



MEMORANDUM

TO: Members, Select Committee on Capital Financing & Investments

FROM: Dawn Williams, Deputy State Treasurer

DATE: May 3, 2022

SUBJECT: Response to Request for Pre-meeting Materials

The Committee requested multiple items for review prior to its meeting on May 18. Our responses are summarized below.

1. STO's resolution of delayed reporting for the 2021 ACFR. *Attachment A*
2. STO's progress on implementing recommendations from the CliftonLarsenAllen Report. *Attachment B*
3. Status of accounting system upgrade implementation and all expenditures for the upgrade implementation to date, itemized. *Attachment C*
4. Status of order management system implementation and all expenditures for the order management system implementation to date, itemized. *Attachment C*
5. Plans or status on new outsourcing of accounting or other functions.
6. Expenditures on KPMG since inception. *Attachment C*
7. Updated organization charts with recent hires/turnover indicated along with an organizational chart from 1Q 2019. *Attachment D*
8. Summary of pay raises given 2019-present.

8. The Treasurer's Office has made eight (8) salary adjustments in just over three years since the Treasurer took office, which are summarized in Table 1 below. Only two (2) positions in the Office exceed the midpoint of the State of Wyoming 2017 market rate pay tables: ATPA04 Attorneys. With the implementation of the 2020 market rate pay tables on July 1, 2022 no employees will exceed the midpoint salary rates.

Each of the increases were paid for from existing appropriations. Adjustments to budgeted amounts for different positions were made to accommodate the increases so that we did not exceed the appropriated amounts for salaries. Not only do we monitor this very carefully, we are also subject to scrutiny by A&I Human Resources and the Budget Department. The reclassified positions were done so early in the Treasurer's term after we noted a modification of duties and responsibilities was required for these two positions. Compression increases were made to ensure people in the same classifications with commensurate experience are paid equally. Finally, our IT professional was offered a lucrative position and salary to which we countered with an increase to midpoint in his classification (we are limited by A&I and our budget), which to our great relief he accepted, despite being significantly lower than his offer.



CURTIS E. MEIER, JR.
WYOMING STATE TREASURER

DAWN A. WILLIAMS, DEPUTY STATE TREASURER

Table 1

Summary of Pay Raises Since January 2019 <i>Does not include legislative adjustments</i>				
Class Code	Class Title	Date	Justification	Annual Salary Increase
ATPA04	Practicing Attorney 4	8/1/20	Compression	\$7,192
BAPM10	Senior Project Management Analyst	7/1/19	Reclassification from BAPM09	\$5,664
CTMG10	Computer Technology Supervisor	11/1/21	Retention - moved to midpoint	\$7,176
FIAC08	Senior Accountant	4/1/19	Compression	\$1,200
FIAC09	Accounting Analyst	11/1/19	Reclassification from FIAC08	\$6,584
FIAC11	Principal Accountant	6/15/21	Compression	\$3,175
FIAC11	Principal Accountant	6/15/21	Compression	\$2,183
FIAC11	Principal Accountant	6/15/21	Compression	\$3,180

Cc: Treasurer Meier



ATTACHMENT A

Response to Request for Pre-meeting Materials

1. STO's resolution of delayed reporting for the 2021 ACFR.

In order to respond to this request, it's important to provide some context. Every year in August, the State Treasurer's Office (STO) meets with the State Auditor's Office (SAO) and the external auditors (MHP) to discuss documents required for the statewide external audit; we call these documents PBCs (prepared-by-client). The external auditors establish a timeline and SAO/STO weighs in on the reasonableness of the deadlines. The final document is agreed upon by all parties, although sometimes STO is forced to acknowledge deadlines that are impossible to meet for various reasons, e.g. spending policy PBCs are due August 15, but we do not make spending policy calculations and transfers until close to Sept 30; we give drafts of due to/due from and loans receivable PBCs, thereby creating double work for our team; or the information is not available from external parties until later in the audit. Once a PBC is completed, our goal is to have it undergo a manager level review and a final Administrator review before submittal.

Additional circumstances that can affect whether deadlines are met vary from staff illnesses to revisions of the PBCs to delayed reporting from external parties. This year STO started the ACFR season well, but as the audit progressed, deadlines became harder to meet. Contributing factors:

1. The STO has been very prescriptive about the staff we employ. We have carefully selected the FAD (Financial Accounting Division) accountants, subjecting them to high standards and expectations. They are very impressive, but all employees require specialized on the job training due to the uniqueness of the accounting needs at STO.
2. Our longest serving employee has been in the office 4 years, and all of the remaining accountants have been with us less than three years.
3. A capable long-time employee (three years) transferred to another agency in August, for whom the FAD Administrator was the back-up. Completing the tasks of this position diverted the Administrator from pressing audit tasks.
4. Another capable long-term employee (four years) left in October for maternity leave. Although the employee worked diligently to complete her required tasks prior to departure, other staff were pulled from their work to respond to revised/updated information and auditor questions, which are inevitable.
5. The FAD Administrator and two accountants in FAD contracted COVID in late October/early November. This resulted in their own work, any back-up work and audit reviews to lapse.

By the beginning of November, we were missing deadlines by approximately two weeks. Once the Administrator became ill, we reluctantly elected to submit PBCs without her review; had we waited we would have been further behind on our deadlines. We were operating under the Treasurer's direction that we have no audit findings. This contributed heavily to our hesitancy to submit PBCs without review. Ultimately, we had no choice.



All of our work is reviewed by MHP, and we collaborate regularly over questions. Some of these questions and discovery by MHP led to an examination of prior period in-kind gains and losses and the need for additional due to/due from reporting (a PBC report). We devoted the entire month of December to this issue, including holiday vacations being altered. At the end of December, MHP determined that the additional due to/due from reporting was not needed. Our attention to this project totally derailed us from being able to address the routine audit questions and process of finalization, as well as from daily work.

At the beginning of January, we began to address the outstanding items from November, meanwhile fielding additional requests from the external auditors. One of the outstanding items was manager income/bring-back. During the FY20 audit, we determined the worksheets we had been using to satisfy the audit requirements for manager income and bring-back were not adequate to meet the requests of the auditors, so STO started using the report MHP created for manager income reconciliation during FY21 in an attempt to eliminate duplication of effort by STO and MHP and to get ahead of the audit. This proved to be useful, and when we made fiscal year end comparisons with MHP we matched. Unfortunately, even though we knew what the discrepancies were, we had not been able to fully adjust them. Discrepancies between income distributions and JPM income reporting have historically occurred, but in prior years the amounts were combined into one net journal entry. For FY21, the auditors requested that each manager discrepancy be adjusted and journaled separately. We had systematically been working on the reconciliations for months to identify the cause of discrepancy(s) by manager, but this new edict required us to fast track the process and devote all of our attention to the manager income reconciliation. STO became increasingly frustrated with what we deemed to be a moving target for required reports and deadlines, so we requested a report from MHP to itemize the bottom-line to complete the FY21 audit. MHP complied with our request and we attempted to spread out the work on the project to multiple staff members while also attempting to maintain daily work. However, by the end of January progress was not significant enough, and we needed our most experienced person to work on the project exclusively to wrap it up. The FAD administrator was sent home to work, and staff were directed not to contact her until it was done. To be clear, cash was always balanced and accounted!

We completed the obligations outlined in the MHP document ahead of schedule, including an additional step to prepare the journal entries for SAO. We have never had to prepare them before; in prior years we have provided the information and SAO has determined what journal entries are needed for the ACFR.

So, what are we doing, and what have we done to try and mitigate these effects for the FY22 audit?

1. Each year SAO, MHP and STO all attempt to garner a clear understanding of what the auditors need, and each year we get better, although the requests seem ever-increasing. We also strive to communicate realistic expectations of what we can provide, when we can provide it and what challenges we anticipate.



2. We realized that we can prepare for the things we are aware of, but when unanticipated additional requests occur it derails the project. Fortunately, during the 2022 legislative session we received five (5) accounting positions. While we are so grateful for the additional staff that will eventually be able to absorb much of the work, these people still will still require specialized on the job training to become experienced. Realistically, we won't see meaningful change until they are, so in the mean time we will continue to be affected in the event we have multiple illnesses and absences for any reason.
3. With the addition of staff, we have undergone a reorganization of the FAD, creating an additional unit dedicated to reconciliation and audit.
4. We have begun a 20+ year upgrade of our current investment accounting system, which will eliminate a significant number of manual procedures, incorporate processes that have traditionally been managed through spreadsheets and improve our reporting capabilities. The project will be rolled out in phases, the first of which will be effective July 1. While we won't see the full effects of the new system until the FY23 audit, this system revamp is setting a foundation to officiate these processes moving forward.
5. We continue to cross train our staff. Although this diverts the trainer's focus from his or her responsibilities, the time devoted is critical to our success.
6. Finally, we contracted with KPMG, a top accounting firm, to assist us while our staff becomes more experienced and our office automation is designed and implemented. In addition, our hope is that KPMG will fill the gaps created by possible illnesses or absences. KPMG is working to finalize FY20 manager adjustments for the coming ACFR and will continue to prepare these into FY23. We plan to work with KPMG until we are assured our staff is fully trained and seasoned.

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ATTACHMENT B

Response to Request for Pre-meeting Materials

2. STO's progress on implementing recommendations from the CliftonLarsenAllen Report¹

In October 2020, CliftonLarsenAllen (CLA) was engaged by the Wyoming State Loan and Investment Board (SLIB) to perform an Operations Assessment of the Investment and Financial Accounting functions of the State Treasurer's Office (STO). The purpose was to assess the STO Investment and Financial Accounting operations, including staffing structure, roles and responsibilities, processes, and systems and to make recommendations for improvement.

CLA determined that SLIB made changes to investment personnel with resulting changes in investment styles and strategies to meet the policy objectives of earning the highest possible risk-adjusted total return, and the changes were not accompanied by appropriate changes in operations and accounting personnel, resulting in a significant accounting breakdown. The problems stemmed from a combination of components: the actions of people, the breakdown in processes and the limitations of systems in place. CLA made recommendations under each of these headings, which are summarized below with STO responses added.

Recommendations - People

1. The STO should hire an Accounting Analyst, a Principal Accountant, and an Auditor.
 - ❖ The legislature added three (3) positions in the 2021 legislative session. The accounting analyst position was filled in March 2021; the principal accountant was filled in December 2021; and the auditor position was filled May 1, 2022.
2. Financial Accounting management must continuously evaluate potential operating requirements against current staff skills and experience levels.
 - ❖ The investment team and the financial accounting team conduct regular, monthly meetings to determine how/if investment initiatives will affect accounting operations and to ensure compliance in each division.
3. The CIO must be proactive in alerting the Financial Accounting Administrator to potential changes in strategy or investment operations that may increase the Financial Accounting burden.
 - ❖ Not only is this achieved through regular meetings, but the CIO and the Administrator of Financial Accounting also routinely communicate to ensure both parties are aware of challenges and issues in each division.

Recommendations – Processes and Systems

1. STO perform a systematic strategic review of IT systems and architecture and develop a master plan for improvements to build a robust and nimble system architecture that can support portfolio objectives.
 - ❖ On May 26, 2021 STO gathered its internal stakeholders and completed a master plan for system architecture.

¹ STO has taken excerpts from the CLA Operations Assessment, February 2021 to restate the objectives and recommendations made by CLA



- a. Rethink and redesign the purpose and function of existing spreadsheets to take advantage of automation and greatly reduce the number of spreadsheets in use.
 - ❖ After a thorough study of both Clearwater Analytics and Broadridge, STO contracted with Broadridge in December 2021 to provide an investment accounting system upgrade that will modernize and automate a significant number of processes thereby eliminating most spreadsheets. Phase I is set to go live on July 1, 2022.
- b. Implement an Order Management System (OMS), a best practice that will largely automate the trade execution, settlement, and reconciliation processes.
 - ❖ STO contracted with Bloomberg in February 2022 to implement an OMS. This program is set to go live on August 15, 2022.
- c. In conjunction with an OMS, implement JPM Chase Middle Office as a Service ("MOaaS"). Chase MOaaS complements an OMS to complete the automation of trade execution, settlement, failure management and trade reconciliation.
 - ❖ CLA representatives misunderstood this functionality. There is no such system available for STO to implement.
- d. Add data analytics capability. In conjunction with a review of the system architecture, consider the addition of data analytics capability that puts the power to aggregate, analyze and report on data from any source in the hands of the user.
 - ❖ Data analytics are included as a part of the investment accounting software upgrade in Phase III.

CLA went a step further and offered recommendations for organizational framework and governance.

1. STO transition to an organization structure that includes a CSO, a CFO, a COO and a CCO to oversee the Investment and Financial Accounting divisions.
 - ❖ During the 2022 legislative session the Treasurer's Office received a new position for a COO. The Treasurer is currently refining the job description so that the position can be posted on its effective date, July 1, 2022.
2. Establish an instrumentality or other independent legal entity to manage the investment portfolio.
 - a. The State Loan and Investment Board would continue to set investment policy. However, to provide effective governance, we recommend establishing a governing board with board responsibilities and committee members who have the experience and authority to oversee:
 - i. Compliance with investment policy and overall investment management,
 - ii. Legal compliance,
 - iii. Trade execution and settlement, operations, and infrastructure,
 - iv. Audit, accounting, asset valuation and reporting, and
 - v. Personnel and compensation policies.



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- ❖ Recommended oversight by an independent legal entity for the functions listed, except v. personnel and compliance, is currently being performed by either the SLIB or the IFC. Should the select committee wish to consider personnel and compensation oversight by the IFC, as well as budget authority², the Treasurer would welcome those discussions. An independent authority alone would result in these key state areas to be overseen by a group of individuals who have no accountability to voters.

² CLA Operations Assessment, February 2021- page 6 “Provide budget independence for long-term strategic investment in operations and infrastructure.”

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ATTACHMENT C



CURTIS E. MEIER, JR.
WYOMING STATE TREASURER

DAWN A. WILLIAMS, DEPUTY STATE TREASURER

MEMORANDUM

TO: Members, Select Committee on Capital Financing & Investments
Members, Joint Appropriations Committee

FROM: Dawn Williams, Deputy State Treasurer

DATE: April 15, 2022

SUBJECT: Workflow Automation Report, April 2022

Pursuant to 2022 Wyoming Session Laws, Chapter 51, Section 2, Section 004, Footnote 9, I provide the following information:

- (i) *The status of and any expenditure regarding project plan milestones and deliverables achieved or missed for accounting workflow automation.*

For the last two years, the State Treasurer's Office has been aggressively pursuing modernization and upgrade of the investment accounting software. In December 2021 we contracted with Broadridge to begin the process. We have aligned our transition to the new system to coincide with the beginning of the new fiscal year and biennium, July 1, 2022. The upgrade will occur in three phases. Phase I will establish a new chart of accounts, establish manager and custodial data feeds and generally lay the groundwork for the new system. During Phase II we will fine-tune data aggregation and reconciliation processes, create the directives module, and refine the distributions process. Items in Phase II are being developed as we move through Phase I, but they will not be finalized until after the go-live date of July 1. (Attachment A) We are anticipating a third phase to include upgrades and services that we become aware of during implementation of Phases I and II that will bring value to the overall success of the project.

The main tasks for Phase 1 of this project are progressing and are on-track for the July go-live. (Attachment B)

- The vendor is now receiving custody data from JPMorgan on a daily basis and the development work to load the data for use in the accounting system is in-progress.
- The Fund Data Conversion (new Chart of Accounts) is progressing well. The data is being converted to streamline the manager and pool allocation configuration and to transfer the accounting data into the new configuration.
- The requirements gathering is in-progress for the report/process improvements within Phase 1. We have reviewed multiple Business Requirement documents and the vendor's development work has begun.

Expenditures to date: \$0



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- (ii) *The status of and any expenditure regarding project plan milestones and deliverables achieved or missed for the order management system (OMS).*

On February 1, 2022 the State Treasurer's Office entered into a contract with Bloomberg Finance to provide an order management system (OMS). An OMS is a software system that facilitates and manages the execution of trade orders. This system will interface with the accounting software. We have established our go-live date as August 15, 2022 which will allow us to pace the rollouts of the accounting system and the OMS. The project is developing well. (Attachment C)

- The setup and configuration of the system is on schedule, and the administrators are learning the processes to support the new system.
- The setup and connectivity to the custodian, the brokers and the DTCC system are continuing with no issues.
- The vendor is receiving the custody data from JPMorgan daily, and the process to load the data for use in the OMS is in-progress.
- The compliance rules have been drafted and are being setup in the system.

Expenditures to date: \$140,531.25

- (iii) *The status of and any expenditure regarding project plan milestones and deliverables achieved or missed for contractual accounting assistance.*

At the end of January 2022 our office retained KPMG, a top accounting firm, to assist us with reconciling investment accounts, and additionally to provide observations and recommendations for improving our processes and procedures related to investment accounting. So far, KPMG has spent most of its time learning our business to meaningfully assess our needs but has recently begun to complete the reconciliation process for a manager. KPMG places great emphasis on processes and mapping and has been challenged by the number and types of issues we encounter. (Attachment D)

Expenditures to date: \$22,201.25

Cc: Treasurer Meier

ATTACHMENT A

EXECUTION COPY

**Statement of Work No. 003 (this “SOW No. 003”)
to the
Software Maintenance Agreement
between
QED Financial Systems, Inc. and the State of Wyoming, State Treasurer’s Office**

EXHIBIT B

Scope of Work

Group #	Initiatives	Recommendation	Responsible	Estimate of Effort	Hourly Rate	Estimated Cost
Phase I						
0	Establish New Servers and Upgrade BIA	Establish and verify QA, UAT, and Prod instances of the Hydrogen release of BIA. Also, miscellaneous hours not directly attributable to a specific recommendation.	Business Analysts Development Service Delivery Network Team Project Management	102 hrs. 52 hrs. 63 hrs. 36 hrs. 63 hrs.	\$ 200 /hr.	\$63,200
			Subtotal	316 hrs.		
1a	Data Aggregation and Reconciliation	Establish data feeds for 2 Custodians Utilize the BIA data aggregation to upload transaction level manager data into the BIA Application.	Business Analysts Development Service Delivery Network Team Project Management	33 hrs. 11 hrs. 10 hrs. 0 hrs. 13 hrs.	\$ 200 /hr.	\$13,400 or \$26,800
			Subtotal	67 hrs.		
3	Fund Structure and Data Conversion	Fund Data Conversation Data conversion and Restructure the funds for easier tracking of data and report writing capabilities.	Business Analysts Development Service Delivery Network Team Project Management	235 hrs. 76 hrs. 12 hrs. 0 hrs. 80 hrs.	\$ 200 /hr.	\$80,600
			Subtotal	403 hrs.		
6	BIA General Ledger	Utilize the General ledger to create a trial balance that can be used for reconciliations, distributions, and reporting.	Business Analysts Development Service Delivery Network Team Project Management	172 hrs. 8 hrs. 8 hrs. 0 hrs. 47 hrs.	\$ 200 /hr.	\$47,000
			Subtotal	235 hrs.		
7	Quantum Business Intelligence Reporting	Utilize Quantum Business Intelligence (QBI) reporting to replace the manual preparation of most Excel worksheets.	Business Analysts Development Service Delivery Network Team Project Management	493 hrs. 660 hrs. 18 hrs. 0 hrs. 292 hrs.	\$ 200 /hr.	\$292,600
			Subtotal	1,463 hrs.		
Phase I Sub-Total			Business Analysts Development Service Delivery Network Team Project Management	1,068 hrs. 818 hrs. 121 hrs. 36 hrs. 508 hrs.	\$ 200 /hr.	\$510,200
			Subtotal	2,551 hrs.		
Phase II						
1a	Data Aggregation and Reconciliation	Establish data feeds for 67 Managers Utilize the BIA data aggregation to upload transaction level manager data into the BIA Application.	Business Analysts Development Service Delivery Network Team Project Management	33 hrs. 11 hrs. 10 hrs. 0 hrs. 13 hrs.	\$ 200 /hr.	\$13,400 or \$897,800
			Subtotal	67 hrs.		
2	Data Aggregation and Reconciliation	Configure Pair-off Tool Utilize the BIA reconciliation module to compare position level data in the BIA database against the position level data received directly from a Custodial data feed.	Business Analysts Development Service Delivery Network Team Project Management	85 hrs. 0 hrs. 0 hrs. 0 hrs. 21 hrs.	\$ 200 /hr.	\$21,200
			Subtotal	106 hrs.		
4a	Directives	Build a custom version of iPAS for the WYSTO Investment team to enter Directives Automate processing of Directives by file upload or using a reconfigured iPAS.	Business Analysts Development Service Delivery Network Team Project Management	81 hrs. 460 hrs. 76 hrs. 0 hrs. 154 hrs.	\$ 200 /hr.	\$154,200
			Subtotal	771 hrs.		
5	Distributions Redirections	Enhance the current process of creating distributions, redirections, and In-kind JV interface.	Business Analysts Development Service Delivery Network Team Project Management	80 hrs. 189 hrs. 2 hrs. 0 hrs. 67 hrs.	\$ 200 /hr.	\$67,600
			Subtotal	338 hrs.		
Phase II Sub-Total			Business Analysts Development Service Delivery Network Team Project Management	2,457 hrs. 1,386 hrs. 748 hrs. 0 hrs. 1,113 hrs.	\$ 200 /hr.	\$ 1,140,800
			Subtotal	5,704 hrs.		
Total			Business Analysts Development Service Delivery Network Team Project Management	3,525 hrs. 2,204 hrs. 869 hrs. 36 hrs. 1,621 hrs.	\$ 200 /hr.	\$ 1,651,000
			Subtotal	8,255 hrs.		

ATTACHMENT B

Broadridge/QED Workflow Initiative Project - Phase 1

Description	Responsible	Start Date	End Date	Status
Prepare Requests and Deployment Plans				
Prepare requests, deployment plans for all zones	Broadridge	11/29/2021	01/04/2022	Complete
Hydrogen QA Zone				
Establish Hydrogen QA Zone, Upgrade Q2 to Hydrogen	Broadridge	12/21/2021	01/11/2022	Complete
Establish criteria & plan for QA & UAT testing of Q2 to H2	WYSTO	12/15/2021	01/11/2022	Complete
Create test cases for QA & UAT testing of Q2 to H2 Upgrade	WYSTO	01/04/2022	01/11/2022	Complete
QA testing of Q2 to H2 upgrade (using WYSTO criteria)	Broadridge	01/12/2022	01/18/2022	Complete
Update QA Deployment Plan for UAT Env	Broadridge	01/19/2022	01/20/2022	Complete
iPAS Hydrogen QA Zone				
Establish iPAS in QA Zone, Upgrade to iPAS Hydrogen	Broadridge	12/21/2021	01/20/2022	Complete
Update QA Zone for fund data expansion/conversion	Broadridge	02/01/2022	03/02/2022	Complete
QA testing of iPAS H2 upgrade with WYSTO criteria	Broadridge	02/16/2022	03/07/2022	Complete
Update iPAS Deployment Plan for iPAS UAT Env	Broadridge	03/04/2022	03/07/2022	Complete
Hydrogen UAT Zone				
Establish Hydrogen UAT Zone, Load QA into UAT Zone	Broadridge	12/21/2021	01/28/2022	Complete
Provide list of UAT users	WYSTO	12/21/2021	01/04/2022	Complete
Firewall updates for UAT zone - Provide IP addresses	Broadridge	01/21/2022	01/28/2022	Complete
Firewall updates for UAT zone -Updates firewall	WYSTO	01/21/2022	01/28/2022	Complete
Update UAT Deployment Plan for Prod Env	Broadridge	01/31/2022	02/01/2022	Complete
Training on Appl. Changes associated with H2 Release	WYSTO, Broadridge	01/31/2022	01/31/2022	Complete
Hydrogen Converted Data Validation in UAT Zone	WYSTO	01/31/2022	01/31/2022	Complete
Hydrogen Appl. testing with WYSTO plan in UAT Zone	WYSTO	02/01/2022	02/14/2022	Complete
Support UAT Testing of Hydrogen Upgrade	Broadridge	01/31/2022	02/14/2022	Complete
Identify Q2 Prod data to carry forward into H2 Prod Env	WYSTO, Broadridge	02/15/2022	03/02/2022	Complete
Approval of Hydrogen Upgrade	WYSTO	03/03/2022	03/04/2022	Complete
iPAS Hydrogen UAT Zone				
Establish iPAS in UAT Zone, Upgrade to iPAS Hydrogen	Broadridge	03/07/2022	03/11/2022	Complete
Create plan & test cases for QA & UAT of iPAS H2 Upgrade	WYSTO	12/15/2021	01/31/2022	Complete
Update iPAS UAT Deployment Plan for iPAS Prod Env	Broadridge	03/16/2022	03/17/2022	Complete
Hydrogen iPAS Converted Data Validation in UAT Zone	WYSTO	03/14/2022	03/14/2022	Complete
Hydrogen iPAS testing with WYSTO plan in UAT Zone	WYSTO	03/15/2022	03/28/2022	In-Progress
Support UAT Testing of iPAS Hydrogen Upgrade	Broadridge	03/14/2022	03/28/2022	In-Progress
Approval of Hydrogen iPAS Upgrade	WYSTO	03/28/2022	03/28/2022	
Data Aggregation and Reconciliation (Part 1)				
Authorization for Custodian accounts data feed to BIA	WYSTO	12/21/2021	01/05/2022	Complete
Data feed from Custodian accounts(setup,develop,test)	Broadridge	01/05/2022	03/15/2022	In-Progress
Fund Data Conversion				
Data upload, restructuring funds, QA test of data/funds	Broadridge	01/18/2022	02/23/2022	Complete
Tracking of Q2 restructured data for Parallel catchup	WYSTO	01/18/2022	05/05/2022	In-Progress
Create Business Req. Document for Misc. Development	Broadridge	02/24/2022	03/02/2022	In-Progress
Establish success criteria for QA & UAT testing	WYSTO	02/24/2022	03/02/2022	In-Progress
Create test plan & test cases for QA & UAT testing	WYSTO	02/24/2022	03/02/2022	In-Progress
Client approval of Business Req. Document	WYSTO	02/24/2022	03/02/2022	In-Progress
Coding, QA & UAT Testing for Fund Data Conversion	Broadridge	03/03/2022	04/14/2022	In-Progress
Training, Including changes to Directives upload sheet.	WYSTO, Broadridge	04/18/2022	04/20/2022	
Client UAT Testing for Fund Data Conversion	WYSTO	04/21/2022	04/28/2022	
Approval of Fund Data Conversation	WYSTO	04/29/2022	05/02/2022	
Migration of Data and Misc Development to Prod Zone	Broadridge	04/29/2022	05/02/2022	
Production catch up of data	WYSTO	05/03/2022	05/05/2022	
Tracking of Q2 restructured data for Go-Live catchup	WYSTO	05/03/2022	06/30/2022	
General Ledger for Manager's Recon				
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	03/03/2022	03/18/2022	In-Progress
Establish success criteria for QA & UAT testing	WYSTO	03/11/2022	03/18/2022	In-Progress
Create test plan & test cases for QA & UAT testing	WYSTO	03/11/2022	03/18/2022	
Define Chart of accounts	WYSTO	03/03/2022	03/08/2022	
Approve Business Requirements Doc	WYSTO	03/18/2022	03/21/2022	
Establish COA/GL and Custom coding	Broadridge	03/21/2022	03/23/2022	

Broadridge/QED Workflow Initiative Project - Phase 1

Description	Responsible	Start Date	End Date	Status
Custom config, modification of GL module	Broadridge	03/21/2022	03/24/2022	
Complete Debit & Credit mapping of transaction types	WYSTO	03/03/2022	03/10/2022	
Debit/credit mappings to cross-mapping table by fund	Broadridge	03/11/2022	04/01/2022	
QA testing of BIA GL for Manager's Recon	Broadridge	04/04/2022	04/11/2022	
Training on general ledger & hard close processes	WYSTO, Broadridge	04/12/2022	04/12/2022	
Move to UAT Env	Broadridge	04/13/2022	04/21/2022	
UAT testing of BIA GL for Manager's Recon	WYSTO	04/22/2022	04/29/2022	
Approval of BIA General Ledger for Manager's Recon	WYSTO	05/02/2022	05/02/2022	
Investment Balance Sheet Report/Process (Priority #1)				
Example, approval of report layout	WYSTO	01/12/2022	01/13/2022	Complete
Example, creation of report layout	Broadridge	01/18/2022	01/21/2022	Complete
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	03/02/2022	03/04/2022	In-Progress
Establish success criteria for QA & UAT testing	WYSTO	03/07/2022	03/11/2022	In-Progress
Create test plan & test cases for QA & UAT testing	WYSTO	03/07/2022	03/11/2022	In-Progress
Approve Business Requirements Doc	WYSTO	03/14/2022	03/15/2022	
Development, Coding, QA testing, Move to UAT Env	Broadridge	03/16/2022	04/13/2022	
UAT testing in UAT Zone	WYSTO	04/14/2022	04/22/2022	
Client Approval of UAT testing	WYSTO	04/22/2022	04/25/2022	
Move to Prod Env	Broadridge	04/22/2022	04/25/2022	
QED Balancing Report/Process (Priority #2)				
Example, approval of report layout	WYSTO	01/12/2022	01/13/2022	Complete
Creation of report layout	Broadridge	01/18/2022	01/21/2022	Complete
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	03/02/2022	03/04/2022	In-Progress
Establish success criteria for QA & UAT testing	WYSTO	03/07/2022	03/11/2022	In-Progress
Create test plan & test cases for QA & UAT testing	WYSTO	03/07/2022	03/11/2022	In-Progress
Approve Business Requirements Doc	WYSTO	03/14/2022	03/15/2022	
Development, Coding, QA testing, Move to UAT Env	Broadridge	03/16/2022	04/25/2022	
UAT testing in UAT Zone	WYSTO	04/14/2022	04/22/2022	
Client Approval of UAT testing	WYSTO	04/22/2022	04/25/2022	
Move to Prod Env	Broadridge	04/22/2022	04/25/2022	
VisualQED Report and Extract (Priority #3)				
VisualQED report & extract requirements gathering	Broadridge	03/02/2022	03/08/2022	Complete
Example, approval of report layout	WYSTO	03/02/2022	03/08/2022	Complete
VisualQED report creation and extracts	Broadridge	03/09/2022	03/23/2022	In-Progress
Establish success criteria for QA & UAT testing	WYSTO	03/09/2022	03/23/2022	In-Progress
Create test plan & test cases for QA & UAT testing	WYSTO	03/09/2022	03/23/2022	In-Progress
Approve report creation and extracts	WYSTO	03/24/2022	03/25/2022	
QA testing, Move to UAT Env	Broadridge	03/28/2022	04/01/2022	
UAT testing in UAT Zone	WYSTO	04/06/2022	04/13/2022	
Client Approval of UAT testing	WYSTO	04/13/2022	04/14/2022	
Move to Prod Env	Broadridge	04/14/2022	04/18/2022	
Available Cash by Pool Report/Process (Priority #4)				
Example, approval of report layout	WYSTO	01/12/2022	01/13/2022	Complete
Creation of report layout	Broadridge	01/18/2022	01/21/2022	Complete
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	03/18/2022	03/22/2022	Complete
Establish success criteria for QA & UAT testing	WYSTO	03/23/2022	03/29/2022	Complete
Create test plan & test cases for QA & UAT testing	WYSTO	03/23/2022	03/29/2022	Complete
Approve Business Requirements Doc	WYSTO	03/30/2022	03/31/2022	Complete
Development, Coding, QA testing, Move to UAT Env	Broadridge	04/01/2022	05/09/2022	In-Progress
UAT testing in UAT Zone	WYSTO	05/04/2022	05/07/2022	
Client Approval of UAT testing	WYSTO	05/08/2022	05/09/2022	
Move to Prod Env	Broadridge	05/09/2022	05/10/2022	
Asset Allocation Report/Process (Priority #5)				
Example, approval of report layout	WYSTO	01/12/2022	01/13/2022	Complete
Creation of report layout	Broadridge	01/18/2022	01/21/2022	Complete
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	04/01/2022	04/05/2022	Complete
Establish success criteria for QA & UAT testing	WYSTO	04/01/2022	04/05/2022	Complete

Broadridge/QED Workflow Initiative Project - Phase 1

Description	Responsible	Start Date	End Date	Status
Create test plan & test cases for QA & UAT testing	WYSTO	04/02/2022	04/08/2022	In-Progress
Approve Business Requirements Doc	WYSTO	04/09/2022	04/11/2022	
Development, Coding, QA testing, Move to UAT Env	Broadridge	04/12/2022	05/05/2022	
UAT testing in UAT Zone	WYSTO	05/06/2022	05/10/2022	
Client Approval of UAT testing	WYSTO	05/11/2022	05/11/2022	
Move to Prod Env	Broadridge	05/12/2022	05/12/2022	
TO64 Inc/Gain/Loss Report/Process (Priority #6)				
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	04/11/2022	04/13/2022	Complete
Establish success criteria for QA & UAT testing	WYSTO	04/14/2022	04/22/2022	Complete
Create test plan & test cases for QA & UAT testing	WYSTO	04/14/2022	04/22/2022	In-Progress
Approve Business Requirements Doc	WYSTO	04/25/2022	04/26/2022	In-Progress
Development, Coding, QA testing, Move to UAT Env	Broadridge	04/27/2022	05/25/2022	
UAT testing in UAT Zone	WYSTO	05/26/2022	06/06/2022	
Client Approval of UAT testing	WYSTO	06/07/2022	06/07/2022	
Move to Prod Env	Broadridge	06/08/2022	06/08/2022	
TO64 Colorful Report/Process (Priority #7)				
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	04/13/2022	04/18/2022	Complete
Establish success criteria for QA & UAT testing	WYSTO	04/19/2022	04/26/2022	In-Progress
Create test plan & test cases for QA & UAT testing	WYSTO	04/19/2022	04/26/2022	In-Progress
Approve Business Requirements Doc	WYSTO	04/27/2022	04/28/2022	In-Progress
Development, Coding, QA testing, Move to UAT Env	Broadridge	04/29/2022	06/01/2022	
UAT testing in UAT Zone	WYSTO	06/02/2022	06/09/2022	
Client Approval of UAT testing	WYSTO	06/10/2022	06/10/2022	
Move to Prod Env	Broadridge	06/11/2022	06/13/2022	
Ownership (PSA) Report/Process (Priority #8)				
Gather requirements, Create Business Req. Document	WYSTO, Broadridge	04/08/2022	04/11/2022	In-Progress
Establish success criteria for QA & UAT testing	WYSTO	04/12/2022	04/20/2022	
Create test plan & test cases for QA & UAT testing	WYSTO	04/12/2022	04/20/2022	
Approve Business Requirements Doc	WYSTO	04/21/2022	04/22/2022	
Development, Coding, QA testing, Move to UAT Env	Broadridge	04/25/2022	06/06/2022	
UAT testing in UAT Zone	WYSTO	06/07/2022	06/14/2022	
Client Approval of UAT testing	WYSTO	06/15/2022	06/15/2022	
Move to Prod Env	Broadridge	06/15/2022	06/16/2022	
Hydrogen Prod Zone				
Establish PROD Zone for Hydrogen and iPAS Hydrogen	Broadridge	12/21/2021	05/16/2022	In-Progress
Provide list of Prod users	WYSTO	01/12/2022	01/20/2022	Complete
Firewall updates for Prod - Provides IP addresses	Broadridge	05/02/2022	05/09/2022	
Firewall updates for Prod - Updates firewall	WYSTO	05/02/2022	05/09/2022	
Update UAT Zone with Q2 carry forward data for Prod	WYSTO	05/02/2022	05/09/2022	
Backup UAT data, balances forward, Load into H2 Prod	Broadridge	05/14/2022	05/16/2022	
Prepare/Verify Hydrogen ready for Parallel test	Broadridge	05/14/2022	05/16/2022	
Parallel Testing in Prod Zone				
Establish plan, success criteria for parallel testing	WYSTO	01/04/2022	04/14/2022	In-Progress
Perform parallel testing in Hydrogen & iPAS Prod	WYSTO	05/17/2022	06/29/2022	
Access and remediate parallel findings	Broadridge	05/17/2022	06/29/2022	
Approval of "Go Live" to the Hydrogen Prod zone	WYSTO	05/17/2022	06/29/2022	
Production Go-Live				
Post June 30 to Q2 and notify BIA ready to cut-over	WYSTO	07/01/2022	07/01/2022	
Create 07/01/22 Beginning Balances from Q2 Prod	Broadridge	07/01/2022	07/02/2022	
Copy Parallel testing data from Prod to UAT zone	Broadridge	07/01/2022	07/05/2022	
Remove Parallel Activity from Production Database	Broadridge	07/06/2022	07/10/2022	
Load 07/01/22 Q2 Beginning Balances into H2 Prod	Broadridge	07/06/2022	07/10/2022	
Verify Beginning Balance in Hydrogen Prod Env	WYSTO	07/11/2022	07/11/2022	
Certify acceptance of Hydrogen Production Env	WYSTO	07/12/2022	07/12/2022	
Maintain Q2 Prod through WYSTO annual audit				
Maintain Q2 Prod through WYSTO annual audit	Broadridge	07/01/2022	11/30/2022	

ATTACHMENT C

AIM Order Management System (OMS) Implementation

Description	Responsible	Start Date	End Date	Status
Project Planning				
Create Project Framework	WYSTO, Bloomberg	02/07/2022	02/18/2022	Complete
Static Data Gathering	WYSTO, Bloomberg	02/14/2022	02/25/2022	Complete
Identify Resources	WYSTO, Bloomberg	02/14/2022	02/25/2022	Complete
Review Licenses	WYSTO, Bloomberg	02/14/2022	02/18/2022	Complete
Project Planning				
Database Setup	Bloomberg	02/17/2022	02/21/2022	Complete
Enable OMS database settings, modules, & AFMT bits	Bloomberg	02/22/2022	02/24/2022	Complete
Additional Infrastructure Setup	Bloomberg	02/22/2022	02/24/2022	Complete
Review Static Data	WYSTO, Bloomberg	02/23/2022	02/25/2022	Complete
Database Configuration				
Firm Structure & User Permissions (Accounts/Groups/Users)	WYSTO, Bloomberg	03/01/2022	04/13/2022	In-Progress
Brokers - Setup, Training, Mapping	WYSTO, Bloomberg	03/07/2022	03/08/2022	Complete
Custodians - Setup, Training, Mapping	WYSTO, Bloomberg	03/08/2022	03/11/2022	Complete
Firm Defaults - Settings, Identifier Waterfall, Durations	WYSTO, Bloomberg	03/08/2022	03/10/2022	Complete
Firm Defaults - Pricing, Valuation, Workflow by Product	WYSTO, Bloomberg	03/10/2022	03/14/2022	Complete
Firm Defaults - Note fields, Corporate Actions	WYSTO, Bloomberg	03/14/2022	03/18/2022	Complete
Firm Defaults - Transaction Costs	WYSTO, Bloomberg	03/14/2022	03/18/2022	Complete
Custom Data & Private Securities - Private Placements	WYSTO, Bloomberg	03/21/2022	03/23/2022	Complete
Custom Data & Private Securities - Custom Grouping/Sectors	WYSTO, Bloomberg	03/21/2022	03/24/2022	Complete
Custom Data & Private Securities - Index Benchmarks	WYSTO, Bloomberg	03/21/2022	03/28/2022	Complete
Position Management				
Position Upload - Prepare Initial Positions to Upload	WYSTO	03/22/2022	03/24/2022	Complete
Position Upload - Initial Position Upload	Bloomberg	03/22/2022	03/24/2022	Complete
Configuration of Position Views	WYSTO, Bloomberg	03/28/2022	04/04/2022	Complete
Configuration of Order Management Views	WYSTO, Bloomberg	04/04/2022	04/05/2022	Complete
Setup Trading Banners	WYSTO, Bloomberg	04/05/2022	04/06/2022	Complete
Training on AIM position management tools	WYSTO, Bloomberg	04/07/2022	04/08/2022	Complete
Connectivity to Bloomberg Execution Platforms				
Broker FIX connection	Bloomberg	04/11/2022	04/15/2022	In-Progress
Market Axess - Kickoff	WYSTO, MA, Bloomberg	04/18/2022	04/18/2022	
Market Axess - Setup & Connectivity	MA, Bloomberg	04/19/2022	04/22/2022	
Market Axess - Enable Test Brokers in MA	Market Axess	04/28/2022	04/28/2022	
Market Axess - Broker & Account mapping for MA in TSOX	WYSTO, Bloomberg	04/29/2022	05/02/2022	
Market Axess - Enable Users for MA in TSLP	WYSTO, Bloomberg	05/03/2022	05/03/2022	
Market Axess - MA Units testing	WYSTO, MA, Bloomberg	05/04/2022	05/04/2022	
EMX Workflow Training	WYSTO, Bloomberg	04/15/2022	04/18/2022	In-Progress
Order Management - Equity Workflows				
Single security order generation	WYSTO, Bloomberg	04/18/2022	04/18/2022	Complete
Bulk order import using OI	WYSTO, Bloomberg	04/18/2022	04/18/2022	In-Progress
Portfolio rebalance	WYSTO, Bloomberg	04/19/2022	04/20/2022	In-Progress
EMX order execution	WYSTO, Bloomberg	04/21/2022	04/25/2022	In-Progress
Order Allocation	WYSTO, Bloomberg	04/26/2022	04/27/2022	Complete
Post trade correction	WYSTO, Bloomberg	04/28/2022	04/29/2022	Complete
Order Management - FI Workflows				
Single security order generation	WYSTO, Bloomberg	05/02/2022	05/02/2022	Complete
Bulk order import using OI	WYSTO, Bloomberg	05/02/2022	05/02/2022	Complete
Portfolio rebalance	WYSTO, Bloomberg	05/03/2022	05/05/2022	
TSOX execution - FIT, VCON, MA trading	WYSTO, Bloomberg	05/06/2022	05/13/2022	
New Issue Workflow (PREL)	WYSTO, Bloomberg	05/11/2022	05/12/2022	
Order Allocation	WYSTO, Bloomberg	05/12/2022	05/13/2022	
Post trade correction	WYSTO, Bloomberg	05/12/2022	05/13/2022	
Order Management - Money Market Workflows				
Money Market program	WYSTO, Bloomberg	05/16/2022	05/16/2022	
TSOX execution - BOOM, VCON trading	WYSTO, Bloomberg	05/17/2022	05/19/2022	
Order Allocation	WYSTO, Bloomberg	05/20/2022	05/20/2022	
Post trade correction	WYSTO, Bloomberg	05/20/2022	05/20/2022	
Cash Management				
Corporate action cashflows	WYSTO, Bloomberg	05/23/2022	05/24/2022	
Cash upload & ticketing	WYSTO, Bloomberg	05/24/2022	05/24/2022	
CCMS training	WYSTO, Bloomberg	05/25/2022	05/27/2022	
Cash Reconciliation	WYSTO, Bloomberg	05/25/2022	05/27/2022	
Reporting				
ERA reports	WYSTO, Bloomberg	05/26/2022	05/30/2022	

AIM Order Management System (OMS) Implementation

Description	Responsible	Start Date	End Date	Status
MAV export/report	WYSTO, Bloomberg	05/26/2022	05/27/2022	
Trade history report from THRS	WYSTO, Bloomberg	05/26/2022	05/27/2022	
Compliance				
Pre-work - Templates, Watchlists	WYSTO, Bloomberg	02/21/2022	03/18/2022	In-Progress
Define Rules - Templates, Groups, Requirements	WYSTO, Bloomberg	03/14/2022	03/18/2022	In-Progress
Compliance Manuals & Guides, Templates, Rule Types	Bloomberg	03/21/2022	03/21/2022	
Training - Compliance Workshop, Violations workflow	WYSTO, Bloomberg	03/21/2022	06/10/2022	
CMGR Custom Data - Data, Issuers, Watchlists	WYSTO, Bloomberg	03/28/2022	04/01/2022	
Build rules	Bloomberg	04/04/2022	04/29/2022	In-Progress
Test rules	WYSTO, Bloomberg	05/02/2022	06/03/2022	
Rules Sign-off	WYSTO	06/10/2022	06/10/2022	
Middle Office Configuration				
SWIFT Application	WYSTO, Bloomberg	02/01/2022	03/14/2022	Complete
Settlement Instructions - Provide Instructions	WYSTO	02/21/2022	03/11/2022	Complete
Settlement Instructions - SSI Validation	WYSTO, Bloomberg	03/14/2022	03/18/2022	Complete
Settlement Instructions - SSI Upload	WYSTO, Bloomberg	03/21/2022	03/22/2022	In-Progress
Settlement Instructions - SSI Workshop/Training	WYSTO, Bloomberg	03/28/2022	04/01/2022	In-Progress
Trade Copmlete (TC) - Setup middle office workflow	WYSTO, Bloomberg	04/04/2022	04/06/2022	
Trade Copmlete (TC) - TC blotter setup	WYSTO, Bloomberg	04/04/2022	04/06/2022	
Trade Matching in CTM				
Gather Broker CTM BICS & ALERT codes	WYSTO	02/21/2022	03/11/2022	Complete
CTM Setup at DTCC - ALERT setup	DTCC-CTM, WYSTO	03/14/2022	03/16/2022	In-Progress
CTM Setup at DTCC - Matching Profile & Tolerance	DTCC-CTM, WYSTO	03/14/2022	03/23/2022	In-Progress
CTM Setup at DTCC - Broker Matching Group	DTCC-CTM, WYSTO	03/14/2022	03/23/2022	In-Progress
CTM Setup at DTCC - CTM Views	DTCC-CTM, WYSTO	03/23/2022	03/29/2022	
CTM Configuration in AIM - DTCC Connectivity, Link Client	DTCC-CTM, Bloomberg	03/14/2022	04/01/2022	In-Progress
CTM Configuration in AIM - SSI configuration	WYSTO, DTCC, Bloomberg	03/28/2022	04/01/2022	
CTM Configuration in AIM - CTM testing with DTCC	WYSTO, DTCC, Bloomberg	04/11/2022	05/27/2022	
CTM Sign-off	WYSTO	05/27/2022	05/27/2022	
SWIFT Implementation				
Bloomberg enablement	JPM, Bloomberg	03/14/2022	03/29/2022	Complete
SWIFT Connectivity with custodian	JPM, Bloomberg	03/21/2022	04/07/2022	Complete
SWIFT Testing with JPM	WYSTO, JPM, Bloomberg	04/18/2022	05/27/2022	
SWIFT Sign-off	WYSTO	05/30/2022	05/30/2022	
Reconciliation				
Installation - Enable REC, Set profile & settings	Bloomberg	05/09/2022	05/11/2022	
Inbound MT535 from JPM - Enable in PROD	JPM	05/09/2022	05/20/2022	
Inbound MT535 from JPM - Templates Configuration	WYSTO, Bloomberg	05/23/2022	05/27/2022	
Inbound MT535 from JPM - Full Automation Setup	JPM, Bloomberg	05/30/2022	06/03/2022	
Set Up & Training - User Training	WYSTO, Bloomberg	06/06/2022	06/06/2022	
Set Up & Training - Recon Pairs Structure & Practice Setup	WYSTO, Bloomberg	06/07/2022	06/13/2022	
REC Sign-off	WYSTO	06/17/2022	06/17/2022	
Custodian/JPM Integration				
Integration Pre-work - File specifications & requirements	JPM, Bloomberg	02/14/2022	02/18/2022	Complete
Infrastructure Setup & Connectivity testing	WYSTO, JPM, Bloomberg	02/22/2022	03/08/2022	Complete
Cash Upload - Data Acquisition from JPM	WYSTO, JPM, Bloomberg	03/07/2022	03/25/2022	Complete
Cash Upload - Build cash upload transform in GNET	Bloomberg	03/28/2022	04/08/2022	In-Progress
Cash Upload - Testing	WYSTO, Bloomberg	04/11/2022	04/22/2022	In-Progress
Cash Upload Sign-off	WYSTO	04/22/2022	04/22/2022	
Price Upload - Data Acquisition from JPM	JPM, Bloomberg	04/18/2022	04/29/2022	
Price Upload - Build price file transform in GNET	Bloomberg	05/02/2022	05/13/2022	
Price Upload - Testing	WYSTO, Bloomberg	05/16/2022	05/27/2022	
Price Upload Sign-off	WYSTO	05/27/2022	05/27/2022	
Open Middle Office		05/30/2022	06/24/2022	
Open Middle Office Setup	Bloomberg	05/30/2022	06/10/2022	
Trade Status and Notes Validation	WYSTO, Bloomberg	06/13/2022	06/24/2022	
Middle Office Sign-off	WYSTO	06/24/2022	06/24/2022	
User Training				
Database cleanup	Bloomberg	06/03/2022	06/06/2022	
Position Refresh	Bloomberg	06/07/2022	06/07/2022	
All Front-Office Users Training for UAT	WYSTO, Bloomberg	06/08/2022	06/21/2022	
All Middle-Office Users Training for UAT	WYSTO, Bloomberg	06/17/2022	06/30/2022	
Training Sign-off	WYSTO	06/30/2022	06/30/2022	
Users Acceptance Testing (UAT)				

AIM Order Management System (OMS) Implementation

Description	Responsible	Start Date	End Date	Status
Create UAT testing script	WYSTO	07/01/2022	07/07/2022	
Database cleanup	Bloomberg	07/13/2022	07/14/2022	
Position Refresh	Bloomberg	07/15/2022	07/16/2022	
UAT Testing	WYSTO, Bloomberg	07/18/2022	08/05/2022	
UAT Sign-off	WYSTO	08/05/2022	08/05/2022	
Preparation for Go-live		08/08/2022	08/12/2022	
Database clean-up (Position/Transactions/P&L)	Bloomberg	08/08/2022	08/10/2022	
Production Configuration	WYSTO, Bloomberg	08/10/2022	08/11/2022	
Decommission: Apps & Jobs	WYSTO	08/12/2022	08/12/2022	
Upload of live positions	Bloomberg	08/12/2022	08/12/2022	
Go-Live Sign-off	WYSTO	08/12/2022	08/12/2022	
Go-live		08/15/2022	08/15/2022	

ATTACHMENT D

Wyoming State Treasurer's Office KPMG Status Report – Period ending April 8th, 2022



Client & Program

Wyoming State Treasurer's Office

Prepared by

KPMG

As of Date

April 8th, 2022

Due Date

April 11th, 2022

Overview

KPMG is assisting the Wyoming State Treasurer's Office (WSTO) with professional services pertaining to finishing investment manager reconciliations to custodial reports and continuous improvement of its process and procedures related to investment accounting. We have assembled a team of professionals who are dedicated and with the relevant skill sets to execute this engagement. As part of the communication process, KPMG will provide a status report on a weekly basis to WSTO. This report will speak to the progress being made, open tasks, key meetings attended/conducted, deliverables and resource availability.

KPMG Accomplishments and Planned Activities

Current period project accomplishments	Planned activities for next period
- Submitted 4/1/2022 Weekly Status Report 4/4/2022 - Attended Manager Reconciliation Working Session #3 & #4 - Working Session #3 - Collaborated with WSTO to discuss and confirm working session #3 and #4 approach - WSTO selected Harvest Active as the task objective - Observed the approach to reconcile and validate outstanding balance - Observed the appropriate documents, files, and spreadsheets to assist with validating the outstanding balance - Working Session #4 - Continued Harvest Active reconciliation - Requested bullets to confirm our understanding of the process. Discussed approach, sources of truth, and investment process in more detail during the session.	- Submit 4/8/2022 Weekly Status Report 4/11/2022 - Continue targeted manager reconciliations and working with WSTO to acquire the necessary supporting documents - Establish a high-level process flow for Harvest Active that should serve as a basis for tackling additional manager reconciliations - Establish dates for Working Session #5 and #6 - Establish next manager(s) to begin working on - Follow up on status of QED/JPM daily transactions for one-month timeframe - Continue build of Wyoming Accounting Process Memo - Continue build of current state observations and recommendations - Continue build of 8.4 source mapping (green columns)



Wyoming State Treasurer's Office
KPMG Status Report – Period ending April 8th, 2022

Open Tasks

Task #	Description	Status	Owner	Anticipated Due Date	Completion Date
#2	8.4 Reconciliation/Source Mapping	In Progress	KPMG	TBD	TBD
#3	Reconciliation of key workbooks to ACFR	Pending	KPMG	TBD	TBD
#3.1	Reconciliation of 8.4 to ACFR	Pending	KPMG	TBD	TBD
#4	Wyoming Accounting Process Memo	Ongoing	KPMG	See Deliverable Tracker	See Deliverable Tracker
#5	Tracking shared documents vs. completed reconciliation	Ongoing	KPMG	Ongoing	Ongoing
#6	Observations and Recommendations	Ongoing	KPMG	See Deliverable Tracker	See Deliverable Tracker
#7	Weekly Status Report	Ongoing	KPMG	See Deliverable Tracker	See Deliverable Tracker
#8	JPM to Manager Reconciliations	Pending	WSTO & KPMG	TBD	TBD
#8.1	Harvest Active	Pending – anticipate wrapping up in Working Session #5	WSTO & KPMG	4/8/22	TBD

Note: The Task# may not be sequential since this reflects only open items



Wyoming State Treasurer's Office
KPMG Status Report – Period ending April 8th, 2022

Completed Tasks

Task #	Description	Status	Owner	Anticipated Due Date	Completion Date
#1	12.1 Excel Spreadsheet Overview	Completed	Wyoming	3/22/22	3/22/22
#2.1	8.4 Reconciliation/Source Mapping – Sec Lending	Completed	KPMG	3/22/22	3/22/22
#2.2	8.4 Reconciliation/Source Mapping – Trade Payable	Completed	KPMG	3/22/22	3/22/22
#2.3	8.4 Reconciliation/Source Mapping – Trade Receivable	Completed	KPMG	3/22/22	3/22/22
#2.4	8.4 Reconciliation/Source Mapping – Sec Lending (Cash Collateral Value)	Completed	KPMG	3/24/22	3/24/22
#2.5	8.4 Reconciliation/Source Mapping – Accrued Income	Completed	KPMG	3/24/22	3/24/22
#2.6	8.4 Reconciliation/Source Mapping – Net Unrealized GNL Distribution	Completed	KPMG	3/24/22	3/24/22

Note: The Task# may not be sequential since this reflects only completed items



Wyoming State Treasurer's Office
KPMG Status Report – Period ending April 8th, 2022

Key Meetings Attended/Conducted

Meeting Names	Date	Status	Attendees
WSTO/KPMG Working Session #3 Manager Recons to Custodian	4/6/2022	Attended	• Wyoming State Treasurer's Office: Katie Smith • KPMG: Habib Agha, Remy Alexander, Krystle Diaz
WSTO/KPMG Working Session #4 Manager Recons to Custodian	4/7/2022	Attended	• Wyoming State Treasurer's Office: Katie Smith • KPMG: Habib Agha, Remy Alexander, Krystle Diaz

Note: Weekly Status meeting was cancelled due to schedule conflicts.

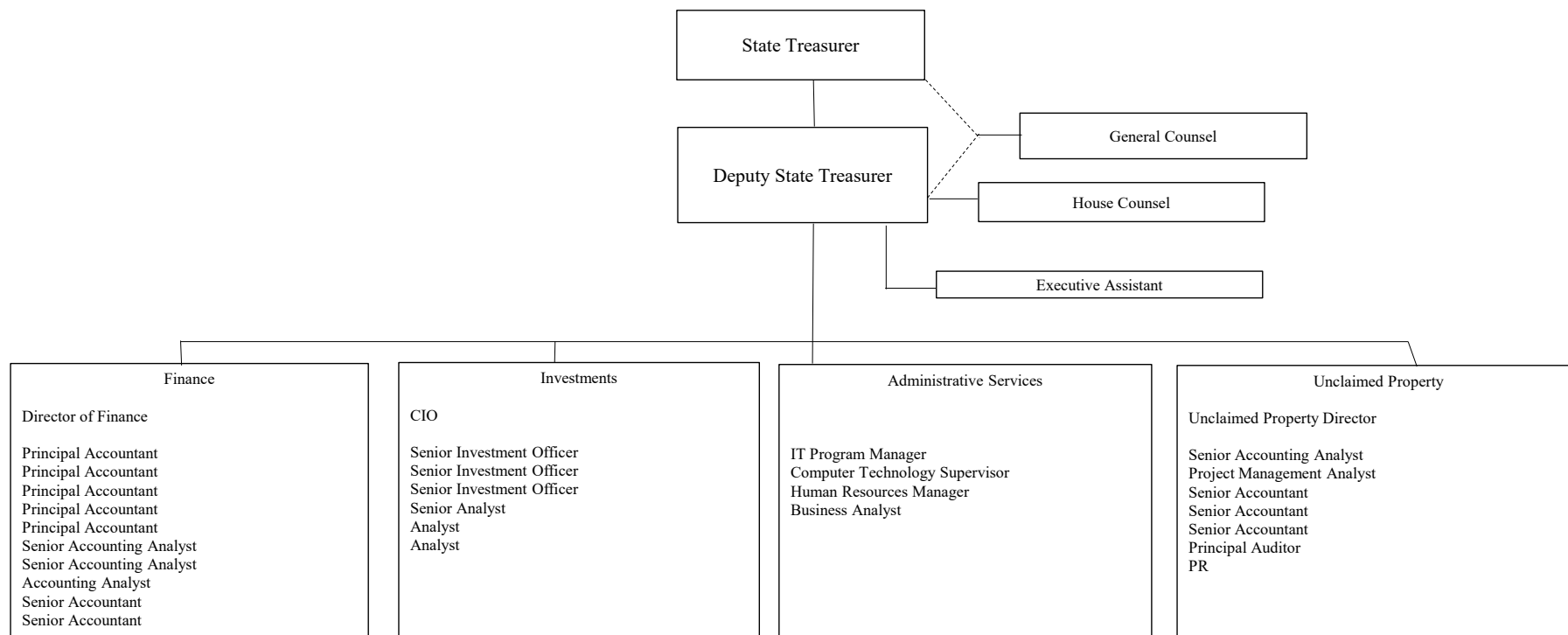
KPMG Deliverables

Deliverable Name	Status/Due Date	Description
Wyoming Accounting Process Memo	TBD	This deliverable will provide details regarding document mapping for key operational workpapers used for the financial accounting of WSTO investments, and the current state process pertaining to the investment manager reconciliations to custodial reports.
Observations and Recommendations	TBD	This deliverable will provide detailed observations and recommendations for improvement of the current processes and procedures related to WSTO investment accounting.
Weekly Status Report	Ongoing	This is an ongoing deliverable that will be presented weekly during the Weekly Status Report Meeting and highlights project activities.

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ATTACHMENT D

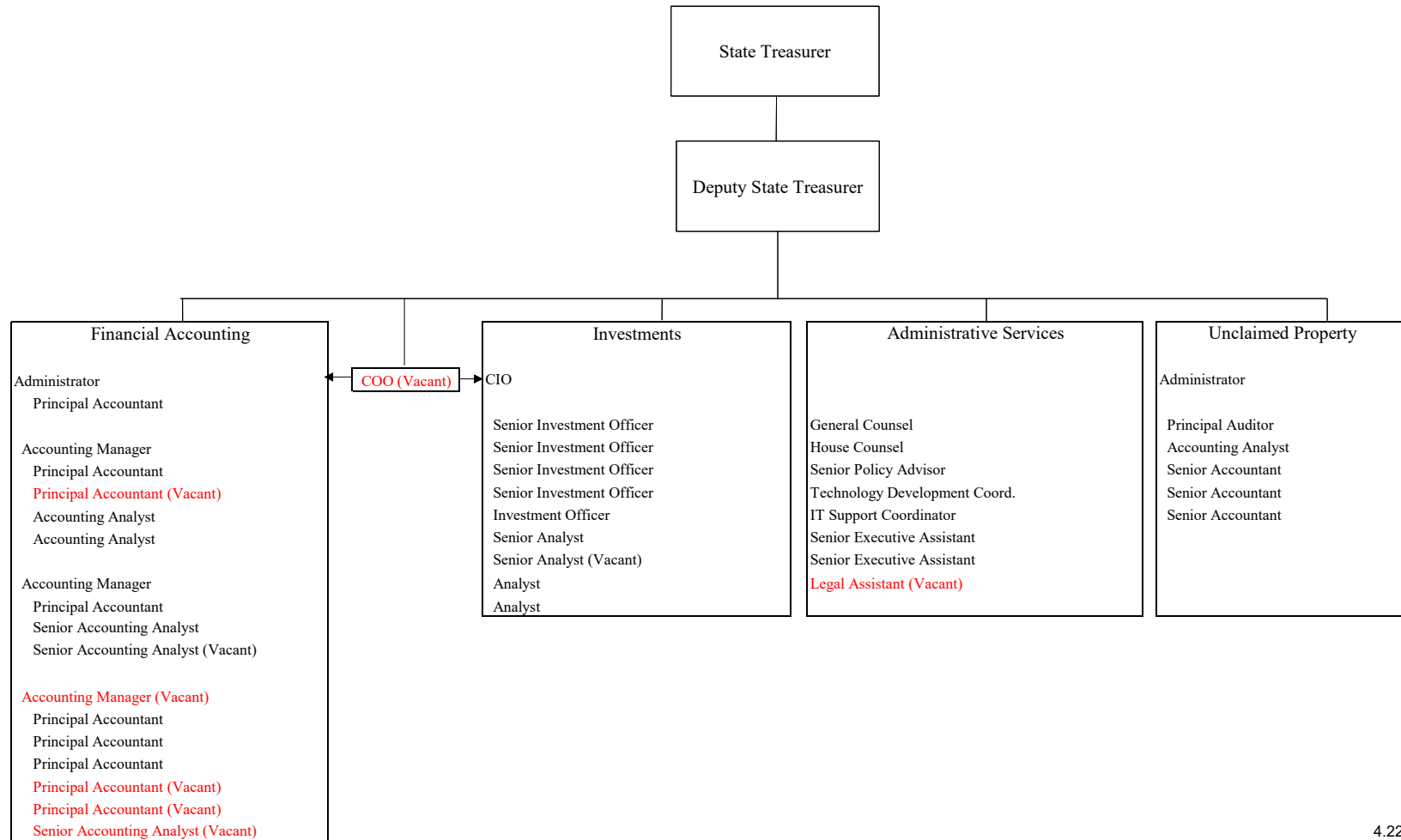
JANUARY 2019 ORG CHART WYOMING STATE TREASURER'S OFFICE



Last updated 1.19

ATTACHMENT D

MAY 2022 ORG CHART WYOMING STATE TREASURER'S OFFICE



4.22

Positions in red indicate new in 2022 Legislative Session