

7.0 Transition Services and Affected Employee Requirements Response(s)

7.1 Transition Services and Transition Plan Response (Schedule 3.2)

Instructions to Vendors: Vendor shall provide a detailed description of Transition processes per Comprehensive Infrastructure Agreement Section 3.2. Vendor shall submit a Transition Plan outlining costs, activities, project schedule, and the acceptance test plan associated with the transfer of the Commonwealth's IT functions to the Vendor, including the implementation and migration of the Services from the Commonwealth's exiting data center facilities to the Vendor's proposed primary and back-up data center facilities solution. This Transition Plan shall include Vendor's and the Commonwealth's tasks, timelines, responsibilities, dependencies, major milestones, transition completion dates and deliverables, and acceptance testing procedures per "Services" area. The transition of all services set forth herein should be accomplished as rapidly as possible, but individual sites and/or services may occur at different times throughout the process. Vendors' proposals should include suggestions and methods to facilitate this implementation. Provide such project plans using Microsoft Project 2000.

The Commonwealth Partners will use a proven IBM Transition Methodology and a standardized and repeatable transition approach for an efficient and successful transition. IBM's methodology is built around lessons learned from hundreds of successful large and complex transitions that we have performed around the globe. Our methodology uses best-of-breed project management techniques, optimizing data processing components, reengineering processes, consolidating support functions and relocating facilities where appropriate.

Commonwealth Partners' Approach

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- Experienced team dedicated to transition
 - Smooth transition with minimal impact to the business
 - Fully integrated solution across all towers
 - Single transition reporting methodology
 - Leveraging proven processes, tools and methodology
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Approach

Dedicated Transition Team

The Commonwealth Partners understand that to transition an IT environment the size and complexity of VITA is a huge undertaking and the success of our partnership hinges on a smooth transition to the new consolidated environments. The Commonwealth Partners have chosen Robin Kehoe, an experience Transition Manager, to lead our dedicated Transition Team. Robin will report to the Deputy Project Executive (DPE). Robin is responsible for managing the transition of IT Services from preliminary planning through transition to steady state operations. The Transition Manager will assemble a Transition Team of experienced transition staff with the skills needed to plan, design, test and implement the transition projects for each Services area. The Commonwealth Partners' solution depends upon the effectiveness of the team and the activities that are planned and executed during the transition. You can be confident that the Commonwealth Partners will bring forth the experience, methodology and skills necessary for a smooth technical and operational transition.

Smooth Transition with Minimal Impact to the Business

In order to perform a smooth transition on Day One, the Commonwealth Partners began pre-transition planning during the engagement phase. We began preparing transition documents and planned activities that will allow us to begin Transition upon the Service Commencement Date. The immediate start of transition activities will allow us to rapidly begin the transition of services and provide for a smooth transfer of the operating responsibilities to the Commonwealth Partners. The transfer of responsibilities includes the technical environment, processes, and human resources. We will begin transition with interim transition plans for human resources, change control, issues management, status reporting, and transition communications and with an interim deliverables list. We will review these documents on Day One with the VITA team and address their comments.

Our primary objectives are:

- Smooth transfer of contracted Services
- Business continuity
- Avoid disruption for the business
- Effective and efficient change of control
- Secure smooth Day One operation of the contract and service continuity
- Implementation of contracted solution from current to steady state

Fully Integrated Solution Across All Towers

The Commonwealth Partners understand the importance of integrating our solution across the towers to provide the Commonwealth with an efficient and cost effective Information Technology environment. Our Transition team will update the project schedule after the Services Commencement Date, creating tower dependencies to maximize benefits within each transition. We will collaborate with the Commonwealth Transition team in the transition planning, execution, and handover of the completed transition services to the operation of our Steady State Service Delivery Team. Our transition and steady state teams are an integral part of the delivery team and will work closely throughout transition and into the steady state phase.

Single Transition Reporting Methodology

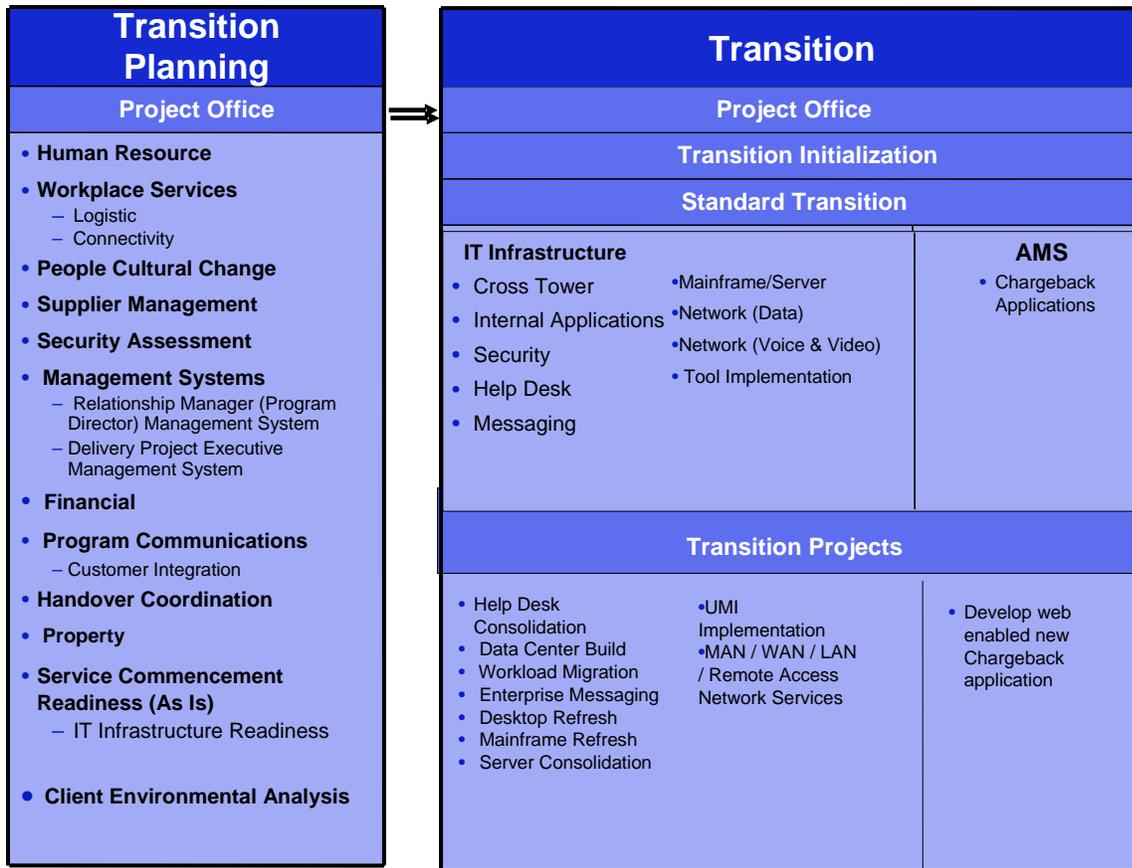
We will provide status and progress reports to VITA following the established reporting and communications processes in our Governance model. Our transition methodology uses IBM's proven project management processes, which we will use to manage transition risks and issues. We will communicate risks and issues as they are identified and collaborate with VITA to mitigate the risks and resolve the issues.

Leveraging Proven Processes, Tools and Methodology

The Commonwealth Partners will staff our Transition Team with Service and Transition Managers and Subject Matter Experts experienced in performing IT transitions. These individuals are responsible for transition of the technical towers and will train the in-scope staff in the procedures and processes that IBM will use during Steady State. A key component of transition is an efficient and effective transfer of institutional knowledge. Much of the knowledge will be retained since all in-scope employees will be offered employment with the Commonwealth Partners. We will work with VITA to develop a plan to complete the knowledge transfer from out-of-scope staff to the Commonwealth Partners' Transition Team.

Transition Process

The following diagram shows the relationship between Transition Planning and the execution of Transition.



Transition Planning

Transition planning consists of the activities that are performed to enable the Commonwealth Partners to take control of the Commonwealth's infrastructure environment and to effectively deliver contracted services with interim processes and tools, until the Transition processes and tools are fully implemented.

- **Transition Project Office - Transition Manager:** Set up the project management control structure and processes for the Transition Tower projects and coordinate and execute transition activities.
- **Human Resources:** Manage the transfer of people, their pay and conditions into IBM and Bearing Point and manage the resource plan necessary to deliver the services. Refer to Schedule 8.1.
- **Workplace Services:** Establish a working environment for the Managed Employees and for the Commonwealth Partners' Transition and Delivery teams, such that they can perform their roles.

- **People Cultural Change:** Provide an environment where the Managed Employees and new Commonwealth Partners' employees feel welcome, valuable, and productive as they transition to the Commonwealth Partners' Services environment. Assure that those heritage IBM and Bearing Point employees newly assigned to the Commonwealth account have an opportunity to appreciate the Commonwealth's culture.
- **Supplier Management:** Negotiate, obtain vendor consent, and transfer, if applicable, the in scope third party contracts and resources to IBM. Establish the ongoing procurement processes for the account team.
- **Security Assessment:** Understand the Commonwealth's existing security policy and current practice including IT Security scope, processes, security settings, and requirements as related to the contracted services. The finding of this review effort will be formally documented as the customer baseline.
- **Management Systems:** Establish the management systems for the Relationship Manager and Delivery Project Executive that provide the controls necessary for effective Contract Management, Services Management, and Resource Management.
- **Finance:** Establish the financial controls and billing process for the effective financial management of the contract.
- **Client Environmental Analysis:** Orchestrate and perform technical data, application inventory data, resource data discovery, and knowledge transfer needed to support the Transition efforts. Coordinate and perform "best of breed" technical tool/process recommendations, when appropriate.
- **Program Communications:** Establish an effective communications plan, mechanism, and ownership for internal and external information sharing.
- **Handover Coordination:** Facilitate that the handover of properties (i.e., Hardware, Facilities, physical properties, if applicable) from the Commonwealth to IBM is completed in an orderly, consistent, and timely manner. Set up a permanent, formal, and centralized record of what has been received from the Commonwealth.
- **Property:** Manage new building transactions necessary to provide the contracted services.
- **Service Commencement Readiness (Current Operations Phase):** Assess VITA's existing processes, tools, documentation, and staffing. Organize an orderly transfer of staff, knowledge, and services to the Commonwealth Partners, so the Steady State Service Delivery team can assume management responsibilities for the in-scope services by Service Commencement Date. Asset Inventory, Asset Management, and Business Controls are critical topics to be covered in the Transition. Those topics need special coordination and attention to fulfil Commonwealth Partners' corporate business policies.
- **IT Infrastructure Readiness:** Maintain the technical environment necessary for the Service Delivery team to perform their roles using either existing Client processes and tools, or the "interim" processes and tools until the transformation projects are completed.



Transition

Standard Transition

Standard Transition is the take over of the current business operations for the Commonwealth, which will occur on the Service Commencement Date followed by the activities to adjust the delivery processes and services to their final state. During Standard Transition the Commonwealth Partners will take over responsibility for the current IT Infrastructure that includes the Technical Towers of Internal Applications, Security, Help Desk, Messaging, Mainframe/Server, Network (Data) and Network (Voice and Video). In addition, we will begin implementing our standard tool sets that will be used during Steady State operations. Cross Tower Services will be established for the integration of critical IT and service management functions for the Cross Function Towers and will provide services with an end-to-end enterprise view across all towers. The current chargeback applications will be monitored and managed by the Commonwealth Partners.

Transition Projects

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7.1.1 Vendor roles and responsibilities for each IT service tower

Robin Kehoe, the IBM Transition Manager, has been with the Commonwealth Partners' team since the conceptual proposal and will manage transition-related activities during delivery. She will report directly to the IBM Deputy Project Executive, Rox Ann VanPool. Robin will oversee Contract Start-Up and the Transition Managers assigned to each service tower.

A Transition Project Schedule, Schedule 3.2 has been provided and will be refined by the Transition Manager after reviewing it with VITA staff assigned to transition roles. Current operations and Transition projects for each tower are planned in the Transition Project Schedule. Our service tower approach will allow the Commonwealth Partners to conduct the transition with a highly specialized and experienced team who will collaborate with VITA staff to achieve the transition objectives. This team will have the knowledge and experience to deliver a smooth transition.

The Commonwealth Partners will provide dedicated resources to perform the transition responsibilities documented in our Transition Plan. The following chart represents the roles and responsibilities of the Commonwealth Partners by service area. Please refer to the Schedule 3.3 Appendices for each tower for the final definition of roles and responsibilities.

Cross Function	
General Roles and Responsibilities	
	Provide Services that support Commonwealth business needs, technical requirements, and End-user requirements
	Comply with Commonwealth policies, standards, and regulations applicable to the Services
	Develop and maintain a comprehensive Procedures Manual that contains the actual operational and procedural standards that will be used in the delivery of the Services
	Conform to changes in laws, regulations, and policies. Major changes shall be proposed on a project-by-project effort basis to alter the environment to conform to the new requirements
	Report performance against Service Levels
	Coordinate all changes to the IT infrastructure that may affect the Service Levels of any other Service area
	Provide timely creation, updating, maintenance, and provision of all appropriate project plans, project time cost estimates, technical specifications, management documentation, and management reporting in a form/format tat is acceptable to VITA for all Tower projects and major Service

Cross Function
activities
Coordinate Service deliver with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers, VITA, and all appropriate third-parties, as necessary
Provide VIP support as necessary
Planning and Analysis Roles and Responsibilities
Participate in defining Services, standards, timeframes, and reporting requirements for Planning and Analysis activities
Perform infrastructure, configuration technical, and service planning and analysis based on the Commonwealth's requirements (e.g., availability, capacity, performance, backup, IT Service Continuity, DR)
Provide infrastructure installation and upgrade recommendations
Provide management reports required for Planning and Analysis activities (e.g., utilization and capacity trend reports)
Recommend data backup and retention procedures for all Towers that meet the VITA-specified Commonwealth requirements
Continuously monitor technical trends through independent research; document and report on products and services with potential use for the Commonwealth as they align with the Commonwealth's business and technology strategy; and otherwise comply with Section 3.5 of the Agreement
Perform feasibility studies for the implementation of new and existing technologies that best meet Commonwealth business needs and meet cost, performance, and quality objectives
Perform project management function
Participate in technical and business planning sessions to establish standards, architecture, and project initiatives
Conduct ongoing, regular planning and recommendations for technology refresh and upgrades
Conduct technical reviews and provide documented recommendations for improvements to the infrastructure that increase efficiency and effectiveness and reduce costs to the Commonwealth
Requirements Definitions and Roles
Develop Vendor data collection and documentation requirements and standards
Ensure requirements and meet security and IT architecture policies and standards of the Commonwealth
Conduct interviews, group workshops, and surveys to determine End-user functional, performance, availability, maintainability, and IT Service Continuity requirements
Document all requirements in agreed-to formats (e.g., System specifications, data models, Network design schematics)
Define Acceptance Test Procedures
Design Specifications Roles and Responsibilities
Develop and document technical design plans and environment configuration based on Commonwealth standards, architecture, functional, performance, availability, maintainability, security and IT Service Continuity requirements
Conduct site surveys for design efforts as required
Determine required Tower component upgrade, replacement and/or conversion requirements (e.g., hardware, Software, Networks)
Document and deliver design specifications
Acquisition and Management Roles and Responsibilities
Develop Acquisition and Asset Management procedures that conform to VITA-established requirements

Cross Function
Develop and maintain list of preferred suppliers/ vendors
Develop and issue acquisition bid requests as required and approved by VITA
Work with VITA to establish audit procedures to verify compliance with best practices and best pricing
Assist in periodic audits of procurement procedures
Evaluate proposals against clearly defined objective criteria
Negotiate contracts for vendor purchased/leased tower related components
Manage the ordering, procurement, contract management, and delivery processes in compliance with commonwealth procurement and acceptance processes
Manage and track vendor purchase orders and service orders
Coordinate delivery and installation of new products and services, as required
Ensure that new equipment/hardware complies with established commonwealth it standards and architectures
Adhere to Commonwealth acquisition acceptance process
Install and configure assets
Establish, update, and maintain an asset inventory database and tower component configuration charts to include VITA-established tracking criteria and asset register data (e.g., manufacturer, model, serial number)
Track vendor and Commonwealth owned equipment/hardware, circuits and software licenses installed in the Commonwealth environment
Track and advise VITA in a timely manner of expiration and renewal requirements of device/software licenses
Provide asset inventory and services reports as requested
Provide ability for VITA to inquire into the asset database
De-install hardware and terminate licenses, cleanse storage media, and dispose of, and/or relocate assets as needed/specified and provide disposition reports as needed

Internal Applications
Application Strategy, Architecture and Planning Roles and Responsibilities
Application Architecture Roles and Responsibilities
Participate in Internal Application architecture planning and recommend Internal Application architecture design
Evaluate and recommend software technologies, packages, and tools within the framework of this SOW as required
Conduct feasibility studies for the implementation of new technologies
Participate in architecture review of proposed projects
Collaborate with infrastructure architecture team
Data Architecture Roles and Responsibilities
Develop and maintain physical database
Evaluate Internal Application package data models against VITA requirements
Recommend appropriate master data standards to support the VITA applications
Application Integration Roles and Responsibilities
Provide G2G/G2B/G2C and EAI consulting
Evaluate and recommend software technologies, packages, and tools within the framework of this SOW as required
Conduct feasibility studies for the implementation of new technologies
Application Software License Management Roles and Responsibilities

Internal Applications
Manage software license inventory
Manage Vendor software license inventory and report to VITA on a semi-annual basis
Negotiate software licenses and maintenance contracts
Manage software vendor relationships
Planning and Analysis Roles and Responsibilities
Develop process re-engineering methodologies and recommendations
Conduct semiannual technical reviews and review with VITA
Monitor technical trends through independent research; document and report on products and services with potential use for VITA
Recommend overall systems development process improvements
Perform an annual portfolio analysis to identify and recommend applications rationalization, consolidation, sun-setting, etc
Participate in annual technical and business planning sessions to establish standards, architecture and project initiatives
Perform application operational assessments for capacity and performance purposes
Recommend potential improvements to application security architecture
Perform application security planning for development tasks
Identify possible product and software tool enhancement opportunities for improved performance and potential cost savings
Perform project estimation using best practices or a project estimation tools that can size application projects and can categorize them by level of effort (e.g., minimal, medium, difficult)
Requirements Definition Roles and Responsibilities
Conduct interviews, group workshops and surveys to determine technical, functional and End-User requirements
Develop functional requirements documents, logical and physical data models
Conduct value assessments of functional requirements and generate an impact analysis, including affected systems, alternative design scenarios, etc.
Identify need for software upgrade conversion requirements for Commercial Off-The-Shelf (COTS) hardware and software and execute based upon a Service Request from VITA
Recommend application test plan (e.g., functional, volume, end-to-end, integration, stress, regression, System, and End-User acceptance test if applicable)
Develop application test plan (e.g., functional, volume, end-to-end, integration, stress, regression, System, and End-User acceptance test if applicable)
High-Level Design Activities Roles and Responsibilities
Create the high-level design document from the business and functional requirements
Evaluate COTS package solutions
Conduct COTS application evaluations to demonstrate support of requirements
Develop prototype application configuration settings to demonstrate support of requirements
Provide high level design documentation that supports design requirements
Provide application development and implementation cost and schedule estimates, including all applicable equipment & support costs
Detail Design Activities Roles and Responsibilities
Define design standards and documentation
Conduct site surveys for design efforts as required by requirements document
Create the detailed design document from the business and functional requirements and high-level design
Create design to contain security features in compliance with VITA and Commonwealth Security Policies, including external and Commonwealth role-based security models

Internal Applications	
	Provide planned technology design that specifies all components, program modules, data stores, interfaces, interface components and associated operations procedures for the application
	Document and present implementation options evaluated as required by the requirements document to support the VITA custom code process
	Document technical requirements, logical and physical data models
	Develop test cases as defined in testing plan
	Define implementation and deployment policies, project schedules and staffing requirements to meet deployment and delivery requirements
	Provide revised application development and implementation cost and schedule estimates
Programming/Development Activities Roles and Responsibilities	
	Review VITA and Commonwealth existing technical standards (e.g., naming, JCL)
	Recommend programming, development, and technical documentation policies, procedures, and standards in conformance to SEI requirements where applicable
	Establish overall programming and development project schedule
	Provide overall programming and development module delivery schedule for VITA acceptance
	Perform all necessary technical design, programming, development, unit and string testing, scripting, configuring or customizing of application modules as required to develop and implement the design plans and specifications
	Create test cases, test data and perform all appropriate testing (e.g., unit testing, end-to-end testing, stress testing, regression testing, integration testing)
	Create test environment and data where required by project, including demonstration of requirements traceability to verify the requirements as specified in the requirements document have been satisfied
	Facilitate and support End-User acceptance test (establishing adequate test environment based on End-User Acceptance Criteria, preparing data to support test scenarios within modified system as well as managing the relationship with all interfaced systems necessary to conduct test, troubleshooting, support users to progress through scenarios, simulating interfaces or working with integrated systems to conduct end-to-end tests, support batch processing, exercise functionality, and report results) as prescribed by VITA
	Manage the VITA functional, integration, and regression test environments and associated test data including creation and maintenance during the testing period
	Provide shared access to the mutually agreed to defect tracking system for purposes of allowing VITA to initiate, track, and report Commonwealth-found defects (i.e., End-User acceptance testing).
	Correct defects found as a result of testing efforts
	Stage Systems before implementation
Implementation and Migration Activities	
	Implement local adaptations to technical architecture or services provided
	Install new or enhanced functions or features—hardware, software, peripherals, configurations and System management tools where applicable
	Conduct pre-installation site surveys, including validation of site-specific functionality as defined in the requirements document(s)
	Assist VITA in support, implementation and deployment of Internal Applications and platform environment in all Commonwealth geographies as defined in the requirements document(s) and/or a Service Request
	Coordinate deployment and support activities with Eligible Customers as directed by VITA
	Perform data migration from existing Systems to new Systems, by either electronic or manual methods



Internal Applications
Provide System and End-User documentation
Create detailed “Technical Go-Live” plan
Deploy System
Code Migration Roles and Responsibilities
Recommend operations and administration procedures related to Code Migration
Report on results from test-to-production activities if applicable
Migration of code from development to test on an agreed upon basis
Track migration status and notification
Escalate and resolve issues with Vendor Services delivery team and development teams
Participate in environment setup & decommissioning for new and changed environments
Migrate defect correction code
Software Configuration Management Activities Roles and Responsibilities
Define configuration management policies and procedures consistent with the SEI CMM Software Configuration Management Key Process Area (KPA)
Perform configuration management activities throughout the development process

ACM Roles and Responsibilities
Recommend procedures associated with VITA authorized PCRs
Ensure custom code approvals are received from the designated VITA IT personnel
Assist VITA with documentation and communicate change management processes and procedures
Participate in scheduling releases
Manage documentation changes to the underlying application development environment via use of library management version control and turnover management as described above
Provide impact analysis associated with proposed project changes
Prepare VITA System change request
Training and Knowledge Transfer Activities Roles and Responsibilities
Develop training and knowledge transfer plan in the project plan
Provide technical training assistance and knowledge transfer to VITA support personnel, during deployment as requested
Provide training materials related to the technical aspects of the application to VITA as applicable
Provide continuing End-User training for improving “how-to-use” skills related to Systems and Internal Applications
Create and maintain Commonwealth Internal Application training instances or clients as required by VITA
Provide Help Desk agent training, including developing dialogue scripts
Documentation Roles and Responsibilities
Recommend specifications and Documentation format and content per SEI requirements
Provide system specifications and Documentation
Develop operational processing flow
Provide System installation, support, configuration and tuning manuals
Provide application hardware and System Software requirements documentation
Provide logical and physical data model
Provide System and application security procedures
Provide standard operating procedures
Prepare updates and release notes



Document version control for all documentation for which Vendor is responsible
Provide documented application disaster recovery process
Monitoring, Reporting, and Review Roles and Responsibilities
Provide, maintain and update project plans, identifying critical path dependencies, major Critical Milestones, Deliverables, “project earned value” as mutually agreed upon by the Parties for selected projects
Provide status reviews and progress reports as required by VITA for selected mutually agreed to projects
Provide monthly Service Level performance reports against each Service Level, including trends for each and summary view
Provide monthly milestone achievement review and performance reports
Provide an electronic copy of the applications inventory being maintained by Vendor
Provide mutually agreed to reports to enable invoice reconciliation
Provide mutually agreed to reports that capture Service Requests demand and measure of ability to satisfy demand
Provide mutually agreed to reports that represent general health of environments (e.g., number of stranded transports, patches not yet applied) as well as reports that represent demand fulfillment in End-User terms (e.g., defect corrections/change requests that have slipped against commitment, backlogged defects/change requests, Priority Level 1, 2, and 3 defects)
Measure and analyze performance relative to requirements
Develop improvement plans for Services that do not meet Service Levels
Implement improvement plans
Provide Service Request Response Time management reports (including a trend line) for new development work that reflects time to provide time and cost estimates
Report productivity per project and frequency (i.e., number of lines of code or function points), including trend line. Granularity of report metrics (new work v. maintenance) shall be mutually agreed. Targets shall be set within ninety (90) days of the Service Commencement Date
Report on average defect Response Time by Priority Level

Security	
General	
Provide Services that support Commonwealth business needs, security, technical requirements, and End-User requirements	
Comply with VITA and Commonwealth policies and standards and regulations applicable to the Commonwealth for information, Systems, personnel, physical and technical security	
Conform to changes in laws, regulations and policies. Major changes shall be proposed on a project-by-project effort basis to alter the environment to conform to the new requirements	
Report performance against Security Service Levels	
Participate in coordination of all changes to the IT infrastructure that may affect the Service Levels of any other Service area	
Provide timely creation, updating, maintenance and provision of all appropriate project plans, project time and cost estimates, technical specifications, management documentation and management reporting in a form/format that is acceptable to VITA for all projects and major Service activities	
Coordinate Service delivery with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers, VITA, and all appropriate third-parties, as necessary	
Provide VIP Support Services as necessary	



Security
Recommend IDS/IPS/routers and switch requirements based on industry best practices and as requested
Security Planning and Analysis Roles and Responsibilities
Provide infrastructure security planning and analysis installation and upgrade recommendations
Continuously monitor security trends through independent research; document and report on products and services with potential use for the Commonwealth as it aligns with the Commonwealth's business and technology strategy
Perform feasibility studies for the implementation of new security technologies that best meet Commonwealth business needs and meet cost, performance and quality objectives
Participate in technical and business planning sessions to establish security standards, architecture and project initiatives
Conduct technical reviews and provide recommendations for improvements to the infrastructure that increase efficiency and effectiveness of security and reduce costs in accordance with planning and analysis policies and procedures
Recommend potential improvements to application security architecture
Perform application security review to ensure compliance with Vendor-supported infrastructure requirements
Operations and Administration Roles and Responsibilities
Maintenance Roles and Responsibilities
Perform diagnostics and maintenance for all hardware, Software, peripherals, Networks and special purpose devices for Services as appropriate to security
Actively participate in industry standard security forums and End-User groups to remain up to date with current security trends, threats, common exploits and security policies and procedures
Assist in developing security standards, policies, and procedures including industry best practices
Provide a full-time security assessment group to conduct continual assessments of Eligible Customers' security effectiveness
Provide a security customer service group dedicated to the Commonwealth's enterprise that will be the direct liaison with VITA's Security Services Directorate for Eligible Customers' security requirements
Provide security plan and IT infrastructure based on VITA-specified security requirements, architecture, standards, procedures, policies, and Commonwealth, federal, State, and local requirements and risks
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Recommend new best practice security technology and products when available or as requested
Log and report security violations to VITA per VITA and Commonwealth policies and standards
Implement immediate measures to react to an identified security Incident and take actions to isolate and minimize the negative impact to the Commonwealth infrastructure in accordance with VITA security procedures
Resolve violations of security and security policy which are determined to be internal to the Vendor
Escalate and resolve security violations that originate outside of the hosted Network(s) (e.g., denial of service attacks, spoofing, Web exploits) in accordance with VITA security procedures
Review all security patches relevant to the Commonwealth IT environment and classify the need and speed in which the security patches should be installed as defined by security policies, standards, and best practices
Maintain all documentation required for security audits and internal control and control testing
Allow third party security audits as authorized by the VITA Security Services Directorate
Implement a "Security Awareness Program" that addresses the support and delivery within the



Security
Vendor's organization
Contribute, as requested, to VITA in managing VITA's "Security Awareness Program" for the Commonwealth

Desktop
General Roles and Responsibilities
Recommend Services and standards for supporting the Commonwealth desktop/End-User business requirements and platform standards
Procure and own desktop and laptop hardware and Software
Deploy and manage desktop and laptop hardware and Software (e.g., OS, personal productivity and office automation Software and Services)
Procure and own Network-attached printers, copiers, scanners, and multi-functional devices
Deploy and manage Network-attached printers, copiers, scanners, and multi-functional devices
Procure locally-attached printers, storage devices and miscellaneous peripherals, as authorized by VITA
Deploy and manage locally-attached printers, storage devices and miscellaneous peripherals on a non-Priority, best-effort basis
Provide End-User data back-up, storage, and recovery Services File storage will be provided via disk space on servers. Backup will be made to these server or SAN devices. Recovery will be from server or SAN devices. Desktop support personnel will assist end users with data recovery or data move during IMAC
Provide and support Remote Access Services for VITA-approved for End-Users Devices in mobile, remote, and home locations
Provide Level 2 and Level 3 support for VITA-approved Commonwealth End-User personal productivity and office automation Software and in-scope hardware and Software
Provide Problem determination and resolution for all in-scope devices
Provide Dispatch for in-scope End-User Devices for hardware and System diagnosis and repair as coordinated through the Vendor Help Desk
Provide Depot Services for in-scope End-User Devices for hardware and System diagnosis and repair as coordinated through the Vendor Help Desk
Coordinate Service delivery with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers, VITA, and all appropriate third-parties, as necessary
Provide VIP Support Services as necessary This is a list that must be developed during transition. Rules will have to say what the increased level of support is and how often the list can change. Recommend changes once per quarter.
Core Software Build and Deployment Roles and Responsibilities
Recommend Core Software Build and Deployment Management policies and procedures, including periodic Core Software image updates
Comply with Core Software platform architectural requirements for which Core Software Build and Deployment Services must be provided
Provide technical assistance for defining Core Software image(s) specifications for desktops, laptops, and other in-scope End-User Devices
Develop and document detailed technical specifications that define and support the build, test, and deployment plans for the standard Core Software image(s)
Build Core Software End-User Device image(s) and provide documentation of results to VITA
Conduct System-level and End-User testing of the Core Software image(s) to validate that they



Desktop
perform in accordance with the approved specifications
Coordinate with the Vendor Help Desk, and other support groups as applicable, to ensure that each of the appropriate IT Service groups are prepared to support the deployment of the Core Software image(s)
Provide necessary utilities/tools to maintain and ensure compliance with Core Software deployment policies and procedures
Manage deployment efforts using formal project management tools, methodologies and standards (e.g., ITIL change and Configuration Management practices)
Deploy approved Core Software image(s) on all in-scope desktop and End-User Devices
Provide, staff, and administer a software distribution service
Recreate End-User desktop environment to previous state including Core Software image plus all End-User specific features, functions and applications
Conduct Core Software deployment reviews and provide results to VITA
Eligible Customer-specific Software Image Build and Deployment Roles and Responsibilities
Recommend Eligible Customer-specific Software deployment policies and procedures
Document Eligible Customer-specific Software image specifications and deployment plans
Provide technical assistance for defining Eligible Customer-specific Software image specifications
Build Eligible Customer-specific Software image
Coordinate with End-User in conducting End-User acceptance testing of the Eligible Customer-specific Software image(s) and with VITA as required
Assist in the End-User testing, as required by VITA
Coordinate with Eligible Customers for the deployment of approved and test images
Coordinate with the Vendor Help Desk, and other support groups as applicable, to ensure that each of the appropriate IT Service groups are prepared to support the deployment of the Eligible Customer-specific Software image(s)
Manage deployment efforts using formal project management tools, methodologies and standards (e.g., ITIL change and Configuration Management practices)
Deploy Eligible Customer-specific Software images
Provide staff and administer a software distribution service
Conduct Eligible Customer-specific Software deployment reviews and provide results to VITA
Operations and Administration Roles and Responsibilities
Perform and support hardware and Software IMACs, re-installations, updates and downloads for in-scope End-User Devices
Coordinate with all appropriate IT service delivery management teams for ensuring delivery and support related to delivery of Services
Provide on-site Technical Support to End-Users for maintenance and break/fix activities for End-User Devices for VITA-specified Commonwealth facilities
Provide Depot repair Technical Support for in-scope End-User Devices for maintenance and break/fix activities as appropriate
Conduct data and applications migration that is necessary due to any hardware or Software IMACs and re-installations for End-User Devices We will move software from one device to another but "migration" implies some level of software change, adaptation, or alteration. We will move things in their "then current state"
Recommend and implement approved retention, backup, and recovery requirements
Remote Technical Support and Responsibilities
Recommend appropriate processes and procedures for supporting the (CTS) Remote Technical Support Service
Implement, manage, and maintain (CTS) Remote Technical Support Service in accordance with



Desktop
approved processes and procedures
Coordinate with the Help Desk and all other necessary Vendor and VITA support organizations to manage all (CTS) Remote Technical Support requests
Dispatch appropriate Level 2 or Level 3 Technician(s) in response to an escalated Incident or Service Request
Perform appropriate Remote diagnostic activities to determine if Problem can be resolved before dispatching the on-site visit and repair those Problems
On-Site Technical Support Roles and Responsibilities
Recommend appropriate processes and procedures for supporting the On-Site Technical Support Service
Implement, manage, and maintain On-Site Technical Support Service in accordance with approved processes and procedures
Spares and parts should be provided by break fix vendor
Coordinate with the Help Desk and all other necessary Vendor and VITA support organizations to manage all On-Site Technical Support requests
Dispatch appropriate Level 2 or Level 3 Technician(s) in response to an escalated Incident or Service Request
Notify VITA End-User of date/time of planned arrival of technician
Perform appropriate on-site diagnostic activities to determine if Problem can be resolved during the on-site visit and repair those Problems
Arrange for the End-User Device to be shipped to the appropriate Depot to perform necessary repair activities to correct the Problem if Problem cannot be corrected onsite
Arrange for End-User Device loaner equipment as appropriate for the duration of time that the End-User Device is being repaired
Perform necessary corrective repairs and verification tests for devices sent to Depot and return repaired End-User Device to originating End-User location
Advanced Exchange and Depot Carry-in Maintenance Roles and Responsibilities
Recommend appropriate processes and procedures for provisioning the Advanced Exchange and Depot Carry-in Maintenance Services
Implement, manage, and maintain Advanced Exchange and Depot Carry-in Maintenance Service in accordance with approved processes and procedures
Establish, procure, own, and maintain appropriate equipment sparing requirements and spares inventory levels to meet Service Levels for Advanced Exchange and Depot Carry-in Maintenance
Coordinate with Vendor Helpdesk and all other necessary Vendor and VITA support organizations to manage all Advanced Exchange and Depot Carry-in Maintenance support requests
Perform appropriate evaluation and diagnostics to determine if Advanced Exchange or Depot Carry-in Maintenance is appropriate based upon the situation and initiate appropriate corrective actions as defined in the Procedures Manual
Manage replenishment and disposition in accordance with VITA and Commonwealth approved policies and procedures if the equipment is determined to be in need of replacement
Monitor, track, and analyze equipment failures to identify any emerging or developing trends that will have negative impact on operational performance and develop recommendations on corrective action plans
Implement corrective action plans for those corrective actions that do not require prior review and approval from VITA
Provide VITA with management reports with recommended corrective actions plans for those corrective actions that require VITA approval prior to undertaking such corrective action
Implement approved corrective action plans

Desktop
Monitor and report on the success of the corrective actions

Help Desk
General Roles and Responsibilities
Set up the Vendor Help Desk, including implementation of systems necessary to document, track and manage End-User Service Requests, inquiries and Problem notifications
Provide a single point of contact and coordination for all Incident reports and requests for information and Service (e.g., IMACs) in the Towers supported under this SOW
Provide Level 1 assistance to inquiries on the features, functions and usage of hardware and Software per the Help Desk Supported Hardware and Software Appendices
Identify, escalate (e.g., Level 2 escalation), manage resolution and close Incidents
Manage the Root Cause Analysis process on recurring Incidents. Desktop and Help Desk agree that the Help Desk is a major participant in RCA but NOT managing it.
Perform administration Services such as creating, changing and deleting End-User accounts
Coordinate Service delivery with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers, VITA, and all appropriate third-parties, as necessary
Assist, as reasonable, Commonwealth residents who have called the wrong Help Desk
Provide VIP Support Services as necessary
SPOC Roles and Responsibilities
Provide SPOC call-in access via a toll-free number for all Help Desk Services for all Towers and Commonwealth facilities
Provide for multiple alternative communications channels, including voice messages, email and Inter/Intranet
Record and redirect non-Tower Incidents and non-Service Requests (i.e., out of scope calls)
Provide TTY access point, disabled access capability to Help Desk, in accordance with applicable regulatory and statutory requirements
Help Desk Operations and Administration Roles and Responsibilities
Help Desk Operations Roles and Responsibilities
Develop and document in the Procedures Manual operational procedures which meet Commonwealth requirements and adhere to Commonwealth Help Desk policies
Receive, track, answer and Resolve End-User Calls
Coordinate IMACs, for all Towers
Provide “How-to” and Level 2 assistance for Commonwealth-defined Commercial Off-the-Shelf (COTS) applications included in the Desktop Services Tower
Coordinate employee End-User account administration, activation, changes and terminations, including: password/account setup and reset, remote access connectivity, E-mail accounts, End-User Ids, and Password resets
Provide end-to-end Problem identification, escalation, resolution and closure process
Provide additional resources as needed during planned and unplanned events.
Follow Commonwealth and VITA policies and procedures
Help Desk Administration Roles and Responsibilities
Develop and document in the Procedures Manual, Vendor Help Desk administration procedures which meet the Commonwealth’s requirements and adhere to Commonwealth Help Desk policies

Help Desk
Select and implement Software and hardware (e.g., IVR) needed to collect, track and manage Service Requests received by the Vendor Help Desk
Track/manage/report Vendor Help Desk utilization
Maintain and provide escalation contact list(s) for all Towers (including third parties such as vendors and service providers)
Issue broadcasts or other notices to provide status updates as required for planned and unplanned events
Provide End-User or manager online/portal access to Service Requests, ACD/IVR reports and Incident reports
Develop and execute procedures for conducting End-User Satisfaction surveys according to the Service Level requirements and Section 3.17 of the Agreement
Maintain a continuous improvement program that improves Help Desk Services using metrics to improve Service delivery and reduces Call volume
Work with Vendor operational and technical staff, and VITA, to identify solutions that minimize the need to call the Vendor Help Desk (e.g., additional End-User training, self help opportunities, Root Cause Analysis)
Coordinate and make available environment documentation (i.e. network configuration, and inventory of software to be supported)
Service Request and Trouble Ticket Management Roles and Responsibilities
Provide a system to document, manage and track all requests for service, Problem reports and inquiries regardless of the means by which the request is submitted (e.g., telephone, email, fax, direct online input by End-Users)
Develop procedures to receive and respond to Commonwealth Calls for service according to defined prioritization and resolution targets. Ensure that response to requests is based on priority and impact rather than the method used to notify the Vendor Help Desk (e.g., telephone, email, fax, direct input to service request system by End-Users)
Resolve Incidents within prescribed time limits, if possible, otherwise escalate to appropriate Level 2 resource
Identify Problem characteristics and Root Cause
Categorize, prioritize and log all Incidents (e.g., inquiries/Problems/Service Requests) in the Help Desk Trouble Ticket system
Monitor Incidents (Help Desk Trouble Tickets) and escalate per policies and procedures until resolution and End-User Satisfaction
Verify acceptance of Services by contacting the End-User to confirm results and level of End-User Satisfaction
Ensure that recurring Problems which meet defined criteria are reviewed using Root Cause Analysis processes
Ensure that inventory and configuration management records are updated to reflect completed Service Requests (IMACs, and others) Help Desk is an Assist here vs. primary
Remote Desktop Management Roles and Responsibilities
Recommend technology and develop policies for the use of remote control tools for maintenance and troubleshooting
Diagnose Problems using remote control capability and when possible implement corrective actions to Resolve Problems. If resolution is not possible escalate per the escalation procedures
Utilize remote controls to manage and update desktop System Software, and to maintain configuration and inventory information
Utilize remote control tools to manage and enforce compliance with configuration management standards



Help Desk	
	Assist in enabling the enforcement of compliance to configuration management standards and the appropriate optimization at the desktop
End-User Administration Services Roles and Responsibilities	
	Develop and document requirements and policies regarding End-User Administration
	Receive and track Service Requests for End-User account activation, changes and terminations
	Create, change and delete End-User accounts per Service Requests in accordance with VITA and Commonwealth security policies
	Coordinate as necessary with other specialized areas to manage End-User accounts
	Reset passwords as required in accordance with VITA and Commonwealth security policies
IMAC Roles and Responsibilities	
	Receive and track requests for IMACs
	Confirm the requirements, scope and schedule and acquire VITA approval of the IMAC request
	Contact the End-User and schedule an appropriate, agreed time for the work to take place
	Verify completion of IMACs by contacting the End-User to confirm End-User satisfaction
Self Help Roles and Responsibilities	
	Identify requirements for Self Help capabilities
	Implement Self Help capabilities that enable End-Users to perform self service
	Monitor and review the effectiveness of Self Help capabilities and usage and review with VITA on a regular basis
	Develop recommendations for and implement improvements to Self Help capabilities (see Appendix 1 (Cross-Functional Services SOW) to Schedule 3.3 (Statements of Work) for general improvement recommendation process)
Planning and Analysis Roles and Responsibilities	
	Identify and recommend Vendor Help Desk solution that best meets Commonwealth business needs and expense/Service Level expectations
	Perform operational planning for Vendor Help Desk capacity and performance purposes
	Determine transitional plan & issues regarding facilities, layout & integration with other non-consolidated Help Desks (e.g., sales and agency technical services)
	Perform analysis of the Commonwealth environment, including acquiring VITA management team feedback, to identify the appropriate sets of skills, training, and experience needed by the Vendor Help Desk staff
	Recommend Incident management, reporting standards and policies
Reporting Services Roles and Responsibilities	
	Provide a list of Help Desk management reports
	Report on Vendor Help Desk statistics and trends as specified in the Procedures Manual (e.g., Service Request volumes and trends by types of End-Users)
	Report on trends in Service Requests indicating a need for training or other corrective actions
	Provide VITA with online/portal access to Vendor Help Desk reports

Messaging	
General Roles and Responsibilities	
	Recommend services and standards for supporting the VITA Messaging Services business requirements and platform standards
	Work with appropriate IT service delivery personnel to perform the installation, testing, and tuning of all technical environment hardware, Software, peripherals and interfaces related to supporting messaging platforms
	Procure and own Messaging Services and Software

Messaging
Coordinate with all appropriate Towers for acquisition of all Messaging Services infrastructure equipment
Deploy and manage Messaging Services
Provide and support remote access services for Messaging Services for the Commonwealth
Provide Level 2 and Level 3 support for VITA support personnel
Provide problem determination and resolution
Provide Level 2 and Level 3 hardware and System Software support for all in-scope Software as coordinated through the Help Desks
Coordinate with Help Desks for Incident Resolution for End-User Messaging Services Software and System diagnosis and repair
Coordinate Service delivery with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers, VITA, and all appropriate third-parties, as necessary
Provide VIP Support Services as necessary
Identify possible Service enhancement opportunities for improved performance and potential cost savings
Software Deployment and Management Roles and Responsibilities
Establish Software Deployment and Management policies and procedures
Provide necessary utilities/tools to maintain and ensure compliance with agreed-upon Software Deployment and Management policies and procedures
Manage deployment efforts using formal project management tools and methodologies
Conduct deployment reviews and provide results to VITA
Operations and Administration Roles and Responsibilities
Define Operations and Administration policies
Coordinate with Technical Support, Incident & Problem Management and third party service providers in Problem resolution
Establish scheduling tools and processes for managing mailbox moves, archiving, Messaging Services administration
Define test-to-production migration requirements
Perform test-to-production tasks
Report on results from test-to-production activities
Perform quality control on test-to-production results
Verifying the integrity of all messaging backups / monthly restore tests
Monitoring event logs
Performing Software / application monitoring (e.g., queue size)
Performing End-User Installs Moves, Adds, Changes (IMAC) and Deletes (email accounts)
Managing End-User, group and computer accounts (e.g., Directory Services)
Performing anti-virus monitoring, active scanning, blocking, remediation, etc.
Performing spam monitoring and blocking, and releasing of valid mail (e.g., white listing)
Performing email and Webmail administration (e.g., distribution lists, public folders, forms, MTA queues, mailboxes, wireless statistics)
Coordination with Security Services for Messaging Services all account administration
Performing DNS / mail relaying
Researching and resolving email NDRs (non-deliverables & returns)
Performing Postmaster cleanup
Performing wireless messaging administration
Performing Directory Services administration



Messaging
Performing reporting and documentation
Performing new installations / migrations
Administer the day-to-day interfacing with third parties with whom the Commonwealth has third party maintenance agreements for which VITA is responsible
Issue reports on Messaging Service area performance
Perform administration support activities for all Messaging Services
Recommend and implement approved retention, backup, and recovery requirements
Manage email databases
Provide support for applications services using SMTP or LDAP integration only
Provide intranet/Internet services in support of Webmail services
Messaging Maintenance Services Roles and Responsibilities
Define maintenance and repair policies and procedures
Perform onsite or remote activities as required to fulfill the Messaging Services requirements
Install and maintain version/release and product upgrades as a part of baseline Services, to include Software currency of N-1 as appropriate
Perform onsite or remote activities as necessary, as well as escalating Service Requests to repair the Messaging Services environment
Perform diagnostics on Messaging Services Software
Perform, or coordinate with appropriate Towers, the installation of manufacturer field change orders, service packs, and Software maintenance releases, etc.
Perform, or coordinate with appropriate Towers, software distribution and version control, both electronic and manual
Perform the necessary system management on Messaging Services Software (e.g., system tuning)

Mainframe and Midrange
General Roles and Responsibilities
Manage event and workload processes across all platforms
Provide technical support for all hardware/equipment of the Data Center computing infrastructure
Support all System Software computer-processing Services (e.g., OS, Middleware, collaborative computing platforms, Internet, Intranet and Extranet)
Support Data Center Network operations (e.g., Systems monitoring, Problem diagnostics, troubleshooting, resolution and escalation, Security Management; and Capacity Planning/analysis)
Provide database administration, data management and storage Services
Provide data backup and restoration Services in accordance with Commonwealth and VITA established policies
Provide Disaster Recovery Services across all platforms per the Commonwealth and VITA Disaster Recovery planning requirements
Provide send/receive electronic data transmissions
Provide Data Center environmental support (HVAC, UPS, power, cable plant, etc.)
Coordinate all changes to the Data Center infrastructure that may affect the Service Levels of any other Service area
Create and maintain all appropriate project plans, project time and cost estimates, technical specifications, management documentation and management reporting in a form/format that is acceptable to VITA
Report performance against Service Levels
Coordinate Service delivery with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers, VITA, and all appropriate third-parties, as



Mainframe and Midrange
necessary
Provide VIP Support Services as necessary
Operations and Administration Roles and Responsibilities
Monitoring Operations Roles and Responsibilities
Develop and document in the Procedures Manual monitoring procedures that meet requirements and adhere to defined policies
Provide console operations for centralized and remote computer processing unit (CPU) processing
Provide console monitoring, troubleshooting, repair and escalation of Problems in the Data Center computing environment
Provide preventative measures for proactive monitoring and self-healing capabilities to limit Outages that impact Service delivery
Monitor Systems as scheduled and respond accordingly to System messages
Identify and report Application Software Problems
Resolve or assist in resolving Application Software Problems in accordance with Service Levels. Escalate as required
Conduct applications test-to-production migration activities
Job Scheduling and Execution Operations Roles and Responsibilities
Provide job scheduling, job execution, reporting and resolution taking into account infrastructure and System interdependencies
Implement and manage scheduling tools for managing/automating job execution (e.g., job workflow processes, interdependencies, VITA and Commonwealth contacts, and rerun requirements file exchange functions and print management)
Define test and demand batch scheduling requirements
Prepare test and demand batch jobs for execution
Execute test and demand batch jobs on appropriate Systems
Execute production batch jobs on appropriate Systems
Monitor progress of scheduled jobs and identify and resolve issues in scheduling process
Start-up and shut-down online/interactive Systems according to defined schedules or upon approved request
Maintain database of job scheduling, contact, rerun and interdependencies
Provide quality control for reprocessing activities, such as batch reruns
Validate job results per VITA instructions
Notify VITA and maintain a history of job completion results
EDIF Management Roles and Responsibilities
Develop and document in the Procedures Manual procedures for performing EDIF Management that meet VITA requirements and conform to “industry-standards”
Develop and maintain a repository of all Commonwealth EDIF distribution entities
Execute EDIF production and test distribution according to production schedules
Monitor all EDIF transactions to ensure proper completion
Rerun transactions as required and communicate/advise unresolved EDIF transactions to VITA contact
Perform recovery operations for EDIF transactions as required
Interface directly with Commonwealth EDIF distribution entities according to defined, entity unique Commonwealth procedures
Output Management Roles and Responsibilities
Develop and document in the Procedures Manual procedures for performing Output Management that meet requirements and conform to defined policies, including the management of transport, delivery locations and scheduling requirements

Mainframe and Midrange
Provide print Output Management and distribution
Separate and organize printed output materials accordingly
Ensure that printed output is delivered to VITA specified delivery locations according to schedule
Package and coordinate designated output for pickup by USPS or private delivery services (e.g., FedEx, UPS)
Ensure that output devices are functioning, including performing or coordinating routine maintenance
Create and distribute Commonwealth data products for Eligible Customers, including volume creation (CDs, cartridges, FTP, etc.)
Acquire and manage consumables, such as paper, print ribbons, ink, tapes, etc. Coordinate acquisition of additional materials as needed
Storage and Data Management Roles and Responsibilities
Develop and document in the Procedures Manual procedures for performing Storage and Data Management that meet requirements and conform to defined policies
Provide data storage Services (e.g., RAID array, SAN, NAS, tape, optical)
Monitor and control storage performance according to Storage and Data Management policies
Maintain and improve storage resource efficiency and space requirements
Maintain data set placement and manage data catalogs
Perform data backups and restores per established procedures and Service Levels
Manage file transfers and other data movement activities
Provide input processing, for activities such as loading third-party media (e.g., tape) and receipt and/or transmission of batch files
Support send and receive electronic data transmissions (e.g., EDI, FTP)
Acquire and manage consumables, such as tape, disks, etc. in support of the VITA and the Commonwealth's backup requirements for the Data Center
Media Operations Roles and Responsibilities
Develop and document in the Procedures Manual media processing procedures that meet requirements and adhere to defined policies
Maintain a media library and media management system
Manage the media inventory to ensure that adequate media resources are available. Coordinate acquisition of additional media as needed
Manage input media availability to meet processing Service Levels
Load and manage third-party media
Provide secure offsite storage for designated media and transport media to offsite location as required
Perform periodic audits to ensure proper cataloging of media
Enterprise System Administration Roles and Responsibilities
Develop and document in the Procedures Manual procedures for performing Enterprise System Administration that meet requirements and adhere to defined policies
Set up and manage End-User accounts, perform access control, manage files and disk space and manage transaction definitions
Perform System and component configuration changes necessary to support enterprise computing Services in conformance with Change Management requirements

Network
General Roles and Responsibilities
Recommend WAN, LAN, RAS, Network Security Services, standards and requirements based on

Network
industry best practices
Develop and document Network provisioning, engineering, design, requirements and policies, in accordance with Procedures Manual
Recommend Network capacity thresholds
Provide capacity and performance reports on a monthly basis or as needed
Procure/provision and maintain all Network components and circuits
Report monthly (or as needed by VITA) performance against Service Level
Coordinate Service delivery with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers, VITA, and all appropriate third-parties, as necessary
Provide VIP Support Services as necessary
Architecture, Design and Engineering Roles and Responsibilities
Develop Network design, engineering and security testing and integration procedures that meet requirements and adhere to defined policies
Prepare Network design, engineering and security, plans and schedules to support new and enhanced applications, architectures and standards
Develop schedules of impending changes to the Network environment
Coordinate with VITA, other Eligible Customers, and public carriers, as required
Asset Acquisition and Network Provisioning Services Roles and Responsibilities
Order and expedite Network Services that conform with VITA's architecture requirements
Configure and test Network infrastructure prior to installation
Document infrastructure configuration files and IP addressing schemas
Provide capacity planning assistance to develop Network resource requirements projections
Coordinate ordering, procurement and inventory management of Network Services and associated infrastructure
Manage the performance of Network Service and associated infrastructure providers to meet defined schedules, project plans, Service Levels, etc
Ensure that all new circuits, devices and software provisioned are included in configuration management system
Provide Network Services and associated infrastructure for all Eligible Customers
Develop and document Network administration requirements, in accordance with the Procedures Manual
Develop and document procedures for administration that meet requirements and adhere to defined policies and procedures, in accordance with the Procedures Manual
Perform day-to-day Network Operations and Administration activities
Manage all Network devices in accordance with VITA and Commonwealth policies
Maintain Network Services and associated infrastructure configurations
Manage accounts as needed for access and maintaining Network resources (e.g. logon End-User-id and password maintenance)
Maintain and provide audit information including access, general logs, application logs in accordance with VITA and Commonwealth policies
Ensure that Network Administration activities are coordinated through defined Change Management processes
Provide on-site staff at Eligible Customer facilities as necessary to perform maintenance, Incident and Problem resolution activities
Coordinate resolution of Network Service and associated infrastructure problems with Network Service providers and Eligible Customers
Network Monitoring and Reporting Roles and Responsibilities



Network
Develop and document requirements and policies for Network Monitoring and Reporting, in accordance with the Procedures Manual
Provide and implement tools for monitoring performance, capacity and availability of Network devices and traffic
Implement measures for proactive monitoring and self-healing capabilities to prevent Service interruptions
Monitor and report the Network Service Levels
Identify and report on the resolution of Network Problems in accordance with Incident and Problem Management Services, policies, procedures and Service Levels
Documentation Roles and Responsibilities
Recommend documentation requirements
Maintain documentation in an electronic format
Enable VITA access to documentation contained within electronic format
Provide documentation as required by VITA

Voice and Video
General Roles and Responsibilities
Provide Voice and Video Telecom Services design and engineering to meet Commonwealth strategies and requirements
Provide administrative support for specialized services (e.g., fax broadcasting, foreign language translation) as outlined in existing contracts with third parties
Lead and coordinate the acquisition, installation, operation, management, and maintenance of all Voice and Video Telecom Services for all Eligible Customers
Provide fraud prevention, detection and reporting
Acquire all Voice and Video Telecom Services and associated infrastructure
Manage and maintain the equipment and circuits for all Commonwealth facilities currently owned and/or maintained by VITA
Coordinate with voice and video telecommunications services providers
Coordinate with Commonwealth and VITA for premise-based infrastructure
Coordinate Service delivery with Help Desks, as well as other support groups within each of the other Towers in coordination with Eligible Customers
Provide VIP Support Services as necessary
Customer Premise Phone Equipment Roles and Responsibilities
Provide premise telephone equipment design and engineering support to meet Commonwealth requirements
Provision End-User access to Emergency 911 services
Provide adaptive voice telecommunications services and equipment as required by laws affecting the support of the disabled
Provide standards and guidelines in support of locally-administered private dial plan management and maintenance
Provide central coordination and support for the acquisition, installation, operation, management, and maintenance of Customer Premise Phone Equipment and associated peripherals
Voice Network Roles and Responsibilities



Voice and Video
Provide Voice Network Services design and engineering to meet Commonwealth strategies and requirements
Provide local, long distance and Centrex Voice Network Services
Provide telephone calling cards and management (coordinate administrative functions with Eligible Customers, such as issue, activate, deactivate, bill to proper charge/account codes)
Provide local, long distance and Centrex usage monitoring and reporting
Provision local, long distance and Centrex services (including directory access and operator-assisted services)
Voice Messaging Roles and Responsibilities
Provide Voice Messaging Services design and engineering support to meet Commonwealth strategies and requirements
Provide Voice Messaging Services
Provide Voice Messaging usage monitoring and reporting
Provide Voice Messaging storage capacity management
Provide voice message retention management per Commonwealth requirements and external regulations
Perform voice mailbox moves, adds and changes
Provide End-User tools for managing own voice mailboxes
Provide new End-User training material
Directory Listing Services Roles and Responsibilities
Provide recommendations to meet Commonwealth strategies and requirements
Provide and maintain the infrastructure for a searchable on-line repository of state employee directory information
Provide and maintain the infrastructure for a searchable on-line repository of state agency directory information
Provide tools and procedures to update directory information in real time
Provide End-User read-only Web access to the directory
Provide administrative support to maintain and update the directory in accordance with Commonwealth rules and conforming to Service Levels
Provide White Pages and Yellow Pages directories annually
Coordinate with providers of Blue Page Directories to provide them with up-to-date contact information, as defined by each State Agency, annually
Audio and Data Conferencing Services Roles and Responsibilities
Design Audio and Data Conferencing Services to meet Commonwealth strategies and requirements
Provide local, intrastate, national and international audio conferencing services and support
Provide operator support for the setup of conferencing sessions
Provide desktop collaboration capabilities through data conferencing for up to 50 seats in a given conference
Provide audio conferencing facilities that can accommodate up to 350 participants
Provide additional support services for monitoring/recording
Deliver monthly summary reports by host, showing month-by-month and YTD information on conference activity
Wireless Services Roles and Responsibilities



Voice and Video
Provide Wireless Services design and engineering to meet Commonwealth strategies and requirements
Provision pager, smartphone and cellular phone services
Provide administrative services required to support the use of wireless equipment including service initiation/termination and asset management
Provide Wireless Services usage monitoring and reporting according to requirements established by VITA
Provide acquisition, break/fix and replace services for wireless equipment
Video Services Roles and Responsibilities
Design Video Services to meet Commonwealth strategies and requirements
Provide support for the following video conferencing capabilities: <ul style="list-style-type: none"> • Point-to-point calls • Multi-point calls • Presentation capabilities, such as MS PowerPoint and laptop presentations, electronic whiteboard integration, document camera, DVD and VCR presentations
Integrate audio conferencing into video conference meetings upon request
Acquire and support video conferencing associated infrastructure (e.g., bridges, camera, TV sets, electronic classroom)
Monitor and support calls in progress
Maintain and manage video conference calendar, reservations and room scheduling
Manage video room clock coordination
Deliver monthly summary reports by host, showing month-by-month and YTD information on conference activity
Provide provisioning support for video conferencing
Provide capabilities for Webcasting and streaming video for important events (e.g., Governor's speeches)
Contact Center Technology Services Roles and Responsibilities – In view of diversity of contact centers in the Commonwealth, each with its unique call patterns, queuing requirements, application-support needs, etc., the Commonwealth Partners will provide centralized management and support, while agencies retain operation and management responsibility at the local level. As such, the Roles and Responsibilities are modified as follows:
Recommend Contact Center Technology Services to meet Commonwealth strategies and requirements
Provide engineering guidelines and coordination for the provisioning, customization, and configuration of Contact Center Technology
Coordinate provisioning of inbound toll free calls
Provide administrative support for inbound toll free calls
Coordinate with Eligible Customers and external carriers to fulfill requests concerning toll-free Services including new orders, cancellations, moves, adds and changes
Assist agencies in the design and implementation of customized call flow
Coordinate agent/queue moves, adds and changes, including desktop connectivity
Assist in the specification and acquisition of "Call Logger" capability (to record calls)
Provide guidelines and support in the design of queues based on customer requirement that provide agent mobility



Voice and Video
Coordinate the provision of call flow and queue design documentation to each Eligible Customer
Provide consultation to contact center owners in developing new or modifying existing ACD applications
Provide standards and guidelines for the appropriate traffic analysis and call reports to manage the environment (e.g., trunk utilization for all trunk groups, call detail by location)
Provide standards and guidelines for monitoring IVR functionality, host, and PBX connectivity
Coordinate traffic analysis and provide recommendations regarding performance optimization
Provide schedule of changes to implement recommendations regarding performance optimization
Operations, Administration, and Management Roles and Responsibilities
Provide VITA with a detailed explanation of outages that identify the regional impact, source of outage, and preventative measures being taken to prevent future similar outages
Manage End-User accounts (e.g., account set up, password resets, account deletions and terminations) and provide administrative support (Online Directory services to maintain and update the directory in accordance with the Service Levels) for all Voice Telecom Services according to Commonwealth information security policies
Provide proactive and reactive Voice Telecom Services fraud and security management and reporting
Provide, administer, implement, and manage Service Requests for physical and logical installations, moves, adds and changes (IMACs)

7.1.2 Commonwealth roles and responsibilities for each IT service tower (include number of hours required per week per role)

Based upon our past experience transitioning IT environments the size and complexity of VITA, we will require VITA resources to support transition of the service areas. We recommend VITA assign transition responsibilities to their retained staff. This group will become the VITA Transition Team. They will team with the Commonwealth Partners' Transition Team and will be involved in the following activities:

- Detail transition planning and implementation facilitation
- Detail communication planning
- Knowledge transfer activities
- Document and information transfer
- Change approval process
- Deliverable approval process

The Commonwealth Partners recommend that VITA appoint a transition manager to be the main focal point for the Commonwealth Partners' Transition Manager. These transition professionals will develop a culture, facilitating the achievement of the transition objectives. During the transition period, the VITA Transition Manager will:

- Be responsible for coordinating the transition of services with the Commonwealth Partners' Transition Manager

- Serve as the designated point of contact for the Commonwealth Partners’ Transition Manager on all transition related matters
- Participate in regular meetings with the Commonwealth Partners’ Transition Team to review the Transition of Services status, each week or as often as is agreed to by both parties
- Manage and coordinate Commonwealth responsibilities in the Transition Plan, including tracking events and milestones, signing off on the completion criteria
- Be responsible for the success of the Transition from Commonwealth’s perspective

The VITA and Commonwealth Partners’ Transition Teams will work together to facilitate the completion of the Transition Project Schedule tasks according to the agreed schedule and processes.

Required resources from the Commonwealth, their roles and responsibilities, and level of effort are included in the following tables.

Roles	Responsibilities
Across Towers	
Commonwealth Transition Manager	<ul style="list-style-type: none"> • Works closely with the Commonwealth Partners’ Transition Manager • Reviews transition status • Responsible for overall coordination of VITA and agency resources • Interfaces with Commonwealth Partners’ counterparts • Provides direction, policies, guidelines, standards and processes on a statewide basis throughout VITA and the Commonwealth Agencies • Manages the review and approval process for Commonwealth Partners’ deliverables related to transition • Coordinates and communicates information to VITA, the Agencies, and the Commonwealth Partners
Commonwealth Technical Transition Manager	<ul style="list-style-type: none"> • Serves as the focal point to the technical transition activities • Coordinates VITA technical resources assigned to transition • Interfaces with Commonwealth Partners’ counterparts • Approves Commonwealth Partners’ technical transition deliverables • Provides technical direction and guidance related to transition
Commonwealth Business Transition Manager	<ul style="list-style-type: none"> • Serves as the focal point to the business transition integration activities • Coordinates VITA resources assigned to business transition • Interfaces with Commonwealth Partners’ counterparts • Approves Commonwealth Partners’ business transition deliverables. • Provides direction and guidance for the Business Transition organization throughout the Commonwealth.
Tower Specific	
Commonwealth Human Resources Focal	<ul style="list-style-type: none"> • Approves Human Resources Transition Plan • Approves schedules for conducting “one-on-one sessions”, “town hall sessions” and other informational meetings with all affected employees • Assists in the roll-out and implementation of any good will programs

Roles	Responsibilities
	<ul style="list-style-type: none"> • Works with Commonwealth Partners' Communications Manager to communicate the organizational change process • Works closely with Commonwealth Partners' Human Resources manager on all HR transition related matters and issues
Commonwealth Contract Management Focal	<ul style="list-style-type: none"> • Provides copies of Third Party Supplier Contracts • Notifies All In-Scope Suppliers of Changes • Issues Access Consent Request Letters to Third Party Software Vendors • Resolves Vendor's Issues/Objections
Commonwealth Communication Manager	<ul style="list-style-type: none"> • Participates in review and approval of shared Program Management Plan (PMP) processes and plans • Provides needed resources for ownership and participation in process meetings and activities • Coordinates all communications with the Commonwealth and their customers
Commonwealth Financial Start up	<ul style="list-style-type: none"> • Participates in establishing and reviews the financial management processes related to billing and reimbursement • Send in-scope invoices and or applicable documentation to the Commonwealth Partners
Commonwealth Relationship Manager	<ul style="list-style-type: none"> • Works with Relationship Manager to formulate joint objectives and plans for execution • Periodically adjusts the IT Services Portfolio • Gives feedback and guidance to the Relationship Manager for overall customer satisfaction of VITA, Commonwealth stakeholders and operational users
Commonwealth Workplace Services Focal	<ul style="list-style-type: none"> • Provides Workplace Services related policies and guidelines • Provides Workplace Safety Training, as necessary
Commonwealth Data Center Facilities Focal	<p>General Site and Production Floor Access Roles and Responsibilities</p> <ul style="list-style-type: none"> • Reviews and approves site and production floor access policies and procedures • Reviews and approves policies and procedures on shared space and customer collocation, and responds to requests for visits and tours • Audits procedures and access history to the Data Center facilities on a periodic basis <p>General Network Back-End Roles and Responsibilities</p> <ul style="list-style-type: none"> • Reviews and approves requirements for WAN / LAN / VPN / firewall services for connectivity and redundancy to the Data Center • Performs business liaison function to Eligible Customers • Approves Network capacity planning thresholds for Data Center connectivity and redundancy <p>Engineering/Development Roles and Responsibilities</p>



Roles	Responsibilities
	<ul style="list-style-type: none"> • Approves Network design engineering, security testing and integration procedures for data center connectivity • Reviews and approves Network design, engineering, security plans and schedules • Approves the scheduling of major changes to the data center Network environment, such as changes that will substantially change service delivery, affect end user customers, improve Service Levels or increase costs to VITA
<p>Commonwealth Internal Application Transition Focal</p>	<p>Application Strategy, Architecture and Planning Roles and Responsibilities</p> <ul style="list-style-type: none"> • Provides Internal Application Integration, Functional, Data Conversion and Enterprise Application Integration Architectures necessary for the in-scope Internal Applications transition • Reviews and approves recommended functional requirements, software technologies, packages and tools for the new Chargeback System design <p>Data Architecture Roles and Responsibilities</p> <ul style="list-style-type: none"> • Develops and maintains VITA high level (e.g., entity v. field) logical data model for transactional and reporting requirements • Reviews results of Internal Application package data model evaluations • Reviews and approve master data standards <p>Application Integration Roles and Responsibilities</p> <ul style="list-style-type: none"> • Provides G2G/G2B/G2C integration and Enterprise Application Integration (EAI) architecture • Reviews and approves recommended software technologies, packages, and tools • Reviews and approves results of feasibility studies <p>Application Software License Management Roles and Responsibilities</p> <ul style="list-style-type: none"> • Reviews and approves Internal Applications Transition Plan • Provides availability of Commonwealth business and technical resources • Agrees to design standards and documentation • Provides application security requirements • Performs business liason function to Commonwealth for the purpose of facilitating the Internal Applicaions transition • Provides business requirements and priority • Reviews and approves new chargeback system test plan • Reviews and approves High-level design document • Provides high-level logical data model • Agrees to design standards and documentation • Reviews and approves detailed design documentation • Reviews and approves technical requirements and physical data models for consistency with documented requirements • Approves test cases



Roles	Responsibilities
	<ul style="list-style-type: none"> • Approves implementation, deployment policies, schedules and deployment staffing levels as appropriate • Reviews and establishes programming, development, and technical documentation policies, procedures, and standards • Reviews programming and development plans and procedures where there is an impact on Eligible Customers • Approves overall programming and development module delivery schedule • Reviews results of Vendor development • Approves all integration, End-User acceptance and application security testing plans for new and upgraded equipment, software and services • Reviews and approves test environment and data sets to be used • Coordinations of End-User acceptance and assurance testing (e.g., gain End-User involvement, establish and define Acceptance Criteria, set high-level test objectives, establish high level test scenarios) • Conducts End-User acceptance testing • Validates all new and upgraded software and services for compliance with VITA and Commonwealth Security Policies and instructions • Reviews testing results for compliance with policies, procedures, plans, Acceptance Criteria and metrics (e.g., defect rates, progress against schedule) • Notifies Commonwealth Partners in the event the Commonwealth notices a discrepancy between their requirements and the requirements document or Vendor Deliverables • Approves implementation of Systems • Develops End-User policies and procedures documentation • Conducts post implementation End-User acceptance • Create “go/no-go” checklist and conduct the “go/no-go” meetings • Approves production implementation “go/no-go” decisions <p>Code Migration Roles and Responsibilities</p> <ul style="list-style-type: none"> • Approves operations and administration procedures related to Code Migration • Defines test-to-production turnover requirements and instructions • Approves test-to-production turnover requirements and instructions • Reviews reports on test-to-production results <p>Software Configuration Management Activities Roles and Responsibilities</p> <ul style="list-style-type: none"> • Reviews and approve configuration management policies and procedures • Reviews configuration management results <p>ACM Roles and Responsibilities</p> <ul style="list-style-type: none"> • Reviews and approves the PCR process • Authorizes change in project scope and design



Roles	Responsibilities
	<ul style="list-style-type: none"> • Reviews maintenance production release plan and schedules authorize change in project scope and design • Manages all Service Requests to production • Manages changes to the baseline, project plan, or committed maintenance or enhancement dates • Approves System changes <p>Training and Knowledge Transfer Activities Roles and Responsibilities</p> <ul style="list-style-type: none"> • Approves training and knowledge transfer plan in the project plan • Provides End-User training content for Internal Applications • Reviews and validate training materials <p>Documentation Roles and Responsibilities</p> <ul style="list-style-type: none"> • Approves Documentation format and content • Provides End-User documentation • Delivers updates and release notes to End-Users as necessary • Approves documented application disaster recovery process • Approves documentation delivered <p>Technical and End-User Support Roles and Responsibilities</p> <ul style="list-style-type: none"> • Reviews and approve maintenance and repair policies and procedures • Reviews and approves “Application Maintenance Plan”, including any and all revisions to the “Application Maintenance Plan” (e.g., committed and proposed work schedules) • Approves release packaging of Software changes • Defines ad hoc reporting requirements • Establishes Priority Levels of Service Requests <p>Monitoring, Reporting and Review Roles and Responsibilities</p> <ul style="list-style-type: none"> • Defines Service Levels, Problem Priority Levels, and reporting cycles • Reviews improvement plans
<p>Commonwealth Security Services Focal</p>	<p>General Roles and Responsibilities</p> <p><i>Cross Functional Services</i></p> <ul style="list-style-type: none"> • Provides overall direction and oversight for the Commonwealth’s Information Security program • Conducts architectural reviews of all new and modified system and infrastructure designs prior to implementation, to ensure that such designs conform to the Commonwealth’s Strategic Technology Architecture and that they meet the Commonwealth’s business needs <p><i>Data Network Services</i></p> <ul style="list-style-type: none"> • Reviews and approves requirements for WAN/LAN/VPN/firewall, IDS/IPS/routers and switch services <p>Security Planning and Analysis</p>



Roles	Responsibilities
	<ul style="list-style-type: none"> • Provides Commonwealth requirements at the enterprise level for all Security Services (e.g., business, technology strategy, functional, availability, capacity, performance, backup and IT Continuity Service) • Reviews and approves infrastructure security planning and analysis installation and upgrade recommendations • Conducts technical and business planning sessions to establish security standards, architecture and project initiatives per the planning and analysis policies and procedures • Develops and maintains application security policies, planning, guidelines, and architecture <p>Integration and Testing</p> <ul style="list-style-type: none"> • Approves all infrastructure changes as a result of integration testing and regression requirements • Adjusts VITA and Commonwealth security policies, regulations and procedures to incorporate new service features and components <p>Operations and Administration</p> <p><i>1. Cross Functional Services</i></p> <ul style="list-style-type: none"> • Reviews and approves enterprise Service component management tools • Audits Operations and Administration Polices for compliance with VITA and Commonwealth security policies and standards <p><i>2. Mainframe & Server Services</i></p> <ul style="list-style-type: none"> • Reviews and approves security monitoring procedures • Approves recommended preventative and self-healing measures <p>Environmental and Facilities Support</p> <ul style="list-style-type: none"> • Reviews and approves Commonwealth Partners’ environment and facilities security plans and recommended VITA and Commonwealth security improvement plans <p>Maintenance</p> <ul style="list-style-type: none"> • Approves production rollout of patch, “bug fix”, service pack installation and upgrades to the current installed version <p>Security</p> <ul style="list-style-type: none"> • Provides security requirements, standards, procedures and policies including regulatory requirements • Provides a direct liaison with Eligible Customers for security requirements • Conducts risk assessment to identify control or security gaps • Reviews and approves security plans and IT infrastructure • Establishes access profiles and policies for adding, changing, enabling/disabling and deleting log-on access of End-Users • Resolves violations of security and security policy which are determined to be internal to the Commonwealth



Roles	Responsibilities
	<ul style="list-style-type: none"> • Performs periodic security audits <p>Firewall Management Services</p> <ul style="list-style-type: none"> • Provides Commonwealth-specific firewall polices and requirements • Approves firewall polices and standards • Reviews and approves firewall security designs • Reviews and approves firewall Access Control Lists (ACL) policies and rules sets for Vendor domain firewalls • Reviews and approves recommendations for improved security • Establishes and provides baselines and device-specific ACLs and rule sets for Commonwealth domain firewalls • Reviews and approves any changes to the ACLs and rule sets <p>Security Intrusion Prevention Services</p> <ul style="list-style-type: none"> • Develops Commonwealth-specific Intrusion Detection and Prevention Services polices and requirements • Approves policies and standards for Intrusion Detection / Prevention Services • Reviews and approves recommendations for improved security methods <p>Security Vulnerability & Penetration Services</p> <ul style="list-style-type: none"> • Approves policies for Security Vulnerability & Penetration testing • Reviews and approves recommendations for improved security <p>Security Incident & Audit Management Services</p> <ul style="list-style-type: none"> • Approves policies for Security Incident & Audit Management • Provides escalation point for further review of security Incidents • Establishes security audit policies
<p>Commonwealth Help Desk Focal</p>	<p>Help Desk Operations and Administration</p> <p><i>Help Desk Operations</i></p> <ul style="list-style-type: none"> • Reviews and approves operational procedures <p><i>Help Desk Administration</i></p> <ul style="list-style-type: none"> • Reviews and approves Vendor Help Desk Administration procedures • Provides escalation contact list(s) for VITA contacts • Reviews and approves procedures for conducting End-User Satisfaction surveys • Approves solutions that minimize the need to call the Commonwealth Partners' Help Desk <p>Service Request and Trouble Ticket Management</p> <ul style="list-style-type: none"> • Identifies and describes priorities, response and resolution targets for service Calls and requests of differing impacts • Reviews and approves procedures to receive and respond to Commonwealth



Roles	Responsibilities
	<p>Calls</p> <ul style="list-style-type: none"> • Reviews and approves procedures for the escalation of Incidents <p>Remote Desktop Management</p> <ul style="list-style-type: none"> • Reviews and approves technology and policies for the use of remote control tools for maintenance and troubleshooting <p>End-User Administration Services</p> <ul style="list-style-type: none"> • Approves requirements and policies regarding End-User Administration <p>IMAC</p> <ul style="list-style-type: none"> • Reviews and approves IMACs as appropriate • Reviews and approves IMAC schedule <p>Self Help</p> <ul style="list-style-type: none"> • Reviews and approves requirements for Self Help capabilities • Reviews and approves improvements to Self Help <p>Exception Requests</p> <ul style="list-style-type: none"> • Provides Exception Request parameters and approval authorities • Reviews and approves Vendor Exception Request process • Approves Exception Requests, if necessary based on the approved Exception Request process <p>Planning and Analysis</p> <ul style="list-style-type: none"> • Approves Vendor Help Desk solutions and expense/Service Levels <p>Reporting Services</p> <ul style="list-style-type: none"> • Reviews and approves Help Desk management reports • Audits results and operations periodically
<p>Commonwealth Desktop Focal</p>	<p>General Roles and Responsibilities</p> <ul style="list-style-type: none"> • Provides desktop/End-User business requirements and platform standards • Reviews and approves recommendations for Services and standards for supporting the desktop/End-Users • Provides Level 2 and Level 3 support for Applications Software on the supported applications list <p>Core Software Build and Deployment welcome.</p> <ul style="list-style-type: none"> • Reviews and approves Core Software Build and Deployment Management policies and procedures, including periodic Core Software image updates • Approves standard Core Software image(s) specifications and deployment plans • Reviews and approves System-level and End-User testing of the Core Software image(s) to validate that they perform in accordance with the approved specifications • Approves Core Software image(s) for deployment



Roles	Responsibilities
	<ul style="list-style-type: none"> • Reviews and approves results of Core Software deployment reviews <p>Eligible Customer-specific Software Image Build and Deployment</p> <ul style="list-style-type: none"> • Reviews and approves Eligible Customer-specific Software deployment policies and procedures • Coordinates and defines with the various Eligible Customers to determine the Eligible Customer-specific Software requirements • Reviews and approves Eligible Customer-specific Software image specifications and deployment plans with appropriate Eligible Customer • Reviews and approves Eligible Customer-specific Software image(s) for deployment, as necessary • Reviews and approves results of Eligible Customer-specific Software deployment reviews <p>Operations and Administration</p> <ul style="list-style-type: none"> • Reviews and approves retention, backup, and recovery requirements <p>On Site Technical Support</p> <ul style="list-style-type: none"> • Provides Eligible Customers and End-Users that are eligible for On-Site Technical Support Service • Reviews and approves processes and procedures for supporting On-Site Technical Support Service • Provides ready access to the End-User Devices upon arrival of technician • Conducts appropriate tests of repaired End-User Device to ensure the End-User Device is operating appropriately <p>Advanced Exchange and Depot Carry-in Maintenance</p> <ul style="list-style-type: none"> • Provides End-Users info that are eligible for Advanced Exchange and Depot Carry-in Maintenance • Reviews and approves processes and procedures for supporting Advanced Exchange and Depot Carry-in Maintenance Services • Reviews management reports and approve recommendations for corrective actions, where appropriate
<p>Commonwealth Messaging Services</p>	<p>General Roles and Responsibilities</p> <ul style="list-style-type: none"> • Provides Messaging Services business requirements and standards • Reviews and approves recommendations for Services and standards for supporting the Messaging Services • Provides Level 2 and Level 3 support for Commonwealth Messaging Services applications <p>Software Deployment and Management</p> <ul style="list-style-type: none"> • Participates in establishing Software Deployment and Management policies and procedures • Reviews and approves Software Deployment and Management policies and procedures



Roles	Responsibilities
	<ul style="list-style-type: none"> • Approves deployment plans and procedures <p>Operations and Administration</p> <ul style="list-style-type: none"> • Reviews and approves Operations and Administration policies • Participates in defining and approve test-to-production migration requirements • Reviews and approves test-to-production migration changes • Reviews and approves projects to implement Service enhancement opportunities • Reviews and approves retention, backup, and recovery requirements <p>Messaging Maintenance Services</p> <ul style="list-style-type: none"> • Reviews and approves maintenance and repair policies and procedures • Participates in developing and approve Messaging Technical Support policies and procedures • Reviews and approves all Messaging Services conversion plans
<p>Commonwealth Mainframe & Server</p>	<p>Operations and Administration</p> <p><i>Monitoring Operations</i></p> <ul style="list-style-type: none"> • Reviews monitoring procedures <p><i>Job Scheduling and Execution Operations</i></p> <ul style="list-style-type: none"> • Provides job scheduling requirements, Application Software interdependencies, VITA and Commonwealth contacts, and rerun requirements for all production jobs • Reviews and approves all Messaging Services conversion plans <p><i>EDIF Management</i></p> <ul style="list-style-type: none"> • Provides electronic data interchange format management requirements and policies, including transport (e.g., EDI, XML, FTP), delivery locations, format and schedule requirements • Reviews EDIF Management procedures <p><i>Output Management</i></p> <ul style="list-style-type: none"> • Provides Output Management requirements and policies • Reviews Output Management procedures <p><i>Storage and Data Management</i></p> <ul style="list-style-type: none"> • Provides Storage and Data Management requirements and policies • Reviews Storage and Data Management procedures <p><i>Media Operations</i></p> <ul style="list-style-type: none"> • Reviews Media processing procedures <p><i>Enterprise System Administration</i></p> <ul style="list-style-type: none"> • Provides enterprise computing Systems requirements and policies • Reviews and approves Enterprise System Administration procedures

Roles	Responsibilities
	<p><i>Remote Access</i></p> <ul style="list-style-type: none"> • Provides Remote Access policies and procedures <p><i>Database Administration</i></p> <ul style="list-style-type: none"> • Provides authorization requirements for users, roles, schemas • Provides database creation, configuration, upgrade, patches and refresh requirements • Provides database data definition requirements for Business Software (IMAC for tables, triggers, attributes) • Provides database definition and manipulation requirements for Business Software and developer schemas • Provides data dictionary expertise, data assistance, Data Warehouse Metadata definition, data mapping functions and creation of data cubes for VITA and Eligible Customers' application developers • Provides database backup schedules, retention periods, levels (i.e. full, incremental, or differential) <p><i>Middleware Administration</i></p> <ul style="list-style-type: none"> • Provides Middleware requirements
<p>Commonwealth Data Network Services Focal</p>	<p>General Roles and Responsibilities</p> <ul style="list-style-type: none"> • Reviews and approves Services, standards and requirements for WAN, LAN, RAS, Network Security services • Performs business liaison function to Eligible Customers • Approves Network capacity thresholds • Provides standards and architecture of the Network • Reviews & Approve Network design, engineering, security testing and integration procedures • Approves the scheduling of all changes to the Network environment <p>Asset Acquisition and Network Provisioning Services</p> <ul style="list-style-type: none"> • Defines networking requirements • Approves Network provisioning requirements <p>Network Operations and Administration</p> <ul style="list-style-type: none"> • Approves Network Operations and Administration policies and procedures <p>Network Monitoring and Reporting</p> <ul style="list-style-type: none"> • Approves requirements and policies for Network Monitoring and Reporting • Approves Network Monitoring and Reporting procedures <p>Documentation</p> <ul style="list-style-type: none"> • Approve recommended documentation requirements
<p>Commonwealth Voice & Video Focal</p>	<p>General Roles and Responsibilities</p> <ul style="list-style-type: none"> • Provides Voice and Video Telecom Services strategies and requirements



Roles	Responsibilities
	<ul style="list-style-type: none"> • Approves Voice and Video Telecom Services design and engineering <p>Customer Premise Phone Equipment</p> <ul style="list-style-type: none"> • Provides telephone service requirements (e.g., locations, number of handsets, functions and features) • Approves premise telephone equipment design and engineering <p>Voice Network</p> <ul style="list-style-type: none"> • Provides Voice Network Services strategies and requirements, including specific Centrex requirements such as location and number of handsets, functions and features • Approves Voice Network Services design and engineering <p>Voice Messaging</p> <ul style="list-style-type: none"> • Provides Voice Messaging Services strategies and requirements • Approves Voice Messaging Services design and engineering <p>Directory Listing</p> <ul style="list-style-type: none"> • Provides Directory Listing Services strategies and requirements • Approves Directory Listing Services recommendations <p>Audio and Data Conferencing Services</p> <ul style="list-style-type: none"> • Provides Audio and Data Conferencing Services strategies and requirements • Approves Audio and Data Conferencing Services <p>Wireless Services</p> <ul style="list-style-type: none"> • Provides Wireless Services strategies and requirements • Approves Wireless Services design and engineering <p>Video Services</p> <ul style="list-style-type: none"> • Provides Video Services strategies and requirements • Approves Video Services design • Provides requirements for video production Services <p>Contact Center Technology Services</p> <ul style="list-style-type: none"> • Provides Contact Center Technology Services strategies and requirements • Approves Contact Center Technology Services • Review and approval of traffic analysis and call reports • Approves recommendations regarding performance organization • Approves changes to implement recommendations regarding performance organization

The VITA and Commonwealth Partners' Transition Teams will work together to facilitate the completion of the Transition Project Schedule tasks according to the agreed schedule and processes.

The complete list of required Commonwealth resources, roles and responsibilities, and level of effort is outlined in the following tables.

Table 01 Transition Resources Required by VITA

Service Tower	Responsibilities	# Hours per week	Start	End
Transition Management	VITA Transition Manager for coordinating all transition related matters and issues	40	11/01/2005	12/31/2009
	VITA and IBM will jointly define the program management controls, regular reporting elements, and the escalation policies and procedures	24	11/01/2005	04/30/2006
	Transition Kickoff Meeting and Planning sessions	2	11/01/2005	04/30/2006
	Joint Development of Transition Entry & Exit criteria	5	11/01/2005	04/30/2006
	Joint Review of Technical Transition Schedule	5	11/01/2005	04/30/2006
	Joint Review of Transformation / Rollout Schedule	2	11/01/2005	04/30/2006
	Joint Transition Closeout Meeting	2 (per tower)		12/31/2009
Business Transition	VITA Focal point for coordinating all Business transition related activities and issues	40	8/31/2005	12/31/2009
HR Transition	VITA Focal point for coordinating all HR transition related activities and issues	40	8/31/2005	03/30/2007
	Provide list of transitioned employees with detail demographic data	20	8/31/2005	11/30/2005
	Assist in identifying resources critical for VITA operations support	20	8/31/2005	11/30/2005
Public Relations / Communications Representative	VITA Focal point for coordinating all Public Relations /Communications during the transition period	40	8/31/2005	12/30/2009
Change Management Lead	VITA Focal point who can coordinate an understanding of the infrastructure PPEA across stakeholder groups	40	11/1/2005	11/01/2006
Contract Transition	VITA focal point to coordinate all matters related to HW maintenance contracts, SW licenses/consents, third party supplier contracts/agreements	40	11/01/2005	11/30/2006
Relationship Manager (Governance Processes)	VITA focal point to participate in review and approval of shared PMP processes and plan	22	11/01/2005	04/30/2006
	Provide resources for process ownership and participation in process meetings and activities	2	11/01/2005	04/30/2006
	Executives and senior management participate in Relationship Launch related activities	20	11/01/2005	04/30/2006



Service Tower	Responsibilities	# Hours per week	Start	End
Workplace Services	VITA focal point to coordinate Workplace Services related matters and issues	20	11/01/2005	01/30/2006
	Provide copies of existing VITA policy, guidelines and forms regarding Workplace Services topics	15	11/01/2005	01/30/2006
	Provide safety training if required	5	11/01/2005	01/30/2006
Financial Startup	VITA focal point to coordinate Financial Startup related matters and issues	30	11/01/2005	04/30/2006
	Participate in the review of billing and reimbursement processes	25	11/01/2005	04/30/2006
	Agreement on Tax allocation and reporting	5	11/01/2005	04/30/2006
Technical Transition	VITA Focal point for coordinating all Technical transition related activities and issues	40	11/01/2005	01/31/2009
Cross Functional Transition	VITA focal point to coordinate all Cross Functional Transition related matters and issues	6 Resources 40 hours per week each	11/01/2005	08/30/2006
	Participate in Requirements Definition	40	11/01/2005	08/30/2006
	Participate in Design Specification	50	11/01/2005	04/30/2006
	Participate in Asset Acquisition and Management	40	11/01/2005	04/30/2006
	Participate in engineering and development of technical infrastructure	40	11/01/2005	04/30/2006
	Participate in Incident and Problem Management Policy and Procedures development and implementation	40	11/01/2005	04/30/2006
	Participate in Disaster Recovery requirements definitions	30	11/01/2005	04/30/2006
Internal Applications	VITA focal point to coordinate all Internal Applications related matters and issues	40	11/01/2005	8/16/2007
Security	VITA focal point to coordinate all Security related matters and issues	40	11/01/2005	07/17/2006
Help Desk Transition	VITA focal point to coordinate all Help Desk Transition related matters and issues	70	11/01/2005	11/30/2006



Service Tower	Responsibilities	# Hours per week	Start	End
	VITA and Commonwealth Partners will jointly form a team to understand and document the current environment and contractual deliverables.	40	11/01/2005	11/30/2006
	VITA will provide on a regular basis employee identification data feeds and entitlement listings	10	11/01/2005	04/30/2006
	VITA will approve the detailed technical environment	10	11/01/2005	04/30/2006
	VITA will approve the technical environment is ready to deploy	10	11/01/2005	04/30/2006
Desktop Computing Services	VITA focal point to coordinate all Desktop Computing Services Transition related matters and issues	40	11/01/2005	05/01/2006
	Participate in the review of Desktop Computing Services processes	30	11/01/2005	04/30/2006
	Communicate the Desktop Computing Services solution to VITA and agencies	10	11/01/2005	04/30/2006
Messaging (Directory & eMail)	VITA focal point to coordinate all Messaging Transition related matters and issues	70	11/01/2005	5/30/2008
	VITA and Commonwealth Partners will jointly form a team to understand and document the current environment and contractual deliverables	40	11/01/2005	03/30/2005
	VITA will approve the design of the detailed migration to Exchange	10	11/01/2005	03/30/2005
	Administrative/clerical staff currently responsible for directory maintenance and production that can provide the materials. Hardcopy Move/Add/Change/Deletes (MACD) throughout the transition in order to ensure currency of the directory at cutover	20	11/01/2005	05/30/2008
Mainframe Transition	VITA focal point to coordinate all Mainframe Transition related matters and issues	40	11/01/2005	09/30/2007
Server Transition	VITA focal point to coordinate all Server Transition related matters and issues	120	11/01/2005	01/30/2009
	VITA and IBM will jointly form a team to understand and document the current environment and contractual deliverables.	80	11/01/2005	04/30/2006
	VITA will provide critical servers, sites and situations	20	11/01/2005	01/30/2009
	VITA will approve the detailed technical environment	10	11/01/2005	01/30/2009
	VITA will approve the technical environment is ready to deploy	10	11/01/2005	1/30/2009



Service Tower	Responsibilities	# Hours per week	Start	End
Data Network Services	VITA focal point to coordinate all In-flight Projects related matters and issues	60	11/01/2005	01/07/2008
	VITA and IBM will jointly form a team to understand and document the current environment and contractual deliverables.	40	11/01/2005	04/30/2006
	VITA will approve the detailed technical standards	10	11/01/2005	01/07/2008
	VITA will approve the technical environment is ready to deploy	10	11/01/2005	01/01/2008
Voice & Video Transition	VITA focal point to coordinate all Voice and Video Transition related matters and issues	40	11/01/2005	03/30/2007
	VITA video specialists	40	11/01/2005	03/30/2007
In-Flight Projects	VITA focal point to coordinate all Voice and Video Transition related matters and issues	40	11/01/2005	02/30/2006

Table 03 Interim Services by Tower Resources Required by VITA

Service Tower	Responsibility	# Hours per week	Start	End
Current Operations Management	VITA focal point to coordinate all matters and issues related to continue operations and services provision	40	11/01/2005	04/30/2006
Cross Functional Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	40	11/01/2005	04/30/2006
Internal Applications Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	20	11/01/2005	04/30/2006
Security Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	20	11/01/2005	04/30/2006
Help Desk Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	20	11/01/2005	04/30/2006
Messaging Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	20	11/01/2005	04/30/2006
Mainframe & Server Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	20	11/01/2005	04/30/2006
Data Network Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	20	11/01/2005	04/30/2006
Voice and Video Telecom Services	VITA focal point to coordinate all matters and issues related to Cross Functional Services	20	11/01/2005	04/30/2006

7.1.3 Quality assurance process

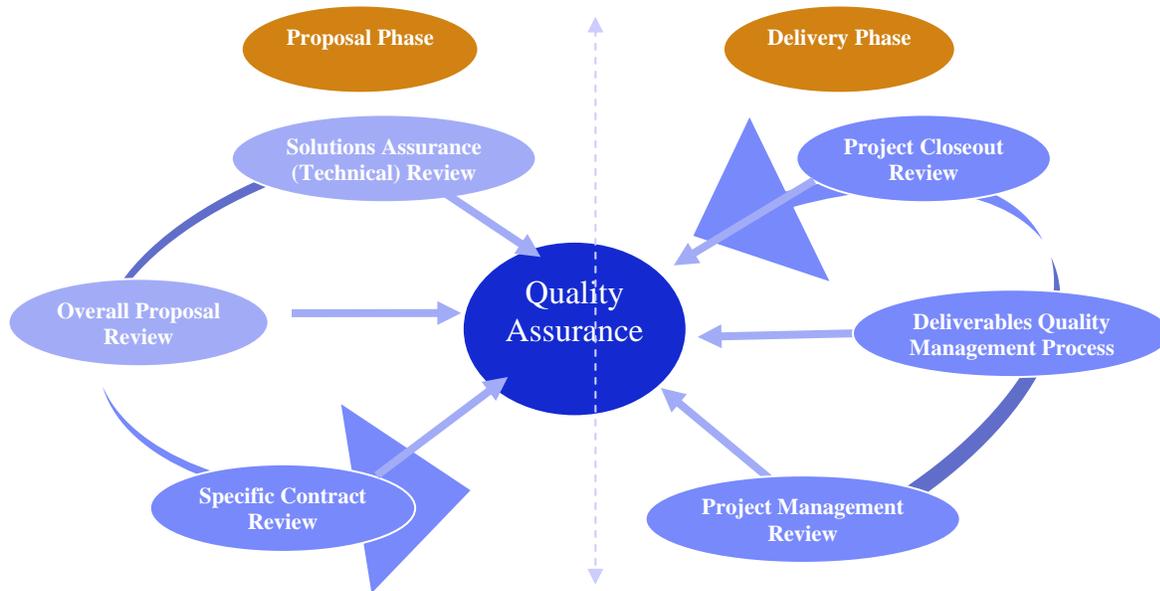


Figure 7.1 – 1 Commonwealth Partners’ Solution and Quality Assurance Overview

Solution and Quality Assurance Overview

The Commonwealth Partners’ quality assurance approach is a mature approach that extends beyond individual projects. It includes business, project and technical quality reviews that begin early in the solution development process and continue throughout the project lifecycle.

We will use IBM’s Worldwide Quality Assurance Process which focuses on Risk Management and continuous process improvement. Proactive in nature, it is designed to identify issues, problems and risks as early as possible and to continuously improve our processes, products and services through the incorporation of lessons learned and best practices. It is integrated with IBM’s overall Customer Relationship Management (CRM*) business process and the Project Management Processes prescribed by IBM’s Worldwide Project Management Method.

Our Quality Assurance is performed by an independent professional team, staffed with professionals accredited and certified by PMI and the IBM Professional Program. It follows a Standard Quality Assurance process, and is supported by methods and tools developed for use by IBM worldwide.

The Commonwealth Partners began executing our Quality Assurance processes as we developed the solution presented to the Commonwealth in this proposal. Our technical solution was developed and its technical feasibility was assessed for each service tower proposed in this response. An independent technical review was conducted to assess the overall viability of the technical solution as a whole. When the transition activities begin we will set project baselines and establish agreements so we are able to work together from a common set of expectations. Quality Assurance will continue through the delivery of transition with the goal of delivering services that meet requirements within budget and on schedule.

Methodology Overview

QA reviews will occur throughout delivery. The objective is to assess risks and review overall project management practices, project status against plan, and provide advice and counsel to the Commonwealth Partners' team. During reviews, the QA team will use their experience to provide advice and counsel to the project team and to make recommendations to address issues and risks.

The Commonwealth Partners will conduct periodic Project Management Reviews which provide an independent ongoing assessment of the status of the project in order to verify that the project is being managed in accordance with the contractual commitment and satisfying the customer's requirements. This review ensures that the transition is progressing well against the contract and is meeting customer expectations.

A Delivery Quality Management Review will confirm that all contract deliverables and milestones have been identified with clearly defined delivery requirements and completion criteria. The QA review will confirm the milestones are delivered on time and are appropriately acknowledged by both the Commonwealth Partners and the customer. This review confirms that the contractual deliverables requirements and customer expectations are being met.

Transition project closeout reviews will confirm that before the closeout of a transition project, all deliverables meet the completion criteria agreed to, at the beginning of the project, by both the Commonwealth Partners and VITA Transition Project Managers. Any open or outstanding issues and items are then transferred to the Steady State Service Delivery team with mutually agreed upon terms for completion. Lessons learned are also collected and documented during this process. This review confirms that essential transition elements have been completed and the environment is ready to move into Steady State Operation. We use our lessons learned to continuously improve our business processes and enhance our QA methodology.

We use our Quality Assurance processes to evaluate how well we are doing which in turn improves our ability to deliver successful solutions and quality services to our customers.

7.1.4 Acceptance testing procedures

Acceptance Tests are performed during Transition for each service tower. Acceptance tests are completed to validate compliance with acceptance/exit/completion criteria. The Commonwealth Partners will jointly develop and agree to a standard acceptance procedure with VITA.

Acceptance Testing Procedures are intended to:

- Validate completion / non-completion status
- Formally document any elements of a deliverable that do not meet the previously established Exit / Completion Criteria
- Establish and define nonconformity rankings to be assigned to a deliverable during acceptance test (e.g., critical, high, medium, low)
- Provide formal, auditable acceptance of a deliverable

Early in the delivery process, VITA and the Commonwealth Partners' Team will develop Acceptance Tests. Each Acceptance Test will define three specific elements:

- What is to be tested
- How it is tested (including who will do the testing)
- What results should be obtained in the test (Exit / Completion Criteria)

The exact details of the above elements can vary greatly depending on the associated deliverable. Explicit agreement on the above exit/completion criteria will contribute to an efficient, orderly project management and delivery process. Acceptance Tests will be formally documented and approved by both VITA and the Commonwealth Partners.

Care will be taken to assure that Acceptance Tests are performed as documented. Test results will be captured and analyzed / evaluated in the manner stipulated in the Acceptance Testing Procedures. There are three possible outcomes to every Acceptance Test:

- Conformity
- Nonconformity
- Disputed

In instances where the results of the Acceptance Test conform to the Exit / Completion Criteria defined in the Acceptance Test, a Deliverable Completion Document will be created to document that the Acceptance Test was successful and that the deliverable is complete.

In those instances where the results of the Acceptance Test do not conform to the Exit / Completion Criteria, the results will be analyzed to determine the cause and documented. The impact of the nonconformity will be ranked according to the established rankings in the Acceptance Testing Procedures.

Based upon the nonconformity ranking, a plan will be developed to establish an effective approach to remedy the nonconformity. Both the nonconformity and a synopsis of the plan will be documented in the Issues Log and tracked to closure. Once the cause of the nonconformity has been fixed, the Acceptance Test or relevant portion of the Acceptance Test will be rescheduled to verify conformity with the documented Exit / Completion Criteria. At that time, successful execution of the Acceptance Test will be documented with a Deliverable Completion Document and the associated Issue Log entry will be updated to close the issue.

In the final case, where the outcome of the Acceptance Test is disputed, the issue will be logged in the Issues Log. VITA and the Commonwealth Partners will work together to determine the source of the dispute and clarify the relevant portion(s) of the Acceptance Test, if needed to clear up an ambiguity. There will be two possible outcomes:

1. A revised Acceptance Test will be performed and the results then assessed with respect to the Exit / Completion Criteria in the revised Acceptance Test.
2. The results of the initial Acceptance Test will be accepted as conforming to the Exit / Completion Criteria in the original Acceptance Test. This will be documented in the associated Deliverable Completion Document, along with an explanation of the rationale that led to this resolution. The associated Issues Log will also be updated to close the issue.

The overall process is depicted in Figure 7.1 -2 the following flow diagram:

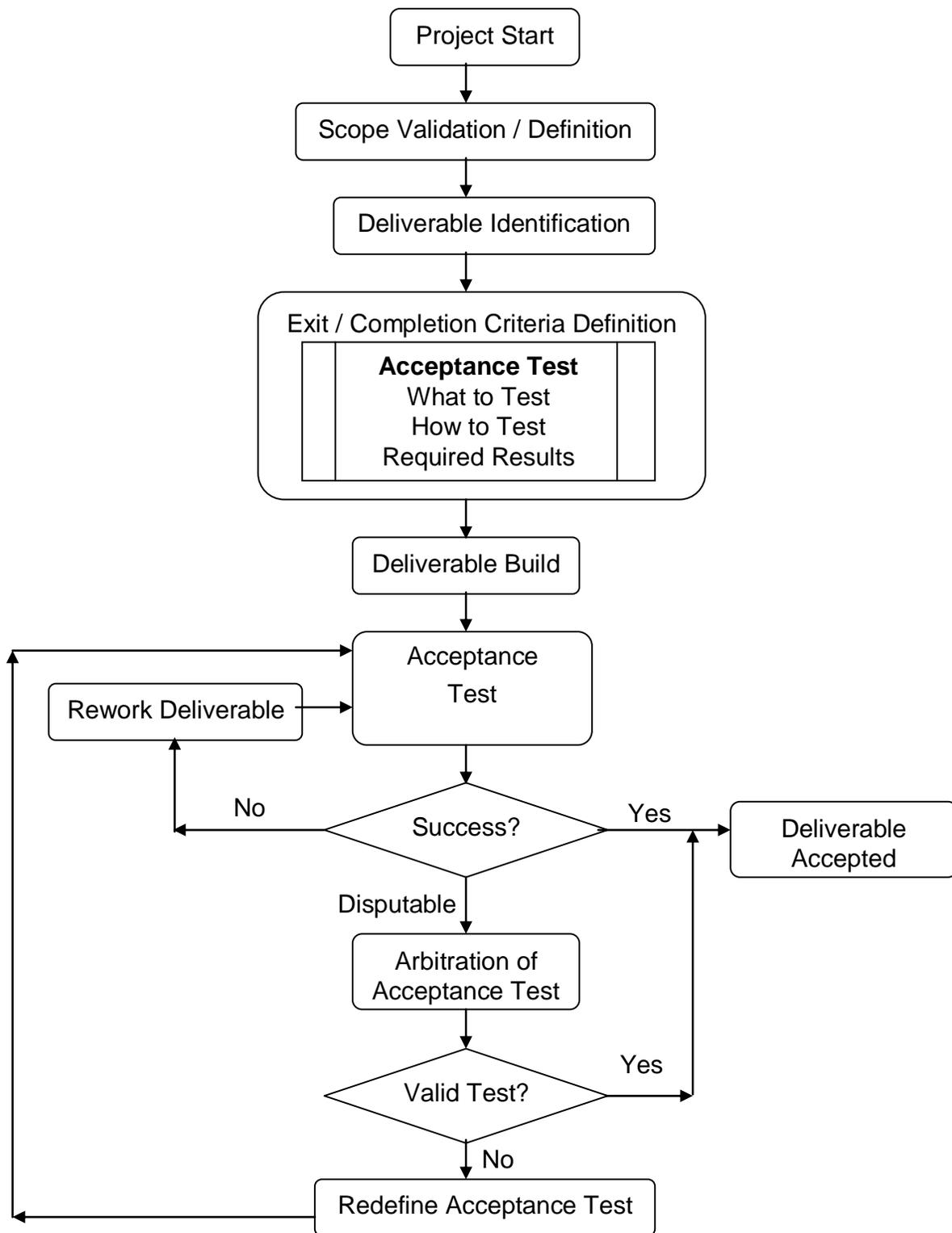


Figure 7.1 – 2 – The Acceptance Test Procedure is a structured approach to accountable and documents results

7.1.5 Proposed schedule

Instructions to Vendors: Vendor will attach and reference an MS Project Transition Plan with phases, tasks, timelines, and major milestones identified. If accepted by Commonwealth, the Transition Plan will become Schedule 3.2 to the Comprehensive Infrastructure Agreement.

Please see the attached Schedule 3.2 provided in MS Project 2000 format and in Adobe format for your review.



Schedule 3.2
Transition Plan.mpp



Schedule 3.2.pdf

Transition planning began during due diligence. The Commonwealth Partners' preliminary schedule is ready for review by VITA and can be found in the attached Schedule 3.2. We will work with VITA to finalize and baseline the transition schedule during the 45 days following the Service Commencement Date.

7.1.6 Software license transfer (if applicable)

Redacted

7.1.7 Transition Services deliverable documentation (i.e., operations procedure manuals, escalation procedures)

In the first 90 days of transition, we will develop the formal Project Management Processes with best practices to be used for the duration of the contract. Below is a list of Project Management Processes that will be developed to manage the contract throughout its life cycle:

Project Management Processes
Request for Service
Contract Change Management
Deliverables Management
Program Issues Management
Project Control & Coordination
Customer Satisfaction Management
Contract Performance Management
Supplier Management
Risk Management
Communications Management

The base of information from which the Transition Deliverables Management Process operates is the Contract Deliverables List, which lists agreed upon Deliverables. This list is created following the Effective Date and maintained by the Project Office. It includes acceptance criteria, owners, and delivery schedule (frequency if periodic, date if one-time, and criteria if keyed to an event) for each Deliverable. The Contract Deliverables List is only updated through the Contract Change Management Process and as mutually agreed to by VITA and the Commonwealth Partners.

A *Deliverables Completion Document* will accompany and clearly describe each Deliverable submitted to VITA. Except for recurring routine Transition Deliverables (e.g., monthly reports), VITA will accept,

accept with comments, or reject the Deliverables by completing a Deliverables Completion Document and returning it to the Commonwealth Partners within ten (10) working days after receipt. If ten (10) working days expire without Commonwealth Partners receiving the returned Deliverables Completion Document or a written request to extend the review period, the Deliverables will be deemed accepted. For recurring routine Transition Deliverables, Commonwealth Partners will request approval only for the initial submittal.

Escalation of Deliverables can be initiated by either VITA or the Commonwealth Partners. If a Deliverable is rejected by VITA, the Commonwealth Partner owner will meet with the VITA Deliverable owner to understand the deficiencies. The Deliverable will be corrected and resubmitted for acceptance. If the owners do not agree on the deficiencies, the rejected Deliverable will be escalated to the Transition Managers for resolution.

We will work with VITA to document further escalation points during creation of the Acceptance Test procedures.

The following is a description of some of the Transition Deliverables we plan to deliver following Service Commencement:

1. **Transition Schedule** – A preliminary Transition Schedule was submitted to VITA with this proposal. We will work with VITA to finalize and baseline the Transition Schedule during the 45 days following the Service Commencement Date. The preliminary Transition Schedule is located in Section 3.2.

The Transition Schedule defines the transition activities and tasks necessary for the Commonwealth Partners to take over service delivery responsibility from VITA beginning on the Service Commencement Date.

2. **Communications Procedures** –The Communications Procedures outline the specific communication activities that will be implemented in alignment with the overall communication strategy and within the communication infrastructure. These procedures cover the who, what, when, where, why, and how of each communication activity. The procedures will include creation of a communications matrix.
3. **Procedures Manual** – The Procedures Manual will be submitted in draft format to VITA 90 days from the Service Commencement Date. The Commonwealth Partners will jointly develop with VITA the Procedures Manual that will incorporate the Commonwealth Partners’ best practices for planning, managing, and delivering a wide variety of projects. The final Procedures Manual will be delivered for approval within 180 days following the Service Commencement Date. As the transition and migration of the service areas continue, the Procedures Manual will be updated to reflect changes. During Transition Close-out, the final manual will be submitted to VITA.
4. **Project List** – A list of transition projects will be created and maintained by the Project Office and updated by Rox Ann Vanpool, the Deputy Project Executive (DPE). The Project Office and the DPE will review the projects list with VITA each month during the monthly project review meeting.

Sample project list template

Project Name	Project Number	Status - Approved, On-Hold, In Progress, Awaiting Approval, In Requirements, Complete	Project Manager

5. **Statement of Work (SOW)** – A SOW will be developed by the Commonwealth Partners project manager for each service area to establish the transition scope. The SOW is reviewed and signed

off by VITA and the Deputy Project Executive, and then, filed in Project Office Tracking Database. The SOW will serve as the document defining the a) scope of work and approach; b) key deliverables; c) roles and responsibilities; d) major milestones; e) assumptions; f) dependencies; g) initial risks and issues; h) staffing plan; i) any third party products, and j) any third party tools.

6. **Project Closeout Report** – All projects must be closed out using a project closeout report. Closeout reports are to be completed after all tasks in the plan are complete and VITA agrees that the project is complete. After the project is complete, the project manager will prepare the closeout report. The DPE will be responsible for reviewing the closeout report with VITA Management and gain sign off to its content. Once VITA and the DPE sign off on the closeout report, it will be stored in the transition database with the sign off indicating that it was approved. Any lessons learned will be part of the closeout report.

7.1.8 Transition Costs

Instructions to Vendors: Provide transition charges, showing detail on Schedule 10.1B (Pricing Spreadsheet). Treat these costs as separate from pricing for ongoing service delivery.

Transition Cost information is provided in detail in Section 10 Pricing Response.

7.1.9 Exit Plan

Instructions to Vendors: Vendor shall describe its strategy for disentanglement and the proposed Exit Plan with phases, tasks, timelines, and major milestones identified for transitioning services back to Commonwealth or over to another Vendor upon termination of agreement. Exit plan must be provided for each service tower.

In the case of expiration or termination of the Comprehensive Infrastructure Agreement, the Commonwealth Partners will execute a plan to transfer services from the Commonwealth Partners to the Commonwealth or a third party service provider. The Commonwealth Partners will develop an Exit Plan that describes how outsourcing services will be transferred. The plan will identify any current projects that will be transitioned and will define projects for transferring the in-scope services. These activities are referred to as the Disentanglement Process in the Comprehensive Infrastructure Agreement and that term will be used in this section.

Redacted. The Disentanglement Transition Plan will document four phases: Start-up, Planning, Execution, and Contractual Close.

Start-up Phase

Redacted

Planning Phase

Redacted

Execution Phase

Redacted

Contract Closure Phase

Redacted

Exit Plan

The following table lists proposed high-level tasks that would be completed during Disentanglement. We described in the Planning Phase that a detail project schedule for Disentanglement will be created for the Disentanglement Transition Plan. The following tasks represent timelines based upon receipt of a Termination Notice.

Major Milestones are identified with *Italics*.

M = month

Task	Timeframe
Start-up Phase	
<i>Receive Termination Notice</i>	Day 0
Disentanglement Commencement Date	Day 1
Offer Employment to Commonwealth Partner and subcontractor staff	Any time after Disentanglement Commencement Date
Assign a Disentanglement Transition Manager	M1
Create Disentanglement Transition Plan	M1 – M2
Review and Update Disentanglement Transition Plan	M2-M3
<i>Agree to Disentanglement Transition Plan</i>	M3
Planning Phase	
<i>Identify Disentanglement Transition Team</i>	M3
Plan Business Disentanglement <ul style="list-style-type: none"> Define Requirements Document and agree to exit and acceptance criteria Identify Tasks and Duration to Complete for Detail Project Schedule Create Detail Disentanglement Project Schedule Document Deliverables 	M3-M4
Plan Technical Disentanglement for each Service Tower <ul style="list-style-type: none"> Define Requirements for each Service Tower Document and agree to exit and acceptance criteria Identify Tasks and Duration to Complete for Detail Project Schedule Document Deliverables for each Service Tower 	M3-M4
Identify Current Projects in Each Service Tower	M3-4
<i>Create Detailed Disentanglement Project Schedule</i>	M4
Execute Phase	
<i>Third party Service Provider and/or Commonwealth Transition Team in</i>	M4

Task	Timeframe
<i>Place</i>	
Business Disentanglement	
Finance Management <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Implement IBM/VITA Close Out Reimbursement Process • Transition Chargeback processes • Exit and Acceptance Criteria Met 	M5 – M8
Supplier Management <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Review and assign Software Licenses per the Comprehensive Infrastructure Agreement • Provide Copies of Subcontractor Contracts Managed by Commonwealth Partners • Notify Suppliers of upcoming Outsourcing Termination • Exit and Acceptance Criteria Met 	M5 – M8
<i>Close Business Disentanglement</i>	M8
Technical Disentanglement	
Cross Functional Services <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Provide Existing Cross Functional Process Manuals • Provide Existing Cross Functional Standards • Asset Management <ul style="list-style-type: none"> ○ Review Order Management processes and procedures ○ Turnover Order Management • Software <ul style="list-style-type: none"> ○ Review Software License processes and procedures ○ Turnover Software License Management • Exit and Acceptance Criteria Met 	M5 – M8
Internal Applications Services <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Perform Knowledge Transfer • Review Current Projects • Assist in Testing for Cutover • Cutover Internal Applications • Exit and Acceptance Criteria Met 	M5 – M8
Security Services <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Identify Outstanding Tasks • Complete Outstanding Tasks • Perform Knowledge Transfer • Review Current Projects 	M5 – M8

Task	Timeframe
<ul style="list-style-type: none"> • Complete Outstanding Security Audit Points Owned by Commonwealth • Set up Security Access for Incoming Employees • Turnover Security 	
<p>Help Desk</p> <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Perform Knowledge Transfer • Review Current Projects • Provide Processes and Procedures • Transfer Outstanding Problems • Provide Hardware and Software Information • Assist in Testing for Cutover • Cutover • Deactivate Commonwealth Partners' Help Desk • Exit and Acceptance Criteria Met 	M5 – M8
<p>Desktop Computing Services</p> <ul style="list-style-type: none"> • Review Current Projects • Deskside Support <ul style="list-style-type: none"> ○ Execute Disentanglement Tasks from Planning Phase ○ Perform Knowledge Transfer ○ Provide Processes and Procedures ○ Transfer Outstanding Problems ○ Assist in Testing for Cutover ○ Cutover ○ Shutdown On-site Support by Commonwealth Partners • IMAC Support <ul style="list-style-type: none"> ○ Execute Disentanglement Tasks from Planning Phase ○ Perform Knowledge Transfer ○ Provide Processes and Procedures ○ Transfer Outstanding IMACS ○ Assist in Testing for Cutover ○ Cutover ○ Shutdown IMAC Support by Commonwealth Partners • Desktop Computing Services Cutover Complete • Exit and Acceptance Criteria Met 	M5 – M8
<p>Messaging Services</p> <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Perform Knowledge Transfer • Review Current Projects • Provide Processes and Procedures • Assist in Testing for Cutover • Cutover • Exit and Acceptance Criteria Met 	M5 – M8
<p>Mainframe & Server Services</p> <ul style="list-style-type: none"> • Server Services 	M5 – M8

Task	Timeframe
<ul style="list-style-type: none"> • Review Current Projects <ul style="list-style-type: none"> ○ LAN Administration, Email <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Perform Knowledge Transfer • Provide Processes and Procedures • Assist in Testing for Cutover • Cutover ○ Lotus Notes Shut down <ul style="list-style-type: none"> ▪ Execute Disentanglement Tasks from Planning Phase ▪ Lotus Notes Shutdown ○ Software Distribution <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Perform Knowledge Transfer • Provide Processes and Procedures • Assist in Testing for Cutover • Cutover • Server Services Cutover Complete • Exit and Acceptance Criteria Met 	
<p>Mainframe Services</p> <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Perform Knowledge Transfer • Review Current Projects • Provide Processes and Procedures • Assist in Testing for Cutover • Cutover • Exit and Acceptance Criteria Met 	M5 – M8
<p>Network Services (Data, Voice, Video)</p> <ul style="list-style-type: none"> • Execute Disentanglement Tasks from Planning Phase • Provide Existing Architecture Information • Perform Knowledge Transfer • Review Current Projects • Provide Processes and Procedures • Assist in Testing for Cutover • Cutover • Exit and Acceptance Criteria Met 	M5 – M8
<i>Close Technical Disentanglement</i>	M8
Contract Closure	
Confirm Disentanglement Exit and Acceptance Criteria Met	M9
Deliver Data and Documentation	M9
Confirm Issues Opened During Planning and Execution of Disentanglement are Resolved	M9

Task	Timeframe
Transfer Assets, Leases, Licenses and Contracts	M9
Exit and Acceptance Criteria Met	M9
<i>Present Final Invoices for Payment to the Commonwealth</i>	M9