

PMO Deliverable Schedule

No.	Grouping	Deliverable ID	Deliverable Name	Deliverable Description	RFP Location	Initial Delivery Due Date	Updates/Frequency
1	PMO Project Onboarding	AMA_01	AMA Attestation and Agreement Document	Attest that contractor will follow AMMP plans and template. AMA-01 AMA Attestation and Agreement Document (in Procurement Library)	6.11	Two (2) weeks after the Contract Discovery	Once at start
2	PMO Project Onboarding	PMP_02	Contract Discovery	Contract Discovery Document (from template) Meeting minutes with risk, action items, issues and decisions identified.	7.1	Two (2) weeks after the Project Kick-off Meetings	Once at start of Contract
3	Project Service	PServ-1	Detail Project Schedule Update	Weekly schedule update to the Agency and module contractors	6.7	Twelve (12) weeks after contract start	Updated weekly
4	Project Service	PServ-2	Schedule look ahead	2-week look ahead, 4-week look ahead, 2-month look-ahead and a 6-month look-ahead for the projects and the IMS	6.7	Twelve (12) weeks after contract start	Weekly (noon on Friday or last working day of week)
5	Project Service	PServ-3	Project/Phase Kick-off	Kick-offs for module onboarding, OCM activities, phase level, and turnover kick off	6.1	Four (4) weeks after Contract Start	As needed
6	Project Service	PServ-4	RAM Charts Update	Updating and kept current all RAM charts such as RACI and RASCI for AMMP	6.12	Within two (2) weeks after contract start	As needed
7	Project Service	PServ-5	Artifact Development and Approval Report	Tracks deliverables, including each step in review and approval process	6.12	One (1) month after contract start	Weekly (PMO update meeting) and Monthly (part of monthly status report)
8	Project Service	PServ-6	Project Status Report	Address all contract areas; Identify accomplishments or blockers/concerns; status of tasks/schedule, deliverables; report on SLAs/KPIs; issues/risks, etc.	6.14	One (1) month after contract start	Monthly (delivered by 9:00 am three (3) business days before meeting)
9	Project Service	PServ-7	Consolidated AMMP Status Report	Overall status report for PMO and modules	6.14	One (1) month after contract start	Monthly
10	Project Service	PServ-8	Report Cards for each Module Contractor	Defined metrics for each module	6.21	One (1) month after contract start	Every two (2) weeks
11	Project Service	PServ-9	Consolidated Report Card for all Module	Defined metrics for all module	6.21	One (1) month after contract start	Every two (2) weeks
12	Project Service	PServ-10	Federal Reporting	Developing status reports, presentations, documentation, or other materials necessary for reporting to or required by the Federal agencies.	6.23	One (1) month after contract start	As needed
13	Project Service	PServ-11	AMMP Dashboard	Improvement, development, maintenance, and updating AMMP Dashboard	6.15	Two (2) months after contract start	As needed
14	Project Service	PServ-12	Requirements Management Tool (RMT) Dashboard	Manage and keep current RMT dashboard	6.25.4	One (1) month after contract start	As needed
15	Project Service	PServ-13	EA Tool Dashboard	Manage and keep current EA dashboard	6.25.5	One (1) month after contract start	As needed
16	Project Service	PServ-14	RTM and RRM Extract, Module RTM Upload	Generating RTM and RRM from the RMT tool. Uploading Module RTM extract in to the RMT tool	6.24.5	One (1) month after contract start	Weekly
17	Project Service	PServ-15	Advance Planning Documents (APDs) for AMMP	To create and update documents submitted to CMS to request Federal Financial Participation (FFP) which includes multiple Advance Planning Documents (APDs) for the transition to modularity these includes APD, IAPD, IAPDU, OAPD, OAPDU, and As Needed IAPDU	7.1	One (1) month after contract start	As needed
18	Project Service	PServ-16	Functional Analysis Documents	Details the AS IS and TO BE business process model diagrams and requirements, gap analysis, and roadmap for the business processes identified for each functional area.	6.24.1	Four (4) weeks after the functional analysis is completed	As needed

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19	Project Service	PServ-17	Business Process Improvement Report	This report should contain recommendation on how to make business process more efficient and effective.	6.24.2	Twelve (12) weeks after contract start	Monthly Report
20	Project Service	PServ-18	Tools Training and Materials	Provide tools training and materials	6.25	Twelve (12) weeks after contract start	As needed
21	Project Service	PServ-19	Lesson Learned Session	Continuously gather and maintain all lessons learned. Conduct lessons learned sessions and take actions to apply changes as necessary	6.17	Twelve (12) weeks after contract start	As needed
22	Project Service	PServ-20	PMO Audit Report	Conduct and prepare a report for each audit. The report will include the following information including but not limited to findings, recommendations, and action items. This is required quarterly for each active module.	6.17.1	Twelve (12) weeks after contract start	Quarterly Update
23	Project Service	PServ-21	MEA Packages	A monthly delivery of updates to the enterprise architecture in a package structure to be described in the Approach to Medicaid Enterprise Architecture, and centered on a module and/or a viewpoint as documented in the approved MEA Management and Operations Plan	6.27.3	Thirty (30) calendar days after contract start	Monthly
24	Project Service	PServ-22	Satisfaction Surveys	Determine satisfaction and identify areas of concern and possible improvement	7.5	Sixty (60) calendar days after end of certification	As needed
25	Project Service	PServ-23	Modules support, monitoring and reporting	Includes all support activities needed for the module's contractor onboarding through DDI phases, OCM task and activities, certifications, post-implementation, and turnover to operations. Monitoring all schedules and task of modules contractors. Reporting all module activities and task such as data conversion, migration, SLA, etc.		One (1) week after contract start	Weekly or as needed
26	Project Service	PServ-24	Modules Plans and Documentation	Includes creation of Contract Monitoring Plan, Module Specific OCM Plan (OCM-2-f1), OCM Module Checklist (OCM-2-f2), Master OCM Tracking Matrix (OCM-2-g2), Module OCM Tracking Matrix (OCM-2-g1), Module Close-out Plan, Post Implementation Support Monitoring Plan and Transition to Operations Plan for each module.		One (1) month after contract start	Weekly or as needed
27	Project Service	PServ-25	Post Implementation Support Monitoring Plan	Created for each module after the Operational Readiness Review. Monitor and report on module contractor progress as module support, monitoring and reporting activity.	7.5	Within two (2) weeks after each module's ORR	As needed
28	Project Service	PServ-26	Transition to Operations Plan	Created for each module that will include a RAM chart as well as the processes and procedures needed by the Agency to assume the monitoring responsibilities. Monitor and report on module contractor's progress as module support, monitoring and reporting activity.	7.5	Six (6) months after each module's go live	As needed
29	Project Service	PServ-27	Module Close-out Plan	Created for each module. Defines the task and activities need to close-out module contract. Monitor and report on module contractor's progress as module support, monitoring and reporting activity	7.6	Nine (9) months after each module's go live or 90 calendar days after certification	As needed

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30	Project Plans	COM-3 (renamed)	PMO Resource Management Plan	Define roles and responsibilities, organization charts, off/onsite resources and timing, turnover, vacancies etc. Includes Organization Chart and Stakeholder Registry (COM-3-02)	6.22	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
31	Project Plans	COM-4	Physical and Data Security Plan	Contains the Contractor's Security Plan to ensure state and federal statutes are met	6.26	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
32	Project Plans	COM-6-A (renamed)	AMMP- Program Responsibility Assignment Matrix (RAM)	This contains information by role who is responsible, approves, contributes, supports, and is informed for each process/activity for the program. Includes RAM charts	6.12	Within two (2) weeks after contract start	Update every 6 months throughout the term of the contract
33	Project Plans	COM-7	Artifact Development and Approval Document (Renamed)	This defines the process of artifact development and approval of all deliverables. Includes Artifact development and approval report.	6.12	Within eight (8) weeks from contract start date.	Update every 6 months throughout the term of the contract
34	Project Plans	COM-8	Meeting Protocols Reference Guide	This covers the necessary steps required to schedule, facilitate, scribe, create and distribute agendas/minutes, track action items, and obtain approval of meeting minutes. Includes Meeting Agenda and Minutes Template (COM-8a)	6.9	Within eight (8) weeks from contract start date.	Update every 6 months throughout the term of the contract
35	Project Plans	COM-9	Corrective Action Plan (CAP)	Addresses Corrective Action Plan processes and procedures. Includes Corrective Action Plan Template (COM-9-1)	6.5	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
36	Project Plans	COM-10	Scope Management Plan (Renamed)	This defines the standard processes for identifying, documenting, analyzing, approving/rejecting, and implementing changes to the baseline scope, schedule, contract, and if necessary, cost to the project. Includes Project Change request Template (COM-10-01).	6.18	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
37	Project Plans	COM-11	AMMP-Program Communication Management Plan (Renamed)	This overarching Communication Management Plan (CMP) addresses challenges that are magnified in modular projects. Includes COM-11-03: Communication Management Plan Template.	6.13	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
38	Project Plans	COM-13	CMS Reporting	This document used for CMS monthly reporting for AMMP	6.23	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
39	Project Plans	COM-15	AMMP Conversion Management Strategy (Renamed)	Provides information about how the Program Management Office (PMO) Services Vendor of the Agency's MES program will oversee data cleanup and conversion to ensure a successful migration. Includes Conversion Management Plan template (COM-15-02), Conversion Management Reporting Template (COM-15-01).	6.29	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
40	Project Plans	COM-16	AMMP - Program Certification Support Management Plan (Renamed)	Defines the scheduled activities related to the certification of each module or solution. Includes Certification Support and Turnover Plan Template (COM-16-01)	7.4	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
41	Project Plans	COM-16-A	Post Implementation Support Monitoring Strategy (Renamed)	This defines the strategy for supporting for each project, during Post Implementation and up to Project Close-out.	7.5	Twelve (12) weeks after contract start	Update every six (6) months or as needed
42	Project Plans	COM-17	Project Close-Out Strategy (Renamed)	This define how the PMO Contractor will oversee and manage all program and project close-out activities. Includes Project Close-Out Report Template (COM-17-01)		Twelve (12) weeks after contract start	Update every six (6) months or as needed

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43	Project Plans	COM-18	Turnover Management Plan (Renamed)	This defines the turnover processes and activities that are required at the end of contract	6.3	Twelve (12) weeks after contract start	Update quarterly or as needed
44	Project Plans	COM-20-01	AMMP Dashboard - User Guide (Renamed)	User guide for AMMP Dashboards. This includes AMMP Dashboard Design Document (COM-20-2) and AMMP Dashboard Training (COM-20-03)	6.15	Twelve (12) weeks after contract start	Quarterly Update
45	Project Plans	COM- New1	AMMP Roadmap	This document provides a strategic view of procurements and implementations milestones.	6.6	Within eight (8) weeks from contract start date.	Update every 6 months throughout the term of the contract or upon Agency request
46	Project Plans	COM- New2	AMMP Phasing Plan	Provides tactical steps by breaking down AMMP Roadmap into phases	6.6	Within eight (8) weeks from contract start date.	Update every 6 months throughout the term of the contract or upon Agency request
47	Project Plans	COM- New3	AMMP Strategic Planning	Strategic planning meeting and document that provides market insight, trends, upcoming policy updates and changes, recommendation for future AMMP plans, processes and procedures.	6.6	Three (3) months after Contract Start	Quarterly Update
48	Project Plans	COM- New4	Governance Board Charters	These documents provide the purpose, scope, authority, roles and responsibilities, operating procedures, and members of the respective boards. Includes COM-New3.1 Executive Oversight Committee Charter (EOC), COM-New3.2 Change Control Board Charter (CCB), COM-New3.3 Business Review Board Charter (BRB), COM-New3.4 Enterprise Architecture Board Charter (EAB), COM-New3.5 Change Advisory Board Charter (CAB)	6.8	Within four (4) months from contract start date.	Update every 6 months throughout the term of the contract
49	Project Plans	COM- New5	AMMP Tools Maintenance and Configurations Guide	Documents configuration, administration, and maintenance process for each tool	6.25	Within four (4) months from contract start date.	Update every six (6) months or as needed
50	Project Plans	PMO-2-b	Onboarding Offboarding Plan	Describes processes and procedures for onboarding to AMMP including Onboarding Offboarding Checklist (PMO-2-b-01) and Contract Discovery Template (PMO-2-w-02).	6.5	One (1) month after contract start	Update every 6 months throughout the term of the contract
51	Project Plans	PMO-2-c	Kick-off Meetings Protocol Guide	Includes Kick-off Presentation template (PMO-2-c-01)	6.1	Within four (4) months from contract start date.	Update every 6 months throughout the term of the contract
52	Project Plans	PMO-2-i	Risk Management Plan	Standards and supporting processes for risk management. Includes Risk and Issues Submission Form Template (PMO-2-i-01) and PMO-risk Questionnaire (PMO 2-i-02).	6.16.1	Twelve (12) weeks after contract start	Update every six (6) months or as needed
53	Project Plans	PMO-2-j	Issue Management Plan	This describes the standards and supporting processes for issue management.	6.16.2	Twelve (12) weeks after contract start	Update every six (6) months or as needed
54	Project Plans	PMO-2-k	Quality Management Plan	This describes the methodologies, tools, standards, tasks/activities, reports, templates, deliverables, and schedule for conducting the QA assessments/reviews. Includes Quality Control (QC) Checklist (PMO-2-k-01) and Quality Management Plan Template (PMO-2-k-02).	6.17	Twelve (12) weeks after contract start	Update every six (6) months or as needed
55	Project Plans	PMO-2-k-03	AMMP Style Guide	This guide defines styles and guidelines to be used when creating deliverables and artifacts. Includes AMMP Acronyms and Glossary.	6.12	Twelve (12) weeks after contract start	Update every six (6) months or as needed

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56	Project Plans	PMO-2-n-02	Action Items Protocol Reference Guide	This addresses processes and procedures for Identifying, Classifying, Monitoring, Controlling, Execution, Closure, and Reporting, of Action Items	6.16.3	Twelve (12) weeks after contract start	Update every six (6) months or as needed
57	Project Plans	PMO-2-n-03	Decisions Protocol Reference Guide	This guide is to define a consistent process for the end-to-end life cycle of all Decisions	6.16.4	Twelve (12) weeks after contract start	Update every six (6) months or as needed
58	Project Plans	PMO-2-n-04	Invoice Protocols Reference Guide	outlines the steps used to identify, review, approve, and submit an invoice for payment to Medicaid. Includes Deliverable Acceptance File Template (PMO-2-n-04-01), Deliverable Verification File Template (PMO-2-n-04-02) and Deliverable Acceptance File Template (PMO-2-n-04-03)	6.21.1	Twelve (12) weeks after contract start	Update every six (6) months or as needed
59	Project Plans	PMO-2-n-05	Lessons Learned Protocol Reference Guide	outlines the activities used to review previously identified Lessons Learned, discover new Lessons Learned, apply corrective action early and document and disseminate the information	6.17	Twelve (12) weeks after contract start	Update every six (6) months or as needed
60	Project Plans	PMO-2-o	Vendor Start Up Guide	Vendor Start Up Guide describes the Program Management Office processes and procedures required by the new vendors brought on-board the AMMP program. Includes Vendor Start Up Checklist (PMO-2-O-02) and AMA_01 AMA Attestation and Agreement Document Template	6.5	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
61	Project Plans	PMO-2-o-01	Comprehensive Deliverable List	Contains catalog all required contractor templates are created for each of the AMMP Program procurements.		Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
62	Project Plans	PMO-2-q	Integrated Master Schedule Management Plan	This document contains the details for Project Schedule Management, Integrated Master Project Schedule Management, and the Program/Integrated Schedule Specifications. Includes AMMP Integrated Master Schedule Template (PMO-2-q-02)	6.7	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
63	Project Plans	PMO-2-r	Configuration Management and Document Validation Plan	Describes the processes required to ensure that documentation configuration changes occur within an identifiable and controlled environment. Includes Configuration Management Plan Template (PMO-2-r-01)	6.11	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
64	Project Plans	PMO-2-x	Contract Monitoring Plan	The approach, methodology and evaluation techniques the project uses to monitor vendor contract performance throughout the life of a contractor's contract/project. Includes Contract Monitoring Report Card Template (PMO-2-x-01).	6.21	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
65	Project Plans	PMO-New1	PMO Module Audit Plan	This define the processes and procedures that will be used to audit the Module Project Managers.	6.17.1	Twelve (12) weeks after contract start	Update every six (6) months or as needed
66	Project Plans	REQ-2-c	Requirements Management Plan	This defines approach, processes, and procedures to gather, document, analyze, trace, prioritize, and communicate requirements to relevant stakeholders. This includes Requirements Writing Guide, Weekly Module Update Guide, Module RTM Update Template (REQ-2-a3-4-01), Requirements Traceability Matrix Template (REQ-2-a3-4), Requirements Response Matrix Template, and Functional Area Analysis Template	6.24.6	Twelve (12) weeks after contract start	Update every six (6) months or as needed

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67	Project Plans	PMO-New2	Program Improvement Report	Recommendation of changes to improve AMMP business processes or services, improve technology, quality of documentation or to propose other innovative ideas.	6.17	Twelve (12) weeks after contract start	Update every six (6) months or as needed
68	Project Plans	EA-a	Approach to Medicaid Enterprise Architecture	Documents the approach to building the Enterprise Architecture to support MES and standards that the artifacts must meet.	6.27.1	Thirty (30) calendar days after contract start	Every six months,
69	Project Plans	EA-New1	MEA Management and Operations Plan	Describes the models, model objects and views to be created, modified, or archived for each month for the current term	6.27.2	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
70	Project Plans	EA-New2	Technical Reference Architecture	Guidance and references to AMMP members and contractors on AMMP topics that are not business procedures. Library, list, etc. PMO contractor to help define what is included. Updates and changes are to be reviewed and approved at each EAB	6.28	Thirty (30) calendar days after contract start	As needed and Every six months,
71	Project Plans	EA-New3	MEA Capability Matrix	meets the needs of MITA Technical, Information, and Business Capability matrices	6.27.3	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
72	Project Plans	EA-New4	MES Concept of Operations	Replaces and includes former MMIS and MITA Conops; wherever CMS takes this/these. Combine EA-f MMIS Concept of Operations and EA-f1 MITA Concept of Operations	6.27.3	Sixty (60) calendar days after contract start	As needed and every six months after initial delivery,
73	Project Plans	EA-New5	Technical Advice and Assistance Plan	Describes how the PMO Contractor and the Senior Technical Advisor will support the AMMP projects and activities for the term of the contract	6.28	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
74	Project Plans	OCM-2-a	Organizational Change Management Approach	Describes how the PMO Contractor will approach OCM task such as but not limited to stakeholder identification, communication, training and transition artifacts for operational readiness.	10.1	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
75	Project Plans	OCM- New1	Organizational Change Management Effectiveness Evaluation Plan (OCM EE)	Describes how methods of measuring effectiveness of OCM, industry benchmarks and desired outcomes.	10.2	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
76	Project Plans	OCM-2-d1	OCM Communication Plans	Describes how communication will occur between AMMP Team, PMO team and module contractors. Includes OCM Communication Matrix (OCM-2d2)	10.5	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
77	Project Plans	OCM-2-e1	OCM Training Plan	Defines the OCM training methods to be used during the project and incorporates existing training methodologies as required by the Agency. Includes OCM Training Matrix (OCM-2-e2).	10.6	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
78	Project Plans	OCM-2-c-1	OCM Strategic Plan	Defines the OCM standards, goals, processes and procedures for AMMP that will be used by all module contractors. Includes Module Transition Plan (OCM-2-c2-01), Business Process Roadmap Template (OCM-2-c2-02), OCM Training Plan (OCM-2-e1), Production Turnover Document Template (OCM-2-c2-04),	10.4	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
79	Project Template	COM-12-01	Status Reporting Template Module	Used by module contractor's Project Status Report	7.13	Twelve (12) weeks after contract start	Update every six (6) months or as needed

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80	Project Template	PMO-2-a-01	Project Initiation and Approach Template (Renamed)	Used by each module contractor for documenting specific details for their own plan.		Twelve (12) weeks after contract start	Update every six (6) months or as needed
81	Project Template	PMO-2-w-01	Deliverable Template	This document will be used by the module contractor as a base for deliverable. It contains the standard format and section as a guidance for all contractor deliverables.		Twelve (12) weeks after contract start	Update every six (6) months or as needed
82	Project Template	PMO-New3	Implementation Plan Template	Used by module contractor's for creating implementation plan		Twelve (12) weeks after contract start	Update every six (6) months or as needed
83	Project Template	EA-k-2	Incident Management Plan Template	Used by module contractors to provide details on processes and procedures needed to manage incidents.	6.28	Ninety (90) calendar days after contract start	Every 6 months
84	Project Template	EA-k-3	Continuity of Operations Plan Template	Module contractor will use this to provide business continuity processes and procedures for the business functions provided by module contractors as part of Alabama MES.	6.28	Ninety (90) calendar days after contract start	Every 6 months
85	Project Template	EA-k-5	Disaster Recovery Plan Template	Used by module contractor to provide details regarding the tools, policies, and procedures associated to the recovery of contractor operations in the event of a disaster.	6.28	Ninety (90) calendar days after contract start	Every 6 months
86	Project Template	EA-k-7	Interface Control Document Template	Module contractor will use this to specifies the interface requirements the participating systems must meet.	6.28	Ninety (90) calendar days after contract start	Every 6 months
87	RFP Deliverables	RFP-New1	Preliminary Scope Statement	Identifies the scope and potential enhancements for procurements, as well as research, comparison, costs from other states. Procurement documentation for the module.	8.1	Four (4) weeks after Agency Request	As needed
88	RFP Deliverables	RFP-New2	Requests for Information (RFI)	Procurement documentation for each active procurement where this is the selected approach.	8.13	Twelve (12) weeks after Agency Request	As needed
89	RFP Deliverables	RFP-New3	Requests for Proposal (RFP)	Procurement documentation for each active procurement where RFP is the selected approach. Agency will select either RFP or ITB .	8.13	Twelve (12) months after Agency Request	As needed
90	RFP Deliverables	RFP-New4	Invitation To Bid (ITB)	Procurement documentation for each active procurement where ITB is the selected approach. Agency will select either RFP or ITB .	8.13	Twelve (12) months after Agency Request	As needed
91	RFP Deliverables	RFP-New5	Evaluation Criteria/Manuals	Procurement documentation for each active procurement when selected	8.13	Twelve (12) months after start of RFP/ITB	As needed
92	RFP Deliverables	RFP-New6	RFP/ITB Support Services	Services and task that needed for RFP or ITB	8.13	Twelve (12) months after start of RFP/ITB	As needed
93	COTS	COTS-New1	COTS Requirements Gathering	Gathering and documenting requirements for the COTS software	7.2.2	Two (2) weeks after Agency Request	As needed
94	COTS	COTS-New2	COTS Software Recommendation	Three (3) COTS product recommendation and details.	7.2.2	Two (2) months after Agency Request	As needed
95	COTS	COTS-New3	Detail Product Design	Documentation of configuration and design sessions with the Agency.	7.2.2	Six (6) months after installation of the new COTS software	As needed
96	COTS	COTS-New4	Software Operations Manual	Details on regular maintenance requirements	7.2.2	Six (6) months after installation of the new COTS software	As needed based on changes made to the software
97	COTS	COTS-New5	Software User Manual	Details on software usage based on configuration in accordance to the Agency's need.	7.2.2	Six (6) months after installation of the new COTS software	As needed based on changes made to the software