

Virginia Information Technologies Agency



Exhibit 2.4

Implementation Plan

VA-180915-XERX: Managed Print Services

COMMONWEALTH OF VIRGINIA
VIRGINIA INFORMATION TECHNOLOGIES AGENCY (VITA)
SUPPLY CHAIN MANAGEMENT DIVISION

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1.0 Implementation Overview

Supplier will provide an overview of the Implementation Plan and solution detail, including Supplier's approach to implementing the Services and implementing from the Incumbent. Supplier will describe its plan

for how Implementation will take place at the Commencement Date and what post-Commencement Date activities will be required to fully transfer all components of the Services from the Incumbent Supplier (e.g., assets, software licenses, operational documentation, and personnel) and implement the Services as described in the RFP.

The Xerox implementation plan is designed to allow an invisible and seamless commencement of services for VITA Customers. All activities for implementation are based on the Commencement Date of December 15, 2018. On the Commencement Date, Xerox will assume managed print services for the existing multivendor networked print device fleet, including but not limited to, break-fix service, supplies management and VITA print process improvements.

The primary goals of Xerox's implementation plan are to:

- a. Assume the existing services from Incumbent to mitigate Customer impact of change
- b. Provide a comprehensive End User Services program to include devices, support, software imaging, and distribution
- c. Partnership and integration with MSI and appropriate Service Tower Suppliers

Xerox will utilize the Global Delivery Service Model (GDSM), which is Xerox's service strategy based on the ITIL framework, to implement, assume and manage all in-scope Devices under the VITA End User Services - Managed Print Service tower. One of the key planks of the Global Service Delivery Model (GSDM) is the Transition and Transformation Management Process (TTMP). The TTMP is a proven methodology based on PMI (Project Management Institute) principles that Xerox will utilize in implementing managed print service solutions. This process will be customized to meet the needs of VITA and the other STS partners.

The five (5) phases of TTMP are described in Exhibit 2.3.1. The three phases that are specific to assuming and managing all incumbent devices are described below.

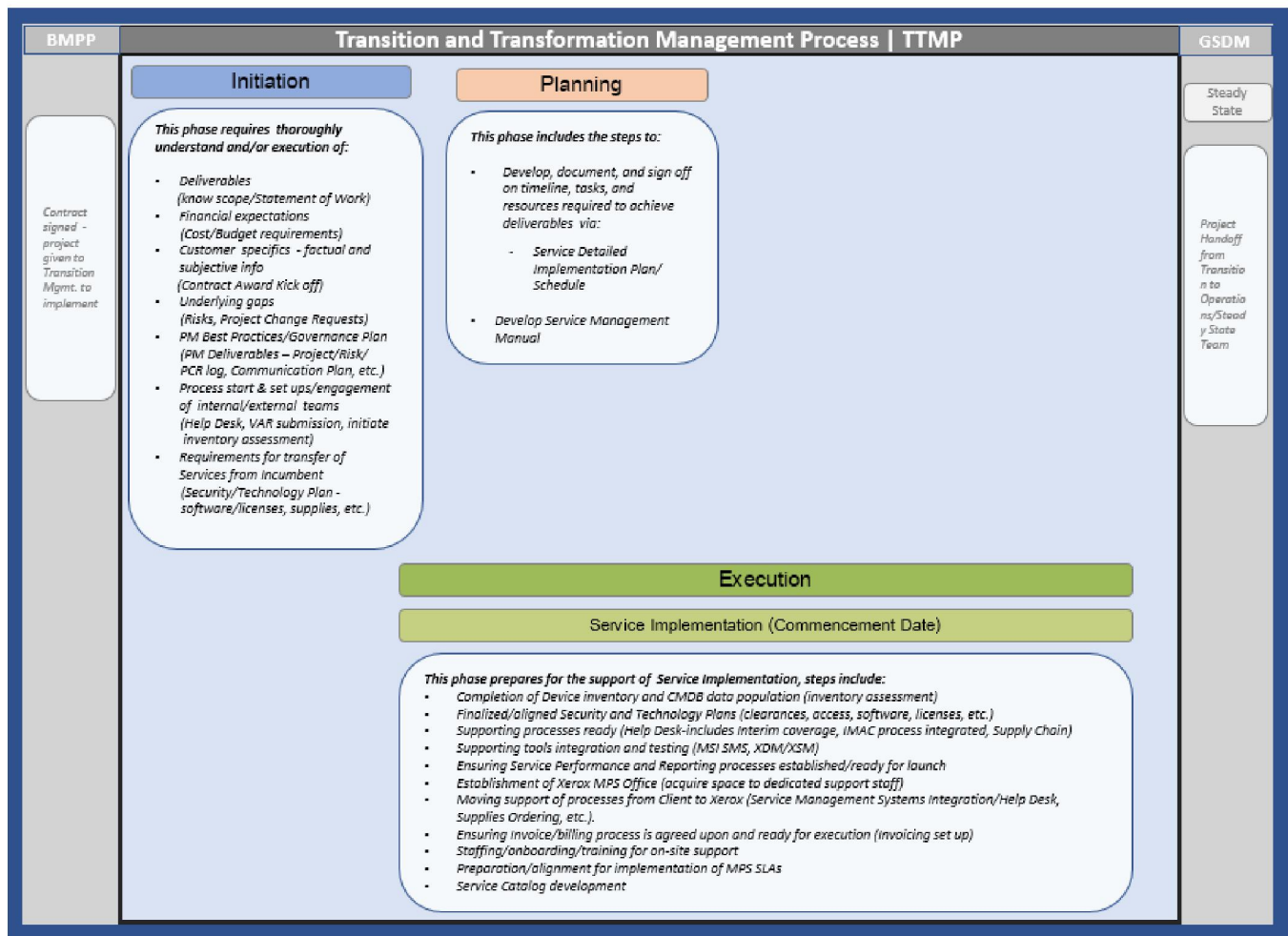
Initiating - These are the activities required to start the project

Planning - These are the activities required to develop an approved project plan, such as establishing schedules, finalizing work breakdown structures, assigning resources, identifying risks & risk mitigation strategies, and developing communications plans

Execution - These are the activities required to complete the project plan deliverables, that is, to perform the specific tasks required to satisfy the requirements of the project

Additionally, Figure 1, below provides the specific detail of what activity will be accomplished in each phase:

Figure 1. Implementation Plan Summary



Xerox's project plan will include key tasks that will be completed during Implementation. Prior to or upon Commencement, the installation and configuration of Xerox Device Manager (XDM) will be completed following the VITA VAR process. The initial VAR documentation will be submitted by Xerox at the contract Effective Date. XDM, along with the integration of Xerox's service management system, will provide an integrated platform with the MSI SMS to ensure consistent service delivery across towers.

1.1. Implementation Guiding Principles and Critical Success Factors

Supplier will describe the guiding principles that will protect the key interests of the Commonwealth during Implementation and the characteristics, conditions, or variables it believes will have a direct and critical impact on the effectiveness, efficiency, and viability of the Supplier's solution.

Xerox will utilize principles from the TTMP methodology to present a consistent Customer service model and position VITA to obtain Managed Print Service (MPS) efficiencies through Xerox's people, processes, and technologies.

The Xerox approach to managing a successful implementation is rooted in the following guiding principles:

- a. Effective use of resources to meet VITA timelines
- b. Alignment with VITA goals and objectives
- c. Transparent and frequent communication
- d. VITA Customer satisfaction
- e. Support the MSI with a robust catalog of print devices, services, and supplies
- f. Xerox understands and acknowledges the necessity to be prepared to take over Services on the Commencement Date (12/15/18).

The following are the means by which Xerox will deliver a solution to VITA that meets or exceeds the guiding principles.

Xerox will provide consistent and responsive print device support to VITA throughout the term of this contract beginning on the Commencement Date. Xerox will analyze VITA's current fleet of devices that require replacement and recommend solutions to improve management of print devices. Recommendations will comply with VITA Rules.

Xerox's TTMP methodology is based on Lean Six Sigma principles and best practices from delivering similar Managed Print Services projects. Xerox's baseline milestones and requested collaterals are set forth herein and will be further developed to support the current Customer processes on the Commencement Date. These collaterals include defining specific roles and responsibilities across towers, both a detailed procedures manual and schedule for site implementations, along with specific project management tools to control and govern the processes. Xerox will comply with the completion of VITA's Governance Framework (as defined in Exhibit 1.2) and Critical Deliverables (as defined in Exhibit 3.1).

Through Xerox's extensive experience in working on public sector transitions, we understand variability in a variety of forms will appear. As part of the process, Xerox will register risk, build appropriate mitigation plans and continually test readiness. Xerox understands the importance of the Commencement Date; Xerox will use all the tools at our disposal to remove variability.

Implementation project tracking will be created and performed by Xerox and shared with VITA throughout the Implementation process. During Implementation, the Xerox Transition Project Executive along with the VITA Project Director will mutually agree upon the critical items Xerox will measure on a daily, weekly and monthly basis.

Critical Success Factors

Xerox has identified the following critical factors specific to a successful transition for Commencement:

- a. MSI collaboration for transition execution
- b. On-boarding a highly skilled dedicated on-site account team
- c. MSI support to finalize Xerox integration with the VITA Centralized Help Desk
- d. Xerox integration with VITA, MSI, and STS towers
- e. Knowledge transfer – including training, communication, and VITA/MSI/STS sessions

To ensure successful management and implementation of this project, Xerox developed a preliminary Service Detailed Implementation Plan/Project Schedule, which will be provided to VITA at the time of contract award.

1.2. Solution Timeline

The Supplier will describe the overall timeline from the start of pre-Implementation activities through the point at which the Supplier expects it will be delivering predictable, repeatable Service Delivery Results that meet the requirements of the RFP. The schedule should include a description of the critical milestones related to Implementation efforts. Any critical milestones identified should be included in Supplier response to the [Exhibit 2.4.1 \(Implementation Milestones\)](#).

Milestones, their descriptions, and acceptance criteria are listed in Exhibit 2.4.1 and the table below. Each milestone has a unique set of deliverables and tasks. A milestone will be considered achieved upon VITA acceptance. Upon completion, Xerox will submit the milestone, deliverable, and/or task to VITA for review. Below is a list of the project milestones.

Table 1: Xerox Implementation Plan Key Milestones and Deliverables

Ref #	Milestone	Description	Acceptance Criteria
MPS-001	Integrated planning complete	This milestone confirms the supplier has developed their project management plan and that their plan has been integrated their plan into the MSI Implementation Plan. This plan will track the overall schedule and performance to plan, coordinate change activities, identify contention for Commonwealth resources (agency time and VITA time), identify contention for Incumbent resources, manage dependencies between/among Suppliers, manage communication to agencies and stakeholders, manage program risks and issues, identifies lines of communications, map organizational charts between supplier and MSI, and activities around SLA / OLA development.	VITA accepts the following deliverables: 3.1 - Services Detailed Implementation Plan; Project Management Plan, Communication Plan.
MPS-002	Knowledge Transfer complete	This milestone confirms all knowledge transfer (KT) between supplier and incumbent has been completed. KT activities included but are not limited to meetings with incumbent staff, shadowing, observations of incumbent performing duties.	VITA accepts that all Knowledge Transfer activities have been completed.
MPS-003	Asset Discovery and Transfer Complete	This milestone confirms titles have been transferred.	VITA accepts the following deliverables: - 3.7 Complete Asset Inventory and CMDB Data Population. In addition, title transfers to supplier must be complete for this milestone to be achieved.
MPS-004	Process (SMM) Integration – Draft complete	This milestone confirms that the Service Management Manual development has been initiated as required by supplier by VITA and the MSI.	VITA accepts the following deliverables: - 3.3.1 Service Management Manual - Initial Draft.
MPS-005	Process (SMM) Integration – Final complete	This milestone confirms that all activities required by supplier by VITA and MSI for the development of the Service Management Manual have been completed and has been accepted by VITA and the MSI.	VITA accepts the following deliverables: - 3.3.2 Service Management Manual - Final Draft. In addition, Operational Level Agreements should be finalized with approval from VITA.
MPS-006	Technology Infrastructure Readiness	This milestone confirms the suppliers IT infrastructure has been installed, tested successfully, and has been implemented successfully into the environment based on VITA's approval.	VITA accepts the following deliverables - 3.5 Initial Technology Plan; 3.6 Initial Security Plan - and the completion of the following tasks: Xerox Tool suite Installed, Certification, and Configuration; New Project Requests and New Work Order Requests; Ongoing Projects and Ongoing Work Orders; Invoice/Billing Requirements Established and Implemented, Service Desk & Scripts Automation.
MPS-007	Cross Functional (MSI) Integration complete	This milestone confirms the suppliers tools have been integrated with the tools contained in the SMS.	VITA accepts the following deliverables: - 3.9 Service Management Systems Integration - and the completion of the following tasks: MSI Tool Training; Service Catalog Integration; Identity and Access Management Requirements; IMAC Process established.
MPS-008	Personnel Readiness	This milestone confirms all required hiring, onboarding, badging, security clearances, and training is completed for the core Xerox staff.	VITA accepts the following tasks have been completed: Incumbent staff contingent offers; Hired and onboarded of all staff; Badging of all Supplier staff; Obtained Security Clearances for all staff; Personnel Gap Assessment; Training of all Supplier staff; Purchases of support SW/HW for all Supplier staff; local facility move-in, Showed and Tracked the Onboarding Staff.
MPS-009	Operational Readiness complete	This milestone confirms the suppliers implementation is complete, it's solution is in place, and is ready to move into operations.	VITA accepts the following deliverables: - 3.8 Service Catalog Request and Fulfillment Implementation; 3.2 Services Implementation Readiness Plan; 3.4 Service Performance and Reporting - and completion of the following task: Operational Readiness Review. Commencement of Services.
MPS-010	On-site VITA Dedicated Team Hired	This milestone confirms all required Xerox hiring and security clearances are complete for the core Xerox staff	VITA accepts the following tasks have been completed: Incumbent staff contingent offers; Xerox hired and onboarded of all core staff; Xerox badging of all core staff; Obtained Xerox Security Clearances for all core staff.

In addition to the Critical One-Time Deliverables described in the acceptance criteria, some milestones also contain tasks. Below is a list of tasks for each of the implementation milestones and a description of each.

Table 2: Implementation Milestone Task Descriptions

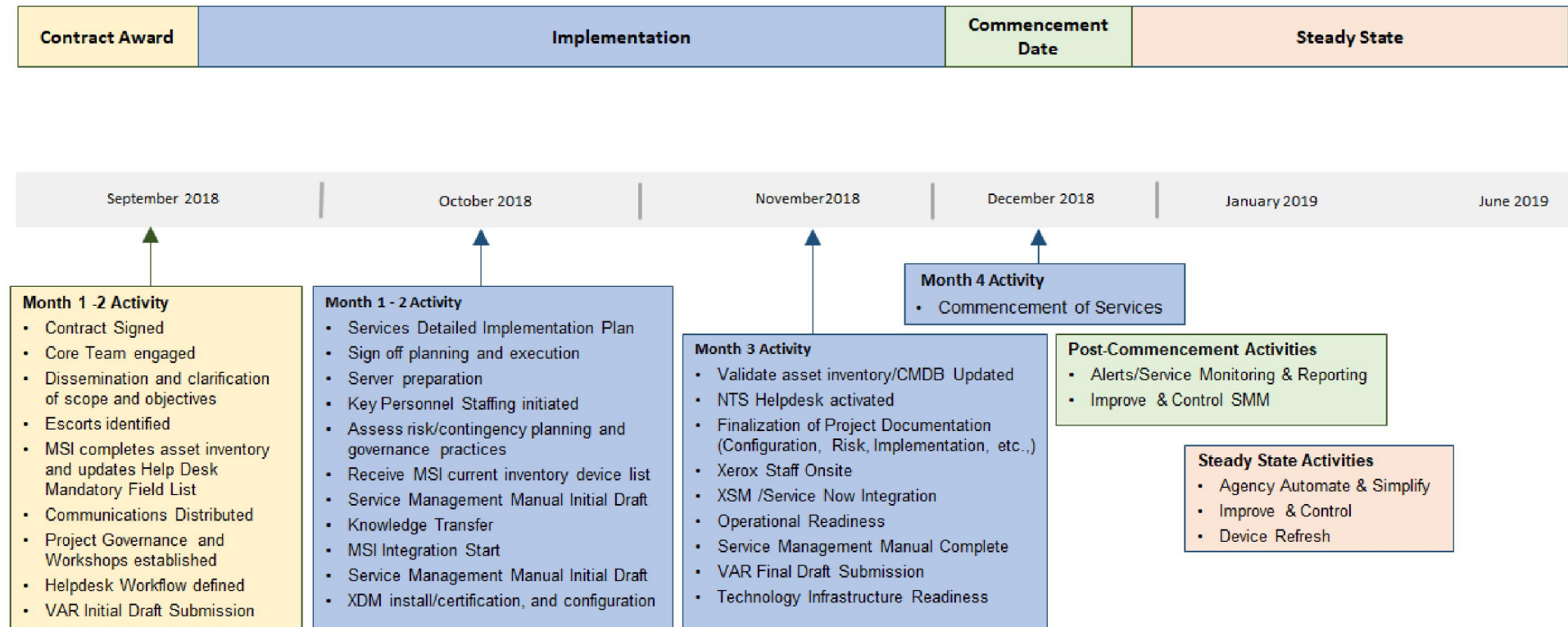
Task	Description
Milestone: Asset discovery and transfer Complete	
Asset Transfer	Asset titles transferred to Xerox.
Milestone: Knowledge Transfer Complete	
Knowledge Transfer (KT)	Xerox will conduct KT with the incumbent. KT could include observation, interview, shadowing, and discussions with incumbent staff.
Milestone: Personnel Readiness	
Incumbent Staff Contingent Offers	Xerox will ensure offers are provided to all incumbent personnel with effective date of 12/15/2018.
Hiring and Onboarding of Staff	Xerox has shown and tracked the onboarding of all staff required
Personnel Gap Assessment	Xerox has completed discussions and evaluations of incumbent staff that are available to transition to the new contract in order to determine what skill sets (if any) are missing and/or is staff may need to be realigned to fill a more appropriate position.
Training	Xerox staff will complete training on Xerox and MSI Tools
Purchase of Support Hardware for Personnel to Perform Functions	Purchase of VITA or Xerox Laptops, VTC Units, phones, MIFIs to enable staff to perform function in support of VITA/Customers.
Purchase of Support Software for Personnel to Perform Functions	Xerox will purchase software that includes but is not limited to Microsoft Office, Viso, Microsoft Project, to enable staff to perform function in support of VITA/Customers.
Establishment and Build Out of Space for Local Presence, Software Distribution, and Hardware Testing Lab	Xerox will lease space and build out of space to suit their needs for Local Presence, Software Distribution, and their Hardware Testing Lab.
Milestone: Technology Infrastructure Readiness	
Xerox Tool Suite Stand-Up	Xerox will install and configure the XOS tool suite within the VITA environment.
New Project Requests and New Work Order Requests	Xerox begins accepting new project requests and new work orders
Ongoing Project and Ongoing Work Orders	The transfer of ongoing project and work orders to Xerox will be completed.
Invoicing/Billing Requirements Established	Xerox will define MSI and VITA requirements for invoicing/billing. Publish templates, reviews/approvals, tools to assist in completing invoicing/billing.
Service Desk and Script Automation	Xerox will design work flows and scripts to enable automation
Milestone: Cross Functional (MSI) Integration Complete	

Xerox Tool Suite Integration (Integration w/ MSI Tools)	Xerox completes acceptance testing in accordance with written Test Plan in order to determine operational capability of proposed Tool Suite.
MSI Tool Training	Xerox staff will complete training on all MSI tools
Service Catalog Establishment	Xerox will populate the Service Catalog with Resource Unit information pursuant to MSI Template
IMAC Process Established	Xerox will develop the Install, Move, Add, Change (IMAC) process which will define the start and completion of the IMAC process and the insertion into the operation manual for a consistent cross-functional support process
Identity and Access Management Requirements Defined and Implemented	Xerox will define Identity Access Management requirements, by position, roles and responsibility, and assign/complete for all personnel.
Milestone: Operational Readiness Complete	
Operational Readiness Review (ORR)	A meeting/review between VITA, the Xerox Team, and Commonwealth stakeholders as required to determine Xerox's capability and readiness to transition to operations. sustainment of proposed solution. This meeting will result in document to identify and track all action items and estimated completion to successfully pass the ORR. Passing the ORR means that Xerox's proposed solution has successfully been implemented and operations will continue with the new solution in place.
Milestone: On-site VITA Dedicated Team Hired	
Incumbent Staff Contingent Offers	Xerox will ensure offers are provided to all incumbent personnel.
Hiring and Onboarding of Core Staff	Xerox has shown and tracked the onboarding of all core staff.
Badging of All Core Staff	Obtain badges needed for all core staff as required by VITA for access to appropriate COV facilities
Obtain Xerox Security Clearances for All Core Staff	Obtain any security clearances as required by VITA for all core staff.

Figure 2 provides an overview of the Implementation timeline and the activities that will be performed by Xerox during Implementation.

Figure 2. Detailed Implementation Timeline

Xerox VITA Project Timeline



* Timeline contingent on Contract Award date of Sep 15, 2018 and all partners agreement to adhere to this timeline

The tables below provide additional details on the activities Xerox will perform and the Xerox personnel that will be responsible for the completion of the work. All work described in the tables will be submitted to VITA for review and acceptance.

Table 3: Contract Award Activities

Deliverables	Description	Xerox Owner
Contract Award Kick-Off Workshop Completed	Introduces key members of VITA and Xerox with a focus on key implementation milestones	Transition Project Executive Transition Manager
Confirm Invoice Process and Format at Award Kick-Off	Understand invoicing expectations	Business Relationship Manager
Submit VAR for MPS Tool and gain approval	This deliverable will note the submitted VAR process step	Managed Print Services Specialist

Table 4: Implementation Activities

Deliverables	Description	Xerox Owner
Project Management Plan (PMP)	A formal document that defines how the project is executed, monitored, and controlled. The outline of the PMP will be supplied by VITA.	Project Manager
Services Detailed Implementation Plan	Implementation plan that details the major milestones to include owners, dependencies, predecessors, and tollgates to deliver the service based upon Commencement Date of December 15, 2018	Transition Manager
Services Implementation Readiness Plan /Operational Readiness	Preparation and confirmation of the readiness of the project to stand up the solution by Commencement Date. There are a series of actions to simulate the day of Commencement and determine any process changes to ensure readiness for managing break-fix and supplies transition	Transition Manager
Service Management Manual (SMM)	Operational process guide that contains escalations, IMACs, SLAs, OLAs, billing. All key contractual deliverables will be documented with ownership and process to support.	On-site Account Manager
Service Performance and Reporting	Details and summarizes the contractual SLA's	On-site Account Manager
Initial Security Plan	Security requirements required for onboarding personnel, hardware, software and process steps to ensure data protection and device management meet VITA Rules	Security Manager
Initial Technology Plan	Describes the core components required to meet the Commencement of Services	On-site Solution Architect / Transition Manager
Receive Asset Inventory List from MSI and update XSM	MSI completes inventory device confirmation to generate an import to the Xerox data repository (XSM) and MSI	Transition Manager/On-site Account Manager
Service Catalog Request and Fulfillment Implementation	Defines the catalog offerings for hardware, support, and services	Xerox Account Management Team

Deliverables	Description	Xerox Owner
Service Management Systems Integration	Integration with MSI SMS for a consistent source of record configuration management	On-site Solution Architect / Transition Manager
Pre-Implementation Management Planning	Initial steps of the kick-off process and the project plan tollgate for approval of key tasks	Transition Manager
Approved Implementation Plan Schedule	Approval from VITA and towers for a timeline of Xerox's implementation plan	Transition Project Executive
Initiate Inventory Assessment (if required)	Physical inventory collection of print device data	Transition Manager
Integration with MSI and Monitoring Tool Sets	Installation and configuration of integration service management tools between Xerox and MSI	On-site Solution Architect / Transition Manager
Develop Integrated IMAC Process between Towers	Defines the start and completion of the IMAC process and the insertion into the operation manual for a consistent cross-functional support process	On-site Account Manager
XDM Install, Certification and Configuration	Xerox Device Manager will be deployed on the VITA network, and will scan the network for existing devices	On-site Solution Architect / Transition Manager
Service Desk Acceptance Testing /Dry Run with MSI SMS	Cross functional testing of integrated systems	On-site Solution Architect / Transition Manager
Communication Plan	Process for assisting in defining the communications to Customers regarding the new process for supplies management	On-site Account Manager
Establishment of Xerox MPS Office	Acquisition of space to support dedicated on-site team and testing lab	Xerox Account Management Team

Table 5: Commencement Activities

Deliverables	Description	Xerox Owner
Final Inventory Validation	Providing accurate and valid device inventory to VITA CMDB	On-site Solution / Transition Manager
Offering Catalog / Solutions Training	Provide training materials to educate Customers on offering catalog	Xerox Account Management Team
Transition Complete and Closed	Tollgate to confirm the transition to operational readiness	Transition Project Executive
Implementation of MPS SLAs	Implementation of MPS SLA reporting and management	Account Manager

Operational Readiness

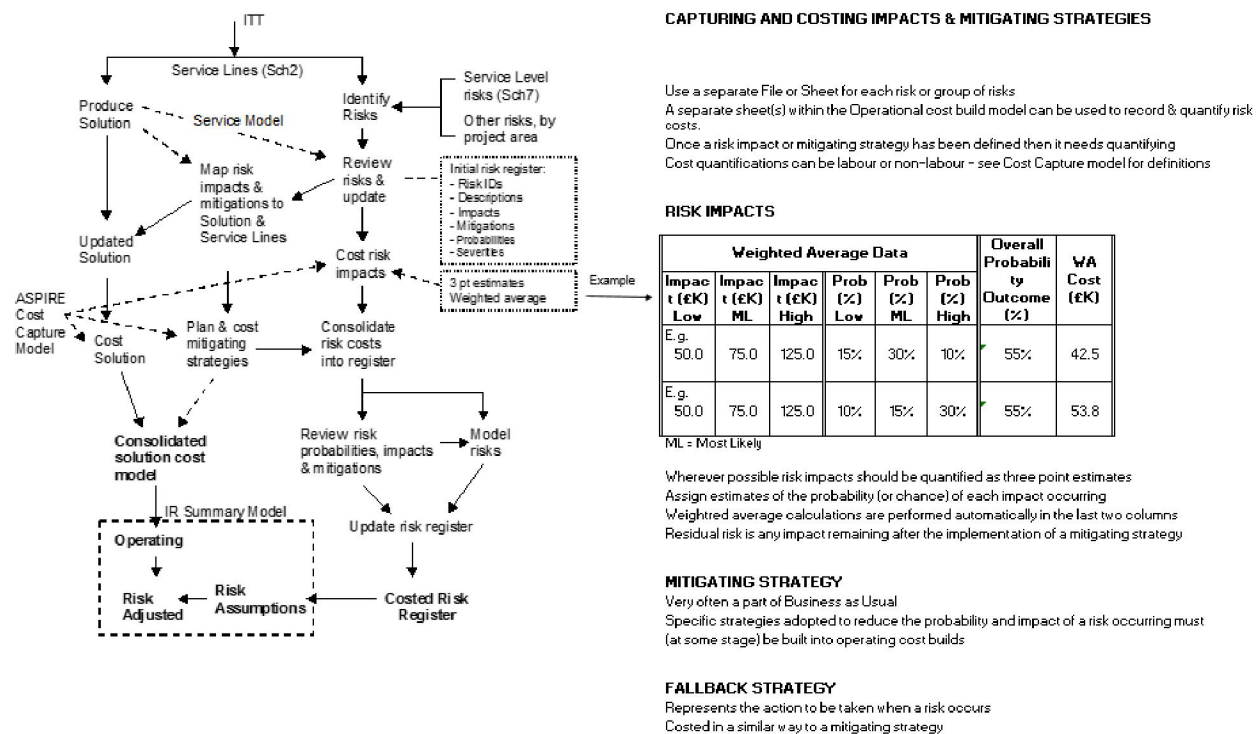
Xerox's will provide a dedicated team of individuals who will be responsible for delivering each of the various stages of the transition. The Xerox on-site account team will be responsible for the solution and the ongoing management engagement with VITA. The members of the on-site account team are illustrated in Section 3.1. The Xerox transition team will work in parallel with the Xerox on-site account team for 6 months following the Operational Readiness Review to ensure continuity of communications, support of governance and maintain the effective and efficient optimization efforts that will be provided

by Xerox. The items reviewed in the Operational Readiness Review include, but are not limited to the following:

- a. Validate all business readiness deliverables/tollgate tasks
- b. Validate overall project to ensure project on track (i.e., Project Schedule/Scorecard, SLAs, SOW).
- c. Risk mitigation is agreed upon by VITA and Xerox and transitioned to dedicated on-site account team. Xerox's Risk Mitigation processes are documented below in this section.
- d. Final acceptance by VITA that Xerox is prepared to deliver the Services
- e. Establish next steps for outstanding issues with action items and due dates

The purpose of risk management is to identify potential problems before they occur so that risk-handling activities may be planned and invoked as needed across the life of the project to mitigate adverse impacts on achieving objectives. In order to do so, Xerox will develop and utilize a risk management register that identifies risks and weighs impact of the associated deliverable. Xerox will use the methodology in Figure 3 to assess risks and potential impacts in order to develop a risk mitigation and/or fallback strategy.

Figure 3. Risk Process and Impact Weighting



1.3. Critical Dependencies and Assumptions

Supplier will describe any critical information or activities (e.g., resource availability, availability windows, etc.) needed from VITA, Customers, or the Incumbent Supplier as part of implementation planning, solution development, implementation readiness assessment, and work turnover.

Separately, Supplier will describe critical assumptions that are impactful and included in the Implementation Plan.

VITA will provide a project manager that will be responsible for providing support such as:

- a) Notify applicable Xerox teams of any potential schedule conflicts early in implementation (i.e. holiday, peak season, maintenance window)
- b) Provide Xerox a VITA point of contact/support from each tower that will assist with execution and or maintenance for the following; Project management focal point, Help Desk implementation, IT/Network integration support
- c) Provide supplier with the VITA policies and or procedures that will apply to the implementation process (i.e. PMO process changes and security clearances).
- d) Provide Xerox with information regarding additional VITA current and future projects.
- e) Participate in the execution of the Project Communications Plan.

The following are assumptions that are critical to the success and support of the Implementation plan.

- a. VITA Kickoff – VITA will provide relevant resources to participate in the Kickoff meeting. Xerox will provide an agenda of topics that will provide detail as to what resources are required. The kickoff is a critical first step in bringing teams together to ensure there is equal synergy and grounding on goals and objectives of Xerox's program/solution.
- b. Governance Process – The governance process will enable effective communication and structure. MSI will collaborate with Xerox to ensure the Service Transition process is effective and integrated with VITA's PMO guidelines.
- c. XDM Server Installation – VITA will collaborate with Xerox to install and configure the XDM tool in the environment prior to October 23rd.
- d. MSI Asset Inventory/CMDB – MSI will provide a completed asset inventory list to Xerox which will include all CMDB asset attribute fields.

2.0 Implementation Plan

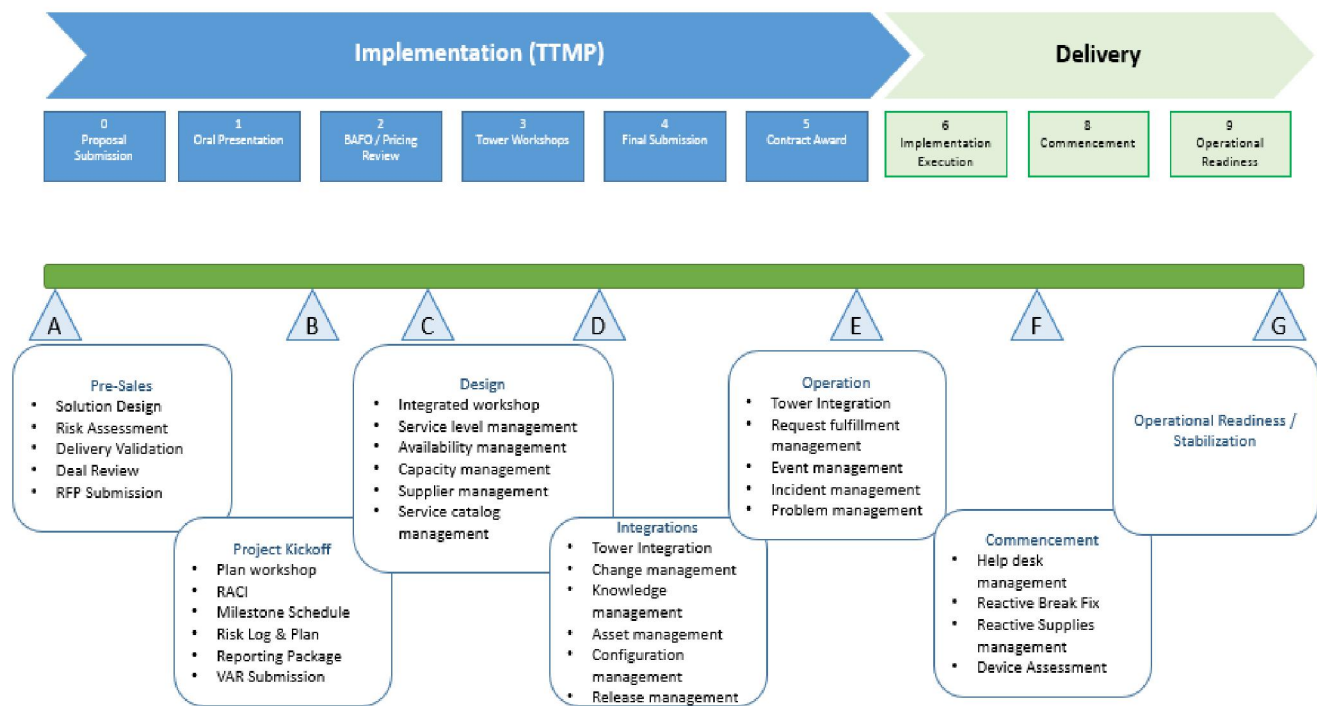
2.1. Implementation Approach and Methodology

The supplier will describe the overall approach and methodologies that they intend to employ in the Implementation of the Services and implementation of the requirements of the RFP.

Xerox understands VITA's objective to implement a new managed print services provider while limiting impacts to their Customers.

Xerox will provide consistent, controlled and responsive print device support to VITA Customers upon the Commencement Date. After Commencement, Xerox will analyze VITA's current fleet of devices that require replacement and recommend solutions to improve management of print devices. Recommendations will comply VITA Rules.

Figure 4. Xerox Methodology Diagram



Xerox will use the transition methodology set for in Section 1 to develop its implementation plan. In addition to process capabilities, Xerox will use the methods set forth in the table below to manage the people, processes, and technology to be delivered as part of Xerox's solution.

Figure 5. Key Enablers for Implementation

	Key Enablers		
	People	Process	Technology
Contract Award	1) Xerox Account Management Team: <ul style="list-style-type: none"> a) Account General Manager b) Client Manager c) Managed Print Services Specialist 2) Xerox Transition Team: <ul style="list-style-type: none"> a) Transition Project Executive b) Transition Manager c) Project Manager 	1) Review of agreed upon deliverables 2) Accurate and executable order document 3) Confirmation of Invoice process	
Implementation	1) Dedicated On-site Account Management Team <ul style="list-style-type: none"> a) Account Executive b) Business Relationship Manager c) Account Manager d) Transition/Solution Manager e) Security Manager 2) Additional On-site team members <ul style="list-style-type: none"> a) Security Analysts (2) b) Service Delivery Coordinator 	1) Assess current fleet <ul style="list-style-type: none"> a) Inventory for input to XSM and CMDB for baseline b) Equipment configuration workbook c) Print configuration sheet d) Physical inventory confirmation 2) Develop Centralized Help Desk integration process <ul style="list-style-type: none"> a) Define MSI Help Desk integration with Xerox Help Desk b) Closed loop process for incident receipt and closure 3) Submit a request for VAR Approval of XDM 4) Develop Install, Move, Add, Change (IMAC) Process 5) Build Device/Service/Supply Catalog Profile	1) Xerox Service Manager (XSM) Account Set Up 2) XSM Integration with MSI SMS
Commencement Date	1) Dedicated On-site Account Management Team 2) Xerox Integrated Help Desk Support 3) Xerox Account Management Team <ul style="list-style-type: none"> a) Account General Manager b) Client Manager c) Managed Print Services Specialist 	1) Xerox Tools installation/configuration 2) Cultural Change Management 3) Security Awareness Package development 4) Site refresh plan development and review 5) Device reconciliation with CMDB 6) Equipment security certification	1) XDM Installation 2) Assume in place multifunction devices and network print devices
Operational Readiness	1) Dedicated Account Management <ul style="list-style-type: none"> a) Account Executive b) Business Relationship Manager 	1) Proactive device maintenance 2) Proactive supplies management 3) Security auditing 4) Firmware and patch application 5) Journey mapping for innovation	1) Equipment selection, delivery, and installation

	Key Enablers		
	People	Process	Technology
	c) Account Manager d) Security Manager e) Solutions Architect / Transition Manager f) Service Delivery Coordinator g) Security Analysts h) Xerox Help Desk		2) Software Installations (Xerox Print Management & Mobility Service) 3) Xerox® Print Security Audit Service Configured

Xerox has identified (3) critical areas that Xerox will utilize to manage the solution throughout implementation and into Commencement.

1. Process and Governance:

Xerox will develop the comprehensive Implementation Plan that maps each activity to resources, milestones, and durations and identifies the integration points with MSI.

Xerox understands that Internal review and collaboration of implementation strategies, along with risk management activities and communications planning, are critical during the early stages of the initiation phase. Upon contract Effective Date, the Xerox solution implementation team will meet with project stakeholders from VITA and other service providers to review implementation and risk management strategies. These meetings will begin the process of gaining a complete understanding of VITA's Customers' requirements and the delivery of MPS support Services.

To ensure successful management and implementation of this project, Xerox has developed a preliminary service detail implementation plan. This plan is based on VITA's organizational objectives, policies, and procedures. Xerox and VITA will jointly refine the implementation plan and other critical deliverables as required to provide a smooth implementation to prepare for Commencement Date.

Each type of incident and activity will be mapped, documented, tested and approved by key stakeholders before Commencement. These will be completed in conjunction with key project resources from both Xerox and VITA.

- a. Service Management Manual
- b. Infrastructure validation (Service Desk Bridge Integration)
- c. Joint agreement and sign-off for services Commencement

2. People:

Xerox will provide experienced people with ITIL / PMP certification and training.

Xerox's solution staff will include:

- a. Dedicated Implementation Team
 - i. Transition Project Executive
 - ii. Transition Manager
- b. Dedicated Account Management Team
 - i. Account Executive

- ii. Account Manager
- iii. Service Delivery Coordinator
- iv. Security Manager
- v. Solutions Architect /Transition Manager
- vi. Business Relationship Manager
- vii. Security Analysts (2)

In addition to the dedicated team, the solution is supported by executives and other staff to support all processes and technology along with shared corporate services.

3. Technology

The technology implementation covers all of the activities associated with gathering a comprehensive understanding of the MPS Environment via due diligence, data analysis, and where available, Knowledge Capture and Transfer from VITA / MSI. This information will be used by Xerox to document support processes, train personnel, and configure toolsets. Xerox will conduct a thorough review of the existing service management environment and procedures. Xerox will use Xerox Device Manager as the core of the MPS Solution and will integrate with MSI SMS. The Xerox Device Manager will provide a comprehensive process and workflow automation for all aspects of Xerox's MPS services.

The MPS technical solutions will gather the information necessary to implement MPS Services, as required in 2.1. Xerox will develop solutions for the Service for which Xerox will assume responsibility upon Commencement.

All of the Xerox MPS technical solutions will have operational processes developed. These processes will be documented in the Service Management Manual for standardization across VITA for the MPS technical solutions.

Xerox Services Manager will provide, at a minimum:

- a) Device/Printer Management and tracking
- b) Device Utilization reporting
- c) Web UI, Role-based access, services workflow
- d) MSI MHelp Desk incident management system
- e) Supplies management and scorecard monitoring
- f) Multi-manufacturer service management and integration
- g) Integration with client-based ticketing systems such as MSI SMS
- h) Printer mapping tool
- i) Dynamic printer driver distribution
- j) Meter volume tracking and validation
- k) Remote device management and meter collection
- l) Proactive Service/Supplies incident alerts

Xerox Device Manager will provide, at a minimum:

- a) Device management
- b) Device security dashboard

- c) Firmware and patch management
- d) Proactive alerts from devices for service and supplies
- e) Robust device monitoring and security reporting

Xerox Report Manager will provide, at a minimum:

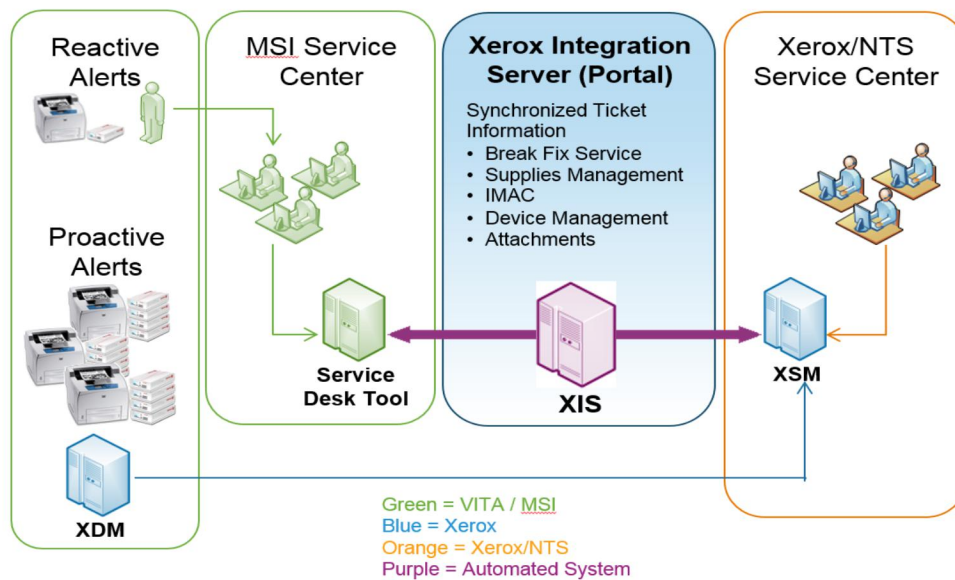
- f) Meter and page count reporting
- g) Reporting for account management
- h) Standard reports for business reviews

Xerox Integration Server (XIS) will provide, at a minimum:

- a) Automated integration with MSI SMS for incident and device management
- b) Bi-direction data transfer for current states of Service Incident

Figure 6 is a high level depiction of how Xerox will integrate their technology in the solution.

Figure 6 – Xerox Integration



2.2. People, Skills, and Training

Supplier will describe their overall approach to acquiring and retaining the necessary resources and skills to implement the Services from the Incumbent Supplier.

Xerox understands that retention of people as well as succession planning for key roles are important for the efficiency and effective provision of Services to VITA. In order to attract and retain the best in the industry, Xerox will offer competitive compensations packages and career opportunities.

Xerox will use their *GlobalTalent@Xerox* platform to provide employees with the following valuable personal and professional career management tools:

- a) Regular goal planning
- b) Formal management feedback
- c) Alignment to goals up and down the entire organization
- d) Posting for local, national and international roles
- e) Access to supplemental benefits to support
 - a. Unplanned life events
 - b. Savings plans
 - c. Comprehensive medical, dental and pharma care

Xerox will offer their *Learning@Xerox* to support continued employee education to further advance professional goals and objectives. This repository of over 10,000 courses includes self-paced learning, formalize classroom learning and access to external courses and accreditations, including PMP and ITIL certification preparation.

Xerox is open to the opportunity of potentially transitioning existing personnel who meet the required skill set into these roles.

Xerox's approach to acquire and retain necessary resources and skills to implement VITA services from the incumbent suppliers are as follows:

- a. Participate in Incumbent job fairs coordinated by MSI
- b. Xerox corporate Human Resources to identify potential candidates

At a minimum, Xerox will perform appropriate knowledge transfer to ensure knowledge continuity from the existing environment if given access to the appropriate resources.

Staffing Transition Process

Xerox understands that an effective business transition may include the integration of contract workers, current supplier personnel, and other current personnel into our organization. Furthermore Xerox understands that the integration process is a critical step to ensuring a smooth implementation of the technology and processes for your document management solution. Xerox will follow a comprehensive and proven transition process to integrate new employees and to provide substantial career opportunities to those individuals who join Xerox. This onboarding process enables us to implement critical information gathered during Transition phase. Xerox will follow the staffing transition timeline described in Figure 7.

Xerox VITA Staffing Transition Timeline*



* Timeline contingent on Contract Award date of Sep 15, 2018 and all partners agreement to adhere to this timeline

Figure 7. Xerox Staffing Transition Timeline

Transition Management: The Transition Manager will define the people, process, and technology needed for project implementation to the transition to steady state as described in the Project Management Plan. The Implementation Manager is responsible for project communication and development of final documentation leading to the standardization of business processes for transition of VITA Services to Xerox team from the incumbent. After contract Effective Date, the Xerox Implementation team will lead the structured activities in collaboration with VITA and other Commonwealth stakeholder to insure all transition activities do not disrupt ongoing operational functions. Xerox will develop VITA specific training for the new staff and work collaboratively with all VITA stakeholders and the incumbent supplier for a seamless transition.

HR Manager: The Xerox Human Resource (HR) Manager assigned to support the staffing requirements of the VITA program will ensure that the onboarding process are conducted in compliance with the VITA Rules and Commonwealth Governance. The HR Manager will work with the Xerox Staffing Administration Center and Xerox Corporate Security to ensure all applicants satisfactorily complete an attestation form entitled "Employment Eligibility Verification" as it relates to the Immigration Reform and Control Act (IRCA) of 1986. In addition, all applicants extended an offer of employment must pass a drug screening test, where permitted by law, and a background investigation before being hired. Background investigations are conducted only according to a standard process approved by Corporate Security, Human Resources and the Office of General Counsel. The HR Manager supports the onboarding process by providing Xerox benefits information in the form of documentation and group meetings as appropriate.

Account Management Team: This team is responsible for developing the VITA MPS technical and service solution. During Implementation this team is responsible for communicating the operational requirements to the Xerox employees and subcontractor staff assigned to the contract award.

Corporate Security | Background Checks and Investigation

Corporate Security manages the employee background investigation process for Xerox and audits the background investigation process and results of our contract worker supplier vendors. Our vendor of choice for such services is Yale Associates, Inc.

Security Compliance: Through the Security Compliance process Xerox will map individual task order requirements to the Xerox Security Operations Manual during Implementation, develop training documentation, and ensure training, management, and reporting processes and procedures are in place. Xerox understands that employees may also be required to pass additional VITA required background investigations, based on position and work location. Prior to an assignment by Xerox of personnel to perform the Services, Xerox will, subject to applicable Commonwealth of VA and VITA Rules:

- (a) Have a criminal conviction background check performed on all such personnel who provide Services hereunder in accordance with VITA Agency requirements.
- (b) Verify or have verified the education, training certifications and employment history of all personnel who provide Services hereunder.
- (c) Require all personnel who are scheduled to regularly perform Services to pass a pre-employment drug screening test

The standard background check consists of a Criminal Conviction Search, which includes County and Federal Court records searches covering the previous seven (7) years; or, as State law allows. A credit header search, i.e. Social Security Trace, is used to identify locations of residence.

Xerox does not use private, third party databases to conduct criminal conviction searches, unless required by a customer as an additional check, but sends investigators to the courts of record to obtain the most accurate information.

Drug Testing Xerox personnel drug testing process is initiated by the Xerox Staffing Administration Center. Xerox Medical, Health and Wellness Services acts as the Medical Review Officer (MRO) as well as the interface with the reference laboratory. The Xerox standard drug test is an 8-panel, two-stage (screening and confirmation) test. Drug testing is done on all Xerox new hires and as required by a customer agreement.

Subcontractors - Xerox requires our subcontractors to conduct a Xerox defined background investigation and drug screen on their employees, through our vendor, prior to any placement at Xerox or a customer account.

Xerox will certify to a customer that the employees placed at a customer site or being granted unescorted access (e.g. service technicians) to the customer site, meet the customer's background and/or drug screening requirements.

Training - Xerox Human Resources will coordinate experiences and educational programs to support employee workplace preparation and growth.

Xerox will continually provide training in equipment functionality, document process management, operational procedures, workflow, customer satisfaction, and other topics, which will directly improve the productivity of the Xerox team. These well-established programs ensure that each employee assigned to work at your site is fully trained in the particulars of his or her assigned duties. In addition to specific job-related topics, Xerox will provide instruction in avoiding sexual harassment, diversity, interactive and customer satisfaction skills.

Performance Management – Xerox will provide their Performance Excellence Process (PEP) to integrate employee short-term objectives via personal targets with Xerox's long-term corporate strategy. Goals, established at the corporate level, are cascaded to each employee to ensure alignment to our mission and vision, providing guidelines by which each employee can contribute to our results. This process sets clear and measurable expectations for all Xerox employees, which are in line with our yearly-defined "Vital Few" objectives. When needed, the HR manager will work with local management to employ the Performance Improvement Process. The Performance Improvement Process is a documented process for informing employees of performance challenges and helping make required adjustments.

Dedicated On-Site Account Team

Xerox's dedicated on-site (8) member account team will comprise the primary Xerox operational infrastructure with the sole mission of establishing and managing a successful MPS environment with VITA.

The on-site key personnel roles are:

- a. Account Executive
- b. Account Manager
- c. Service Delivery Coordinator
- d. Solutions Architect/Transition Manager
- e. Security Manager
- f. Business Relationship Manager
- g. Security Analysts (2)

The Xerox team will be highly trained professionals with ITIL, Six Sigma and PMP certifications and/or 50 years' combined relevant experience. Please see Figure 7 below for details about each key personnel position. Xerox will deliver the key personnel roles and the basic qualifications for such as described in Figure 8.

Figure 8. VITA Dedicated On-Site Key Personnel Credentials and Roles

a. Account Executive	b. Account Manager	c. Service Delivery Coordinator
<ul style="list-style-type: none"> • PMP & ITIL certified • Accountable for program success • Provide oversight of strategic resource management • Executive communications • Act as Liaison to MSI, VITA, agencies, partners and entire account team 	<ul style="list-style-type: none"> • PMP & ITIL certified • Manage daily operations including project status, cost, and schedule • Responsible for SLA attainment and service excellence • Provide monthly reporting • Billing liaison 	<ul style="list-style-type: none"> • Dedicated to the satisfaction of End Users • Fast responder for urgent needs requiring On-site assistance • Provide VIP Service • Assist with expedited IMAC requests • Provide desk-side orientation for new hire onboarding to MPS and Xerox devices
d. Security Manager	e. Solutions Architect and Transition Manager	f. Business Relationship Manager

<ul style="list-style-type: none"> • ITIL and CompTIA Security+ certified • Align all activities with VITA Rules and SMM • Respond to security incidents • Identify security improvement opportunities and make recommendations to MSI and VITA • Implement Xerox Print Security Audit Service tool to monitor changes to print security blueprint • Perform and support security audits • Provide role-based access to monitoring tools 	<ul style="list-style-type: none"> • Subject matter expert on printing software and hardware • Support installation, implementation, and configuration of tools • Facilitate solution integration Perform and document testing and validation • Perform and document testing and validation • Perform XDM/Firmware upgrades • Implementation planning • Access to Xerox engineering teams • Establish and adhere to project scope, budget, and schedule • Host annual or bi-annual knowledge sharing sessions with VITA and MSI to ensure that both organizations are kept aware of new technologies 	<ul style="list-style-type: none"> • Manage business relationship with MSI and VITA Customer Account Managers • Responsible for Journey Mapping Process with MSI and VITA • Responsible for Continuous Improvement Initiatives to drive customer satisfaction • Customer Satisfaction Advocate for VITA and MSI • Responsible for Innovation and Knowledge Exchange Workshops with MSI VITA and the Agencies • Billing and Invoicing resource to work with MSI on order to invoicing process
g. Security Analysts (2)		
<ul style="list-style-type: none"> • ITIL V3 Foundation • CompTIA Security Plus • Lean Six Sigma Green Belt (Preferred) • Work with MSS provider to address Security vulnerabilities • Implement, maintain and continuously comply with VITA rules and Security baseline configuration standards as defined in VITA approved hardening guides, SMM, or as required by specific customer requirements • Compliance with VITA rules for the protection of Commonwealth of VA information and data • Conduct testing on Xerox Hardware and Software in VITA environment • Patch management and firmware upgrades to for Xerox Hardware • Participate in Security audits • Escalate Security management improvement opportunities • Respond to Security incidents under the direction of MSI and MSS Provider • Conduct Regular Monthly Assurance Reviews • Participate in a VITA assessment of Security program • Participate in the development of Information Security Incident Management Plan • Monitor Xerox Device firmware to ensure compliance • Remediate Devices with non-compliant firmware • Support management of CMDB • Deploy updated Device firmware and assess post deployment compliance • Engage Change Management process when new firmware releases are announced • 5-10 years of experience 		

2.3. Process Implementation

Supplier will describe the implementation of the current Service processes as described in the Appendices and current Services Management Manual to implementing the Main Processes as described in the Description of Services and the proposed Services Management Manual. Supplier will make recommendations for implementing in phases and identify the timing to complete the implementation activities. As part of that,

Supplier will clearly identify the Main Processes that are core to the continuity and quality of service delivery, and how the Implementation Plan protects ensures there is minimal impact to the quality of service delivery.

Solution Transformation Methodology will be used by Xerox and is a pragmatic, structured approach to IT strategy execution. It is a dynamic, collaborative session that allows Xerox to understand challenges and opportunities, the impact on VITA's business and ability to address them. It then defines the solutions and resources that will deliver the greatest value. Figure 9, below, provides an overview of when Xerox will perform Transition Management activities.

Figure 9. Transition Management Timeline

Transition Management – Deliverables and Milestones



** Timeline contingent on Contract Award date of Sep 15, 2018 and all partners agreement to adhere to this timeline*

The Xerox Implementation approach consists of the following processes:

- GSDM – allows Xerox to provide a consistent delivery model to VITA
- TTMP – referenced in section 1.1
- ITIL - Information Technology Infrastructure Library is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business.
- Lean Six Sigma – referenced in section 1.1

By using the Global Service Delivery model process, Xerox will ensure there is no impact to the quality of service delivery. As stated in Section 1.2, these processes will ensure a seamless Implementation and transition to managed print services for VITA Customers. Xerox will integrate their Client Account Procedures Manual (CAPM) into the VITA Service Management Manual.

CAPM attributes which will be included in the VITA Service Management Manual are as follows:

- a) People Management
- b) Technology Management
- c) Service Operations
- d) Governance and Performance
- e) Relationship Management
- f) Financial Management
- g) Innovation and Continuous Improvement

Some of the sub-topics to each of the above attributes are shown in Figure 10 below.

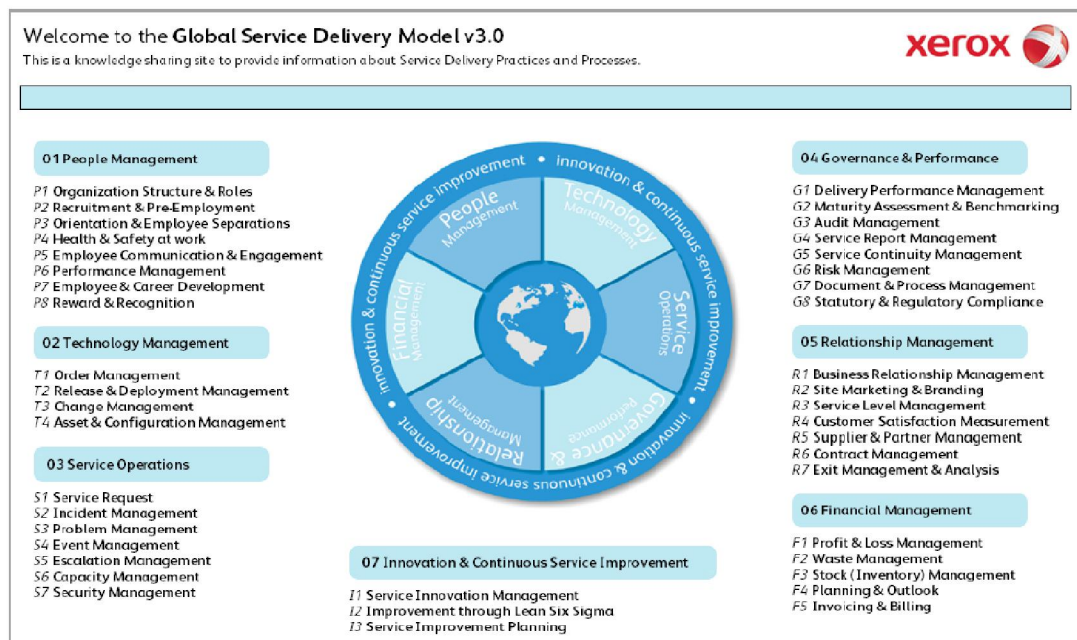


Figure 10. Xerox Global Service Delivery Model

2.4. Implementation Assistance Support

The Supplier should describe the support it will require from the Incumbent Supplier to prepare for and execute a smooth implementation. Including the following:

- **Personnel Support** - Supplier will describe the personnel and organizational support required from the Incumbent Supplier and applicable Third Party vendors that are critical to planning, preparation and turnover of Services.

Xerox requests facility escort support from Incumbent until such time VITA badging process has been completed

- **Critical Information** - Supplier will describe critical information needed from the Incumbent Supplier as part of implementation planning, solution development, implementation readiness assessment and work turnover.

Xerox requires access to the incumbent service applications currently managing the print device environment including, but not limited to, incidents and requests. The Xerox transition and onsite

3.0 Other Implementation Elements

3.1. Roles and Governance Alignment

Supplier will propose a structure for providing jurisdiction and management over the Implementation of Services. The proposed structure should describe roles, responsibilities and forums for decision making. The proposed structure should describe its alignment with the current governance structure for Customers. The descriptions should include a description of the identification process for issues, the resolution process for issues, and the process for escalations of issues into the governance structure.

Xerox will use Lean Six Sigma (LSS) practices, and the ITIL framework to drive a successful implementation. The Xerox Transition Project Executive and Xerox Transition Manager will lead a team and coordinate all activities leading up to the Commencement Date.

Xerox Transition Team – Led by Transition Project Executive

The Transition Project Executive will be responsible for the successful execution of the approved Implementation Project Plan. The Xerox Transition and Transformation Management Process (TTMP) will govern the Implementation process.

- Work with Xerox and VITA POCs/Team Members to finalize initiation and implementation plans.
- Leads all standard activities involved in planning, startup, and transformation of your environment.
- Create and manage work breakdown structure with milestones required.
- Consults with internal clients to verify needs & requirements, updating the TTMP as necessary.
- Record, track & monitor all implementation activities.
- Report & document all implementation activities and milestone tracking

The Transition Project Manager works with VITA to deliver the people, process, and technology needed for project implementation as required in the SOW and Service Level Agreement requirements. The Transition Project Manager provides a disciplined approach to defining and delivering a project and ensuring the project is managed according to standard project management practices

Transition Project Manager: A dedicated TPM will be assigned to VITA Account and will work under the direction of the Transition Project Executive. Specifically, the TPM is responsible for:

- Communicating key information to the Project Team
- Establishing and adhering to the project scope, budget and schedule
- Coordinating activities for all other Project Team members
- Providing project documentation, including weekly status reports and scope changes
- Making Project Team members aware of all project details, issues and decisions
- Obtaining project closure and documentation review.
- Oversee details of data collection & assessment (if needed) and responsible for future state designs (if needed).

Xerox will comply with VITA requirements for governance, procedure, and process development tasks as defined in the RFP. While on premise at VITA facility all Xerox personnel will comply with security procedures and instructions provided by VITA Security Management Personnel

Xerox will utilize our Client Account Procedures Manual (CAPM) in addition to our communication plan. The CAPM provides the following process management and program controls to accomplish a successful Implementation:

- Develop a detailed description of the Program Management Services and the manner in which each will be performed by XEROX.
- Identify the interfaces between VITA, MSI and Xerox and describe how Xerox will interact with MSI during the delivery of agreed Services for accountability of performance
- Indicate when MSI involvement is necessary and provide MSI the steps required to fulfill that involvement.
- Utilized as the “how to” reference to be included in SMM that can be provided to new personnel in support of the VITA contract award
- Plan for Daily / Weekly Monthly Implementation Status reviews

VITA XEROX Integration Points					
VITA	MSI	MSSP	XEROX	Functions	
<div> CIO Executive Director of the Platform Relationship Office Service Delivery Manager </div>	<div> Account Executive PMO Manager Chief Operations Manager Chief Security Architect Executive Governance Body Rep </div>	<div> Account Executive </div>	<div> Account Executive </div>	<ul style="list-style-type: none"> • Accountable for program success • Provide oversight of strategic resource management • Executive communications • Act as Liaison to MSI, VITA, agencies, partners and entire account team 	
<div> Service Delivery Manager Customer Account Manager AITR </div>	<div> Account Manager PMO Manager Lead Business Relationship Manager </div>	<div> Account Manager Service Delivery Manager </div>	<div> Account Manager </div>	<ul style="list-style-type: none"> • Manage daily operations including project status, cost and schedule • Responsible for SLA attainment and service excellence • Provide monthly reporting • Billing liaison 	
	<div> Business Relationship Manager </div>	<div> Lead Business Relationship Manager </div>	<div> Business Relationship Manager </div>	<ul style="list-style-type: none"> • Manage business relationship with MSI and VITA Customer Account Managers • Responsible for Journey Mapping Process with MSI and VITA • Responsible for Continuous Improvement Initiatives to drive customer satisfaction • Customer Satisfaction Advocate for VITA and MSI • Responsible for Innovation and Knowledge Exchange Workshops with MSI VITA and the Agencies • Billing and Invoicing resource to work with MSI on the order to invoicing process 	

Figure 11. Integration Points by Role

Xerox Implementation processes include managing any escalations identified as potential risks that could impact meeting the planned Commencement Date. These risks will be comprehended in Xerox’s Risk Management Plan

During the implementation phase, Xerox will create a Transition project log, which includes a risk and issues tracking tool. This tool will be reviewed at each weekly meeting to determine the impact of the current project risks and issues. VITA and Xerox project team members will determine if the identified issues or risks need to be escalated to the appropriate stakeholders.

Xerox acknowledges that during Implementation prior to Commencing all MPS Incident calls will be placed to the VITA Centralized help desk. For Incidents related to Xerox Transition activities, the dedicated on-site Account Executive will be the single point of contact for Incident response and escalation management.

All Transition Management activities will adhere to the standards of conduct as per VITA's SMM requirements. Any problems concerning Key Personnel, Xerox will take corrective actions to resolve matter within (3) three business days.

Figure 12, below, depicts the Escalation process that will govern Xerox personal during Implementation.

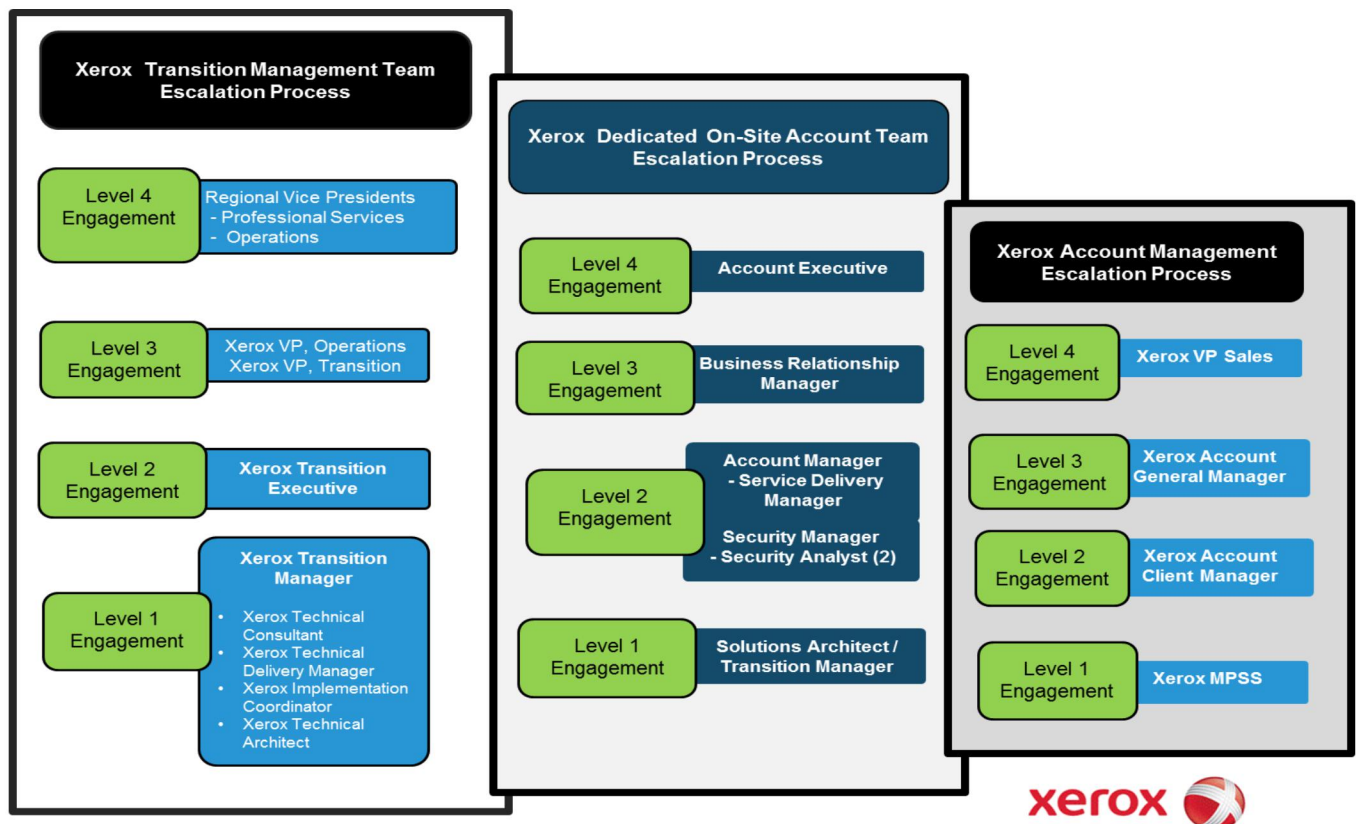


Figure 12. Transition Escalation Process

Dedicated On-Site Account Team Transition Roles

The Xerox **Account Executive** will be accountable for the overall supervision and success of the Xerox MPS program and will manage the rest of the Xerox Team.

The Xerox **Account Manager** will work closely with the Account Executive to communicate the overall transition project status, cost, and schedule.

The Xerox **Service Delivery Coordinator** will be a fast responder to urgent needs requiring On-site assistance, including VIP service, with the mission of a highly satisfied end-user community.

The Xerox **Solutions Architect/Transition Manager** will support the Xerox Transition Management team in capturing knowledge from the incumbent contractor to Xerox upon contract award.

The Xerox **Security Manager** will be responsible for incorporating VITA Rules into the Implementation processes. Security Manager will assess, implement, and manage the security compliance of all.

The Xerox **Business Relationship Manager** will manage the business relationship with MSI and the VITA Customer Account managers.

The Xerox **Security Analyst (2)** will work with the MSSP provider to address security vulnerabilities. They will also implement, maintain, and continuously comply with VITA Rules and security baseline configuration standards as defined by VITA approved hardening guides, the SMM, or as defined by specific customer requirements.

Xerox Account Management Team

Xerox Account Management Team is comprised of sales, operations, and technical solution resources focused on the Commonwealth of Virginia. The account team will provide the following support to VITA during the Implementation.

Senior Client Manager: The Senior Client Manager (CM) is responsible for ensuring the strength of the partnership between Xerox and VITA by identifying client issues where Xerox can assist VITA in improving its current situation. The CM represents the Xerox account organization and is responsible for negotiating client contracts, managing the client relationship through delivery, and maintaining a long-term relationship with the client. The CM works in conjunction with the MPS Specialist and delivery team in identifying solutions that will improve operational excellence throughout the term of the agreement.

MPS Sales Specialist: The MPS Sales Specialist (MPS SS) is an expert in the solution being implemented, and will act as a thought leader to guide VITA's print strategy. The MPS SS delivers specialized knowledge throughout the sales cycle to target business needs and drive key performance metrics. This individual participates in longer-cycle and technical aspects of negotiations, partnering with Solution Architect.

Account General Manager: The Account General Manager (AGM) is VITA's single point of contact responsible for all aspects of the account throughout the life of the contract. The AGM is accountable for identifying client issues where Xerox can assist in improving the current situation. The AGM is responsible for negotiating client contracts, managing the customer relationship through delivery, and maintaining a long-term relationship with the client.

Vice President, Public Sector North East: The Vice President of Public Sector North East will be dedicated to addressing any VITA concerns that arise during Implementation and throughout the life of the contract.

3.2. Communications Management

Supplier will describe their approach to managing communications around Implementation. The description should speak to forums for communication, and the methods and mechanisms for communication. Supplier should describe the kinds of communications expected and the frequency of the communications through-out

the Implementation. Supplier should highlight any changes in communications management as the Implementation moves through the proposed timeline (i.e. pre-Implementation to Commencement to post-Commencement and any phasing of Implementation activities.)

Implementation Communications Plan

Xerox will provide an Implementation Communications Plan to VITA for acceptance not later than thirty (30) days after the Effective Date. The Communications Plan will be based on mutual agreement between Xerox and VITA.

A Kick-Off Meeting will be held after Contract Award. Initial items to be discussed at the Kick-Off Meeting include, but are not limited to:

- a. Identify key VITA and Xerox contacts/ stakeholders
- b. Confirm frequency of contact to communicate progress.
- c. Confirm preferred method of communication
- d. Meet with customer to document implementation requirements.
- e. Review the initial Communication plan and refine a final plan with VITA input.
- f. Establish key meeting dates and communicate information to key members who need to attend.

The Communication Plan will address, at a minimum, the following areas to be accepted by VITA:

Deliverables	Element	Frequency	Responsibility	Audience	Media / Format	Distribution
Objectives	Communicate critical Implementation success factors and direction	As Needed	Xerox Transition Manager	All Project Team Members	Town Hall, Verbal, e-mail	Project Wide, Project Documentation
Project Plan	Guiding document for product and services construction and delivery	Life Cycle	Xerox Transition Manager	Team Members	Presentation, MS Word, MS Excel	Project Documentation
Project Schedule	Identify work elements, deliverables, assignments, constraints	Weekly	Xerox Transition Manager	Team Members, Managers	MS Project	Project Wide
Project Status Report	Communicate project accomplishments, plans, work in progress, Issues, Risks, financial performance	Bi-Weekly	Xerox Transition Manager, VITA Transition Manager	Team Members, Managers	Presentation, MS Word, MS Excel	Project Documentation

Deliverables	Element	Frequency	Responsibility	Audience	Media / Format	Distribution
Individual Status Report	Communicate individual accomplishments, plans, work in progress, Issues/Risks, personal plans	Weekly	Team Members	Xerox Transition Manager	MS Word, Timesheets	Project Documentation
Task Status	Update Project Plan, Schedule, and status	Weekly	Team Members	Xerox Transition Manager	Verbal, Individual Status Report	
Project Task Assignments	Initiate work elements	As Needed	Xerox Transition Manager	Team Members	MS Project Report, MS Word, e-mail	Project Documentation
Cross-Project Dependency	Maintain awareness of cross-project dependencies and deliverables	Weekly	Xerox Transition Manager, VITA Transition Manager	Other Project Managers, Development Manager, Team Members	e-mail, MS Word, Team Meeting	Project Documentation
Technical Processes and Standards	Define quality deliverables	As Needed	Solution Architect/Transition Manager	Team Members	MS Word, IT Team Meeting	Project Documentation, e-mail
Administrative Processes and Standards	Establish efficiency, consistency, professionalism, increase effectiveness	As Needed	Business Relationship Manager	Team Members	MS Word, Manual	Project Documentation, e-mail
Scope Change	Communicate decisions, changes to Detailed Implementation Schedule	As Approved	Xerox Transition Manager, VITA Transition Manager	Project Managers, Development Manager, CIO, IT Budget Manager, PCG	Change Control System Report	Detailed Status Meeting
Project Management Processes and Standards	Establish consistency, efficiency, improve product and services delivery	As Needed	Xerox Transition Manager, VITA Transition Manager	Project Managers, Team Members	MS Word	Project Standards Documentation
Cost Data and Analysis	Improve project planning and execution	Monthly	Xerox Transition Manager, Account Manager	Development Manager, CIO, CFO, PCG	Depends on tool	Detailed Status Meeting
Timecard Reporting Statistics	Improve project planning and execution, budget control	Weekly	Xerox Transition Manager, Account Manager	Project Managers, Directors	Depends on tool	e-mail

Deliverables	Element	Frequency	Responsibility	Audience	Media / Format	Distribution
Project Issues	Identify concerns, enhance decisions making, facilitate execution	Weekly	Team Members	Development Manager, Other Project Managers, PCG	Issue Tracking System Reports	Detailed Status Meeting
Risk Tracking Log	Communicate Risks and associated actions	Ongoing	Xerox Transition Manager	All Team Members	Risk Tracking System Reports	Via Risk Management Process
Project Documentation updates	Communicate notable additions, or changes to the Project Documentation	As needed	Xerox Transition Manager, Account Manager	All Team Members	E-mail	IT Project Library

3.3. Implementation Risk Management

The Supplier will describe its approach to identifying and mitigating risks and ensuring the success of Implementation. Supplier will articulate any high-level risks that are apparent in the environment and propose mitigation activities.

Xerox has developed a draft proactive risk and issue management approach which will be submitted for VITA acceptance.

The Implementation Risk Management Plan will set forth the processes that Xerox will use to identify, analyze, and develop mitigation and contingency plans; manage the risks associated with the implementation project; track the specific risks and execution of contingency plans and mitigating actions, and track identified issues that impact the risk profile and execution of the implementation. Factors considered when identifying project risks include contractual, organizational, technological, personnel acquisition and retention, procurement and subcontracts, the size and complexity of the products or services, and customer acceptance of the products or services.

Purpose of the Risk Management Plan

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk Management is the process of identifying, assessing, responding to, monitoring, and reporting risks. This Risk Management Plan defines how risks associated with delivering the Services will be identified, analyzed, and managed. It outlines how risk management activities will be performed, recorded, and monitored throughout the lifecycle of the project and provides templates and practices for recording and prioritizing risks.

Risk Management Procedure

The Xerox Risk Manager, working VITA and the MSI, will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. The steps for accomplishing this are outlined in the following sections.

A Risk Log will be maintained by the project manager and will be reviewed as a standing agenda item for project team meetings. A Risk Management Log will be generated and updated as needed and will be stored electronically in the project library.

Risk Identification

Risk identification will involve the project team, appropriate stakeholders, and will include an evaluation of environmental factors, organizational culture, and the project management plan including the project scope. Careful attention will be given to the project deliverables, assumptions, constraints, Service Detailed Implementation Plan, cost/effort estimates, resource plan, and other key project documents.

Risk Analysis

All risks identified will be assessed to identify the range of possible project outcomes. Qualification will be used to determine which risks are the top risks to pursue and respond to and which risks can be ignored.

Qualitative Risk Analysis

The probability and impact of occurrence for each identified risk will be assessed by the project manager, with input from the project team using the following approach:

Probability Assignment

- High – Greater than <70%> probability of occurrence
- Medium – Between <30%> and <70%> probability of occurrence
- Low – Below <30%> probability of occurrence

Impact Assignment

- High – Risk that has the potential to impact project cost, project schedule or performance greatly
- Medium – Risk that has the potential to impact project cost, project schedule or performance slightly
- Low – Risk that has a relatively little impact on cost, schedule or performance

Impact	H	Yellow	Red	Red
	M	Green	Yellow	Red
	L	Green	Green	Yellow
		L	M	H
		Probability		

Risks that fall within the RED and YELLOW zones will have risk response planning which may include both risk mitigation and a risk contingency plan. Risks will be reviewed weekly by Transition Project Executive/Manager and VITA Project Manager.

Quantitative Risk Analysis

Analysis of risk events that have been prioritized using the qualitative risk analysis process and their effect on project activities will be estimated, a numerical rating applied to each risk based on this analysis, and then documented in this section of the risk management plan.

Risk Response Planning

For each risk that will be mitigated, the project team will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. The risk mitigation resolution may include prototyping, adding tasks to the project schedule, adding resources, etc.

Each major risk (those falling in the Red & Yellow zones) will be assigned to a project team member for monitoring purposes to ensure that the risk will not “fall through the cracks.”

For each major risk that is to be mitigated or that is accepted, a course of action is outlined to ensure the risk does not materialize or minimize its impact. For each major risk, one of the following approaches will be selected to address it:

- **Avoid** – eliminate the threat by eliminating the cause
- **Mitigate** – Identify ways to reduce the probability or the impact of the risk
- **Accept** – Nothing will be done
- **Transfer** – Make another party responsible for the risk (buy insurance, outsourcing, etc.)

Implementation Plan: Risk Monitoring, Controlling, and Reporting

Using the risk management process, Xerox and VITA will jointly establish plans for risk identification, mitigation, communication, and service initiation. Xerox and VITA will work closely together to identify and qualify risks, assess those risks, and develop mitigation opportunities and workarounds.

Xerox and VITA will closely monitor those risks that represent significant issues should those occur; implement the process to ensure that risk items are monitored, updated, and communicated; and mitigate accordingly when appropriate.

Management will be notified of important changes to risk status as a component of the Executive Project Status Report. The level of risk on a project will be tracked, monitored and reported throughout the project lifecycle. A “Top 10 Risk List” will be maintained by the project team and will be published as a component of the project status reporting process for this project. All project change requests will be analyzed for their possible impact on the project risks. This approach reduces risk throughout all elements of the program.

Xerox will document all risks and their status at least bi-weekly in a risk management document. Xerox will report on risks at each level of project reporting and discuss them at management meetings.

In addition to cost or schedule deviations identified through the project controls, Xerox also encourages all implementation participants, through open communications policy, to identify any issues or problems that may increase management, technical, schedule, or cost risk at the earliest possible opportunity. Task participants are acutely aware of day-to-day progress, so Xerox emphasizes daily interactions among these participants and the Account Executive.

Taking into consideration the Xerox solution, the current Commonwealth environment, and former MPS project experiences, Xerox has identified the following implementation risks as being a factor for management during Implementation. These risks, along with Xerox’s mitigation approaches, are described below

Figure 6. Identified Risks

Identified Risk	Mitigation
No Pro-Active Monitoring of Device Alerts	All calls for break-fix and supplies will be handled reactively through the MSI Help Desk.
Inability to gather Fleet Meter Activity	The due diligence assessment process will provide the basis for a collection of all devices to be converted to Operational Readiness.
Inability to reorder Supplies/Consumables	Leveraging organization change communication practices will enable the community to know of the conversion, impact, and timing of Xerox’s solution.

Identified Risk	Mitigation
Inability for MSI to provide SLA reporting	Based on the integration session with MSI and MSSP, Xerox is committed to the integration of the people, process, and technology that will enable stability in Commencement.
On-boarding process in compliance with VITA Rules	Xerox will work with MSSP to identify potential security vulnerabilities that could impact Commencement.
Lack of Knowledge on MSI SMS	Xerox will participate in the training session(s) on the Service Management Systems for the MSI
Comprehend getting XDM thru the VITA VAR process	Xerox will look to initiate the VAR process for XDM upon Contract Award notification

3.4. Additional Information

The Supplier may use this section to provide any additional information that may not fit in the other sections and which they believe will help the Commonwealth understand their solution.