



# Oregon

Kate Brown, Governor

## Department of Administrative Services

Office of the State Chief Information Officer

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30 May 2017

The Honorable Senator James Manning Jr., Co-Chair  
The Honorable Representative Greg Smith, Co-Chair  
Joint Committee on Ways and Means Subcommittee on General Government  
900 Court Street NE  
H-178 State Capitol  
Salem, OR 97301-4048

RE: Project MUSIC – “Stop Work” Lifted

Dear Co-Chairpersons:

The Office of the State CIO (OSCIO) respectfully requests that the Joint Committee on Ways and Means Subcommittee on General Government acknowledge receipt of a status report regarding the lifting of the “Stop Work” order and restart of the DAS phone transition project (Project MUSIC). Additionally, we wanted to take the opportunity to inform you of the work we have done with the Department of Revenue (DOR) to stabilize their new phone systems and remediate a number of previously unreported incidents—particularly, challenges associated with the implementation of softphones.

### “Stop Work” Lifted

Project MUSIC (mobilizing unified systems and integrated communications), was originally initiated in late 2013—with the contract being awarded to IBM in March of 2015. As a managed service provider (MSP) contract, IBM assumed full responsibility for managing the down-stream vendor relationships with the hardware provider (Unify), for porting phone numbers to the Unify system in coordination with Century Link, providing helpdesk services and fulfilling the SLAs established in the contract. By January of 2017, Project MUSIC had migrated 20,037 phones (roughly 68% of subscribers and just over half of the agency locations).

However, DAS determined that it was necessary to impose a “Stop Work,” to address agency dissatisfaction with the migration process and resolve several outstanding issues, including: the technical architecture of the VoIP solution and failover; project and process management, incident management and post-migration stabilization periods. Working in close partnership with IBM, our Office developed an action list and is happy to report that as of May 17, 2017, IBM had successfully addressed each of the performance issues identified, and summarized below:

1. **Technical Architecture and Failover.**
  - Successful completion of the failover test on April 23, 2017;
  - Sign-off on the technical architecture review; and a
  - Full review of “Closed Tickets” to identify potential stability issues along with a sign off on the Run Book.
2. **Project and Process Management.**
  - Updated IBM organization chart, communication plan, path for escalation of issues and agendas;
  - Bi-monthly IBM/PMO/Sponsor project meetings;
  - Revised Responsible, Accountable Consulted, and Informed (RACI) chart;
  - Revised process documents pertaining to governance; and
  - Documentation of post-implementation processes and communications.
3. **Incident Management.**
  - Revised incident management process and priority assignment;
  - Revised process for root cause analysis;

- Analysis of incidents and move-add-change-disconnect (MACD) tickets; and
  - Use of closed tickets for lessons learned, scheduled forms and development of how-to-guides.
4. **Work Stoppage Compliance.**
- 30-day stabilization period whereby platform is certified as stable—defined by the absence of a “material defect” due to the IBM Managed Services Solution.

With the lifting of the stop work order on May 17, 2017, our Office gave IBM 14 days to submit a revised project plan and schedule for the remainder of the phone migrations; and to submit a list of potential contract amendments necessary to support the revised project plan and schedule. IBM has submitted the required deliverables to restart the project—extending the final migrations by amendment through April 2018 (see Fig. 1). MUSIC project team has notified affected agencies and will be working with our MSP, IBM, to schedule a series of Restart Kick-Off conference calls and to provide additional restart information. Our Office looks forward to working with our partner agencies and IBM to make the final migrations successful.

**Figure 1. Project MUSIC Milestones** (detailed schedule attached)

Milestone	Status	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2016	Q4 2016	Q1 2018	Q2 2018
Project start up	Complete										
Site data collection	Complete										
Pilot	Complete										
20,000 subscribers	Complete										
Work Stop-Stabilization	Complete										
27,000 subscribers	In process										
Project close out	Not started										

**Department of Revenue. Stabilization, Remediation and Softphone Challenges**

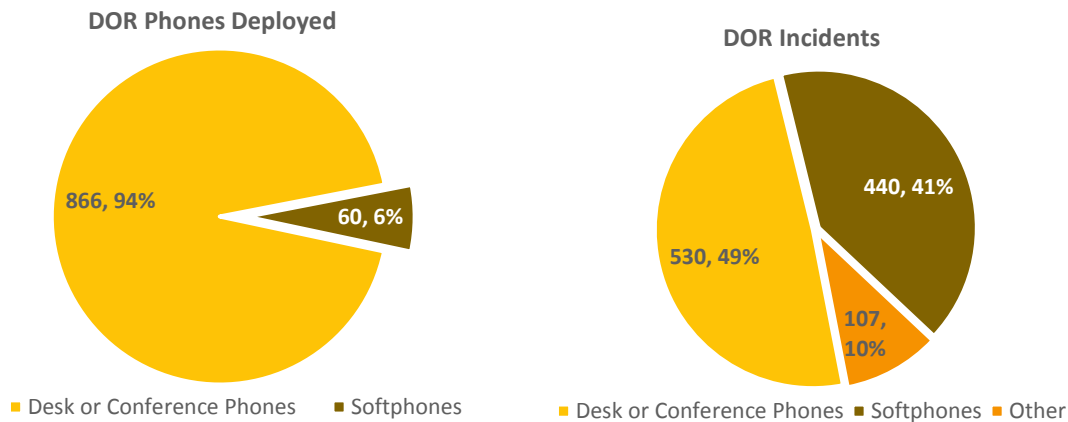
As discussed by our Office and the Department of Revenue (DOR) during the course of several hearings, DOR has experienced a significant number of challenges during the course of the phone migration and deployment of softphones to accommodate teleworkers, including: empty calls, choppy voice and dropped calls. IBM and our Office remain committed to working with DOR to resolve outstanding tickets and incidents fairly attributed to the stability and performance of the IBM/Unify solution. As of March 1<sup>st</sup> 2017, DOR had migrated 925 phones; 60 of which are softphones. A soft phone is a software application that enables the user to make telephone calls using VoIP via their computer; e.g., Skype.

To date, there have been a total of 177 tickets submitted to IBM since the migration—only 7 of these tickets remain open. On average, these tickets have been resolved within 3.32 days and closed within 7.34 days. As discussed in a previous letter, the ticketing system keeps resolved tickets open for a minimum of 7 days to ensure that intermittent issues are completely resolved prior to closing out the ticket. Unfortunately, it has proven particularly difficult to trace the root cause of several of the outstanding tickets; 5 of these tickets have been open for longer than a month. Interestingly, several of these issues involve softphones or are likely attributable to bandwidth limitations and uncoordinated change control.

Late last week, shortly after our Office had notified IBM of our intent to lift the “Stop Work” order, DOR provided our Office with internal tracking information that identified 1,077 separate incidents related to the phone system. The substantial discrepancy is attributable to two factors: first, a substantial number of these incidents were resolved by DOR internally through first-tier technical support and not reported to IBM; and second, many of the reported incidents were duplicative in nature—within the IBM ticketing system, related incidents are nested and reported a single ticket. Notwithstanding these differences, the 1,077 incidents provide further insight into the challenges we are working with DOR to resolve.

In analyzing the DOR-tracked incidents, it is interesting to note the disproportionate number of incidents attributable to the softphones. While there are only 60 softphones currently deployed representing around 6% of the total phones deployed, they represent 41% of the total incidents reported—users are nearly 7 (~6.85) times more likely to experience an incident using a softphone (see Figure 2. Below). Beyond the challenges associated with uncoordinated change control—*i.e.*, the routine deployment of a Java upgrade the interfered with the softphone application—the use of softphones to support telework implicates a host of confounding external factors. In some cases, DOR teleworkers may simply lack the bandwidth necessary to support softphone application and provide for reasonable the quality of service. Consumer-grade non-dedicated broadband services are subject to a high-degree of variation in available speed. Additionally, the use of consumer-grade or outdated routing and networking equipment may degrade service quality as well. Furthermore, reliance on personal local area network (LAN) equipment implicates change control issues outside the control of IBM as well as DOR for that matter.

**Figure 2. Incidents Tracked by DOR**



Given that this is the first time that DOR has deployed softphones to support telework as a reasonable employee accommodation, it may be necessary for DOR to revise existing telework agreements to specify minimum bandwidth requirements and LAN specifications. Additionally, it may be necessary to explore requirements for business-class (*i.e.*, dedicated bandwidth) broadband services.

One other interesting finding among the DOR incidents, is the number of incidents associated with a relatively few number of individuals. Just 10 of these high-utilizing phone users (just over 1% of the total phones deployed) represent 271 or 25.1% of the total DOR incidents. Given this finding, our Office is working with IBM and DOR to work with these individuals directly to determine whether this is fundamentally a training issue. Notwithstanding this and other challenges, our Office has and will continue to partner with IBM and DOR to resolve any outstanding issues attributable the IBM/Unify phone system. Furthermore, our Office looks forward to working with the Committee to address any outstanding concerns regarding Project MUSIC and are always available to provide individual briefings or status updates. Thank you for your continued interest.

Sincerely,

Alex Z. Pettit, Ph.D.  
Chief Information Officer

Cc: Paul Siebert, Legislative Fiscal Office  
Ken Rocco, Legislative Fiscal Office  
Patrick Heath, Chief Financial Office

ID	Task Name	% Complete	Duration	Start	Finish	Predecessors
1	<b>SoO IP Telephony and Managed Services and TEM Project Plan</b>	37%	2623 days?	Tue 6/30/15	Fri 7/18/25	
2	SoO IP Telephony and Managed Services and TEM Project Plan	100%	30 days	Wed 7/15/15	Tue 8/25/15	
3	Engagomont Signed	100%	0 days	Tue 6/30/15	Tue 6/30/15	
4	Engagement Transition Initiation	100%	21.06 days	Wed 7/1/15	Thu 7/30/15	3
85	SoO Kick-Off Meeting	100%	26.06 days?	Wed 7/1/15	Thu 8/6/15	4
211	SoO Project Planning	100%	1854 days?	Tue 6/30/15	Fri 8/5/22	
285	Project Planning & Design	98%	136.25 days?	Wed 7/1/15	Thu 1/7/16	
330	Core Systems Implementation & Functional Testing - Steging	100%	64 days?	Fri 8/14/15	Wed 11/11/15	285
507	Construction/Installation/Commissioning Core and Pilot sites	100%	139.44 days?	Tue 6/11/15	Mon 2/22/16	294
549	Remote Site survey and data collection Edge sites	100%	107 days?	Fri 8/7/15	Mon 1/4/16	
562	Core Site Installation- Phase 2: Install Core at two Data Centers (Las Vegas and Portland ) & SA in 3rd data center	100%	32 days	Wed 10/14/15	Thu 11/28/15	
589	Core Site CUTOVER - Phase 2A: for Data Centers (Las Vegas and Portland and SA ) 5 phone test area	100%	17 days	Fri 11/27/15	Mon 12/21/15	583
596	Remote Site CUTOVERS Phase 2 B - Total 10 initial Pilot sites	100%	61 days	Tue 12/22/15	Tue 3/15/16	
609	Handover to Managed Services - 30 business days	100%	26 days	Wed 3/16/16	Tue 4/12/16	608
610	Cutover - Phase 3A: Contact Center at Salem - 300 agents	100%	113.5 days	Tue 12/29/15	Fri 8/3/16	
656	Remote Site CUTOVERS Phase 3 - YEAR 1 Months 8-12 : Based on site readiness and SoO adoption rate	100%	121 days?	Tue 4/5/16	Tue 9/26/16	
724	Phase 3B: Migration/Cutover Yr 2 BALANCE OF EDGE SITES (# of sites based on site readiness and SoO adoption rate )	22%	439 days	Mon 9/12/16	Thu 5/17/18	
725	Month 1 year 2 (edge sites) (# of sites based on site readiness and SoO adoption rate ) Project Month 13	100%	36 days	Mon 9/12/16	Mon 10/31/16	
738	Month 2 year 2 (edge sites) (# of sites based on site readiness and SoO adoption rate ) Project month 14	100%	36 days	Mon 9/12/16	Mon 10/31/16	
751	Month 3 year 2 (edge sites) (# of sites based on site readiness and SoO adoption rate ) Project Month 15	100%	36 days	Wed 9/21/16	Wed 11/9/16	
764	Month 4 year 2 (edge sites) (# of sites based on site readiness and SoO adoption rate ) Project Month 16	100%	36 days	Wed 9/21/16	Wed 11/9/16	
777	Month 5 year 2 (edge sites) (# of sites based on site readiness and SoO adoption rate ) Project Month 17	100%	47 days	Fri 9/30/16	Mon 12/5/16	
790	Month 6 year 2 (edge sites) (# of sites based on site readiness and SoO adoption rate ) Project Month 18	100%	47 days	Wed 10/28/16	Thu 12/29/16	
803	June 2017 (edge sites) (7 sites based on site readiness and SoO adoption rate ) Project Month 24	0%	31 days	Tue 5/23/17	Tue 7/4/17	
804	Site Design Meeting	60%	5 days	Tue 5/23/17	Mon 5/29/17	791
805	Validate Hardware Requirements	60%	5 days	Tue 5/30/17	Mon 6/5/17	804
806	Configure users in OSILA	60%	1 day	Tue 6/6/17	Tue 6/6/17	805
807	Staging of Equipmont	60%	3 days	Wed 6/7/17	Fri 6/9/17	806
808	Configure and Test Site Requirements	60%	5 days	Mon 6/12/17	Fri 6/16/17	807
809	Phones Placement and Testing Complete	60%	5 days	Mon 6/19/17	Fri 6/23/17	808
810	Print 35G labels	60%	1 day	Mon 6/12/17	Mon 6/12/17	808SS
811	User Training Complete	60%	5 days	Mon 6/19/17	Fri 6/23/17	808
812	Site Commission & Cut Over	60%	5 days	Mon 6/26/17	Fri 6/30/17	809
813	Go-Live	60%	3 days	Mon 6/26/17	Wed 6/28/17	811
814	PM600 Release for IBM Acceptance	60%	1 day	Mon 7/3/17	Mon 7/3/17	812

ID	Task Name	% Complete	Duration	Start	Finish	Predecessors
815	Handover to Managed Services	60%	1 day	Tue 7/4/17	Tue 7/4/17	814
816	<b>July 2017 (edge sites) (17 sites based on site readiness and SoO adoption rate ) Project Month 25</b>	5%	42 days	Tue 5/30/17	Wed 7/26/17	
817	Site Design Meeting	40%	15 days	Tue 5/30/17	Mon 6/26/17	804
818	Validate Hardware Requirements	40%	5 days	Tue 6/27/17	Mon 7/3/17	817
819	Configure users in OSILA	100%	1 day	Tue 7/4/17	Tue 7/4/17	818
820	Staging of Equipment	0%	5 days	Wed 7/5/17	Tue 7/11/17	819
821	Configure and Test Site Requirements	0%	3 days	Wed 7/12/17	Fri 7/14/17	820
822	Phones Placement and Testing Complete	0%	1 day	Mon 7/17/17	Mon 7/17/17	821
823	Print 35G labels	0%	1 day	Wed 7/5/17	Wed 7/5/17	820SS
824	User Training Complete	50%	1 day	Tue 6/27/17	Tue 6/27/17	817
825	Site Commission & Cut Over	0%	3 days	Tue 7/18/17	Thu 7/20/17	822
826	Go-Live	0%	3 days	Fri 7/21/17	Tue 7/25/17	825
827	PM600 Release for IBM Acceptance	0%	1 day	Wed 7/26/17	Wed 7/26/17	826
828	Handover to Managed Services	0%	1 day	Wed 7/26/17	Wed 7/26/17	826
829	<b>August 2017 (edge sites) (6 sites based on site readiness and SoO adoption rate ) Project Month 26</b>	0%	46 days	Tue 6/27/17	Tue 6/29/17	
830	Site Design Meeting	20%	18 days	Tue 6/27/17	Thu 7/20/17	817
831	Validate Hardware Requirements	20%	7 days	Thu 7/27/17	Fri 8/4/17	828
832	Configure users in OSILA	0%	1 day	Mon 8/7/17	Mon 8/7/17	831
833	Staging of Equipment	0%	3 days	Tue 8/8/17	Thu 8/10/17	832
834	Configure and Test Site Requirements	0%	3 days	Fri 8/11/17	Tue 8/15/17	833
835	Phones Placement and Testing Complete	0%	3 days	Wed 8/16/17	Fri 8/18/17	834
836	Print 35G labels	0%	1 day	Fri 8/11/17	Fri 8/11/17	834SS
837	User Training Complete	0%	5 days	Wed 8/16/17	Tue 8/22/17	834
838	Site Commission & Cut Over	0%	3 days	Mon 8/21/17	Wed 8/23/17	835
839	Go-Live	0%	3 days	Wed 8/23/17	Fri 8/25/17	837
840	PM600 Release for IBM Acceptance	0%	2 days	Thu 8/24/17	Fri 8/25/17	838
841	Handover to Managed Services	0%	2 days	Mon 6/26/17	Tue 8/29/17	839
842	<b>September 2017 (edge sites) (20 sites based on site readiness and SoO adoption rate ) Project Month 27</b>	0%	89 days	Tue 5/30/17	Fri 9/29/17	
843	Site Design Meeting	0%	60 days	Tue 5/30/17	Mon 8/21/17	804
844	Validate Hardware Requirements	0%	7 days	Tue 8/22/17	Wed 8/30/17	843
845	Configure users in OSILA	0%	1 day	Thu 8/31/17	Thu 8/31/17	844
846	Staging of Equipment	0%	7 days	Fri 9/1/17	Mon 9/11/17	845
847	Configure and Test Site Requirements	0%	5 days	Tue 9/12/17	Mon 9/18/17	846
848	Phones Placement and Testing Complete	0%	5 days	Tue 9/19/17	Mon 9/25/17	847
849	Print 35G labels	0%	1 day	Tue 9/12/17	Tue 9/12/17	847SS
850	User Training Complete	0%	5 days	Tue 9/19/17	Mon 9/25/17	847
851	Site Commission & Cut Over	0%	3 days	Tue 9/26/17	Thu 9/28/17	848
852	Go-Live	0%	3 days	Tue 9/26/17	Thu 9/28/17	850
853	PM600 Release for IBM Acceptance	0%	1 day	Fri 9/29/17	Fri 9/29/17	851
854	Handover to Managed Services	0%	1 day	Fri 9/29/17	Fri 9/29/17	852

ID	Task Name	% Complete	Duration	Start	Finish	Predecessors
855	<b>October 2017 (edge sites) (26 sites based on site readiness and SoO adoption rate ) Project Month 28</b>	<b>0%</b>	<b>109 days</b>	<b>Tue 5/30/17</b>	<b>Fri 10/27/17</b>	
856	Site Design Meeting	0%	80 days	Tue 5/30/17	Mon 9/18/17	804
857	Validate Hardware Requirements	0%	7 days	Tue 9/19/17	Wed 9/27/17	856
858	Configure users in OSILA	0%	1 day	Thu 9/28/17	Thu 9/28/17	857
859	Staging of Equipment	0%	7 days	Fri 9/29/17	Mon 10/9/17	858
860	Configure and Test Site Requirements	0%	5 days	Tue 10/10/17	Mon 10/16/17	859
861	Phones Placement and Testing Complete	0%	5 days	Tue 10/17/17	Mon 10/23/17	860
862	Print 35G labels	0%	1 day	Tue 10/10/17	Tue 10/10/17	860SS
863	User Training Complete	0%	5 days	Tue 10/17/17	Mon 10/23/17	860
864	Site Commission & Cut Over	0%	3 days	Tue 10/24/17	Thu 10/26/17	861
865	Go-Live	0%	3 days	Tue 10/24/17	Thu 10/26/17	863
866	PM600 Release for IBM Acceptance	0%	1 day	Fri 10/27/17	Fri 10/27/17	864
867	Handover to Managed Services	0%	1 day	Fri 10/27/17	Fri 10/27/17	865
868	<b>November 2017 (edge sites) (24 sites based on site readiness and SoO adoption rate ) Project Month 29</b>	<b>0%</b>	<b>113 days</b>	<b>Tue 6/27/17</b>	<b>Thu 11/30/17</b>	
869	Site Design Meeting	0%	80 days	Tue 6/27/17	Mon 10/16/17	
870	Validate Hardware Requirements	0%	7 days	Tue 10/17/17	Wed 10/25/17	869
871	Configure users in OSILA	0%	1 day	Thu 10/26/17	Thu 10/26/17	870
872	Staging of Equipment	0%	7 days	Fri 10/27/17	Mon 11/6/17	871
873	Configure and Test Site Requirements	0%	5 days	Tue 11/7/17	Mon 11/13/17	872
874	Phones Placement and Testing Complete	0%	5 days	Tue 11/14/17	Mon 11/20/17	873
875	Print 35G labels	0%	1 day	Tue 11/7/17	Tue 11/7/17	873SS
876	User Training Complete	0%	5 days	Tue 11/14/17	Mon 11/20/17	873
877	Site Commission & Cut Over	0%	3 days	Tue 11/21/17	Thu 11/23/17	874
878	Go-Live	0%	3 days	Fri 11/24/17	Tue 11/28/17	877
879	PM600 Release for IBM Acceptance	0%	1 day	Wed 11/29/17	Wed 11/29/17	878
880	Handover to Managed Services	0%	1 day	Thu 11/30/17	Thu 11/30/17	879
881	<b>December 2017 (edge sites) (17 sites based on site readiness and SoO adoption rate ) Project Month 30</b>	<b>0%</b>	<b>113 days</b>	<b>Mon 7/17/17</b>	<b>Wed 12/20/17</b>	
882	Site Design Meeting	0%	80 days	Mon 7/17/17	Fri 11/3/17	
883	Validate Hardware Requirements	0%	7 days	Mon 11/6/17	Tue 11/14/17	882
884	Configure users in OSILA	0%	1 day	Wed 11/15/17	Wed 11/15/17	883
885	Staging of Equipment	0%	7 days	Thu 11/16/17	Fri 11/24/17	884
886	Configure and Test Site Requirements	0%	5 days	Mon 11/27/17	Fri 12/1/17	885
887	Phones Placement and Testing Complete	0%	5 days	Mon 12/4/17	Fri 12/8/17	886
888	Print 35G labels	0%	1 day	Mon 11/27/17	Mon 11/27/17	886SS
889	User Training Complete	0%	5 days	Mon 12/4/17	Fri 12/8/17	886
890	Site Commission & Cut Over	0%	3 days	Mon 12/11/17	Wed 12/13/17	887
891	Go-Live	0%	3 days	Thu 12/14/17	Mon 12/18/17	890
892	PM600 Release for IBM Acceptance	0%	1 day	Tue 12/19/17	Tue 12/19/17	891
893	Handover to Managed Services	0%	1 day	Wed 12/20/17	Wed 12/20/17	892
894	<b>January 2018 (edge sites) (18 sites based on site readiness and SoO adoption rate ) Project Month 31</b>	<b>0%</b>	<b>113 days</b>	<b>Tue 6/22/17</b>	<b>Thu 1/25/18</b>	

ID	Task Name	% Complete	Duration	Start	Finish	Predecessors
895	Site Design Meeting	0%	80 days	Tue 8/22/17	Mon 12/11/17	
896	Validate Hardware Requirements	0%	7 days	Tue 12/12/17	Wed 12/20/17	895
897	Configure users in OSILA	0%	1 day	Thu 12/21/17	Thu 12/21/17	896
898	Staging of Equipment	0%	7 days	Fri 12/22/17	Mon 1/1/18	897
899	Configure and Test Site Requirements	0%	5 days	Tue 1/2/18	Mon 1/8/18	898
900	Phones Placement and Testing Complete	0%	5 days	Tue 1/9/18	Mon 1/15/18	899
901	Print 35G labels	0%	1 day	Tue 1/2/18	Tue 1/2/18	899SS
902	User Training Complete	0%	5 days	Tue 1/9/18	Mon 1/15/18	899
903	Site Commission & Cut Over	0%	3 days	Tue 1/16/18	Thu 1/18/18	900
904	Go-Live	0%	3 days	Fri 1/19/18	Tue 1/23/18	903
905	PM600 Release for IBM Acceptance	0%	1 day	Wed 1/24/18	Wed 1/24/18	904
906	Handover to Managed Services	0%	1 day	Thu 1/25/18	Thu 1/25/18	905
907	<b>February 2018 (edge sites) (15 sites based on site readiness and SoO adoption rate)</b>	<b>0%</b>	<b>113 days</b>	<b>Fri 9/22/17</b>	<b>Tue 2/27/18</b>	
	<b>Project Month 32</b>					
908	Site Design Meeting	0%	80 days	Fri 9/22/17	Thu 1/11/18	
909	Validate Hardware Requirements	0%	7 days	Fri 1/12/18	Mon 1/22/18	908
910	Configure users in OSILA	0%	1 day	Tue 1/23/18	Tue 1/23/18	909
911	Staging of Equipment	0%	7 days	Wed 1/24/18	Thu 2/1/18	910
912	Configure and Test Site Requirements	0%	5 days	Fri 2/2/18	Thu 2/8/18	911
913	Phones Placement and Testing Complete	0%	5 days	Fri 2/9/18	Thu 2/15/18	912
914	Print 35G labels	0%	1 day	Fri 2/2/18	Fri 2/2/18	912SS
915	User Training Complete	0%	5 days	Fri 2/9/18	Thu 2/15/18	912
916	Site Commission & Cut Over	0%	3 days	Fri 2/16/18	Tue 2/20/18	913
917	Go-Live	0%	3 days	Wed 2/21/18	Fri 2/23/18	916
918	PM600 Release for IBM Acceptance	0%	1 day	Mon 2/26/18	Mon 2/26/18	917
919	Handover to Managed Services	0%	1 day	Tue 2/27/18	Tue 2/27/18	918
920	<b>March 2018 (edge sites) (7 sites based on site readiness and SoO adoption rate)</b>	<b>0%</b>	<b>110 days</b>	<b>Tue 10/31/17</b>	<b>Mon 4/2/18</b>	
	<b>Project Month 33</b>					
921	Site Design Meeting	0%	80 days	Tue 10/31/17	Mon 2/19/18	
922	Validate Hardware Requirements	0%	7 days	Tue 2/20/18	Wed 2/28/18	921
923	Configure users in OSILA	0%	1 day	Thu 3/1/18	Thu 3/1/18	922
924	Staging of Equipment	0%	7 days	Fri 3/2/18	Mon 3/12/18	923
925	Configure and Test Site Requirements	0%	5 days	Tue 3/13/18	Mon 3/19/18	924
926	Phones Placement and Testing Complete	0%	5 days	Tue 3/20/18	Mon 3/26/18	925
927	Print 35G labels	0%	1 day	Tue 3/20/18	Tue 3/20/18	926SS
928	User Training Complete	0%	5 days	Tue 3/27/18	Mon 4/2/18	926
929	Site Commission & Cut Over	0%	3 days	Tue 3/20/18	Thu 3/22/18	925
930	Go-Live	0%	3 days	Fri 3/23/18	Tue 3/27/18	929
931	PM600 Release for IBM Acceptance	0%	1 day	Wed 3/28/18	Wed 3/28/18	930
932	Handover to Managed Services	0%	1 day	Thu 3/29/18	Thu 3/29/18	931
933	<b>April 2018 (edge sites) (7 sites based on site readiness and SoO adoption rate)</b>	<b>0%</b>	<b>109 days</b>	<b>Tue 11/28/17</b>	<b>Fri 4/27/18</b>	
	<b>Project Month 34</b>					
934	Site Design Meeting	0%	80 days	Tue 11/28/17	Mon 3/19/18	
935	Validate Hardware Requirements	0%	7 days	Tue 3/20/18	Wed 3/28/18	934

ID	Task Name	% Complete	Duration	Start	Finish	Predecessors
936	Configure users in OSILA	0%	1 day	Thu 3/29/18	Thu 3/29/18	935
937	Staging of Equipment	0%	7 days	Fri 3/30/18	Mon 4/9/18	936
938	Configure and Test Site Requirements	0%	5 days	Tue 4/10/18	Mon 4/16/18	937
939	Phones Placement and Testing Complete	0%	5 days	Tue 4/17/18	Mon 4/23/18	938
940	Print 35G labels	0%	1 day	Tue 4/10/18	Tue 4/10/18	938SS
941	User Training Complete	0%	5 days	Tue 4/17/18	Mon 4/23/18	938
942	Site Commission & Cut Over	0%	3 days	Tue 4/24/18	Thu 4/26/18	939
943	Go-Live	0%	3 days	Wed 4/11/18	Fri 4/13/18	940
944	PM600 Release for IBM Acceptance	0%	1 day	Tue 4/24/18	Tue 4/24/18	941
945	Handover to Managed Services	0%	1 day	Fri 4/27/18	Fri 4/27/18	942
946	<b>Project wrap-up Project Month 34</b>	<b>0%</b>	<b>14 days</b>	<b>Mon 4/30/18</b>	<b>Thu 5/17/18</b>	
952	<b>Phase 4A: Migration/Cutover Yr 3 - Off-net sites based on SoO and Agency adoption</b>	<b>0%</b>	<b>2570 days</b>	<b>Mon 8/24/15</b>	<b>Sat 6/28/25</b>	
966	<b>DAY 2 Managed services</b>	<b>32%</b>	<b>2580 days?</b>	<b>Tue 8/11/15</b>	<b>Mon 6/30/25</b>	
1000	<b>Telecommunications Expense Management</b>	<b>22%</b>	<b>2880 days</b>	<b>Fri 7/31/15</b>	<b>Fri 7/18/25</b>	
1021						
1042						
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