

Executive Branch Information Technology
Office of Information Technology Services
2800 SW Topeka Blvd., Building 100
Topeka, KS 66611



Phone: (785) 296-3463
Fax: (785) 296-1168
oits.info@ks.gov

DeAngela Burns-Wallace, Chief Information Technology Officer

Laura Kelly, Governor

August 26, 2022

Richard Beattie, Director
Procurement and Contracts

Dear Mr. Beattie:

The detailed project plan for the Department of Labor IT Modernization project is enclosed. Sandy Johnson is the primary contact for the project and can be reached at (785) 296-5000.

This letter constitutes approval of the detailed project plan pursuant to K.S.A. 75-7209.

The next step for the agency will be to baseline this approved project Work Breakdown Structure (WBS) without alteration prior to execution. The baseline is a valuable tool to use as the project progresses. The baseline is used to track project progress and compare this progress to the approved plan. Project measures for reporting purposes will be determined using the originally submitted detailed project plan.

This project has a total project cost of \$43,098,606. The quarterly KITO fee for the project will be \$16,698 and will be billed from the start of execution until receipt of the project's Post Implementation Evaluation Report (PIER).

Respectfully,

DocuSigned by:

A handwritten signature in blue ink, appearing to read "Amber Shultz".

C489BEDEEBEB46A...

Amber Shultz, Secretary
Department of Labor

DocuSigned by:

A handwritten signature in blue ink, appearing to read "DeAngela Burns-Wallace".

1DAB26281F9B47E...

DeAngela Burns-Wallace
Executive Branch CITO

cc: Kelly O'Brien, CITO, Judicial Branch
Alan Weis, CITO, Legislative Branch
Adam Proffitt, Director of the Budget
Aaron Klaassen, JCIT
JCIT Membership
Linda Norris, OPC
Stephanie Creed, OPC
Tracie Gauntt, OPC
Kelly Johnson, OPC
Brian Reiter, OITS
Sandy Johnson, KDOL
Doug Eamigh, KDOL
Wally Ballou, KDOL

Megan Burton, KSHS
Cole Robison, OITS
Alex Wong, CITA
Sara Spinks, KITO

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DeAngela Burns-Wallace, Chief Information Technology Officer

Laura Kelly, Governor

August 1, 2022

Dr. DeAngela Burns-Wallace
Chief Information Technology Officer
Executive Branch
2800 SW Topeka Blvd. Bldg 100
Topeka, KS 66611

Dear Dr. Burns-Wallace:

The Kansas Department of Labor is respectfully requesting your review of, and consideration for approval of the project plan for the Kansas Department of Labor IT Modernization Project.

The State of Kansas Department of Labor Modernization Project is a multi-year initiative focused on implementing a modernized unemployment insurance system. These systems will support unemployment insurance taxes, unemployment insurance benefits administration, and related data and analysis of unemployment insurance administration.

If you have any questions, please contact Sandy Johnson at sandy.johnson@ks.gov or (785) 296-5000.

Thank you for your time and consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Amber Shultz". The signature is fluid and cursive, with the first name "Amber" and last name "Shultz" clearly distinguishable.

Amber Shultz, Secretary
Kansas Department of Labor

State Entity: Kansas Department of Labor (KDOL)	Included (Y/N) If no, Explain
Project Name: KDOL IT Modernization	
Greater than \$250,000/ less than \$1,000,000 (Y/N): No	
Greater than \$1,000,000 (Y/N): Yes	
IT Project Plan Documents	
For forms and/or more detailed information on completion of plan, see https://ebit.ks.gov/kito/it-project-oversight/proposed-it-project-plans	
For ITEC Policy and/or more detailed information on approval of IT projects, see ITEC 2400 and 2400A. https://ebit.ks.gov/itec/resources/policies	
Cover Letter Requesting Project Approval	Yes
IT Project Request Explanation--DA518	Yes
IT Cost Benefit Statement--DA519	Yes
Work Breakdown Structure @ 8/80 hr duration/elapsed calendar time level	
Task Name (tasks should be descriptive)	Yes
Duration (total duration/elapsed calendar time)	Yes
Work (total person/hours of effort for all resources for the task)	Yes
Start	Yes
Finish	Yes
Dependencies (Predecessors)	Yes
Resource Names (assigned to the task)	Yes
Milestone	Yes
Work Product Identification (Form ITEC PM02-6)	Yes
Architectural Statement (ITEC Policy 4010 and 9500)	
Listing of products and standards that will be implemented to accomplish the project including a statement of compliance with ITEC Policy.	Yes
If different, attach CITA waiver	N/A
Ownership of Software Code and Related Intellectual Property (ITEC Policy 1500)	
Statement of compliance	Yes
If different, attach CITO waiver	N/A
Privacy Statement (Privacy Act 1974, Health Insurance Portability & Accountability Act 1996-HIPAA)	
https://www.justice.gov/opcl/overview-privacy-act-1974-2015-edition	
https://www.hhs.gov/hipaa/index.html	
1. What information is included	Yes
2. Why is it collected	Yes
3. How will it be used	Yes
4. Exclusion opportunities	Yes
5. 1974 Act implementation	Yes
6. Other privacy requirements	Yes
7. Total privacy cost estimate	Yes
Security Statement (ITEC Policies 7230, 9500, 7300)	
Statement of compliance regarding security measures, technologies used, compliance with policy & standards	Yes
If different, explain	N/A
Accessibility Statement (ITEC Policy 1210)	
Confirm the project will comply with ITEC Policy 1210 requirements by attaching a completed Accessibility Conformance Report (ACR) produced using the Voluntary Product Accessibility Template® (VPAT®), version 2.0 or later, for the product(s) procured, provided as a service, or custom-built. If requirements are to be developed as part of project, indicate that VPAT requirements will be included. See VPAT at: https://www.itic.org/policy/accessibility/vpat.	Yes
If VPAT/ACR indicates compliance on all items, provide statement identifying task number(s) in WBS where verification of overall compliance will occur. For any VPAT/ACR item(s) where full compliance is not indicated, identify task number(s) in WBS where remediation of compliance issues will occur, and the task number(s) that will include verification of overall compliance. If product is not anticipated to be compliant upon initial implementation, please attach State ADA Coordinator exception. If accessibility standards do not apply, please provide explanation.	Yes
Attach approval letter from State Director of IT Accessibility.	Yes
Electronic Record Retention Statement	
https://www.kshs.org/p/electronic-records/11334	
(K.S.A. 45-403 and K.S.A. 45-213 through 45-223)	
1. Identify replaced paper records	YES
2. Identify new business functions	YES
3. Reasons for business functions	YES
4. Records requirements for business function	YES
5. Documents in another system?	YES
6. Public access requirements	YES
7. Access control requirements	YES
8. Identify all records with retention period of ten or more years	YES
9. Estimate three year cost of addressing records identified in No. 8	YES
Attach approval letter from State Archivist.	YES
Risk Identification Summary (Form ITEC PM02-11a)	Yes
Risk Assessment Model (RAM) Summary - Detailed Plans	YES
Fiscal Note, if appropriate	No
Electronic copy submitted two - four weeks prior to contract award and/or project execution	Yes

INFORMATION TECHNOLOGY PROJECT REQUEST EXPLANATION – DA 518																									
1. Project Title:				2. Project Priority		3. Estimated Dates																			
KDOL IT Modernization				1		Planning Start:		5/16/2022																	
Agency:						Execution Start:		8/16/2022																	
Kansas Department of Labor						Close-Out End:		10/14/2024																	
4. Project Description and Justification:				Date Submitted:		8/23/2022																			
The State of Kansas Department of Labor Modernization Initiative is a multi-year initiative focused on aligning and supporting vs. transforming the agency's business processes and core technology systems. Computer systems supporting receipt of unemployment insurance taxes, payment of unemployment insurance benefits and delivery of employment services will be replaced. Further, business processes will be converted to take advantage of opportunities and benefits available through new system capabilities.																									
Infrastructure stability, advanced database design, improved integrations, updated workflow tools, improved accessibility and security all contribute to improvements in information accuracy and timeliness.																									
IT Modernization is needed to address the following:																									
• Customer Service is limited by capabilities of the current systems • Current Systems don't always align with business process, impacting staff efficiency and productivity • The patchwork buildout of the current systems does not support efficiency and integrity of database • Fraud Prevention efforts are limited by the timeliness and availability of information in the current system • Current Systems offer inadequate support and alignment to Policies addressing Federal and State legislation • Business Intelligence capabilities of the current system does not meet the user expectations for Modeling and Analysis • The current UI System is not stable and is frequently impacted by Severity 1 (downtime) issues • Current systems require a higher level of support costs due to the age and customizations of the infrastructure and applications • The current system requires skillsets for development and support that are not readily available in the marketplace • Downtime issues and system limitations make it increasingly more difficult to meet the both the Service Level Expectations from end users and the guidelines established by USDOL • Support successful automation and integration with Cross-Priority Agencies																									
Is this an Infrastructure Project? (Y/N)								N																	
Will Business Process Modeling be completed during the IT project and business design? (Y/N)								Y																	
Will national and/or industry data standards be used? (Y/N)								Y																	
If yes, please specify. UI Modernization will establish a more secure application and infrastructure. Security will be solutioned through Cybersecurity and Role-Based Access Control.																									
List any collaboration that has taken place in the planning of the IT Project, and/or will take place during execution of the project. Include tools, methods, and best practices used for providing collaboration, user input, and continued social networking.																									
Project collaboration has included:																									
Collection and analysis of previous Modernization documentation																									
Interviews with more than 25 Subject Matter Experts across the business to review and rationalize requirements																									
The stand up of a formal Steering Committee comprised of key leadership from across KDOL and OITS, providing direction and validation for the planning efforts																									
Engagement with NSAWA (National Association of Workforce Agencies) to gain insight into national marketplace																									
Interviews and analysis of other States Successes with Modernization including: Alabama, Colorado, Maryland, Washington, Mississippi, Louisiana, Wisconsin, Iowa, Michigan, New York, California, Texas																									
5. Estimated Project Cost																									
Category		Cost		KITO Rate Structure				Project Quarterly KITO Fee																	
Internal Cost (Salaries)		4,395,531		Project Value Range		Quarterly Rate		\$16,698																	
Contractual Services		\$37,350,536		\$250,000		\$1,000,000																			
Commodities		\$0		\$1,000,001		\$5,000,000																			
Capital Outlay		\$0		\$5,000,001		\$10,000,000																			
Sub-Total Project Costs		\$41,746,068		\$10,000,001		Greater																			
Total KITO Rate Fee		\$1,352,538				0.0004																			
Total Project Costs		\$43,098,606		Infrastructure Projects		0.0003																			
6. Project Subprojects (include name, start and end dates, and cost of each Subproject):																									
Subproject Name		Start Date		End Date		Internal Cost		External Cost		Total Cost															
Planning		5/16/2022		10/3/2022		\$0		\$1,149,199		\$1,149,199															
Execution																									
Requirements Management Tool (107)		9/2/2022		9/27/2022		\$811,310		\$3,342,137		\$4,153,448															
Design (710)		10/31/2022		4/21/2023		\$1,224,203		\$5,043,018		\$6,267,221															
Build and Configure (1427)		3/23/2023		3/19/2024				\$8,088,372		\$8,088,372															
System Testing (1757)		7/31/2023		5/16/2024		\$1,013,144		\$4,173,575		\$5,186,719															
UAT Testing (1895)		10/26/2023		5/28/2024		\$498,706		\$2,054,386		\$2,553,092															
End to End Testing (1953)		5/20/2024		6/17/2024		\$393,102		\$1,619,357		\$2,012,459															
Training (1961)		4/15/2024		7/10/2024		\$155,846		\$641,996		\$797,842															
Data Migration (483)		10/3/2022		10/28/2022		0		\$3,323,447		\$3,323,447															
Go Live (2023)		7/9/2024		7/15/2024		\$268,052		\$1,104,220		\$1,372,272															
KITO		8/12/2022		9/30/2024				\$1,352,538		\$1,352,538															
IV&V		7/1/2024		8/1/2024				\$250,000		\$250,000															
Project Contingency		7/1/2022		7/15/2024		\$31,169		\$3,042,715		\$3,073,884															
Execution Sub-Total		8/16/2022		7/15/2024		\$4,395,531		\$34,035,761		\$38,431,293															
Close-Out																									
		7/16/2024		10/14/2024		\$0		\$3,518,114		\$3,518,114															
Grand Internal, External, and Total Costs						\$4,395,531		\$38,703,074		\$43,098,606															
7. Amount by Source of Financing:																									
State Fiscal Years		1. SGF		2. Federal Funds		3. Special Revenue F		4.		5.		6.		7.		8.		9.		10.		11.		Total	
Previous SFY(s)																								\$0	
SFY 2021																								\$0	
SFY 2022																								\$0	
SFY 2023		\$9,318,113		\$8,537,894																				\$17,856,007	
SFY 2024				\$6,285,351		\$10,000,000																		\$16,285,351	
SFY 2025				\$2,754,992		\$6,202,256																		\$8,957,248	
SFY 2026																								\$0	
SFY 2027																								\$0	
SFY 2028																								\$0	
SFY 2029																								\$0	
SFY 2030																								\$0	
SFY 2031																								\$0	
SFY 2032																								\$0	
Total Project Costs		\$9,318,113		\$17,578,237		\$16,202,256		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$43,098,606	
Description of funds listed above																									
3. Governor's Special Budget Request																									

INFORMATION TECHNOLOGY PROJECT REQUEST EXPLANATION -- DA 519				
1. Project Title		2. Estimated Dates		Projected Months from
KDOL IT Modernization		Planning Start:	5/16/2022	Execution to Close-Out
		Execution Start:	8/16/2022	
		Close-Out End:	10/14/2024	
		26		
3. Agency		4. Project Director/Project Manager		
Kansas Department of Labor		Sandy Johnson/Wally Ballou		
5. Qualitative and Quantitative Savings Explanation				
The primary qualitative savings derived from this project are the result of enhancements to the core infrastructure and the replacement of the Unemployment Insurance application including Benefits, Tax and Appeals in its entirety. These qualitative savings will further be realized through the enhancements to KDOL business processes, improved service to citizens and business community.				
There are hundreds of examples of functions that are done manually today that will be automated in a modernized system, driving workforce efficiency. Automation eliminates errors due to manual processing, hand calculations and lack of knowledge on details of complex programs. Simplified systems also make it easier to onboard new employees and helps to take the stress off existing staff over mundane work tasks.				
In states where Modernization has been completed, citizen self-services has increased by as much as 500%. Pre-pandemic, citizen self service was less than 40% for KDOL. Whereas more claimants are using the Web for initial filings than pre-Pandemic times, the amount of information and capabilities available in the legacy systems continue to limit the value of online citizen self-service and drives up call volumes. New work flow management tools will work to ensure the right team members are assigned to the right tasks and have necessary information at their fingertips when they perform their tasks. These efficiencies impact all phases of the work processes from program design, to initial claims to employer management and information tools.				
Quantitative savings are driven primarily from three areas: 1) Reduction in Legacy system costs (both licensing and support); 2) Reduction in call center supplemental support/personnel costs and 3) tangible costs savings from the reduction of paper driven information communications (printers, paper and postage).				

6. Qualitative and Quantitative Savings Estimate														
Description of Savings		Previous SFY(s)	SFY 2021	SFY 2022	SFY 2023	SFY 2024	SFY 2025	SFY 2026	SFY 2027	SFY 2028	SFY 2029	SFY 2030	SFY 2031	SFY 2032
Cost Avoidance (Soft Dollars)														
Savings from reduced errors from manual processing and calculations														
Savings from reducing Fraud by 5% due to more accurate and timely information (real time vs. batch) presented in a more user														
Savings from Increased collections on Improper payments due to automation and new features for identifying and managing														
The reduction of the workload on the KDOL records center as more documents will be uploaded by the end user and retained														
Subtotal		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Savings (Hard Dollars)														
The reduction of printing costs as more of the information and documents are available for online retrieval						\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
The reduction of postage expense as more information will be available and disseminated using online tools						\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Reduction in legacy system support costs						\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
The elimination of multiple legacy system applications and their associated licensing costs				\$250,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Reduction in enhancements to existing Mainframe Legacy system				\$210,000	\$250,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Reduction in Mainframe infrastructure operating costs				\$250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Subtotal		\$27,885,000	\$0	\$0	\$710,000	\$1,750,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000
Other (Include Intangible Benefits)														
Improved security of the systems to protect the availability of the systems and the sanctity of the data														
More Accurate Claims Processing due to system automation of manual tasks and manual calculations														
Faster Claims Processing due to real time processing vs batch processing														
Improved Customer Satisfaction from more robust portal and self service functionality														
Scalability due to system configurability (vs custom code) and infrastructure (Cloud Computing) allowing for quicker ramp ups														
Benefits from having systems that utilize current generation infrastructure and coding in staffing and compatibility of														
Adaptability from being able to delegate the configuration management to work level teams allowing for quicker turn														
Subtotal		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Quantitative Savings		\$27,885,000		\$0	\$710,000	\$1,750,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000
7. Summary*		Previous SFY(s)	SFY 2021	SFY 2022	SFY 2023	SFY 2024	SFY 2025	SFY 2026	SFY 2027	SFY 2028	SFY 2029	SFY 2030	SFY 2031	SFY 2032
Project Costs Total		\$43,098,606	\$0	\$0	\$0	\$17,856,007	\$16,285,351	\$8,957,248	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost Benefit Total		-\$15,213,606	\$0	\$0	\$710,000	-\$16,106,007	-\$13,460,351	-\$6,132,248	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000	\$2,825,000
Cost Benefit per Month		\$1,072,500												
Calendar Months to Break Even		40												
8. Ongoing Cost		Previous SFY(s)	SFY 2021	SFY 2022	SFY 2023	SFY 2024	SFY 2025	SFY 2026	SFY 2027	SFY 2028	SFY 2029	SFY 2030	SFY 2031	SFY 2032
Operational Cost for three ensuing SFY's						\$1,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000

* Project Costs = Total Cost of Project over all Fiscal Years from all Funding Sources
Net Cost Benefit = Total Qualitative & Quantitative Savings minus Total Project Costs
Cost Benefit per Month = Total Qualitative & Quantitative Savings divided by Length of Project in months
Calendar Months to Break Even = Total Project Costs divided by Cost Benefit per Month

Project Management Plan: Work Product Identification (PMO2-6)				
Project: KDOL UI Modernization			Date: August 4, 2022	
Task No.	Deliverable Name	Due Date	Date	
			Delivered	Point of Contact
30	Program Governance Plan	7/13/2022	7/13/2022	Sandy Johnson
63	Resource Management Plan	7/22/2022	7/22/2022	Sandy Johnson
80	Risk and Issue Management Plan	7/13/2022	7/13/2022	Sandy Johnson
69	Change Management Plan	7/13/2022	7/13/2022	Sandy Johnson
98	Configuration Management Plan	10/3/2022		Wally Ballou
91	Incident Response Plan	7/22/2022	7/22/2022	Sandy Johnson
105	Integrations Management Plan	10/3/2022		Wally Ballou
459	Organizational Change Management (OCM) Plan	2/3/2023		Wally Ballou
670	Finalization of Requirements - Iteration 1	10/7/2022		Wally Ballou
683	Finalization of Requirements - Iteration 2	10/27/2022		Wally Ballou
709	Finalization of Requirements - Iteration 3	12/22/2022		Wally Ballou
1241	Completion of Data Migration Mapping Document - Iteration 1	12/16/2022		Wally Ballou
1305	Completion of Data Migration Mapping Document - Iteration 2	2/24/2023		Wally Ballou
1425	Completion of Data Migration Mapping Document - Iteration 3	4/17/2023		Wally Ballou
1662	Completion of Data Migration Development - Iteration 1	5/24/2023		Wally Ballou
1696	Completion of Data Migration Development - Iteration 2	7/26/2023		Wally Ballou
1755	Completion of Data Migration Development - Iteration 3	1/2/2024		Wally Ballou
1240	Completion of Application Design Artifacts - Iteration 1	1/10/2023		Wally Ballou
1306	Completion of Application Design Artifacts - Iteration 2	3/2/2023		Wally Ballou
1426	Completion of Application Design Artifacts - Iteration 3	4/21/2023		Wally Ballou
1661	Completion of Application Development - Iteration 1	7/28/2023		Wally Ballou
1697	Completion of Application Development - Iteration 2	12/5/2023		Wally Ballou
1756	Completion of Application Development - Iteration 3	3/19/2024		Wally Ballou
1828	Completion of Data Migration System Testing - Iteration 1	10/18/2023		Wally Ballou
1846	Completion of Data Migration System Testing - Iteration 2	1/3/2024		Wally Ballou
1866	Completion of Data Migration System Testing - Iteration 3	3/25/2024		Wally Ballou
1829	Completion of Application System Testing - Iteration 1	11/16/2023		Wally Ballou
1847	Completion of Application System Testing - Iteration 2	2/15/2024		Wally Ballou
1867	Completion of Application System Testing - Iteration 3	5/16/2024		Wally Ballou
2008	Implementation Plan	6/12/2024		Wally Ballou
1966	Training Plan	4/17/2024		Wally Ballou
1871	Performance Test Plan	1/17/2024		Wally Ballou
1952	Completion of UAT	5/28/2024		Wally Ballou
482	Preparation of Go Live - OCM	3/3/2023		Wally Ballou
1960	Completion of End to End Testing	6/17/2024		Wally Ballou
1990	Completion of Training - Train the Trainer	7/10/2024		Wally Ballou
1894	Completion of Performance and Security Testing	4/4/2024		Wally Ballou
2024	System Go-Live	7/15/2024		Wally Ballou
2025	First Release of Retainage Amount	7/15/2024		Wally Ballou
2028	Second Release of Retainage Amount	10/14/2024		Wally Ballou

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
1	KDOL IT Modernization	807 days	123,064 hrs	Mon 5/16/22	Tue 7/15/25			No
2	Planning	98 days	8,672 hrs	Mon 5/16/22	Mon 10/3/22			No
3	Initiation and Planning	98 days	8,672 hrs	Mon 5/16/22	Mon 10/3/22			No
4	Planning Base Solution	42 days	336 hrs	Mon 5/16/22	Thu 7/14/22			No
5	Create agreement between - KDOL and MS State for transfer of base solution	10 days	80 hrs	Mon 5/16/22	Fri 5/27/22		KDOL	No
6	Review, Sign and Finalize Agreement	5 days	40 hrs	Tue 5/31/22	Mon 6/6/22	5	KDOL	No
7	Identify artifacts from Mississippi to KDOL	10 days	80 hrs	Tue 6/7/22	Mon 6/20/22	6	TCS	No
8	Request access to artifacts - From MS	10 days	80 hrs	Tue 6/21/22	Tue 7/5/22	7	KDOL	No
9	Request access to testing environment - From MS	7 days	56 hrs	Wed 7/6/22	Thu 7/14/22	8	KDOL	No
10	Project Kickoff	12 days	112 hrs	Mon 5/16/22	Wed 6/1/22			No
11	Create Draft Project Kickoff Presentation	5 days	40 hrs	Mon 5/16/22	Fri 5/20/22		TCS	No
12	Review Draft	2 days	32 hrs	Mon 5/23/22	Tue 5/24/22	11	TCS,KDOL	No
13	Deliver final presentation	4 days	32 hrs	Wed 5/25/22	Tue 5/31/22	12	TCS	No
14	Conduct Project kickoff meeting	1 day	8 hrs	Wed 6/1/22	Wed 6/1/22	13	TCS	No
15	Create Deliverable documents	86 days	8,224 hrs	Thu 6/2/22	Mon 10/3/22			No
16	Create Project Charter	10 days	80 hrs	Thu 6/2/22	Wed 6/15/22	14	TCS	No
17	Review Project Charter - TCS	10 days	80 hrs	Thu 6/16/22	Wed 6/29/22	16	TCS	No
18	Review Project Charter - KDOL	10 days	160 hrs	Thu 6/30/22	Thu 7/14/22	17	TCS,KDOL	No
19	Approve Project Charter	10 days	80 hrs	Fri 7/15/22	Thu 7/28/22	18	KDOL	No
20	Create 1A - Program Budget Plan	40 days	400 hrs	Thu 6/2/22	Thu 7/28/22			No
25	Create 1B - Program Governance Plan	29 days	280 hrs	Thu 6/2/22	Wed 7/13/22		TCS	No
31	Create 1C - Program Organizational Chart	40 days	720 hrs	Thu 6/2/22	Thu 7/28/22		TCS	No
36	Create 1D - Project Plan	55 days	960 hrs	Thu 6/2/22	Thu 8/18/22		TCS	No
43	Create 1E - Communication Plan	40 days	416 hrs	Thu 6/2/22	Thu 7/28/22		TCS	No
48	Create 1F - Decision Logs	40 days	416 hrs	Thu 6/2/22	Thu 7/28/22		TCS	No
53	Create 1G - Status Reports	40 days	400 hrs	Thu 6/2/22	Thu 7/28/22		TCS	No
58	Create 1H - Resource Management Plan	36 days	376 hrs	Thu 6/2/22	Fri 7/22/22		TCS	No
64	Create 1I - Change Management Plan	29 days	280 hrs	Thu 6/2/22	Wed 7/13/22		TCS	No
70	Create 1J - Risk Assessment Model	40 days	720 hrs	Thu 7/14/22	Thu 9/8/22		TCS	No
75	Create 1K - Risk and Issue Management Plan	29 days	280 hrs	Thu 6/2/22	Wed 7/13/22		TCS	No
81	Create 1L - Monthly Financial Report	40 days	440 hrs	Thu 6/2/22	Thu 7/28/22		TCS	No
86	Incident Response Plan	36 days	376 hrs	Thu 6/2/22	Fri 7/22/22		TCS	No
92	Configuration Management Plan	50 days	880 hrs	Mon 7/25/22	Mon 10/3/22		TCS	No
99	Integration Management Plan	50 days	880 hrs	Mon 7/25/22	Mon 10/3/22		TCS	No
106	Execution	482 days	108,056 hrs	Tue 8/16/22	Mon 7/15/24			No
107	Requirements Management tool	17 days	160 hrs	Fri 9/2/22	Tue 9/27/22			No
108	JIRA Contract signed off	1 day	8 hrs	Fri 9/2/22	Fri 9/2/22	42FS+10 days	KDOL	No
109	Install JIRA	3 days	24 hrs	Tue 9/6/22	Thu 9/8/22	108	TCS	No

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
110	Create and Deliver Draft ServiceNow RMT processes	8 days	64 hrs	Tue 9/6/22	Thu 9/15/22	108	TCS	No
111	Review Plan - State	4 days	32 hrs	Fri 9/16/22	Wed 9/21/22	109,110	KDOL	No
112	Rework and finalize	1 day	8 hrs	Thu 9/22/22	Thu 9/22/22	111	TCS	No
113	Conduct JIRA Training for Project Team	3 days	24 hrs	Fri 9/23/22	Tue 9/27/22	112	TCS	No
114	Environments	169 days	33,448 hrs	Fri 9/2/22	Fri 5/5/23			No
115	Procurement	17 days	144 hrs	Fri 9/2/22	Tue 9/27/22			No
116	Review BoM and finalize Software for all environments	1 day	16 hrs	Fri 9/2/22	Fri 9/2/22	42FS+10 days	TCS,KDOL	No
117	AWS account(s) creation	1 day	8 hrs	Tue 9/6/22	Tue 9/6/22	116	KDOL	No
118	Provide AWS user account for TCS Infra team	1 day	8 hrs	Wed 9/7/22	Wed 9/7/22	117	KDOL	No
119	Software Issue PO as per BoM	10 days	80 hrs	Thu 9/8/22	Wed 9/21/22	118	KDOL	No
120	Procure Software for all environments	4 days	32 hrs	Thu 9/22/22	Tue 9/27/22	119	KDOL	No
121	Build Environments	169 days	33,144 hrs	Fri 9/2/22	Fri 5/5/23			No
122	Prepare Environment Creation Approach	7 days	56 hrs	Fri 9/2/22	Tue 9/13/22	42FS+10 days	TCS	No
123	Create initial ACL	10 days	80 hrs	Wed 9/14/22	Tue 9/27/22	122	TCS	No
124	Prepare Environment Verification Checklist	10 days	80 hrs	Wed 9/14/22	Tue 9/27/22	122	TCS	No
125	Review and Update environment creation approach and ACL	10 days	160 hrs	Wed 9/14/22	Tue 9/27/22	122	TCS,KDOL	No
126	Non- Prod Environments	105 days	20,400 hrs	Wed 9/28/22	Wed 3/1/23			No
300	Prod Environments	52 days	12,368 hrs	Thu 2/23/23	Fri 5/5/23			No
442	Source Code Repository	10 days	160 hrs	Wed 9/28/22	Tue 10/11/22		TCS AWS	No
443	Setup Apache source code repository	5 days	40 hrs	Wed 9/28/22	Tue 10/4/22	125	TCS AWS	No
444	Setup SonarCube code scanning tool	5 days	40 hrs	Wed 10/5/22	Tue 10/11/22	443	TCS AWS	No
445	Organizational Change Management	39 days	2,784 hrs	Mon 1/9/23	Fri 3/3/23			No
446	Change Preparation	10 days	400 hrs	Mon 1/9/23	Fri 1/20/23			No
447	Setup Change Management Team	10 days	80 hrs	Mon 1/9/23	Fri 1/20/23		TCS OCM	No
448	Identify Key Stakeholders	10 days	80 hrs	Mon 1/9/23	Fri 1/20/23		TCS OCM	No
449	Meet with Senior Leadership, Project Sponsor, Stakeholders	10 days	80 hrs	Mon 1/9/23	Fri 1/20/23		TCS OCM	No
450	Collect agency job roles, duties and responsibilities across all	10 days	80 hrs	Mon 1/9/23	Fri 1/20/23		TCS OCM	No
451	Conduct visioning sessions with stakeholders	10 days	80 hrs	Mon 1/9/23	Fri 1/20/23		TCS OCM	No
452	Change Management Deliverables	29 days	2,384 hrs	Tue 1/24/23	Fri 3/3/23		TCS OCM	No
453	OCM Plan	9 days	432 hrs	Tue 1/24/23	Fri 2/3/23		TCS OCM	No
460	OCM Communication Plan	9 days	360 hrs	Tue 1/24/23	Fri 2/3/23		TCS OCM	No
465	Training Plan	10 days	320 hrs	Mon 2/6/23	Fri 2/17/23		TCS OCM	No
469	Prepare for Change Champion Kick-Off	10 days	640 hrs	Mon 2/6/23	Fri 2/17/23		TCS OCM	No
477	OCM Go Live Preparation	10 days	400 hrs	Mon 2/20/23	Fri 3/3/23		TCS OCM	No
482	Preparation of Go Live - OCM	0 days	0 hrs	Fri 3/3/23	Fri 3/3/23	452		Yes
483	Data Migration	20 days	2,240 hrs	Mon 10/3/22	Fri 10/28/22			No
484	Documents	10 days	640 hrs	Mon 10/3/22	Fri 10/14/22			No
485	Create Data Migration Plan	10 days	80 hrs	Mon 10/3/22	Fri 10/14/22		TCS	No
486	Deliver draft	10 days	80 hrs	Mon 10/3/22	Fri 10/14/22		TCS	No

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
487	Review draft	10 days	160 hrs	Mon 10/3/22	Fri 10/14/22		TCS,KDOL	No
488	Review Plan - State	10 days	80 hrs	Mon 10/3/22	Fri 10/14/22		KDOL	No
489	Rework and finalize	10 days	80 hrs	Mon 10/3/22	Fri 10/14/22		TCS	No
490	Deliver final plan	10 days	80 hrs	Mon 10/3/22	Fri 10/14/22		TCS	No
491	Approve Data Migration Plan	10 days	80 hrs	Mon 10/3/22	Fri 10/14/22		KDOL	No
492	Benefit & Appeals Migration	10 days	800 hrs	Mon 10/17/22	Fri 10/28/22			No
493	Data Migration Analysis	10 days	800 hrs	Mon 10/17/22	Fri 10/28/22			No
503	Tax Migration	10 days	800 hrs	Mon 10/17/22	Fri 10/28/22			No
504	Data Migration Analysis	10 days	800 hrs	Mon 10/17/22	Fri 10/28/22			No
514	Gap Analysis	89 days	20,544 hrs	Tue 8/16/22	Thu 12/22/22			No
515	Gap Sessions Benefits & Appeals	69 days	13,696 hrs	Tue 8/16/22	Tue 11/22/22			No
516	Benefit and Appeals Iteration 1	38 days	3,280 hrs	Tue 8/16/22	Fri 10/7/22			No
552	Benefit and Appeals Iteration 2	15 days	1,136 hrs	Tue 10/4/22	Mon 10/24/22			No
576	Benefit and Appeals Iteration 3	20 days	9,280 hrs	Tue 10/25/22	Tue 11/22/22			No
636	Gap Sessions Tax	89 days	6,848 hrs	Tue 8/16/22	Thu 12/22/22			No
637	Tax Iteration 1	37 days	4,016 hrs	Tue 8/16/22	Thu 10/6/22			Yes
670	Finalization of Requirements - Iteration 1	0 days	0 hrs	Fri 10/7/22	Fri 10/7/22	637,516		Yes
671	Tax Iteration 2	15 days	608 hrs	Fri 10/7/22	Thu 10/27/22			No
683	Finalization of Requirements - Iteration 2	0 days	0 hrs	Thu 10/27/22	Thu 10/27/22	552,671		Yes
684	Tax Iteration 3	37 days	2,224 hrs	Fri 10/28/22	Thu 12/22/22			No
709	Finalization of Requirements - Iteration 3	0 days	0 hrs	Thu 12/22/22	Thu 12/22/22	576,684		Yes
710	Design	119 days	21,320 hrs	Mon 10/31/22	Fri 4/21/23			No
711	Benefits & Appeals - Iteration 1	42 days	3,128 hrs	Mon 10/31/22	Tue 1/3/23			No
712	Claims Intake	41 days	776 hrs	Mon 10/31/22	Fri 12/30/22			No
736	Monetary	42 days	784 hrs	Mon 10/31/22	Tue 1/3/23			No
760	Non-Monetary	42 days	784 hrs	Mon 10/31/22	Tue 1/3/23			No
784	Child Support	42 days	784 hrs	Mon 10/31/22	Tue 1/3/23			No
808	Benefits& Appeals - Iteration 2	46 days	3,136 hrs	Mon 12/19/22	Thu 2/23/23			No
809	Payment	46 days	784 hrs	Mon 12/19/22	Thu 2/23/23			No
833	Overpayment	46 days	784 hrs	Mon 12/19/22	Thu 2/23/23			No
857	Repayment	46 days	784 hrs	Mon 12/19/22	Thu 2/23/23			No
881	Weekly Certification	46 days	784 hrs	Mon 12/19/22	Thu 2/23/23			No
905	Benefits& Appeals - Iteration 3	41 days	7,800 hrs	Wed 2/22/23	Wed 4/19/23	893		No
906	Collections	41 days	824 hrs	Wed 2/22/23	Wed 4/19/23			No
930	Chargeback	41 days	824 hrs	Wed 2/22/23	Wed 4/19/23			No
954	BAM	41 days	824 hrs	Wed 2/22/23	Wed 4/19/23			No
978	BTQ	41 days	824 hrs	Wed 2/22/23	Wed 4/19/23			No
1002	ETA Reports	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1016	RESEA	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
1030	Lower Authority Appeal	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1044	Lower Authority Hearing	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1058	Lower Authority Decision	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1072	Lower Authority Recall	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1086	Referee Calendar	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1100	Schedule Lower Authority Hearings	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1114	Higher Authority Appeal	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1128	Higher Authority Decision	41 days	368 hrs	Wed 2/22/23	Wed 4/19/23			No
1142	Higher Authority Recalls	41 days	824 hrs	Wed 2/22/23	Wed 4/19/23			No
1166	Tax Iteration 1	47 days	2,384 hrs	Mon 10/31/22	Tue 1/10/23			No
1167	Employer Registration	47 days	824 hrs	Mon 10/31/22	Tue 1/10/23			No
1191	Tax & Wage Reports	41 days	368 hrs	Tue 11/8/22	Tue 1/10/23			No
1204	Tax Payments	41 days	368 hrs	Tue 11/8/22	Tue 1/10/23			No
1217	TPA	47 days	824 hrs	Mon 10/31/22	Tue 1/10/23			No
1240	Completion of Application Design Artifacts - Iteration 1	0 days	0 hrs	Tue 1/10/23	Tue 1/10/23	711,1166		Yes
1241	Completion of Data Migration Mapping Document - Iteration 1	0 days	0 hrs	Fri 12/16/22	Fri 12/16/22	1230,798		Yes
1242	Tax Iteration 2	36 days	1,768 hrs	Wed 1/11/23	Thu 3/2/23	1229		No
1243	Employer Transfer	36 days	328 hrs	Wed 1/11/23	Thu 3/2/23			No
1256	FUTA	36 days	328 hrs	Wed 1/11/23	Thu 3/2/23			No
1269	SUTA	36 days	328 hrs	Wed 1/11/23	Thu 3/2/23			No
1282	Employer Refund	36 days	784 hrs	Wed 1/11/23	Thu 3/2/23			No
1305	Completion of Data Migration Mapping Document - Iteration 2	20 days	0 hrs	Fri 2/24/23	Fri 2/24/23	895,1295		Yes
1306	Completion of Application Design Artifacts - Iteration 2	0 days	0 hrs	Thu 3/2/23	Thu 3/2/23	808,1242		Yes
1307	Tax Iteration 3	36 days	3,104 hrs	Fri 3/3/23	Fri 4/21/23	1294		No
1308	Reimbursable	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1321	Collections	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1334	EER (Employee/Employer Relationship)	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1347	Annual Tax Rate	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1360	Audit	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1373	Special Assessment	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1386	Financial Reporting	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1399	ETA Reports	36 days	328 hrs	Fri 3/3/23	Fri 4/21/23			No
1412	Create Data migration Design Documents	32 days	456 hrs	Fri 3/3/23	Mon 4/17/23	1304		No
1422	Phase Closure	2 days	24 hrs	Tue 4/18/23	Wed 4/19/23			No
1425	Completion of Data Migration Mapping Document - Iteration 3	30 days	0 hrs	Mon 4/17/23	Mon 4/17/23	1412,1156		Yes
1426	Completion of Application Design Artifacts - Iteration 3	0 days	0 hrs	Fri 4/21/23	Fri 4/21/23	905,1307		Yes
1427	Build and Configure	250 days	16,472 hrs	Thu 3/23/23	Tue 3/19/24			No
1428	Phase Initiation	2 days	24 hrs	Thu 3/23/23	Fri 3/24/23	1424FS-20 days		No
1429	Prepare System Development Phase Start-up Presentation	1 day	8 hrs	Thu 3/23/23	Thu 3/23/23		TCS	No

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
1430	Conduct System Development Phase Start-up Meeting	1 day	16 hrs	Fri 3/24/23	Fri 3/24/23	1429	KDOL,TCS	No
1431	Benefits & Appeals - Iteration 1	88 days	1,992 hrs	Mon 3/27/23	Fri 7/28/23			No
1432	Claims Intake	22 days	432 hrs	Mon 3/27/23	Tue 4/25/23			No
1440	Monetary	22 days	432 hrs	Wed 4/26/23	Thu 5/25/23			No
1448	Non-Monetary	22 days	432 hrs	Fri 5/26/23	Tue 6/27/23			No
1456	Child Support	22 days	432 hrs	Wed 6/28/23	Fri 7/28/23			No
1464	Data Migration Development - Iteration1 Modules	33 days	264 hrs	Mon 3/27/23	Wed 5/10/23			No
1469	Benefits& Appeals - Iteration 2	143 days	1,992 hrs	Thu 5/11/23	Tue 12/5/23			No
1470	Payments	22 days	432 hrs	Mon 7/31/23	Tue 8/29/23			No
1478	Overpayments	22 days	432 hrs	Wed 8/30/23	Fri 9/29/23			No
1486	Repayments	22 days	432 hrs	Mon 10/2/23	Tue 10/31/23			No
1494	Weekly Certification	22 days	432 hrs	Wed 11/1/23	Tue 12/5/23			No
1502	Data Migration Development - Iteration 2 Modules	33 days	264 hrs	Thu 5/11/23	Tue 6/27/23			No
1507	Benefits& Appeals - Iteration 3	93 days	6,488 hrs	Wed 10/11/23	Mon 2/26/24			No
1508	Collections	22 days	432 hrs	Mon 11/20/23	Thu 12/21/23			No
1516	Chargeback	22 days	432 hrs	Fri 12/22/23	Thu 1/25/24			No
1524	BAM and BTQ	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1532	ETA Reports	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1540	RESEA	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1548	Lower Authority Appeals	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1556	Lower Authority Hearing	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1564	Lower Authority Decision	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1572	Lower Authority Recalls	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1580	Referee Calendar	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1588	Schedule Lower Authority Hearings	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1596	Higher Authority Appeal	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1604	Higher Authority Decision	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1612	Higher Authority Recalls	22 days	432 hrs	Fri 1/26/24	Mon 2/26/24			No
1620	Data Migration Developmen 3 - Iteration1 Modules	55 days	440 hrs	Wed 10/11/23	Tue 1/2/24			No
1628	Tax Iteration 1	66 days	1,640 hrs	Mon 3/27/23	Tue 6/27/23			No
1629	Employer Registration	22 days	432 hrs	Mon 3/27/23	Tue 4/25/23			No
1637	Tax & Wage Reports	22 days	432 hrs	Wed 4/26/23	Thu 5/25/23			No
1645	Tax Payments & TPA	22 days	432 hrs	Fri 5/26/23	Tue 6/27/23			No
1653	Data Migration Development - Iteration 1 Modules	43 days	344 hrs	Mon 3/27/23	Wed 5/24/23			No
1661	Completion of Application Development - Iteration 1	0 days	0 hrs	Fri 7/28/23	Fri 7/28/23	1628,1431		Yes
1662	Completion of Data Migration Development - Iteration 1	0 days	0 hrs	Wed 5/24/23	Wed 5/24/23	1464,1653		Yes
1663	Tax Iteration 2	89 days	1,640 hrs	Thu 5/25/23	Fri 9/29/23			No
1664	Employer Transfer	22 days	432 hrs	Wed 6/28/23	Fri 7/28/23			No
1672	FUTA & SUTA	22 days	432 hrs	Mon 7/31/23	Tue 8/29/23			No

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
1680	Employer Refund	22 days	432 hrs	Wed 8/30/23	Fri 9/29/23			No
1688	Data Migration Development - Iteration 2 Modules	43 days	344 hrs	Thu 5/25/23	Wed 7/26/23			No
1696	Completion of Data Migration Development - Iteration 2	0 days	0 hrs	Wed 7/26/23	Wed 7/26/23	1502,1688		Yes
1697	Completion of Application Development - Iteration 2	0 days	0 hrs	Tue 12/5/23	Tue 12/5/23	1663,1469		Yes
1698	Tax Iteration 3	162 days	2,696 hrs	Thu 7/27/23	Tue 3/19/24			No
1699	Reimbursable	22 days	432 hrs	Mon 10/2/23	Tue 10/31/23			No
1707	Collections	22 days	432 hrs	Wed 11/1/23	Tue 12/5/23			No
1715	Annual Tax Rate & EER	18 days	352 hrs	Wed 12/6/23	Tue 1/2/24			No
1723	Audit	18 days	352 hrs	Wed 1/3/24	Mon 1/29/24			No
1731	Special Assessment	18 days	352 hrs	Tue 1/30/24	Thu 2/22/24			No
1739	Financial Reporting and ETA reporting	18 days	352 hrs	Fri 2/23/24	Tue 3/19/24			No
1747	Data Migration Development - Iteration 3 Modules	53 days	424 hrs	Thu 7/27/23	Tue 10/10/23			No
1755	Completion of Data Migration Development - Iteration 3	0 days	0 hrs	Tue 1/2/24	Tue 1/2/24	1620,1747		Yes
1756	Completion of Application Development - Iteration 3	0 days	0 hrs	Tue 3/19/24	Tue 3/19/24	1698,1507		Yes
1757	System Testing	202 days	6,680 hrs	Mon 7/31/23	Thu 5/16/24			No
1758	Phase Initiation	12 days	104 hrs	Mon 7/31/23	Tue 8/15/23			No
1759	Prepare System Testing Phase Start-up Presentation	1 day	8 hrs	Mon 7/31/23	Mon 7/31/23	1459	TCS	No
1760	System Testing Phase Environment ready and ckcklist verifi	10 days	80 hrs	Tue 8/1/23	Mon 8/14/23	1759	TCS	No
1761	Conduct System Testing Phase Start-up Meeting	1 day	16 hrs	Tue 8/15/23	Tue 8/15/23	1760	KDOL,TCS	No
1762	Benefits & Appeals - ST	152 days	2,416 hrs	Wed 8/16/23	Mon 3/25/24			No
1763	System Test Iteration1 Functions	50 days	760 hrs	Wed 8/16/23	Wed 10/25/23			No
1779	System Test Iteration 2 Functions	55 days	800 hrs	Thu 10/19/23	Wed 1/10/24			No
1795	System Test Iteration 3 Functions	57 days	856 hrs	Thu 1/4/24	Mon 3/25/24			No
1811	Tax - ST	190 days	2,720 hrs	Wed 8/16/23	Thu 5/16/24			No
1812	System Test Iteration1 Functions	65 days	880 hrs	Wed 8/16/23	Thu 11/16/23			No
1828	Completion of Data migration Testing - Iteration 1	0 days	0 hrs	Wed 10/18/23	Wed 10/18/23	1764,1813		Yes
1829	Completion of Application System Testing - Iteration 1	0 days	0 hrs	Thu 11/16/23	Thu 11/16/23	1763,1812		Yes
1830	System Test Iteration 2 Functions	80 days	840 hrs	Thu 10/19/23	Thu 2/15/24			No
1846	Completion of Data Migration System Testing - Iteration 2	0 days	0 hrs	Wed 1/3/24	Wed 1/3/24	1780,1831		Yes
1847	Completion of Application System Testing - Iteration 2	0 days	0 hrs	Thu 2/15/24	Thu 2/15/24	1779,1830		Yes
1848	System Test Iteration 3 Functions	100 days	1,000 hrs	Wed 12/27/23	Thu 5/16/24			No
1866	Completion of Data Migration System Testing - Iteration 3	0 days	0 hrs	Mon 3/25/24	Mon 3/25/24	1796,1849		Yes
1867	Completion of Application System Testing - Iteration 3	0 days	0 hrs	Thu 5/16/24	Thu 5/16/24	1795,1848		Yes
1868	Non Functional - ST	60 days	1,440 hrs	Thu 1/11/24	Thu 4/4/24			No
1869	Performance Testing	60 days	480 hrs	Thu 1/11/24	Thu 4/4/24			No
1878	Accessibility Testing	60 days	480 hrs	Thu 1/11/24	Thu 4/4/24			No
1886	Security Testing	60 days	480 hrs	Thu 1/11/24	Thu 4/4/24	1779		No
1894	Completion of Performance and Security Testing	0 days	0 hrs	Thu 4/4/24	Thu 4/4/24	1869,1886		Yes
1895	User Acceptance Testing	147 days	2,296 hrs	Thu 10/26/23	Tue 5/28/24			No

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
1896	Phase Initiation	12 days	184 hrs	Thu 10/26/23	Mon 11/13/23			No
1897	Prepare UAT Phase Start-up Presentation	1 day	8 hrs	Thu 10/26/23	Thu 10/26/23	1778	TCS	No
1898	UAT Environment readiness and checklist verification	10 days	160 hrs	Fri 10/27/23	Thu 11/9/23	1897	KDOL,TCS	No
1899	Conduct UAT Phase Start-up Meeting	1 day	16 hrs	Mon 11/13/23	Mon 11/13/23	1898	KDOL,TCS	No
1900	Benefits & Appeals - UAT	135 days	1,080 hrs	Tue 11/14/23	Tue 5/28/24			No
1901	UAT Iteration1 Functions	46 days	368 hrs	Tue 11/14/23	Tue 1/23/24			No
1909	UAT Iteration 2 Functions	43 days	344 hrs	Wed 1/24/24	Fri 3/22/24			No
1917	UAT Iteration 3 Functions	46 days	368 hrs	Mon 3/25/24	Tue 5/28/24			No
1925	Tax - UAT	129 days	1,032 hrs	Tue 11/14/23	Fri 5/17/24			No
1926	UAT Iteration1 Functions	46 days	368 hrs	Tue 11/14/23	Tue 1/23/24			No
1934	UAT Iteration 2 Functions	34 days	272 hrs	Wed 1/24/24	Mon 3/11/24			No
1942	UAT Iteration 3 Functions	49 days	392 hrs	Tue 3/12/24	Fri 5/17/24			No
1952	Completion of UAT	0 days	0 hrs	Tue 5/28/24	Tue 5/28/24	1900,1925		Yes
1953	End to End Testing	20 days	248 hrs	Mon 5/20/24	Mon 6/17/24			No
1954	Phase Initiation	2 days	24 hrs	Mon 5/20/24	Tue 5/21/24			No
1955	Prepare End to End Testing Phase Start-up Presentation	1 day	8 hrs	Mon 5/20/24	Mon 5/20/24	1951	TCS	No
1956	Conduct End to End Testing Phase Start-up Meeting	1 day	16 hrs	Tue 5/21/24	Tue 5/21/24	1955	KDOL,TCS	No
1957	End to End Functional Testing	18 days	224 hrs	Wed 5/22/24	Mon 6/17/24			No
1958	Conduct End to End Functional Testing	10 days	160 hrs	Wed 5/22/24	Wed 6/5/24	1956	TCS,KDOL	No
1959	Fix Defects and Retesting	8 days	64 hrs	Thu 6/6/24	Mon 6/17/24	1958	TCS	No
1960	Completion of End to End Testing	0 days	0 hrs	Mon 6/17/24	Mon 6/17/24	1957	TCS,KDOL	Yes
1961	Training	61 days	656 hrs	Mon 4/15/24	Wed 7/10/24			No
1962	Benefits Appeals & Tax	61 days	656 hrs	Mon 4/15/24	Wed 7/10/24			No
1963	Analyze	6 days	48 hrs	Mon 4/15/24	Mon 4/22/24			No
1969	Design	22 days	176 hrs	Tue 4/23/24	Wed 5/22/24			No
1977	Develop	12 days	96 hrs	Thu 5/23/24	Mon 6/10/24			No
1984	Implement & Evaluate	21 days	336 hrs	Tue 6/11/24	Wed 7/10/24			No
1990	Completion of Training - Train the Trainer	0 days	0 hrs	Wed 7/10/24	Wed 7/10/24	1984		Yes
1991	SSA Certification	19 days	168 hrs	Tue 6/4/24	Fri 6/28/24			No
1992	Define Responsibilities	2 days	32 hrs	Tue 6/4/24	Wed 6/5/24	1959FS-10 days	TCS,KDOL	No
1993	Respond to questionnaire - KDOL	7 days	56 hrs	Thu 6/6/24	Fri 6/14/24	1992	KDOL	No
1994	Respond to questionnaire - TCS	7 days	56 hrs	Mon 6/17/24	Tue 6/25/24	1993	TCS	No
1995	Review questionnaire	2 days	16 hrs	Wed 6/26/24	Thu 6/27/24	1994	KDOL	No
1996	Submit questionnaire	1 day	8 hrs	Fri 6/28/24	Fri 6/28/24	1995	KDOL	No
1997	IRS Certification	19 days	168 hrs	Tue 6/4/24	Fri 6/28/24			No
1998	Define Responsibilities	2 days	32 hrs	Tue 6/4/24	Wed 6/5/24	1959FS-10 days	TCS,KDOL	No
1999	Respond to questionnaire - KDOL	7 days	56 hrs	Thu 6/6/24	Fri 6/14/24	1998	KDOL	No
2000	Respond to questionnaire - TCS	7 days	56 hrs	Mon 6/17/24	Tue 6/25/24	1999	TCS	No
2001	Review questionnaire	2 days	16 hrs	Wed 6/26/24	Thu 6/27/24	2000	KDOL	No

ID	Task Name	Duration	Work	Start	Finish	Predecessors	Resource Names	Milestone
2002	Submit questionnaire	1 day	8 hrs	Fri 6/28/24	Fri 6/28/24	2001	KDOL	No
2003	System Implementation	19 days	792 hrs	Tue 6/11/24	Mon 7/8/24			No
2004	Phase initiation	2 days	40 hrs	Tue 6/11/24	Wed 6/12/24			No
2005	Prepare Implementation Plan	2 days	16 hrs	Tue 6/11/24	Wed 6/12/24	1959FS-5 days	TCS	No
2006	Prepare System Implementation Phase Start-up Presentatic	1 day	8 hrs	Tue 6/11/24	Tue 6/11/24	1959FS-5 days	TCS	No
2007	Conduct System Implementation Phase Start-up Meeting	1 day	16 hrs	Wed 6/12/24	Wed 6/12/24	2006	TCS,KDOL	No
2008	Approve Implementation Plan	0 days	0 hrs	Wed 6/12/24	Wed 6/12/24	2007		Yes
2009	Pre-Implementation Activities	17 days	752 hrs	Thu 6/13/24	Mon 7/8/24			No
2010	Prepare and Perform Pre-implementaion Activities	2 days	32 hrs	Thu 6/13/24	Fri 6/14/24	2007	TCS,KDOL	No
2011	Dry Run 1	5 days	240 hrs	Mon 6/17/24	Fri 6/21/24			No
2015	Dry Run 2	5 days	240 hrs	Mon 6/24/24	Fri 6/28/24			No
2019	Dry Run 3	5 days	240 hrs	Mon 7/1/24	Mon 7/8/24			No
2023	Go live	5 days	80 hrs	Tue 7/9/24	Mon 7/15/24	2022		No
2024	System Go Live	5 days	80 hrs	Tue 7/9/24	Mon 7/15/24	2022	TCS,KDOL	Yes
2025	First Release of Retainage Amount	0 days	0 hrs	Mon 7/15/24	Mon 7/15/24	2024		Yes
2026	Closeout	65 days	80 hrs	Tue 7/16/24	Mon 10/14/24	2024		No
2027	Complete post implementation report	10 days	80 hrs	Tue 7/16/24	Mon 7/29/24		TCS	No
2028	Second Release of Retainage Amount	0 days	0 hrs	Mon 10/14/24	Mon 10/14/24	2025FS+65 days		Yes
2029	Warranty support	261 days	6,256 hrs	Tue 7/16/24	Tue 7/15/25	2024		No
2030	Perform Warranty Support Phase Start-up Meeting	1 day	16 hrs	Tue 7/16/24	Tue 7/16/24	2024	TCS,KDOL	No
2031	Provide Fix for Defects	259 days	2,072 hrs	Tue 7/16/24	Fri 7/11/25	2024	TCS	No
2032	Update Documents	259 days	2,072 hrs	Tue 7/16/24	Fri 7/11/25	2024	TCS	No
2033	Update Test Scripts	259 days	2,072 hrs	Tue 7/16/24	Fri 7/11/25	2024	TCS	No
2034	Prepare Warranty Phase Closure Presentation	1 day	8 hrs	Mon 7/14/25	Mon 7/14/25	2033	TCS	No
2035	Conduct Warranty Phase Closure Meeting	1 day	16 hrs	Tue 7/15/25	Tue 7/15/25	2034	TCS,KDOL	No



State Archives Division
6425 SW 6th Avenue
Topeka KS 66615-1099

785-272-8681, ext. 272
megan.burton@ks.gov
kshs.org

Patrick Zollner, Acting Executive Director

Laura Kelly, Governor

August 23, 2022

Secretary Amber Shultz
Kansas Department of Labor
401 SW Topeka Blvd
Topeka, KS 66603

Dear Secretary Shultz,

As part of the approval process for information technology projects over \$250,000, the State Archivist is required to evaluate the impact of information technology projects on government records with long-term (10+ year) retention requirements. If the project impacts long-term records, the State Archivist must ensure that appropriate provisions have been made for these records in the high-level and detailed project plans, in the system design, and for their ingestion, if prudent and feasible, into the Kansas Enterprise Electronic Preservation (KEEP) system. An Electronic Records Retention Statement and approval letter from the State Archivist must accompany high level and detailed project plans submitted to the Executive Branch Chief Information Technology Officer.

In compliance with this process, Wally Ballou, CIO, recently sent to me for review an Electronic Records Retention Statement (ERRS) for the Kansas Department of Labor's Modernization project detail-level plan. From my examination of the project plan materials, it is apparent that this project could affect records held or generated by the system and should be further discussed with Kansas Historical Society staff. The project team has addressed their intent to do this in correspondence with KSHS staff.

The Electronic Records Retention Statement for the KDOL Modernization project detail-level plan is approved. A copy of this approval letter should be included when submitting the plan to the Executive Branch CITO for approval.

Sincerely,

Megan Burton
Senior Archivist
Kansas Historical Society

CC: Cole Robison, Director IT Accessibility, OITS
Wally Ballou, Chief Information Officer, KDOL

Executive Branch Information Technology
Office of Information Technology Services
2800 SW Topeka Blvd., Building 100
Topeka, KS 66611



Phone: (785) 296-3463
Fax: (785) 296-1168
oits.info@ks.gov

DeAngela Burns-Wallace, Chief Information Technology Officer

Laura Kelly, Governor

August 26, 2022

Amber Shultz, Secretary
Department of Labor
401 SW Topeka Blvd.
Topeka, KS 66603

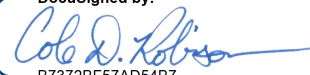
Dear Sec. Shultz:

As part of the approval process for information technology projects over \$250,000, a statement indicating compliance with State Information Technology Executive Council (ITEC) Policy 1210 *Information and Communication Technology Accessibility Standards* must be filed with the Branch Chief Information Technology Officer and approved by the Director of Information Technology (IT) Accessibility. I recently received from Wally Ballou an Accessibility Statement for the KDOL IT Modernization project for review in compliance with this process.

This statement, and the accompanying Accessibility Conformance Reports (ACR), affirm that the project will comply with the requirements of ITEC Policy 1210. Verification of overall compliance for the project will occur according to WBS tasks 1878 1879, 1880, 1881,1882, and 1885.

The Accessibility Statement for the KDOL IT Modernization detailed project plan is approved. A copy of this letter should be included with the submittal of the KDOL IT Modernization detailed project plan to the Branch CITO for approval.

Sincerely,

DocuSigned by:

B7372BF57AD54B7...

Cole D. Robison
Director of IT Accessibility

cc: Wally Ballou, Department of Labor
Doug Eamigh, Department of Labor
Anthony Fadale, State Americans with Disabilities Act Coordinator
Sandy Johnson, Department of Labor
Sara Spinks, Director, Kansas Information Technology Office

Compliance Statements for Detailed Level Plan – KDOL IT Modernization

Architectural Statement

KDOL follows ITEC Policies 4010 and 9500.

Architectural information for this proposed KDOL IT Modernization program follows the Kansas Information Technology Architecture version 12.0. In house development and vendor supplied technologies will be implemented in accordance with state architecture standards.

Ownership of Software Code and Related Intellectual Property Statement

KDOL follows ITEC Policy 1500.

Code generated during the project will be the sole property of the state. Accordingly, the project does not present any compliance issues.

Privacy Compliance Statement

KDOL's privacy and related compliance requirements will remain in force for this project. This project will be retrieving or processing any Federal Tax Information (FTI) or information received from the Social Security Administration (SSA).

1. What information will be included?

All information necessary to ingest, process and report on Unemployment Benefits, Tax or Appeals.

2. Why is it collected?

The necessary data will be retrieved to establish taxation, process claims and appeals and report to USDOL and other entities as required by law

3. How will the data be used?

The data will be used to establish both worker/claimant accounts and employer accounts, collect and track information pertinent to Tax obligations, claims made, qualifications, payments and appeals.

4. Exclusion opportunities.

None identified

5. 1974 Act Implementation.

This project will abide by the Privacy Act 1974

6. Other Privacy Requirements.

7. Total privacy cost estimate.

To be determined

Compliance Statements for Detailed Level Plan – KDOL IT Modernization

Security Statement

This UI Modernization project will carefully follow the security standards set forth in ITEC policy 7230A. We will also be following other standards such as IRS Pub 1075 and the US Dep of Labor UIPL 4-21 IT Security Requirements.

Accessibility Statement

This proposed KDOL IT Modernization program is an implementation of a comprehensive Unemployment Compensation application addressing UI Benefits, UI Tax and UI Appeals.

The project will follow ITEC policies governing accessibility. A Voluntary Product Accessibility Template version 2.3 has been provided from the selected vendor and shows the project will fully comply and will be included with the contracting documents submission. Any accessibility requirements within KDOL today will not be affected by this project and will remain in their current state. The WBS tsk numbers for reference are 1878 1879, 1880, 1881,1882, and 1885.

Electronic Record Retention Statement

This proposed KDOL IT Modernization program scope of work includes implementation of application(s) to replace mainframe and web-based UI applications while continuing to provide all functionality currently available in the KDOL UI systems; replacement of the mainframe with a cloud-based or on premise solution; mapping and migration of existing data including active and archived; replacement of all existing reports; replacement of all interfaces; organizational change management (OCM); ability for KDOL to use cross-matching systems such as the Systematic Alien Verification for Entitlements (SAVE) and SSA in real time; and an M&O plan of shared responsibility between the Awarded Vendor and TWC IT UI Systems ongoing support of the replacement UI system and transitional support of the legacy system.

Any record retention requirements within KDOL today could be affected by this project but will remain in their current state until formal/ proper approvals are received. This project may impact recordkeeping systems in place at KDOL.

Record keeping and records retention consideration will be a required part of:

- all Requirements Validation work,
- Product Designs and product build efforts.
- All Report design and Build efforts

Regular Monthly records review meetings will be held through the Build Complete phase of the project to confirm appropriate capture of new records or retired record planning or impact on retention will be brought to formal review. No destruction of records contrary to existing policy will be allowed without formal retention schedule updates and law changes if appropriate.

Compliance Statements for Detailed Level Plan – KDOL IT Modernization

1. **For each business function supported by the new system, what paper records are being replaced and which will continue to exist in both paper and electronic form?**

To be determined as a formal part of project

2. **What new business functions will be implemented?**

To be determined as a formal part of project

3. **What are the reasons for performing the business functions?**

Implementing KDOL IT Modernization will dramatically affect the efficiency, accuracy, timeliness, and security of information.

4. **What legal, regulatory, or operational requirements, including State Records Board approved retention schedules, exist for keeping records related to each business function?**

To be determined as a formal part of project

5. **Will any of the data necessary to document the business functions either be maintained in another system within the agency or in a system outside the agency? If so, please specify.**

To be determined as a formal part of project

6. **What are the legal, regulatory, or operational requirements to providing public access to the records?**

To be determined as a formal part of project.

K.S.A. 44-714(e) provides that information obtained through the administration of the Kansas Employment Security Law, K.S.A. 44-701 et seq. remain confidential. 42 U.S.C. § 503 also requires the Kansas Department of Labor (KDOL) to keep information related to unemployment confidential. K.A.R. 50-4-2 sets forth the limitations and procedures concerning disclosure.

Compliance Statements for Detailed Level Plan – KDOL IT Modernization

KDOL also receives Federal Tax Information (FTI) from the Internal Revenue Service. KDOL must further restrict access to FTI to safeguard it. Employees with access to FTI must secure it.

7. What are the legal, regulatory, or operational requirements for controlling access to the records in order to ensure confidentiality?

To be determined as a formal part of the project

K.S.A. 44-714(e) provides that information obtained through the administration of the Kansas Employment Security Law, K.S.A. 44-701 et seq. remain confidential. 42 U.S.C. § 503 also requires the Kansas Department of Labor (KDOL) to keep information related to unemployment confidential. K.A.R. 50-4-2 sets forth the limitations and procedures concerning disclosure.

KDOL also receives Federal Tax Information (FTI) from the Internal Revenue Service. KDOL must further restrict access to FTI to safeguard it. 26 U.S.C. §6103 governs confidentiality and disclosure of FTI. It also requires KDOL to conduct internal inspections.

Labor Market Information Services (LMIS) obtains information from the Bureau of Labor Statistics. That information is governed by The Confidential Information Protection and Statistical Efficiency Act (CIPSEA), 44 U.S.C. § 101.

8. Identify all records with retention periods of ten or more years that will be affected by the project or indicate that the project has no such records involved.

Ten (10) years

Entire Benefit Payment History (Series ID 0069-296)

Monetary Determination Record (Series ID 0085-296)

Non-Monetary Determination Record (Series ID 0088-296)

Tax Returns and Adjustments (Series ID 0104-296)

Wage Payment Record (Series ID 0111-296)

Compliance Statements for Detailed Level Plan – KDOL IT Modernization

Ten (10) fiscal years

Quarterly Wage Report (Series ID 0096-296)

Permanent

Administrative Reviews (Series ID 0044-296)

Contributions Hearing Documents (Series ID 0055-296)

Disposition upon qualifying event

Four (4) years after qualifying event

Employer Charge Back Data (Series ID 0063-296)--Retain in office for 004 yrs following beginning of new rate year, then destroy.

Ten (10) years after qualifying event

Employer Experience Rating (Series ID 0070-296)--Retain for 10 years after termination of business, then destroy.

Employer Experience Rating Data (Series ID 0071-296)--Retain for 10 years after termination of business, then destroy.

Employer Liability Data (Series ID 0065-296)--Retain for 10 years after termination of business, then destroy.

Employer Non-Charge/Charge (Series ID 0066-296)--Retain for 10 years after termination of business, then destroy.

Employer Record (Series ID 0067-296)--Retain for 10 years after termination of business, then destroy.

Employer Unemployment Tax Audits (Series ID 0068-296)--Retain for 10 years after termination of business, then destroy.

Compliance Statements for Detailed Level Plan – KDOL IT Modernization

Many of the current retention schedules are for five (5) years after a file is closed, so there is a possibility that they will end up being retained for more than ten (10) years.

Five (5) calendar years after file is closed.

Additional Claim Form (Series ID 0007-296)

Unemployment Insurance Benefit Overpayment Account and Fraud Record (Series ID 0008-296)

Unemployment Insurance Continued Claim Form--Fraud Investigation (Series ID 0017-296)

Five (5) fiscal years after file closed

Appeals Unemployment Insurance Hearing Documents (Series ID 0077-296)

Benefit Continued Claim Forms (Series ID 0054-296)

Benefit Overpayment Account and Non-Fraud Record (Series ID 0054-296)

Benefit Overpayment Account and Non-Fraud Record (Series ID 0009-296)

Benefit Payment Control Fraud File (Series ID 0012-296)

Employer Computer CrossMatch--Fraud Investigation (Series ID 0021-296)

Employment Security Board of Review Decisions (Series ID 0048-296)

Fraud Referral Memorandum (Series ID 0023-296)

Individual Benefit Claim File (Series ID 0027-296)

Investigation Files--Benefits Accuracy Measurement/Quality Control (Series ID 0029-296)

Litigant Filed - Tried Cases (Series ID 0081-296)

New Unemployment Insurance Claim Form (Series ID 0036-296)

Non-Liable Employer Documents (Series ID 0087-296)

Others are to be determined as a formal part of the project.

9. **Estimate of the three-year total cost of addressing records identified in No. 8 above and included on the DA519, Item #8.**

Compliance Statements for Detailed Level Plan – KDOL IT Modernization

To be determined as a formal part of the project

Risk Identification Summary

Top 5 Risks

A description of project risks, the probability of the risk occurring, the impact of the risk on the project, and the suggested mitigation activities.

Last Risk Assessment Date: 6/30/2022

Prepared by: Sandy Johnson;
Peter Brady

Kansas Department of Labor (KDOL) IT Modernization Project

<i>Category</i>	<i>Prob</i>	<i>Imp</i>	<i>Risk</i>	<i>Mitigation Approaches</i>
Financial	High	Low	A measure of the economic justification for a project. Projects with little or no payback often get cancelled. There is not a clearly defined payback but the system is necessary regardless (i.e. for public safety, etc.)	Requirement's validation phase to include analysis and quantification of benefits to further enhance the business economic justification.
Project Management	Med	Med	KDOL environment does not have high level of established processes or discipline around several areas of project management, including risk and issue management. There is a method of issue tracking and resolution currently in place and is generally used by all parties.	KDOL established the Project Management Organization to implement proven project management disciplines that are in alignment with State of Kansas Project Management Methodology. Implement robust Risk, Issue, and Change Management plans. KDOL is hiring a Project manager with experience in KITO requirements. Selected vendor has demonstrated experience in project management and is able to adhere to the Statement of Work (SOW) and provide vital data needed for KITO and KDOL executives and Subject Matter Experts
	Med	Low	Project contains more risk if the development sites are spread out in various locations. Some development team members are in multiple locations but meet regularly.	Established project reviews, meetings, and operating rhythm will ensure team members meet regularly and objectives are met. Selected vendor will have employees on-site to interact, train, and provide assistance to KDOL developers and subject matter experts.
Technical	Low	High	Unemployment Insurance and Tax systems are necessarily complex and highly integrated systems	Selected Vendor has modernized both Unemployment Benefits and Tax systems in 5 states successfully. Engage an Enterprise Architect to evaluate and design solutions across KDOL enterprise and partner with State of Kansas OITS Architect.
	Med	Med	Some Legacy systems may not be capable of meeting the integration requirements of new technology.	Selected vendor has modernized Unemployment Insurance systems in 5 states using legacy systems. In progress is NY (2023).

Legend

Prob = Probability of Occurrence (High: probable to occur, Medium: reasonable probability of occurring, Low: not expected to occur)

Imp = Impact (High: significant risk to project cost/schedule/scope that requires adjustment and approval of project plan by leadership, Medium: moderate impact to project that can be mitigated by change management within cost/schedule/scope, Low: small impact and can be mitigated within project cost/schedule/scope)

RISK ASSESSMENT MODEL
Detailed Plan - Summary Report
Ver. 1.0

Agency Name: Kansas Department of Labor

Project Name: KDOL IT Modernization Project

1. Introduction

The Risk Assessment Model measures risk in distinct areas. Below are the average scores based on the results from the questionnaire. Each area indicates the measured risk on a scale from 1 to 9, with 9 being the highest risk. Scores lower than 2.0 are considered "Low Risk", scores higher than 2.0 are "Medium Risk" and scores higher than 3.0 are considered "High Risk".

2. Summary

<u>Score</u>	<u>Risk Level</u>	<u>Risk Area</u>
1.6	LOW	Strategic Risk
2.3	MEDIUM	Financial Risk
2.9	MEDIUM	Project Management Risk
1.8	LOW	Technology Risk
3.7	HIGH	Change Management / Operational Risk

Note: If you get "#VALUE!" as a result in any of the "Score" or "Risk Level" fields, you have unanswered questions. Go back and check your answers.

3. Signature

I have reviewed the results of the Risk Assessment Model. The results are indicators only and do not represent all the risks of the project. ITEC will use the results as the basis of discussion, and will not rely solely on the output.

Sandy Johnson

Project Director

RISK ASSESSMENT - Summary Report

Detailed Plan - List of Comments

(Expand Row Height to Show all Text)

- 1 KDOL has planned to Modernize the UI system for over a decade and the business units have clearly defined the needs of the system. The volume of claims submitted during the pandemic clearly identified the need for a more robust, flexible and modernized system able to meet the needs of business.
- 2 The system currently used in Mississippi (85% solution for KDOL) has been assessed by our Subject Matter Experts and they are confident that this system, including the 15% development to meet Kansas specific statutes and regulations, will meet the outcomes as defined in the RFP.
- 3 The aggressive timelines established for execution require well defined and measureable metrics.
- 4 This project is a high visibility project in the State of Kansas. The Kansas Legislature created a special council in 2021 to oversee the project and it's members are fully engaged and committed to it's success. The KDOL Secretary, Deputy Secretaries, Chief of Staff, CFO, CIO, and UI leadership all serve on the Executive oversight committee and attend weekly meetings with the vendor.
- 5 Any delay in the delivery of the project puts the agency at a greater risk of not having a modernized platform prior to the next economic downturn.
- 6 Current cost projection: \$43 M
- 7 The DA519 submitted identified a cost savings of \$27,885,000 Million
- 8 Review of agency operations and expenses estimate that the payback period is 3 years. The system is also necessary regardless of payback due to the current system's fragility.
- 9 The DA 519 submitted with our detailed plan estimates the payback time to be 3 years.
- 10 Since KDOL has been working to modernize for over a decade, there have been years of well researched and documented potential solutions in the areas of periferal software needs. Staff have also interviewed many states who have implemented the systems implemented by the selected vendor to ascertain potential costs moving forward.
- 11 This vendor is the ONLY vendor with successful implementation of the TAX and BENEFITS functionality in 5 states. KDOL is now part of the consortium of these states and works with the consortium to share lessons learned and agree on future upgrades to the system.
- 12 The KDOL Chief of Staff is currently serving in the role of Project Manager. While we have had some recent turnover in the Project Management and IT Management space, we have recently hired a Project Manager with extensive KITO and PM experience. The Chief of Staff will remain heavily engaged in the project throughout the execution.
- 13 The vendor has a detailed Work Plan that has been successfully implemented in other state UI systems. KDOL has dedicated a corps of subject matter experts who will be dedicated to the project for the duration. KDOL's ability to review and accept deliverables is predicated on new Performance management plans for the Subject Matter Experts to allow them to focus on the project instead of competing with their day to day work
- 14 The vendors proven experience has been highly effective in developing these milestones.

- 15 At 26 months, this is the most aggressive timeline to implement a system of this magnitude in the UI space. Since the vendor has previously executed this system, we are confident it can be accomplished.
- 16
- 17 The vendor is using a gap analysis approach to ascertain any necessary changes to the current system utilized in Mississippi. This approach has been successful in the implementation of the system in other states that were implemented after. As part of the planning phase the vendor has provided plans in the areas of risk and issue management, change management and Incident Response.
- 18 Due to the limited gathering restraints initiated with the COVID pandemic, KDOL has implemented a telework policy that reduces in-person interaction to a degree. When necessary, all development team members may meet in person. There are daily interactions between developers and business units. KDOL execs and PMS meet weekly to review status of deliverables and metrics. Vendor staff are located across the country, but there are also key staff colocated with KDOL throughout the project period
- 19
- 20 The vendor has communicated the User Acceptance process to KDOL and we are confident that it will be successful.
- 21
- 22 Recommendations are based on successful implementation in other states using the same modernization platform.
- 23 Vendor personnel will be on-site working closely with KDOL IT personnel throughout the project execution.
- 24
- 25 We expect the project system to interact with many of our current systems. An exact number is yet to be determined.
- 26 The existing mainframe system is no longer able to meet the needs of the state and will be replaced. The new system will replace current public interface and other components of our current system.
- 27 Vendor is the most experienced available.
- 28 The vendor has supplied an acceptance process that is well defined. The testing lead from the vendor has already been onsite and met a variety of KDOL staff. This individual is also going to be located in Topeka for the duration of the execution phase.
- 29
- 30
- 31 These will be developed during the project execution phase.
- 32
- 33 While the new system will be completely different, it will also be more intuitive and less labor intensive for KDOL staff, the business community and Kansans requiring services.
- 34 Staff are highly engaged in the project and are excited to see it implemented. Their jobs will be easier and the ability to serve stakeholders will be greatly improved. The current system is highly frustrating for all.

- 35 The system will be much more efficient than our current Mainframe. We are working closely with our HR and Communications team to ensure that staff do not feel threatened with this increase in efficiency. KDOL is committed to gradually "right-sizing" the agency by allowing for natural attrition, cross-training, and promotions. UI experience is valued in the agency and our employees are aware of this.
- 36 The system will impact our benefits, tax, appeals, Labor Market Information Services, and Information Technology units. Each of these units, as well as many others (Communications, Fiscal, Office of the Secretary, Records Management, legal) are highly involved in the project.
- 37
- 38 KDOL Business users are assigned to the project full-time during gap analysis and user acceptance for their particular areas (Tax, Benefit, Appeals) Stakeholders are involved primary through the UI Modernization Council which is comprised of legislators and representatives from the Human Resource and business communities.