.2.2.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7741	7743			0 hrs	Des Moines
7743	A2.2.5.3.2.2.2.2.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7742	7744	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	8 hrs	Des Moines
7744	A2.2.5.3.2.2.2.2.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7743	7745	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	43 hrs	Des Moines
7745	A2.2.5.3.2.2.2.2.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7744				0 hrs	Des Moines
7746	**A2.2.5.3.2.2.2.3**	**Operations Management**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**192 hrs**	
7747	**A2.2.5.3.2.2.2.3.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	
7748	A2.2.5.3.2.2.2.3.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7749			0 hrs	Gaithersburg
7749	A2.2.5.3.2.2.2.3.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7748	7752			0 hrs	Des Moines
7750	**A2.2.5.3.2.2.2.3.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**192 hrs**	
7751	**A2.2.5.3.2.2.2.3.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7752	A2.2.5.3.2.2.2.3.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7749	7753			0 hrs	Des Moines
7753	A2.2.5.3.2.2.2.3.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7752	7754			0 hrs	Des Moines
7754	A2.2.5.3.2.2.2.3.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7753	7755			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7755	A2.2.5.3.2.2.2.3.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7754	7757			0 hrs	Des Moines
7756	**A2.2.5.3.2.2.2.3.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**192 hrs**	
7757	A2.2.5.3.2.2.2.3.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7755	7758	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS, D-UMRV	DP	12 hrs	Des Moines
7758	A2.2.5.3.2.2.2.3.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7757	7759	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS, D-UMRV	DP	114 hrs	Des Moines
7759	A2.2.5.3.2.2.2.3.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7758	7760			0 hrs	Des Moines
7760	A2.2.5.3.2.2.2.3.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7759	7761			0 hrs	Des Moines
7761	A2.2.5.3.2.2.2.3.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7760	7762			0 hrs	Des Moines
7762	A2.2.5.3.2.2.2.3.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7761	7763			0 hrs	Des Moines
7763	A2.2.5.3.2.2.2.3.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7762	7764	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS, D-UMRV	DP	11 hrs	Des Moines
7764	A2.2.5.3.2.2.2.3.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7763	7765	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS, D-UMRV	DP	55 hrs	Des Moines
7765	A2.2.5.3.2.2.2.3.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7764				0 hrs	Des Moines
7766	**A2.2.5.3.2.2.2.4**	**Program Management**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**229 hrs**	
7767	**A2.2.5.3.2.2.2.4.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	
7768	A2.2.5.3.2.2.2.4.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7769			0 hrs	Gaithersburg
7769	A2.2.5.3.2.2.2.4.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7768	7772			0 hrs	Des Moines
7770	**A2.2.5.3.2.2.2.4.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**229 hrs**	
7771	**A2.2.5.3.2.2.2.4.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7772	A2.2.5.3.2.2.2.4.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7769	7773			0 hrs	Des Moines
7773	A2.2.5.3.2.2.2.4.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7772	7774			0 hrs	Des Moines
7774	A2.2.5.3.2.2.2.4.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7773	7775			0 hrs	Des Moines
7775	A2.2.5.3.2.2.2.4.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7774	7777			0 hrs	Des Moines
7776	**A2.2.5.3.2.2.2.4.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**229 hrs**	
7777	A2.2.5.3.2.2.2.4.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7775	7778	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	14 hrs	Des Moines
7778	A2.2.5.3.2.2.2.4.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7777	7779	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	134 hrs	Des Moines
7779	A2.2.5.3.2.2.2.4.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7778	7780			0 hrs	Des Moines
7780	A2.2.5.3.2.2.2.4.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7779	7781			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7781	A2.2.5.3.2.2.2.4.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7780	7782			0 hrs	Des Moines
7782	A2.2.5.3.2.2.2.4.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7781	7783			0 hrs	Des Moines
7783	A2.2.5.3.2.2.2.4.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7782	7784	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	13 hrs	Des Moines
7784	A2.2.5.3.2.2.2.4.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7783	7785	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	68 hrs	Des Moines
7785	A2.2.5.3.2.2.2.4.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7784				0 hrs	Des Moines
7786	**A2.2.5.3.2.2.2.5**	**Program Integrity**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**136 hrs**	
7787	**A2.2.5.3.2.2.2.5.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	
7788	A2.2.5.3.2.2.2.5.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7789			0 hrs	Gaithersburg
7789	A2.2.5.3.2.2.2.5.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7788	7792			0 hrs	Des Moines
7790	**A2.2.5.3.2.2.2.5.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**136 hrs**	
7791	**A2.2.5.3.2.2.2.5.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7792	A2.2.5.3.2.2.2.5.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7789	7793			0 hrs	Des Moines
7793	A2.2.5.3.2.2.2.5.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7792	7794			0 hrs	Des Moines
7794	A2.2.5.3.2.2.2.5.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7793	7795			0 hrs	Des Moines
7795	A2.2.5.3.2.2.2.5.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7794	7797			0 hrs	Des Moines
7796	**A2.2.5.3.2.2.2.5.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**136 hrs**	
7797	A2.2.5.3.2.2.2.5.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7795	7798	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
7798	A2.2.5.3.2.2.2.5.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7797	7799	D-PMO, D-BA, D-SME, D-UMPI	DP	80 hrs	Des Moines
7799	A2.2.5.3.2.2.2.5.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7798	7800			0 hrs	Des Moines
7800	A2.2.5.3.2.2.2.5.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7799	7801			0 hrs	Des Moines
7801	A2.2.5.3.2.2.2.5.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7800	7802			0 hrs	Des Moines
7802	A2.2.5.3.2.2.2.5.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7801	7803			0 hrs	Des Moines
7803	A2.2.5.3.2.2.2.5.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7802	7804	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
7804	A2.2.5.3.2.2.2.5.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7803	7805	D-PMO, D-BA, D-SME, D-UMPI	DP	40 hrs	Des Moines
7805	A2.2.5.3.2.2.2.5.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7804				0 hrs	Des Moines
7806	**A2.2.5.3.2.2.2.6**	**Care Management**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**150 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7807	**A2.2.5.3.2.2.2.6.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	
7808	A2.2.5.3.2.2.2.6.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7809			0 hrs	Gaithersburg
7809	A2.2.5.3.2.2.2.6.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7808	7812			0 hrs	Des Moines
7810	**A2.2.5.3.2.2.2.6.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**150 hrs**	
7811	**A2.2.5.3.2.2.2.6.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7812	A2.2.5.3.2.2.2.6.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7809	7813			0 hrs	Des Moines
7813	A2.2.5.3.2.2.2.6.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7812	7814			0 hrs	Des Moines
7814	A2.2.5.3.2.2.2.6.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7813	7815			0 hrs	Des Moines
7815	A2.2.5.3.2.2.2.6.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7814	7817			0 hrs	Des Moines
7816	**A2.2.5.3.2.2.2.6.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**150 hrs**	
7817	A2.2.5.3.2.2.2.6.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7815	7818	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
7818	A2.2.5.3.2.2.2.6.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7817	7819	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	94 hrs	Des Moines
7819	A2.2.5.3.2.2.2.6.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7818	7820			0 hrs	Des Moines
7820	A2.2.5.3.2.2.2.6.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7819	7821			0 hrs	Des Moines
7821	A2.2.5.3.2.2.2.6.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7820	7822			0 hrs	Des Moines
7822	A2.2.5.3.2.2.2.6.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7821	7823			0 hrs	Des Moines
7823	A2.2.5.3.2.2.2.6.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7822	7824	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
7824	A2.2.5.3.2.2.2.6.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7823	7825	D-BA, D-SME, D-UMCO, D-UMMDS	DP	36 hrs	Des Moines
7825	A2.2.5.3.2.2.2.6.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7824				0 hrs	Des Moines
7826	**A2.2.5.3.2.2.2.7**	**Architecture**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**102 hrs**	
7827	**A2.2.5.3.2.2.2.7.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	
7828	A2.2.5.3.2.2.2.7.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7829			0 hrs	Gaithersburg
7829	A2.2.5.3.2.2.2.7.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7828	7832			0 hrs	Des Moines
7830	**A2.2.5.3.2.2.2.7.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**102 hrs**	
7831	**A2.2.5.3.2.2.2.7.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7832	A2.2.5.3.2.2.2.7.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7829	7833			0 hrs	Des Moines
7833	A2.2.5.3.2.2.2.7.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7832	7834			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7834	A2.2.5.3.2.2.2.7.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7833	7835			0 hrs	Des Moines
7835	A2.2.5.3.2.2.2.7.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7834	7837			0 hrs	Des Moines
7836	**A2.2.5.3.2.2.2.7.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**102 hrs**	
7837	A2.2.5.3.2.2.2.7.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7835	7838	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7838	A2.2.5.3.2.2.2.7.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7837	7839	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7839	A2.2.5.3.2.2.2.7.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7838	7840			0 hrs	Des Moines
7840	A2.2.5.3.2.2.2.7.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7839	7841			0 hrs	Des Moines
7841	A2.2.5.3.2.2.2.7.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7840	7842			0 hrs	Des Moines
7842	A2.2.5.3.2.2.2.7.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7841	7843			0 hrs	Des Moines
7843	A2.2.5.3.2.2.2.7.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7842	7844	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7844	A2.2.5.3.2.2.2.7.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7843	7845	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7845	A2.2.5.3.2.2.2.7.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7844				0 hrs	Des Moines
7846	**A2.2.5.3.2.2.2.8**	**Interface**		**41 d**	**Fri 5/10/13**	**Tue 7/9/13**					**102 hrs**	
7847	**A2.2.5.3.2.2.2.8.1**	**Develop Documentation**		**15 d**	**Fri 5/10/13**	**Fri 5/31/13**					**0 hrs**	
7848	A2.2.5.3.2.2.2.8.1.1	Create/Update documentation		5 d	Fri 5/10/13	Thu 5/16/13	7456	7849			0 hrs	Gaithersburg
7849	A2.2.5.3.2.2.2.8.1.2	Finalize documentation		10 d	Fri 5/17/13	Fri 5/31/13	7848	7852			0 hrs	Des Moines
7850	**A2.2.5.3.2.2.2.8.2**	**Deliverable Review and Approval**		**26 d**	**Mon 6/3/13**	**Tue 7/9/13**					**102 hrs**	
7851	**A2.2.5.3.2.2.2.8.2.1**	**Conduct Internal Review**		**5 d**	**Mon 6/3/13**	**Fri 6/7/13**					**0 hrs**	
7852	A2.2.5.3.2.2.2.8.2.1.1	Walkthrough with manager		1 d	Mon 6/3/13	Mon 6/3/13	7849	7853			0 hrs	Des Moines
7853	A2.2.5.3.2.2.2.8.2.1.2	Internal quality assurance		2 d	Tue 6/4/13	Wed 6/5/13	7852	7854			0 hrs	Des Moines
7854	A2.2.5.3.2.2.2.8.2.1.3	Update deliverable		1 d	Thu 6/6/13	Thu 6/6/13	7853	7855			0 hrs	Des Moines
7855	A2.2.5.3.2.2.2.8.2.1.4	Management review/approval		1 d	Fri 6/7/13	Fri 6/7/13	7854	7857			0 hrs	Des Moines
7856	**A2.2.5.3.2.2.2.8.2.2**	**Department Review**		**21 d**	**Mon 6/10/13**	**Tue 7/9/13**					**102 hrs**	
7857	A2.2.5.3.2.2.2.8.2.2.1	Walkthrough and submit deliverable to		1 d	Mon 6/10/13	Mon 6/10/13	7855	7858	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7858	A2.2.5.3.2.2.2.8.2.2.2	Department review of initial submission		10 d	Tue 6/11/13	Mon 6/24/13	7857	7859	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7859	A2.2.5.3.2.2.2.8.2.2.3	Update deliverable		1 d	Tue 6/25/13	Tue 6/25/13	7858	7860			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7860	A2.2.5.3.2.2.2.8.2.2.4	Internal quality assurance		1 d	Wed 6/26/13	Wed 6/26/13	7859	7861			0 hrs	Des Moines
7861	A2.2.5.3.2.2.2.8.2.2.5	Update deliverable		1 d	Thu 6/27/13	Thu 6/27/13	7860	7862			0 hrs	Des Moines
7862	A2.2.5.3.2.2.2.8.2.2.6	Management review/approval		1 d	Fri 6/28/13	Fri 6/28/13	7861	7863			0 hrs	Des Moines
7863	A2.2.5.3.2.2.2.8.2.2.7	Walkthrough and submit deliverable to	Deliverable	1 d	Mon 7/1/13	Mon 7/1/13	7862	7864	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7864	A2.2.5.3.2.2.2.8.2.2.8	Department review of final submission		5 d	Tue 7/2/13	Tue 7/9/13	7863	7865	D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7865	A2.2.5.3.2.2.2.8.2.2.9	Department approves	Milestone	0 d	Tue 7/9/13	Tue 7/9/13	7864				0 hrs	Des Moines
7866	A2.2.5.4	Electronic Knowledge Transfer Documentation Complete	Deliverable	1 d	Fri 9/20/13	Fri 9/20/13	7458,7670				0 hrs	Des Moines
7867	**A2.2.5.5**	**Online Tutorial**		**74 d**	**Fri 4/5/13**	**Fri 7/19/13**					**1,060.92 hrs**	
7868	A2.2.5.5.1	Create framework for online tutorials		5 d	Fri 4/12/13	Thu 4/18/13	7456FS-20 d	7869			0 hrs	Des Moines
7869	A2.2.5.5.2	Technical review of framework		5 d	Fri 4/19/13	Thu 4/25/13	7868	7870			0 hrs	Des Moines
7870	A2.2.5.5.3	Update framework		5 d	Fri 4/26/13	Thu 5/2/13	7869				0 hrs	Des Moines
7871	**A2.2.5.5.4**	**Develop Member Management Online Tutorial**		**74 d**	**Fri 4/5/13**	**Fri 7/19/13**					**227 hrs**	
7872	**A2.2.5.5.4.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Fri 4/5/13**	**Mon 4/8/13**					**0 hrs**	
7873	A2.2.5.5.4.1.1	Develop DXD for tutorial		2 d	Fri 4/5/13	Mon 4/8/13	7886FS-28 d	7876			0 hrs	Des Moines
7874	**A2.2.5.5.4.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Tue 4/9/13**	**Tue 5/7/13**					**96 hrs**	
7875	**A2.2.5.5.4.2.1**	**Conduct Internal Review**		**3 d**	**Tue 4/9/13**	**Thu 4/11/13**					**0 hrs**	
7876	A2.2.5.5.4.2.1.1	Walkthrough with manager and quality assurance		1 d	Tue 4/9/13	Tue 4/9/13	7873	7877			0 hrs	Des Moines
7877	A2.2.5.5.4.2.1.2	Update DXD based on review		1 d	Wed 4/10/13	Wed 4/10/13	7876	7878			0 hrs	Des Moines
7878	A2.2.5.5.4.2.1.3	Management review/approval for submission to Department		1 d	Thu 4/11/13	Thu 4/11/13	7877	7880			0 hrs	Des Moines
7879	**A2.2.5.5.4.2.2**	**Department Review**		**18 d**	**Fri 4/12/13**	**Tue 5/7/13**					**96 hrs**	
7880	A2.2.5.5.4.2.2.1	Walkthrough and submit DXD to Department		1 d	Fri 4/12/13	Fri 4/12/13	7878	7881	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
7881	A2.2.5.5.4.2.2.2	Department review DXD for tutorial		10 d	Mon 4/15/13	Fri 4/26/13	7880	7882	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7882	A2.2.5.5.4.2.2.3	Update DXD based on review as required		1 d	Mon 4/29/13	Mon 4/29/13	7881	7883			0 hrs	Des Moines
7883	A2.2.5.5.4.2.2.4	Internal quality assurance review and management		1 d	Tue 4/30/13	Tue 4/30/13	7882	7884			0 hrs	Des Moines
7884	A2.2.5.5.4.2.2.5	Department review of final submission		5 d	Wed 5/1/13	Tue 5/7/13	7883		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
7885	**A2.2.5.5.4.3**	**Develop Tutorial**		**23 d**	**Fri 5/10/13**	**Wed 6/12/13**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7886	A2.2.5.5.4.3.1	Define training scenarios		3 d	Fri 5/10/13	Tue 5/14/13	7456	7873FS-28 d,7888,7887			0 hrs	Des Moines
7887	A2.2.5.5.4.3.2	Document steps for tutorial		10 d	Wed 5/15/13	Wed 5/29/13	7886	7888			0 hrs	Des Moines
7888	A2.2.5.5.4.3.3	Create tutorial		10 d	Thu 5/30/13	Wed 6/12/13	7886,7887	7891			0 hrs	Des Moines
7889	**A2.2.5.5.4.4**	**Review and Approval**		**26 d**	**Thu 6/13/13**	**Fri 7/19/13**					**131 hrs**	
7890	**A2.2.5.5.4.4.1**	**Conduct Internal Review**		**5 d**	**Thu 6/13/13**	**Wed 6/19/13**					**0 hrs**	
7891	A2.2.5.5.4.4.1.1	Walkthrough with manager and quality assurance		1 d	Thu 6/13/13	Thu 6/13/13	7888	7892			0 hrs	Des Moines
7892	A2.2.5.5.4.4.1.2	Internal quality assurance review		2 d	Fri 6/14/13	Mon 6/17/13	7891	7893			0 hrs	Des Moines
7893	A2.2.5.5.4.4.1.3	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	7892	7894			0 hrs	Des Moines
7894	A2.2.5.5.4.4.1.4	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	7893	7896			0 hrs	Des Moines
7895	**A2.2.5.5.4.4.2**	**Department Review**		**21 d**	**Thu 6/20/13**	**Fri 7/19/13**					**131 hrs**	
7896	A2.2.5.5.4.4.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/20/13	Thu 6/20/13	7894	7897	D-PMO, D-BA, D-SME, D-UMMS	DP	8 hrs	Des Moines
7897	A2.2.5.5.4.4.2.2	Department review of initial submission		10 d	Fri 6/21/13	Fri 7/5/13	7896	7898	D-PMO, D-BA, D-SME, D-UMMS	DP	75 hrs	Des Moines
7898	A2.2.5.5.4.4.2.3	Update deliverable based on review		1 d	Mon 7/8/13	Mon 7/8/13	7897	7899			0 hrs	Des Moines
7899	A2.2.5.5.4.4.2.4	Internal quality assurance review		1 d	Tue 7/9/13	Tue 7/9/13	7898	7900			0 hrs	Des Moines
7900	A2.2.5.5.4.4.2.5	Update deliverable based on review		1 d	Wed 7/10/13	Wed 7/10/13	7899	7901			0 hrs	Des Moines
7901	A2.2.5.5.4.4.2.6	Management review/approval for submission to Department		1 d	Thu 7/11/13	Thu 7/11/13	7900	7902			0 hrs	Des Moines
7902	A2.2.5.5.4.4.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 7/12/13	Fri 7/12/13	7901	7903	D-PMO, D-BA, D-SME, D-UMMS	DP	8 hrs	Des Moines
7903	A2.2.5.5.4.4.2.8	Department review of final submission		5 d	Mon 7/15/13	Fri 7/19/13	7902	7904	D-PMO, D-BA, D-SME, D-UMMS	DP	40 hrs	Des Moines
7904	A2.2.5.5.4.4.2.9	Department approves deliverable	Milestone	0 d	Fri 7/19/13	Fri 7/19/13	7903				0 hrs	Des Moines
7905	**A2.2.5.5.5**	**Develop Provider Management Online Tutorial**		**49 d**	**Fri 5/10/13**	**Fri 7/19/13**					**126.92 hrs**	
7906	**A2.2.5.5.5.1**	**Develop Tutorial**		**23 d**	**Fri 5/10/13**	**Wed 6/12/13**					**0 hrs**	
7907	A2.2.5.5.5.1.1	Define training scenarios		3 d	Fri 5/10/13	Tue 5/14/13	7456	7909,7908			0 hrs	Des Moines
7908	A2.2.5.5.5.1.2	Document steps for tutorial		10 d	Wed 5/15/13	Wed 5/29/13	7907	7909			0 hrs	Des Moines
7909	A2.2.5.5.5.1.3	Create tutorial		10 d	Thu 5/30/13	Wed 6/12/13	7907,7908	7912			0 hrs	Des Moines
7910	**A2.2.5.5.5.2**	**Review and Approval**		**26 d**	**Thu 6/13/13**	**Fri 7/19/13**					**126.92 hrs**	
7911	**A2.2.5.5.5.2.1**	**Conduct Internal Review**		**5 d**	**Thu 6/13/13**	**Wed 6/19/13**					**0 hrs**	
7912	A2.2.5.5.5.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 6/13/13	Thu 6/13/13	7909	7913			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7913	A2.2.5.5.5.2.1.2	Internal quality assurance review		2 d	Fri 6/14/13	Mon 6/17/13	7912	7914			0 hrs	Des Moines
7914	A2.2.5.5.5.2.1.3	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	7913	7915			0 hrs	Des Moines
7915	A2.2.5.5.5.2.1.4	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	7914	7917			0 hrs	Des Moines
7916	**A2.2.5.5.5.2.2**	**Department Review**		**21 d**	**Thu 6/20/13**	**Fri 7/19/13**					**126.92 hrs**	
7917	A2.2.5.5.5.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/20/13	Thu 6/20/13	7915	7918	D-PMO, D-BA, D-SME, D-UMMDS	DP	7 hrs	Des Moines
7918	A2.2.5.5.5.2.2.2	Department review of initial submission		10 d	Fri 6/21/13	Fri 7/5/13	7917	7919	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
7919	A2.2.5.5.5.2.2.3	Update deliverable based on review		1 d	Mon 7/8/13	Mon 7/8/13	7918	7920			0 hrs	Des Moines
7920	A2.2.5.5.5.2.2.4	Internal quality assurance review		1 d	Tue 7/9/13	Tue 7/9/13	7919	7921			0 hrs	Des Moines
7921	A2.2.5.5.5.2.2.5	Update deliverable based on review		1 d	Wed 7/10/13	Wed 7/10/13	7920	7922			0 hrs	Des Moines
7922	A2.2.5.5.5.2.2.6	Management review/approval for submission to Department		1 d	Thu 7/11/13	Thu 7/11/13	7921	7923			0 hrs	Des Moines
7923	A2.2.5.5.5.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 7/12/13	Fri 7/12/13	7922	7924	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	9.92 hrs	Des Moines
7924	A2.2.5.5.5.2.2.8	Department review of final submission		5 d	Mon 7/15/13	Fri 7/19/13	7923	7925	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	50 hrs	Des Moines
7925	A2.2.5.5.5.2.2.9	Department approves deliverable	Milestone	0 d	Fri 7/19/13	Fri 7/19/13	7924				0 hrs	Des Moines
7926	**A2.2.5.5.6**	**Develop Operations Management Online Tutorial**		**49 d**	**Fri 5/10/13**	**Fri 7/19/13**					**198 hrs**	
7927	**A2.2.5.5.6.1**	**Develop Tutorial**		**23 d**	**Fri 5/10/13**	**Wed 6/12/13**					**0 hrs**	
7928	A2.2.5.5.6.1.1	Define training scenarios		3 d	Fri 5/10/13	Tue 5/14/13	7456	7930,7929			0 hrs	Des Moines
7929	A2.2.5.5.6.1.2	Document steps for tutorial		10 d	Wed 5/15/13	Wed 5/29/13	7928	7930			0 hrs	Des Moines
7930	A2.2.5.5.6.1.3	Create tutorial		10 d	Thu 5/30/13	Wed 6/12/13	7928,7929	7933			0 hrs	Des Moines
7931	**A2.2.5.5.6.2**	**Review and Approval**		**26 d**	**Thu 6/13/13**	**Fri 7/19/13**					**198 hrs**	
7932	**A2.2.5.5.6.2.1**	**Conduct Internal Review**		**5 d**	**Thu 6/13/13**	**Wed 6/19/13**					**0 hrs**	
7933	A2.2.5.5.6.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 6/13/13	Thu 6/13/13	7930	7934			0 hrs	Des Moines
7934	A2.2.5.5.6.2.1.2	Internal quality assurance review		2 d	Fri 6/14/13	Mon 6/17/13	7933	7935			0 hrs	Des Moines
7935	A2.2.5.5.6.2.1.3	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	7934	7936			0 hrs	Des Moines
7936	A2.2.5.5.6.2.1.4	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	7935	7938			0 hrs	Des Moines
7937	**A2.2.5.5.6.2.2**	**Department Review**		**21 d**	**Thu 6/20/13**	**Fri 7/19/13**					**198 hrs**	
7938	A2.2.5.5.6.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/20/13	Thu 6/20/13	7936	7939	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS, D-UMRV	DP	11 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7939	A2.2.5.5.6.2.2.2	Department review of initial submission		10 d	Fri 6/21/13	Fri 7/5/13	7938	7940	D-PMO, D-BA, D-SME, D-DPCO, D-UMMDS, D-UMRV	DP	115 hrs	Des Moines
7940	A2.2.5.5.6.2.2.3	Update deliverable based on review		1 d	Mon 7/8/13	Mon 7/8/13	7939	7941			0 hrs	Des Moines
7941	A2.2.5.5.6.2.2.4	Internal quality assurance review		1 d	Tue 7/9/13	Tue 7/9/13	7940	7942			0 hrs	Des Moines
7942	A2.2.5.5.6.2.2.5	Update deliverable based on review		1 d	Wed 7/10/13	Wed 7/10/13	7941	7943			0 hrs	Des Moines
7943	A2.2.5.5.6.2.2.6	Management review/approval for submission to Department		1 d	Thu 7/11/13	Thu 7/11/13	7942	7944			0 hrs	Des Moines
7944	A2.2.5.5.6.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 7/12/13	Fri 7/12/13	7943	7945	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS, D-UMRV	DP	12 hrs	Des Moines
7945	A2.2.5.5.6.2.2.8	Department review of final submission		5 d	Mon 7/15/13	Fri 7/19/13	7944	7946	D-PMO, D-BA, D-SME, D-UMCO, D-UMMS, D-UMRV	DP	60 hrs	Des Moines
7946	A2.2.5.5.6.2.2.9	Department approves deliverable	Milestone	0 d	Fri 7/19/13	Fri 7/19/13	7945				0 hrs	Des Moines
7947	**A2.2.5.5.7**	**Develop Program Management Online Tutorial**		**49 d**	**Fri 5/10/13**	**Fri 7/19/13**					**210 hrs**	
7948	**A2.2.5.5.7.1**	**Develop Tutorial**		**23 d**	**Fri 5/10/13**	**Wed 6/12/13**					**0 hrs**	
7949	A2.2.5.5.7.1.1	Define training scenarios		3 d	Fri 5/10/13	Tue 5/14/13	7456	7951,7950			0 hrs	Des Moines
7950	A2.2.5.5.7.1.2	Document steps for tutorial		10 d	Wed 5/15/13	Wed 5/29/13	7949	7951			0 hrs	Des Moines
7951	A2.2.5.5.7.1.3	Create tutorial		10 d	Thu 5/30/13	Wed 6/12/13	7949,7950	7954			0 hrs	Des Moines
7952	**A2.2.5.5.7.2**	**Review and Approval**		**26 d**	**Thu 6/13/13**	**Fri 7/19/13**					**210 hrs**	
7953	**A2.2.5.5.7.2.1**	**Conduct Internal Review**		**5 d**	**Thu 6/13/13**	**Wed 6/19/13**					**0 hrs**	
7954	A2.2.5.5.7.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 6/13/13	Thu 6/13/13	7951	7955			0 hrs	Des Moines
7955	A2.2.5.5.7.2.1.2	Internal quality assurance review		2 d	Fri 6/14/13	Mon 6/17/13	7954	7956			0 hrs	Des Moines
7956	A2.2.5.5.7.2.1.3	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	7955	7957			0 hrs	Des Moines
7957	A2.2.5.5.7.2.1.4	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	7956	7959			0 hrs	Des Moines
7958	**A2.2.5.5.7.2.2**	**Department Review**		**21 d**	**Thu 6/20/13**	**Fri 7/19/13**					**210 hrs**	
7959	A2.2.5.5.7.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/20/13	Thu 6/20/13	7957	7960	D-PMO, D-BA, D-SME, D-UMCO, D-UMPA, D-UMRV	DP	11 hrs	Des Moines
7960	A2.2.5.5.7.2.2.2	Department review of initial submission		10 d	Fri 6/21/13	Fri 7/5/13	7959	7961	D-PMO, D-BA, D-SME, D-UMMDS, D-UMPA, D-UMRV	DP	115 hrs	Des Moines
7961	A2.2.5.5.7.2.2.3	Update deliverable based on review		1 d	Mon 7/8/13	Mon 7/8/13	7960	7962			0 hrs	Des Moines
7962	A2.2.5.5.7.2.2.4	Internal quality assurance review		1 d	Tue 7/9/13	Tue 7/9/13	7961	7963			0 hrs	Des Moines
7963	A2.2.5.5.7.2.2.5	Update deliverable based on review		1 d	Wed 7/10/13	Wed 7/10/13	7962	7964			0 hrs	Des Moines
7964	A2.2.5.5.7.2.2.6	Management review/approval for submission to Department		1 d	Thu 7/11/13	Thu 7/11/13	7963	7965			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7965	A2.2.5.5.7.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 7/12/13	Fri 7/12/13	7964	7966	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	14 hrs	Des Moines
7966	A2.2.5.5.7.2.2.8	Department review of final submission		5 d	Mon 7/15/13	Fri 7/19/13	7965	7967	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS,	DP	70 hrs	Des Moines
7967	A2.2.5.5.7.2.2.9	Department approves deliverable	Milestone	0 d	Fri 7/19/13	Fri 7/19/13	7966				0 hrs	Des Moines
7968	**A2.2.5.5.8**	**Develop Program Integrity Online Tutorial**		**49 d**	**Fri 5/10/13**	**Fri 7/19/13**					**136 hrs**	
7969	**A2.2.5.5.8.1**	**Develop Tutorial**		**23 d**	**Fri 5/10/13**	**Wed 6/12/13**					**0 hrs**	
7970	A2.2.5.5.8.1.1	Define training scenarios		3 d	Fri 5/10/13	Tue 5/14/13	7456	7972,7971			0 hrs	Des Moines
7971	A2.2.5.5.8.1.2	Document steps for tutorial		10 d	Wed 5/15/13	Wed 5/29/13	7970	7972			0 hrs	Des Moines
7972	A2.2.5.5.8.1.3	Create tutorial		10 d	Thu 5/30/13	Wed 6/12/13	7970,7971	7975			0 hrs	Des Moines
7973	**A2.2.5.5.8.2**	**Review and Approval**		**26 d**	**Thu 6/13/13**	**Fri 7/19/13**					**136 hrs**	
7974	**A2.2.5.5.8.2.1**	**Conduct Internal Review**		**5 d**	**Thu 6/13/13**	**Wed 6/19/13**					**0 hrs**	
7975	A2.2.5.5.8.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 6/13/13	Thu 6/13/13	7972	7976			0 hrs	Des Moines
7976	A2.2.5.5.8.2.1.2	Internal quality assurance review		2 d	Fri 6/14/13	Mon 6/17/13	7975	7977			0 hrs	Des Moines
7977	A2.2.5.5.8.2.1.3	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	7976	7978			0 hrs	Des Moines
7978	A2.2.5.5.8.2.1.4	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	7977	7980			0 hrs	Des Moines
7979	**A2.2.5.5.8.2.2**	**Department Review**		**21 d**	**Thu 6/20/13**	**Fri 7/19/13**					**136 hrs**	
7980	A2.2.5.5.8.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/20/13	Thu 6/20/13	7978	7981	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
7981	A2.2.5.5.8.2.2.2	Department review of initial submission		10 d	Fri 6/21/13	Fri 7/5/13	7980	7982	D-PMO, D-BA, D-SME, D-UMPI	DP	80 hrs	Des Moines
7982	A2.2.5.5.8.2.2.3	Update deliverable based on review		1 d	Mon 7/8/13	Mon 7/8/13	7981	7983			0 hrs	Des Moines
7983	A2.2.5.5.8.2.2.4	Internal quality assurance review		1 d	Tue 7/9/13	Tue 7/9/13	7982	7984			0 hrs	Des Moines
7984	A2.2.5.5.8.2.2.5	Update deliverable based on review		1 d	Wed 7/10/13	Wed 7/10/13	7983	7985			0 hrs	Des Moines
7985	A2.2.5.5.8.2.2.6	Management review/approval for submission to Department		1 d	Thu 7/11/13	Thu 7/11/13	7984	7986			0 hrs	Des Moines
7986	A2.2.5.5.8.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 7/12/13	Fri 7/12/13	7985	7987	D-PMO, D-BA, D-SME, D-UMPI	DP	8 hrs	Des Moines
7987	A2.2.5.5.8.2.2.8	Department review of final submission		5 d	Mon 7/15/13	Fri 7/19/13	7986	7988	D-PMO, D-BA, D-SME, D-UMPI	DP	40 hrs	Des Moines
7988	A2.2.5.5.8.2.2.9	Department approves deliverable	Milestone	0 d	Fri 7/19/13	Fri 7/19/13	7987				0 hrs	Des Moines
7989	**A2.2.5.5.9**	**Develop Care Management Online Tutorial**		**49 d**	**Fri 5/10/13**	**Fri 7/19/13**					**163 hrs**	
7990	**A2.2.5.5.9.1**	**Develop Tutorial**		**23 d**	**Fri 5/10/13**	**Wed 6/12/13**					**0 hrs**	

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
7991	A2.2.5.5.9.1.1	Define training scenarios		3 d	Fri 5/10/13	Tue 5/14/13	7456	7993,7992			0 hrs	Des Moines
7992	A2.2.5.5.9.1.2	Document steps for tutorial		10 d	Wed 5/15/13	Wed 5/29/13	7991	7993			0 hrs	Des Moines
7993	A2.2.5.5.9.1.3	Create tutorial		10 d	Thu 5/30/13	Wed 6/12/13	7991,7992	7996			0 hrs	Des Moines
7994	**A2.2.5.5.9.2**	**Review and Approval**		**26 d**	**Thu 6/13/13**	**Fri 7/19/13**					**163 hrs**	
7995	**A2.2.5.5.9.2.1**	**Conduct Internal Review**		**5 d**	**Thu 6/13/13**	**Wed 6/19/13**					**0 hrs**	
7996	A2.2.5.5.9.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 6/13/13	Thu 6/13/13	7993	7997			0 hrs	Des Moines
7997	A2.2.5.5.9.2.1.2	Internal quality assurance review		2 d	Fri 6/14/13	Mon 6/17/13	7996	7998			0 hrs	Des Moines
7998	A2.2.5.5.9.2.1.3	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	7997	7999			0 hrs	Des Moines
7999	A2.2.5.5.9.2.1.4	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	7998	8001			0 hrs	Des Moines
8000	**A2.2.5.5.9.2.2**	**Department Review**		**21 d**	**Thu 6/20/13**	**Fri 7/19/13**					**163 hrs**	
8001	A2.2.5.5.9.2.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 6/20/13	Thu 6/20/13	7999	8002	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	9 hrs	Des Moines
8002	A2.2.5.5.9.2.2.2	Department review of initial submission		10 d	Fri 6/21/13	Fri 7/5/13	8001	8003	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	94 hrs	Des Moines
8003	A2.2.5.5.9.2.2.3	Update deliverable based on review		1 d	Mon 7/8/13	Mon 7/8/13	8002	8004			0 hrs	Des Moines
8004	A2.2.5.5.9.2.2.4	Internal quality assurance review		1 d	Tue 7/9/13	Tue 7/9/13	8003	8005			0 hrs	Des Moines
8005	A2.2.5.5.9.2.2.5	Update deliverable based on review		1 d	Wed 7/10/13	Wed 7/10/13	8004	8006			0 hrs	Des Moines
8006	A2.2.5.5.9.2.2.6	Management review/approval for submission to Department		1 d	Thu 7/11/13	Thu 7/11/13	8005	8007			0 hrs	Des Moines
8007	A2.2.5.5.9.2.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Fri 7/12/13	Fri 7/12/13	8006	8008	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	10 hrs	Des Moines
8008	A2.2.5.5.9.2.2.8	Department review of final submission		5 d	Mon 7/15/13	Fri 7/19/13	8007	8009	D-PMO, D-BA, D-SME, D-UMCO, D-UMMDS	DP	50 hrs	Des Moines
8009	A2.2.5.5.9.2.2.9	Department approves deliverable	Milestone	0 d	Fri 7/19/13	Fri 7/19/13	8008				0 hrs	Des Moines
8010	**A2.2.5.6**	**Knowledge Transfer Schedule**		**395 d**	**Mon 3/11/13**	**Tue 9/30/14**					**1,816 hrs**	
8011	**A2.2.5.6.1**	**Develop Deliverable Expectations Document (DXD)**		**2 d**	**Tue 4/9/13**	**Wed 4/10/13**					**0 hrs**	
8012	A2.2.5.6.1.1	Develop DXD for Knowledge Transfer Schedule		2 d	Tue 4/9/13	Wed 4/10/13	8025FS-28 d	8015			0 hrs	Des Moines
8013	**A2.2.5.6.2**	**Deliverable Expectations Document Review and Approval**		**21 d**	**Thu 4/11/13**	**Thu 5/9/13**					**96 hrs**	
8014	**A2.2.5.6.2.1**	**Conduct Internal Review**		**3 d**	**Thu 4/11/13**	**Mon 4/15/13**					**0 hrs**	
8015	A2.2.5.6.2.1.1	Walkthrough with manager and quality assurance		1 d	Thu 4/11/13	Thu 4/11/13	8012	8016			0 hrs	Des Moines
8016	A2.2.5.6.2.1.2	Update DXD based on review		1 d	Fri 4/12/13	Fri 4/12/13	8015	8017			0 hrs	Des Moines
8017	A2.2.5.6.2.1.3	Management review/approval for submission to Department		1 d	Mon 4/15/13	Mon 4/15/13	8016	8019			0 hrs	Des Moines

ID	WBS	Tasks, Subtasks, and Activities	Indicator	Duration	Estimated Start Date	Estimated Finish Date	Predecessors	Successors	Resource	Resource Group	Level of Effort	Location
8018	**A2.2.5.6.2.2**	**Department Review**		**18 d**	**Tue 4/16/13**	**Thu 5/9/13**					**96 hrs**	
8019	A2.2.5.6.2.2.1	Walkthrough and submit DXD to Department		1 d	Tue 4/16/13	Tue 4/16/13	8017	8020	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
8020	A2.2.5.6.2.2.2	Department review DXD for Knowledge Transfer Schedule		10 d	Wed 4/17/13	Tue 4/30/13	8019	8021	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
8021	A2.2.5.6.2.2.3	Update DXD based on review as required		1 d	Wed 5/1/13	Wed 5/1/13	8020	8022			0 hrs	Des Moines
8022	A2.2.5.6.2.2.4	Internal quality assurance review and management review/approval		1 d	Thu 5/2/13	Thu 5/2/13	8021	8023			0 hrs	Des Moines
8023	A2.2.5.6.2.2.5	Department review of final submission		5 d	Fri 5/3/13	Thu 5/9/13	8022		D-PMO, D-BA, D-SME	DP	30 hrs	Des Moines
8024	**A2.2.5.6.3**	**Develop Knowledge Transfer Schedule**		**34 d**	**Fri 5/10/13**	**Thu 6/27/13**					**100 hrs**	
8025	A2.2.5.6.3.1	Develop schedule of knowledge transfer courses		5 d	Fri 5/10/13	Thu 5/16/13	7456	8012FS-28 d,8026			0 hrs	Des Moines
8026	A2.2.5.6.3.2	Identify number of courses required to train identified participants		3 d	Fri 5/17/13	Tue 5/21/13	8025	8029			0 hrs	Des Moines
8027	**A2.2.5.6.3.3**	**Review and Approval**		**26 d**	**Wed 5/22/13**	**Thu 6/27/13**					**100 hrs**	
8028	**A2.2.5.6.3.3.1**	**Conduct Internal Review**		**5 d**	**Wed 5/22/13**	**Wed 5/29/13**					**0 hrs**	
8029	A2.2.5.6.3.3.1.1	Walkthrough with manager and quality assurance		1 d	Wed 5/22/13	Wed 5/22/13	8026	8030			0 hrs	Des Moines
8030	A2.2.5.6.3.3.1.2	Internal quality assurance review		2 d	Thu 5/23/13	Fri 5/24/13	8029	8031			0 hrs	Des Moines
8031	A2.2.5.6.3.3.1.3	Update deliverable based on review		1 d	Tue 5/28/13	Tue 5/28/13	8030	8032			0 hrs	Des Moines
8032	A2.2.5.6.3.3.1.4	Management review/approval for submission to Department		1 d	Wed 5/29/13	Wed 5/29/13	8031	8034			0 hrs	Des Moines
8033	**A2.2.5.6.3.3.2**	**Department Review**		**21 d**	**Thu 5/30/13**	**Thu 6/27/13**					**100 hrs**	
8034	A2.2.5.6.3.3.2.1	Walkthrough and submit deliverable to Department		1 d	Thu 5/30/13	Thu 5/30/13	8032	8035	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
8035	A2.2.5.6.3.3.2.2	Department review of initial submission		10 d	Fri 5/31/13	Thu 6/13/13	8034	8036	D-PMO, D-BA, D-SME	DP	60 hrs	Des Moines
8036	A2.2.5.6.3.3.2.3	Update deliverable based on review		1 d	Fri 6/14/13	Fri 6/14/13	8035	8037			0 hrs	Des Moines
8037	A2.2.5.6.3.3.2.4	Internal quality assurance review		1 d	Mon 6/17/13	Mon 6/17/13	8036	8038			0 hrs	Des Moines
8038	A2.2.5.6.3.3.2.5	Update deliverable based on review		1 d	Tue 6/18/13	Tue 6/18/13	8037	8039			0 hrs	Des Moines
8039	A2.2.5.6.3.3.2.6	Management review/approval for submission to Department		1 d	Wed 6/19/13	Wed 6/19/13	8038	8040			0 hrs	Des Moines
8040	A2.2.5.6.3.3.2.7	Walkthrough and submit deliverable to Department	Deliverable	1 d	Thu 6/20/13	Thu 6/20/13	8039	8041	D-PMO, D-BA, D-SME	DP	6 hrs	Des Moines
8041	A2.2.5.6.3.3.2.8	Department review of final submission		5 d	Fri 6/21/13	Thu 6/27/13	8040	8042	D-PMO, D-BA, D-SME	DP	28 hrs	Des Moines
8042	A2.2.5.6.3.3.2.9	Department approves deliverable	Milestone	0 d	Thu 6/27/13	Thu 6/27/13	8041				0 hrs	Des Moines