

KATHY L. NEALY & ASSOCIATES

"TAKING IDEAS TO THE WORLD"

1211 WILLOW GLEN

DALLAS, TEXAS 75232

(214) 374-2878 OFC * (214) 374-0715 FAX

FACSIMILE TRANSMITTAL SHEET

TO: Jim Paige	FROM: Kathy Nealy
COMPANY: Atos	DATE: 8-19-05
FAX NUMBER: 713-403-7204	TOTAL NO. OF PAGES INCLUDING COVER: 5
PHONE NUMBER: 713-499-4247	SENDER'S REFERENCE NUMBER:
RE: Dallas County Oracle Upgrade	YOUR REFERENCE NUMBER:

URGENT
 FOR REVIEW
 PLEASE COMMENT
 PLEASE REPLY
 PLEASE RECYCLE

NOTES/COMMENTS:

This confidential memo has been brought to my attention. I thought I should immediately make you aware. Your comments are appreciated. Thanks
 Kathy

GOVERNMENT EXHIBIT NO.

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DALLAS COUNTY
Information Services

To: Bob Clines
From: Bob Keslinke

Date: 8/12/05
Reference: Proposal to Dallas County for Oracle 11i Upgrade and Implementation of Advanced Benefits Services. Dated 3/11/04

CC: Gwen Hurd
Subject: Atos Origin Observations & Issues

It has become increasingly apparent that the Oracle 11i Upgrade – Phase II, will be referred to as the Project in the rest of this document, has become hopelessly behind schedule. Barring a miracle, we feel that the Oracle Advanced Benefits portion of the project will not be ready by the 10/1/05 deadline.

The history of the Project would lead us to believe that we need to do something. The following are examples of deliverables to date:

Oracle Module Per Contract	Brief Go Live	Actual Go Live
Processing of Attorney Pay Sheets	2004	Not complete
iPurchasing	11/12/04	Not fully functional. Missing multiple components.
iSupplier	12/14/04	Not complete
Sourcing/Contracts Admin	2/15/05	Not complete
iRecruitment/SS HR	5/31/05	View only on 8/15/05. Other functionality put on hold.
Advanced Benefits	10/1/05	Recent issues put that date in doubt.

Dallas County feels that the performance on this contract has been grossly mishandled. The following is a list of risks and issues that were discussed with Atos on 8/9/05 when it was realized that the crash of the Dev3 server (being used for pre-production test) had crashed two weeks earlier and was still experiencing problems:

The following items are in addition to the timeline outlined in the Atos Oracle – Phase 2 New Modules Implementation Technical Status Report dated 8/9/2005

Action Items (Note - topics brought to the table for discussion will be noted in the minutes and coded: I - information only, A - action required, R - resolution required, E - escalation required)

Code	Description	Brought By	Action / Resolution	Assigned To	Due Date
A	Bring on Workflow Specialist	Joy	Vanessa to bring new person on board ASAP	Vanessa	8/11/05
A	Find help to resolve Attorney Pay Sheet field issue	Joy	Joy to put in TAR Gwen to contact Oracle Bob to contact Oracle Vendor	Joy	8/11/05
A	Conduct user acceptance testing (UAT) for ESS Go Live	Joy	Work with Auditor to get sign-off	Joy	8/11/05
A	Help Desk Rep Training/Update	Vanessa	Ensure Help Desk Rep is briefed prior to ESS 8/15 Go Live	Vanessa	8/12/05

411 Elm Street – 3rd Floor, Dallas, Texas 75202-3340
(214) 653-6386 • Fax (214) 653-6517 • sbrown@dallascounty.org

A	Fix Prod Auto-Updater	Tom	Put in patches to fix issue	Tom	8/14/05
A	Review user test cases for OAB to ensure they are covering all the bases.	Bob C	Do once over on current test scenario and make suggestions to cover gaps	Gwen	8/22/05
A	Determine if a night window for patching can be created	Vanessa	Vanessa to set up meeting with users and tech people to see if what issues there are with setting up a nightly maint window	Vanessa	8/11/05
A	Determine quantity and location for PC's and data drops to facilitate employee access to ESS and OAB	Mary	Mary to provide list to Bob K	Mary	8/10/05
A	Identify additional hardware for Test Web server to replace units moved to production	Joy		Tom	8/12/05

Risks (Key H - High, M - Medium, L - Low, NA - Not Assessed)

Code	Description	Impact
H	Volume testing of Portal has not been done. There are over 6,000 employee's and thousands of vendors.	OAB & I-Procurement system could become unacceptably slow, or could fail.
H	Can't resolve field visibility issue in Attorney Pay Sheets	Attorney Pay Sheets will not function and can not Go Live.
H	Workflow specialist does not start.	OAB and I-Procurement Modules will miss their Go Live Dates
H	Auto-updater fix fails in Prod	All modules will not be able to Go Live because patches will not be applied to Prod.
H	Patching takes longer than expected (including research on pre-reqs)	Associated modules will not Go Live
H	Auditor doesn't approve ESS software by 8/11	ESS will not Go Live on 8/15
M	Insufficient users to perform regression testing for OAB.	30 users will complete testing in one week. 10 users will take two weeks. Lack of testing could delay Go Live.
M	Additional Disk Space in not made available	Continue to backup to tape. Take down on Dev instance. Will not have a separate Training Instance.
L	Won't have Web Load Balancer or second web server on Test	If Web Load Balancer working in Prod, this part of the system should not be an issue unless the LB itself needs to be tested.
L	Additional PC's not available.	Some employees may not have easy access to their information when they need it.

We were also provided with a schedule that was rendered meaningless by 8/11/05. In meetings on that day it was decided that:

1. Implementation of ESS - View only will proceed for Go Live on 8/15/05.
2. Additional work on ESS functionality will stop.
3. Work on the following modules will be stopped until Oracle Advance Benefits is completed and installed on 10/1/05
 - a. HR MSS
 - b. Attorney Paysheets
 - c. iProcurement
 - d. iSupplier
 - e. Sourcing/Contracts Admin

Additionally, several of the key activities that had to happen, per the Atos Team did not happen:

- 1. The Workflow specialist did not arrive on 8/11/05, as promised, even though the County waived their review requirement.
- 2. The critical Dev3 database went down again and was not available to until about 2 PM on 8/11/05. A loss of three days.
- 3. The project plan detailed work plan provided to Gwen Hurd was rendered useless by the events on 8/11/05.

We also have heard the following:

- 1. Several key people will be rolled off on 8/15/05.
- 2. Current production personnel being funded under the Dallas County IT Maintenance and Operations contract will be expected to pick up the slack.
- 3. There are issues in providing personnel from out of area because of a dispute over travel expenses.

Based on the current trend, we feel the following will be the case:

- 1. Most project funding will be expended by the time the Oracle Advanced Benefits module hits Go Live on 10/1/05.
- 2. Based on the original Atos proposal of \$1,113,424, the undelivered functionality which comprises \$624,440 (58%) will have been expended while only delivering a fraction of the functionality.
- 3. The contract will cost considerably more than the contracted price while full functionality will not be delivered, optimistically, until early 2006.

Finally, the fact that there has been no ability to patch the Oracle production environment since May 20, 2005, shows a gross negligence on the part of the Oracle production team. Whether these issue are due to inexperience or overworked staff, Dallas County IT Services believes that Atos Origin is not delivering the value that the County has paid for.

Before going forward, we require the following information from Atos Origin:

- 1. Amount expended on the Project by Atos Origin. This is not limited to what has been paid by Dallas County.
- 2. Estimated amount expected to be expended by Atos Origin to deliver full functionality of the Phase II modules.
- 3. Is Atos Origin willing to expend these funds by providing personnel external to the current operations contract? In other words, is there any dependence on Atos resources currently contracted under the support agreement to facilitate the implementation of the remaining modules, over and above what a standard practice production team would provide?
- 4. Does Atos have a Program Manager in mind that will provide Dallas County with a baseline project timeline and then keep us accurately informed as to the progress along that timeline?
- 5. A list of all project personnel with experience, stated in years, in the specific competency called for by the project position. (i.e. DBA – Oracle 10 years)
- 6. A list of current production personnel that will be expected to provide project support outside the migration to production.
- 7. Name of an Atos Origin Executive liaison to quickly resolve issues?
- 8. A list of next steps to resolve these problems.
- 9. A list of requirements of what is needed from County personnel.

We would like assurance from Atos senior management that:

1. The Oracle Advanced Benefits module will be operational for open enrollment due to begin on 11/1/05.
2. Current production personnel will be able to focus on production and not be assigned project responsibilities, other than those one would normally expect of production personnel.
3. Atos Origin will deliver all functionality paid for by the County by the end of 2005 without enduring additional costs to the County.
4. The Atos Project Manager will communicate delays immediately to the County. Delays should be stated in terms of impact to the project timeline.

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Countywide Receiving System - Dallas County
2005