



SUPPLY CHAIN MANAGEMENT (SCM)



REQUEST FOR PROPOSAL

Exhibit 2.4 **Implementation Plan**

VA-240920-NTT: Managed Public Cloud Services

COMMONWEALTH OF VIRGINIA
VIRGINIA IT AGENCY
SUPPLY CHAIN MANAGEMENT

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Table of Contents

1.0	Implementation Overview	3
1.1	Implementation Guiding Principles and Critical Success Factors	3
1.2	Solution Timeline	3
1.3	Integration Points	5
1.4	Critical Dependencies	9
2.0	Implementation Plan	10
2.1	Implementation Approach and Methodology	10
2.2	People, Skills and Training	13
2.3	Cross-Functional Process Implementation	13
2.4	Implementation Assistance Support	14
3.0	Other Implementation Elements	16
3.1	Roles and Governance Alignment	16
3.2	Communications Management	17
3.3	Implementation Risk and Issue Management	18
3.4	Communications Management Plan	20
3.5	Quality Management Plan	20
3.6	Organizational Change Management Plan	21
3.7	Additional Information	21

1.0 Implementation Overview

NTT DATA will assume current services as described in **Exhibit 2.1 (Description of Services – Managed Public Cloud Services)**, Tab 9.0 (Assume Current Services) from the incumbent supplier for the CSP scope. Please refer to **Exhibit 2.4.1 (Implementation Milestones)** for details.

1.1 Implementation Guiding Principles and Critical Success Factors

NTT DATA will protect the key interests of the Commonwealth during implementation, as it offers decades of experience transitioning into contracts and programs where we are expected to deliver predictable, measurable outcomes for government and commercial clients. In managing these transitions, we will align delivery with strategic goals working together with the MSI, while minimizing risks for VITA and VITA customers and set a foundation for delivery success. In this engagement, success will include the transition of Cloud Managed Services from the current incumbent to NTT DATA.

NTT DATA will coordinate our services through VITA and/or the MSI including oversight, PM standards, and use of the MSI's project management tools. NTT DATA will provide service transition services to meet the Cloud Managed Services requirements through robust knowledge transfer and disciplined project management methodology, including schedule, risk, and issue management in accordance with the defined MSI governance process. We have assigned an experienced transition management team led by our Account Executive, along with steady-state leadership and team members joining the transition at increasing levels of participation as we approach go-live to facilitate smooth handoff and knowledge transfer between team members.

The definition and criteria validation of the critical transition success factors will have an important part during the Planning phase of the transition. NTT DATA will deliver transition success through:

- Planning and executing the project around strategic, tactical, and operational needs, encouraging VITA/MSI and other applicable service tower provider participation and enabling informed decisions with no-impact/minimal impact to VITA end-users
- Efficient collaboration with both internal and external service teams to deliver effective services with collaborative results
- Organizational change management (OCM) during the transition/migration timeframe, improving user satisfaction, the speed of adoption, and the realization of expected quality and efficiency improvements
- Clear Communication by creating a detailed communications plan across both project and operational modes, project messaging, operational changes, and business readiness communications

1.2 Solution Timeline

For transition success, NTT DATA, VITA and the MSI must actively and cooperatively participate throughout the project. **Figure 1** provides a description of the key activities and responsibilities for each organization both prior to and after the Effective Date (ED).

Figure 1. Key Activities and Responsibilities

Key Activities and Responsibilities	NTT DATA	VITA	MSI/Towers
Due diligence	Pre-ED	Pre-ED	Pre-ED
Initial planning	Pre-ED	Pre-ED	Pre-ED
Appoint a Project Manager to interface with the NTT DATA transition manager to actively participate in the transition project	Post-ED	Post-ED	Post-ED

Key Activities and Responsibilities	NTT DATA	VITA	MSI/Towers
Attend transition project meetings and governance reviews	Post-ED	Post-ED	Post-ED
Manage assigned project-related tasks and owners	Post-ED	Post-ED	Post-ED
Provide necessary SMEs for planning, knowledge acquisition, and testing	Post-ED	Post-ED	Post-ED
Provide business requirements and operational support information		Pre- and post-ED	
Make any required toolsets available to meet setup, testing, and reporting requirements and schedule	Post-ED		Post-ED
Coordinate and secure access credentials for NTT DATA service delivery teams		Post-ED	Post-ED
Coordinate onsite project workspace requirements if needed	Post-ED	Post-ED	Post-ED
Coordinate physical and logical access processes		Post-ED	Post-ED
Establish and manage the detailed schedules and help facilitate communication plans	Post-ED		Post-ED
Facilitate meetings to communicate roles and responsibilities	Pre- and post-ED	Pre- and post-ED	Pre- and post-ED
Document future-state process and procedures	Post-ED		Post-ED
Approve acceptance and operational handoff	Post-ED	Post-ED	
Provide support templates of existing knowledgebase articles or documentation to include known issues or service requests			Post-ED
Maintain any third-party relationships, agreements, and service-level compliance that touches or interfaces with the project and/or future-state service delivery	Post-ED	Pre- and post-ED	Pre- and post-ED
Establish invoicing and related collateral to support the billing and reconciliation processes	Post-ED	Post-ED	Post-ED
Coordinate policy for knowledge management and retention of future-state knowledgebase	Post-ED		Post-ED
Implement service-level management and performance reporting	Post-ED		Post-ED
Manage any service-related escalations that occur	Post-ED	Post-ED	Post-ED
Submit change requests to close any gaps between the solution and current-state operations discovered through planning and execution	Post-ED		Post-ED

The high-level schedule shown in **Figure 2** is based on known VITA business and technical requirements obtained from the RFP and subsequent Q&A communications. A final schedule, refined during contract negotiations, will be used by the transition team to create a detailed project schedule as a key output of the project planning workshop.

Figure 2. NTT DATA Transition Plan

Initiation	<ul style="list-style-type: none"> • Gate Review—Client kickoff • Review project management processes • Establish project governance • Define success criteria • Introduce team • Communicate major milestones 										
Planning	<ul style="list-style-type: none"> • Gate Review—Client plan acceptance • Review discovery and assessments findings • Review gap analysis • Gain consensus to move forward to next phase 										
Executing	<ul style="list-style-type: none"> • Gate review • Operational readiness • Make sure gaps have been mitigated or have a plan in place • Complete operational readiness • Make sure that cross functional dependencies are clearly communicated • Gain consensus to move forward to next phase 										
Closing	<ul style="list-style-type: none"> • Gate Review: • Commencement • Confirm project closure 										

1.3 Integration Points

VITA has provided a list of all integration points and the applicable acceptance criteria in **Exhibit 2.4.2 (Integration points)**. VITA required Integration Points and NTT DATA's assumptions are shown in **Figure 3**.

Figure 3. Approach About Required Integration Points

Ref #	Integration Point	Closure Criteria	NTT DATA's Critical Assumptions and Availability
1	Implementation Plan Integration	The MSI has developed an interdependent master schedule based on the schedule that the SERVICE TOWER SUPPLIER has delivered.	NTT DATA requires receipt of documentation from VITA and MSI in a timely manner.

Ref #	Integration Point	Closure Criteria	NTT DATA's Critical Assumptions and Availability
2	Organization Mapping and Integration	SERVICE TOWER SUPPLIER has provided an Org Chart with appropriate contacts. SERVICE TOWER SUPPLIER has provided a complete roster of all staff hired to support the delivery of services to VITA and the Commonwealth. By completing SMM Chapter 2.x, this is considered completed.	VITA will assist in onboarding NTT DATA personnel to facilitate staffing the project. This includes fingerprinting and background checks.
3	Incumbent and current Staff Retention	SERVICE TOWER SUPPLIER has developed a list of incumbents and current staff supporting in-scope services and have offered and received acceptance/rejection from that list of Incumbent Staff. SERVICE TOWER SUPPLIER has identified any additional staff needed.	NTT DATA expects a list of incumbent roles that manage the Azure cloud managed services. However, NTT DATA will provide our resources to fill these roles.
4	Knowledge Transfer	SERVICE TOWER SUPPLIER has requested information from appropriate parties, identified, and logged gaps included in obtaining the knowledge required to perform duties and confirms they are ready to assume service.	NTT DATA requires receipt of documentation from STS, VITA and MSI per the implementation plan to be developed during the Project Planning Workshop.
5	Service Management Manual Development	SERVICE TOWER SUPPLIER has submitted and received VITA (PAG) approval on all required SMM chapters for Commencement.	NTT DATA requires receipt of documentation from VITA and MSI in a timely manner.
6	Service Management Systems (SMS) – Tools Integration	SERVICE TOWER SUPPLIER has established connectivity with the appropriate tool set(s), tested, and validated that all required functionality is available.	NTT DATA requires receipt of documentation from VITA and MSI in a timely manner. Both VITA and MSI will assist in (1) Azure Monitor integration with Keystone Edge (ServiceNow) for automated ticketing, (2) Azure Log System integrate with VITA central log system in Splunk.
7	Governance	MSI has established all operational forums and SERVICE TOWER SUPPLIER has identified appropriate personnel to attend and agree with overall Governance standards.	NTT DATA will meet the requirements of VITA's governance standards.

Ref #	Integration Point	Closure Criteria	NTT DATA's Critical Assumptions and Availability
8	SLA/OLA Development	<p>SERVICE TOWER SUPPLIER has agreed to and is able to operate by the SLAs in the respective contract.</p> <p>OLAs are agreed on between MSI and SERVICE TOWER SUPPLIER, and where necessary, OLAs have been agreed to with other SERVICE TOWER SUPPLIERS.</p>	SLAs will be agreed at the time of contract signing. Development of OLA will require collaboration with VITA and MSI.
9	Asset Discovery and Transfer	<p>Identified legacy tools, software, hardware, licensing, etc. that will be required for take-over and SERVICE TOWER SUPPLIER has taken ownership of those items.</p> <p>SERVICE TOWER SUPPLIER have been delivered all aligned hardware and software asset records and contracts documentation.</p> <p>SERVICE TOWER SUPPLIERS review and conduct gap analysis.</p> <p>SERVICE TOWER SUPPLIER formally transfer all assigned assets (VITA formal Contract Transfer Authorization Letter sent).</p>	NTT DATA requires receipt of documentation from VITA and MSI in a timely manner. NTT DATA assumes that we will receive the current CMDB inventory prior to transfer of cloud managed services.
10	New Project Requests, Demand requests, and Requests for Solution	Process and workflow are operational. SERVICE TOWER SUPPLIER has received guidance and training on how new requests will be submitted and their role in fulfillment of those requests.	Project requests will follow the RFS process for NTT DATA to support.
11	Ongoing Projects & Work Orders	SERVICE TOWER SUPPLIER has received list of projects assigned to them, has reviewed, agreed on the assignments and is prepared to assume responsibility for fulfillment at Commencement.	NTT DATA requires receipt of documentation from VITA and MSI in a timely manner. This includes a full list of ongoing projects and how they are currently managed.
12	Training	SERVICE TOWER SUPPLIER has received all required training.	Training will commence at the time of contract signing. This includes required security training.

Ref #	Integration Point	Closure Criteria	NTT DATA's Critical Assumptions and Availability
13	Invoicing / Billing Requirements	SERVICE TOWER SUPPLIER has reached an agreed invoice/bill including billing triggers with VITA ITFM, and the processes in their SMM Chapters align with ITFM processes.	NTT DATA will align processes as part of the onboarding time period. NTT DATA has knowledge of this from our current Messaging services contract.
14	Catalog Integration (Including SPLM)	Existing catalog items have been successfully transitioned to SERVICE TOWER SUPPLIER. SERVICE TOWER SUPPLIER has reviewed and agreed upon catalog. All workflow associated with each service is completed.	NTT DATA will receive the current catalog and determine the best practice for transition of managed services.
15	Identity and Access Management Requirements	SERVICE TOWER SUPPLIER has identified appropriate staff and ensured staff accounts have been created based on CSRM Standards and MOU requirements.	NTT DATA requires receipt of documentation from VITA and MSI in a timely manner.
16	Service Desk and Scripts Automation	SERVICE TOWER SUPPLIER has either provided or agreed to current service desk scripts and automation. SERVICE TOWER SUPPLIER has reviewed and understands the KSE Incident Management Process.	NTT DATA will need existing knowledge articles in order to complete this requirement. NTT DATA will make changes where appropriate.
17	Show and Track the Onboarding of Staff	SERVICE TOWER SUPPLIER has accurate numbers of all staff required and appropriate levels of access for these staff. SERVICE TOWER SUPPLIER has reported on the progress of onboarding. SERVICE TOWER SUPPLIER has completed onboarding all staff, including provisioning them with the equipment needed to perform their functions.	This requirement will be completed as part of the Transition schedule. Artifacts will be located in a shared environment to monitor progress.
18	Finalize the Operational Level Agreements	OLAs have been signed by the SERVICE TOWER SUPPLIERS.	This requires preliminary approval from VITA and MSI.

Ref #	Integration Point	Closure Criteria	NTT DATA's Critical Assumptions and Availability
19	Communication	Complete development of new services communication plan with VITA Business Readiness based on SERVICE TOWER SUPPLIER enhancements post take-over.	NTT DATA will work with VITA COMM for all communications for transition and steady state.

1.4 Critical Dependencies

Critical Dependencies are listed in **Figure 4**.

Figure 4. Critical Dependencies

Dependencies
1. The operational transition NTT DATA team is not responsible for overseeing or managing any third-party support agreements owned by the customer unless mutually agreed in writing prior to contract signature.
2. VITA will retain all Cloud Services, software maintenance, and licensing costs (except where mutually agreed in writing prior to contract signature)
3. Any new Data and other regulatory requirements, if any, will be shared with NTT DATA prior to contract signature.
4. VITA, MSI, and other STS SME will be made available to meet the proposed transition schedule. We will identify any risk with this and discuss any mitigation action, agreeing upon it with suitable workaround.
5. VITA will provide the required support in communicating and coordinating with any third-party vendors involved in transition and secure concurrence on their availability.
6. The VITA MSI-provided Keystone Edge ITSM is or will be configured to support all services and integrations at the required service levels as stipulated in the RFP. This ITSM instance will serve as the single source of truth.
7. VITA and the MSI retain all responsibility for modifications and periodic release upgrades to the MSI SMS platform to support all required service.
8. The VITA MSI-provided SMS is or will be configured during implementation to capture the metrics and performance data necessary to provide the required reporting information stipulated in the RFP.

2.0 Implementation Plan

2.1 Implementation Approach and Methodology

NTT DATA's overall approach to providing IT services to our clients worldwide utilizes four phases; transition, stabilize, optimize, and transform. Our approach during our initial phase, transition, enforces collaboration and coordination with the MSI using repeatable, tailored processes, procedures, and checklists. Transition success is achieved through:

- Clear definition of the transition plan, deliverables, milestones, and success criteria
- Appointment of an experienced transition team staffed by professionals with a track record of personal achievement in the delivery of complex technology projects
- Implementation of a robust program governance structure verifying all transitional activities are planned, agreed to, controlled, monitored, risk-managed, and delivered on time
- Access to a rich repository of transition experience and lessons learned, developed from prior projects
- Adoption of ITIL processes in our transition methodology while mitigating risk and operational disruption to VITA's business

NTT DATA will provide frequent and accurate communication and status updates to the agency, the MSI and other stakeholders. This will enable all involved with this project to identify potential obstacles early, and to adjust course as needed to achieve success.

NTT DATA's timeline is developed within a best-practice framework of core operational processes that deliver predictable and reliable results, meeting agreed-on service levels. A well-planned and executed transition lays the groundwork for future steady-state operations to maintain the quality of service, sustains or improves service levels, and provides superior client service.

NTT DATA utilizes four phases to complete the Transition: Initiation, Planning, Execution, and Closing.

Initiation

The Initiation phase begins by onboarding and setting up governance for this project. During VITA kick-off meeting, we establish the communication, governance, and reporting guidelines, and together, we begin to validate the assumptions, issues, risks, and mitigation strategies.

During this phase, all participants will:

- Develop an understanding of the proposed NTT DATA end-state environment and the tasks and projects required to accomplish the transition
- Break down project deliverables into specific, execution-level work packages and assign them to teams for completion
- Review, validate, and document the assumptions, issues, and risks to develop mitigation strategies to minimize the impact of unforeseen events

What follows from the initiation phase is a well-developed baseline for the scope, budget, and schedule, infusing the transition program with rigor and discipline.

Planning

The Planning phase begins with planning workshops to make sure all participants—VITA, NTT DATA, and third-party vendors—fully understand the project scope and provide a forum for collaboration and communication on tasks and deliverables.

We continue the Planning phase by embedding NTT DATA transition teams with VITA's IT operations staff to begin knowledge transfer. Our teams observe operations to learn the systems monitoring, security, maintenance, and recovery management processes, minimizing the impact to end users and the business.

The output of the planning phase is an approved base-lined project plan.

Executing

During this phase, we refine the solution and create processes based on the results of the planning phase, including gap and risk analysis. This is when most of our resources will be involved and require coordination of resources from all parties involved with the project. Additionally, to prepare for effective day-to-day operations, we perform knowledge transfer, training, and institute processes and procedures for each service area.

The last part of the execution is the handoff of operations and services to the NTT DATA service and account teams. Proactive risk mitigation by NTT DATA coordinated by and in collaboration with the MSI will achieve a seamless transition to the NTT DATA service and account teams with no negative impacts to VITA customers. For the migration options of the engagement, NTT DATA and VITA will continue to execute the migration of the agencies as per the agreed plan.

Closing

The Closing phase is the final phase of the transition program to formalize handoff from the NTT DATA and client transition teams to account operations and:

- Provide complete documentation to make sure key knowledge has been transferred
- Perform a final post-transition review to assess client satisfaction.
- Perform a final assessment of the end-state environment to capture lessons learned.
- Obtain client signoff.

NTT DATA will walk through the milestones with VITA to confirm completion of all required and stated tasks. The output of the closing phase is the signoff of the transition and the beginning of a steady state for ongoing operations.

NTT DATA understands that stakeholder alignment, clear and methodical communication, and detailed understanding of change impact will also prove critical in making sure that VITA succeeds in realizing the full value of this engagement. In addition to—and closely integrated with the transition team described above—NTT DATA will assign a Delivery Executive and team during transition. In partnership and collaboration with the VITA OCM sponsor, this team will develop strategies and tactics to make sure that those affected by this change are ready, willing, and able to thrive in their new roles following the transition. For reference, **Figure 5** summarizes the transition project phases, associated deliverables, and major milestones for each phase, additional to the list provided by VITA and that will be incorporated in the plan.

Figure 5. Transition Plan

Transition Phase	Phase Activities	Phase Deliverables	Major Milestones	Month
Initiation	Set up the project	<ul style="list-style-type: none"> • Complete Communication Plan and timeline • Organizational Change Management—Finalize OCM Plan, and Communications Plan (continuing from pre-transition alignment work) 	<ul style="list-style-type: none"> • Gate Review—Client kickoff • Review project management processes • Establish project governance • Define success criteria 	Beginning Month 1

Transition Phase	Phase Activities	Phase Deliverables	Major Milestones	Month
		<ul style="list-style-type: none"> • Begin support team onboarding activities • Identify risks and gaps • Create transition status reporting • Hold kick-off meeting • Make sure that support team onboarding requirements are on schedule 	<ul style="list-style-type: none"> • Introduce team • Communicate major milestones 	
Planning	Execute discovery and assessment	<ul style="list-style-type: none"> • Conduct discovery and assessment • Validate all Statement of Work (SOW) assumptions Document • Conduct Gap Analysis—Determine and document any gaps that may exist to deliver the proposed solution • Begin stakeholder engagement and change network kickoff; begin Communications development; iterate on plans developed in Initiation phase • Implement Communication Plan to identified stakeholders 	<ul style="list-style-type: none"> • Gate Review—Client plan acceptance • Review discovery and assessments findings • Review gap analysis • Gain consensus to move forward to next phase 	Beginning Month 2
Executing	Consolidate processes across service areas	<ul style="list-style-type: none"> • Conduct gap analysis and determine mitigation • Document and agree on Current Environment Remediation Plan to address discovery gaps • Assign owners and due dates to plan • Identify future-state processes • Test and validate tools (where applicable) • Support user testing • Determine criteria for successful testing • Complete training • Distribute operational readiness communications 	<ul style="list-style-type: none"> • Gate review • Operational readiness • Remediate gaps or have a mitigation plan in place • Complete operational readiness • Communicate cross functional dependencies. • Gain consensus to move forward to next phase 	Beginning Middle of Month 2
Closing	Execute steady-state handover	<ul style="list-style-type: none"> • Go-Live for NTT DATA to take over all cloud accounts and cloud managed services • Measure SLAs • Finish knowledge transfer to steady state • Document lessons learned 	<ul style="list-style-type: none"> • Gate Review: • Steady-state handover • Confirm project closure 	Middle of Month 5

2.2 People, Skills and Training

NTT DATA's proposed solution will replace incumbent supplier roles and transfer operational and technical knowledge from the incumbent to NTT DATA. We have been able to de-risk our solution further by leveraging a current understanding of the environment, customer pain points, and integration points to the MSI and other Service Delivery Towers.

Our process starts from current documentation and online training to minimize the effort required of the current delivery SMEs. We create knowledge transfer plans to include schedules with assigned transition team members and service area experts from both organizations. We use knowledge transfer plans to communicate session schedules and related logistics. At-risk knowledge is captured first in the effort to maximize knowledge retention. After we execute the knowledge transfer plans and capture critical knowledge, we analyze and place it in the knowledge repository for both immediate uses as well for delivery to steady-state operations at project closure.

2.3 Cross-Functional Process Implementation

NTT DATA understands that VITA requires the Supplier's support and adherence to existing VITA and MSI service management processes and requires the Supplier to use and conform to the MSI Keystone ITSM platform in the delivery of all in-scope services.

NTT DATA further understands that VITA requires the Supplier to supply all required performance and SLA reporting using the existing MSI ITSM platform. NTT DATA will work with VITA MSI team to integrate Azure Monitoring system with MSI Keystone Edge (ServiceNow) and support integration with CBTI (CloudScend).

During transition, and as part of the NTT DATA transition team, a transition service manager will work with the VITA and MSI service management and Keystone support staff to capture and document all existing service management process and platform usage requirements, define all reporting requirements, and establish service management review meeting requirements with VITA and the MSI including Change Advisory Board (CAB), incident, and problem report review meetings. NTT DATA will also at the direction of VITA and the MSI, evaluate the existing service management processes, and recommend process improvements and modifications to VITA and the MSI for consideration. For process recommendations which VITA and the MSI may elect to adopt, NTT DATA will work with VITA and the MSI to generate the appropriate training and a communications plan to all key stakeholder groups, with VITA and the MSI review and approval of any process modifications prior to implementation. NTT DATA will prepare process documentation updates on all modifications for the Service Management Manual (SMM) and obtain VITA and MSI review and approval prior to updating the SMM.

NTT DATA will support and adhere to all existing VITA and MSI service management processes for the following ITIL based processes:

- | | |
|--------------------------------------|-----------------------------|
| • Incident Management | • Major Incident Management |
| • Problem Management | • Change Management |
| • Request Management and Fulfillment | • Risk Management |
| • Knowledge Management | • Configuration Management |
| • Event Management | • Asset Management |
| • Service Level Management | • Reporting |

As per NTT DATA timeline and approach laid out in [Section 1.2](#) and [Section 2.1](#) respectively, during the four (4) phases of transition - Initiation, Planning, Execution and Closing- we will work closely with VITA, the MSI, current incumbent and related service towers to finalize the appropriate granular steps necessary to avoid any service disruption to VITA or VITA's end customers.

The core main processes are identified and documented, and as part of operational readiness preparations, are validated during testing for continuity and quality of service delivery, prior to assumption of service. NTT DATA will leverage our discovery, gap analysis, experienced account and transition team, lessons learned from our customer base to provide a seamless end-to-end delivery of services.

2.4 Implementation Assistance Support

NTT DATA will leverage the incumbent supplier transition-out plan, if available, which should include the support for the efficient handover of information, assets, and responsibilities to minimize business or operational disruption and risk. If that transition-out plan does not exist NTT DATA will propose a plan for the incumbent to follow, allowing VITA the lowest risk transition possible while still meeting all proposed timelines.

The four primary phases associated with knowledge acquisition (Introduction, Hands-On, Primary Contact, cut over/Ownership) will be used for knowledge transfer from the incumbent supplier. NTT DATA will work with the MSI to facilitate the planned transfer of knowledge and expectations to the target NTT DATA team(s) while minimizing risk and disruption to business operations. NTT DATA in communication with VITA and/or the MSI will work with the incumbent supplier to confirm scope and schedule, provide status and progress reports, assess technical requirements and readiness, plan knowledge transfer, review existing documentation in possession of the incumbent supplier, support reasonable transition related requests. The incumbent will continue to provide Steady State operational support throughout NTT DATA's transition phase. The stakeholders will confirm the transfer of responsibilities and capture lessons learned. Within this document, please review the [Section 1.4 "Critical Dependencies and Assumptions"](#), [Section 3.1 "Roles and Governance Alignment,"](#) and [Section 3.3 "Implementation Risk and Issue Management"](#) for details on personnel support, risk remediation and assumptions. A summary of the support required from the incumbent supplier for the four areas specified in the instructions is provided below:

- **Personnel Support** – NTT DATA will need access to SMEs who support the environment today and can answer questions about environment custom automations and integrations in place today. This will be required for the duration of the Transition and be complete on or before go-live of services.
- **Critical Information** – NTT DATA Supplier will need to review any existing operational procedures in possession of the incumbent supplier to support implementation planning, solution development, implementation readiness assessment and work turnover. This would entail access to the AZURE Workspace and any other management platforms in place of the environment today (including automation scripts and custom integrations).
- **Contingency Plans** – There are two scenarios in which Contingency Plans will be developed and potentially executed. The first is if the incumbent provider decides not to participate in any transition activities. In that scenario we will use auto discovery and other tools as necessary to gather as much necessary data as possible. Upon that NTT DATA will present VITA with an updated go-live plan, including laying out the appropriate risks for the end customers. Each risk will then have an associated mitigation path for review and approval. The second scenario assumes either some or all the other supplier towers cannot meet our transition requests on time, and we must delay or slow the transformation efforts. In this scenario NTT DATA will submit to VITA an updated project plan for review and approval that accounts for these delays, along with potential mitigation actions for each.

- **Incumbent Assumptions** – The incumbent will provide knowledge articles, documentation and other references materials for current operations as requested. If those items do not exist, then the incumbent provider will provide staff to answer questions and provide information as requested from the NTT DATA transition team.

3.0 Other Implementation Elements

3.1 Roles and Governance Alignment

To enable a successful transition and risk mitigation, upon contract execution and continuing through the duration of transition, NTT DATA proposes recurring meetings of a joint transition steering committee to oversee program management in accordance with ITISP Governance processes and procedures with prior approval obtained by VITA. NTT DATA will adhere to VITA governance policies that align to MSI's model to enable a seamless transition without affecting VITA's operations.

Please see **Exhibit 2.8 (Key Personnel)** for details.

The MSI and VITA will identify members for the key roles during transition. The transition steering committee will meet weekly and will have the following responsibilities:

- Confirm that deliverables are in accordance with the transition program
- Provide an executive decision-making forum to support project-level transition activities
- Manage, prioritize, and authorize change
- Serve as an escalation point from project-level transition teams to executive leadership
- Provide a communication channel for transition program transparency

Figure 6. VITA Roles and Responsibilities

VITA Roles	Responsibilities	Estimated Allocation	Estimated Availability
Project Sponsor	Provide overall leadership	5%	5%
VITA and/or MSI Project Manager	Collaborates with the NTT DATA transition team, VITA, and the incumbent supplier to coordinate transition activities	50%	90%
VITA Transition Manager	Single point of contact for coordinating transition activities within VITA	50%	90%
Incumbent SMEs for Knowledge Transfer	SME in each service area to provide the knowledge transfer and clarification for NTT DATA team during transition	50%	100%
VITA/MSI/STS SMEs for Knowledge Transfer	SME in each service area to provide the knowledge transfer and clarification for NTT DATA team during transition	20%	75%
VITA Central Log System Admin and SME	Work with NTT DATA team to integrate VITA Central Log System with Azure Cloud Log System to make sure all events and logs get into VITA Central Log System.	100% during integration period as defined in implementation plan.	100% during integration period as defined in implementation plan.

VITA Roles	Responsibilities	Estimated Allocation	Estimated Availability
MSI Keystone Edge (ServiceNow) SMEs and Admin	Work with NTT DATA team to integrate Azure Monitor with MSI Keystone Edge (ServiceNow) for automated alert and Incident Ticket generation in Keystone Edge (ServiceNow).	50% during integration period as defined in implementation plan.	100% during integration period as defined in implementation plan.
MSI CloudScend (CBTI) SMEs and Admin	Work with NTT DATA in related integration between CBTI CloudScend and VITA Azure Cloud and provide training for NTT DATA team to be able to use CloudScend (CBTI).	10%	50% As needed
MSI CMDB SME and Admin	Work with NTT DATA team to integrate VITA MSI CMDB and NTT DATA hosted CMDB together.	25%	100% during integration period as defined in implementation plan.
Security SME	Provide guidance and support during transition to make sure security and compliance standards are met and compliant	15%	100%

NTT DATA's standard transition methodology is designed to identify, address, and manage risks, issues, and gaps while establishing the necessary governance to provide for transition success (see [Section 3.3](#)). NTT will follow VITAs standard escalation process as defined in the SMM.

3.2 Communications Management

The NTT DATA Delivery Executive and Transition Manager will oversee our communication plan and management throughout the entire implementation. This includes coordination with the MSI BRMs and VITA CAMs to execute our communication strategy with the agencies. This includes identifying stakeholder requirements and constructing an effective method to communicate.

The NTT DATA transition communication plan includes the following:

- Interfaces between MSI, VITA, incumbent supplier, service tower providers and NTT DATA
- Regularly scheduled meetings and reporting of progress
- Repositories to gather and store project artifacts
- Channels for distributing information
- Recommended timeline for when communication is executed
- Escalation process

As described in [Section 3.1](#) (Roles and Governance Alignment), the transition program steering committee to oversee the Transition Services management. The transition services steering committee meets bi-weekly, at a minimum, and have the following responsibilities:

- Verify that deliverables are in accordance with the transition program and act on the deviations
- Provide an executive decision-making forum
- Manage, prioritize, and authorize change
- Serve as an escalation point for both Client and Supplier
- Provide a communication channel for Client's satisfaction

In addition to the day-to-day interaction with the VITA team and other third-party supplier (s), **Figure 7** shows our initial proposed communications plan matrix:

Figure 7. Proposed Communication Plan Matrix

Meeting	Description	Frequency	Client Participation
Project Update	Project plan progress review	Weekly	Transition POC
Service Area Progress Updates	Service-tower specific progress reviews	Weekly	Service area Points of Contact (POCs) including current supplier Subject Matter Experts (SMEs)
RAID Review	Resolve risks, validate assumptions, and address issues	Bi-weekly/Weekly	Transition POC and any individuals assigned as owners
Status Reviews	Transition overall status update	Weekly	Transition POC and all service areas leads/POCs
Executive Update	Transition overall status update	Monthly	Governance team and executive stakeholders
Go Live Readiness Reviews	Go Live readiness reviews	As agreed, typically, 5 days prior to Go Live readiness decision.	Governance team and key SMEs

3.3 Implementation Risk and Issue Management

Proper risk management plays a vital role in reducing or removing the impact of negative risks and identifying opportunities or positive risks that will increase the probability of project success. NTT DATA will follow the VITA Information Technology Risk Management Standard (SEC520). Risk management activities include, but are not limited to, regulatory requirements that an agency is subject to, information security best practices, and requirements defined in this Standard. These risk management activities will provide identification of sensitive system risks, their associated business impact, and a remediation/recommendation strategy that will help mitigate risks to agency information systems and data. The Risk Management Framework aligns with the methods set forth by the National Institute of Standards and Technology (NIST) Cybersecurity Framework.

Each agency shall implement an effective risk management program to identify and mitigate security gaps that threaten information or IT systems. The risk management program evaluates an agency's environment by inspecting, verifying, and reviewing the extent of compliance with established security practices, processes, standards, and procedures. The Information Technology Security Audit Standard (SEC502) requires that all audit results and corrective action plans be included in the agency risk management program and subsequently reported to VITA.

NTT DATA will actively maintain the risk management program (RMP) throughout the project. The Transition Manager will own the RMP with the support of the PMO team. After transition, the risk management program for the ongoing operations is managed by the account manager and PMO team.

In addition to the requirements of the VITA RMP, NTT DATA will follow a proven plan to mitigate risk. We define risk management as follows:

- Identifying risks
- Analyzing risks to better understand their characteristics
- Prioritizing risk to identify probability and impact

- Creating risk responses to address the risks
- Monitoring and controlling risks throughout project

We will incorporate any risk identified after project startup into the project risk plan for management as depicted in **Figure 8**. In some cases, this results in opportunities that benefit the project, if exploited. Risks we identify as opportunities are shared with the steering committee for review and direction. We transfer any open risks at transition project closeout to service delivery for continued management and resolution.

With each transition, we prepare and anticipate for the unexpected, building adaptability for unforeseen obstacles and opportunities into the plan. We limit the costliest and potentially disruptive phase of transition—the actual project execution time—with emphasis upfront on strategic assessment, transition designs, and thorough planning. This attention to detail facilitates the least disruptive and most successful transition possible for VITA Cloud Managed Services.

Figure 8. NTT DATA Risk Management

ID#	Risk Description	Impact	Response
1	VITA staff and incumbent supplier availability	Lack or delay in knowledge sharing could impact knowledge acquisition and knowledge transfer activities which could lead to a delay in the new functionality rolling out on time.	Knowledge transfer accelerated in response to specific attrition events
2	VITA and incumbent staff overcommitted during transition	Day-to-day operational priorities may impact transition activities such as tools integration or access to systems or data in an appropriate time.	VITA to identify alternate staffing options to free up the key VITA personnel required for transition activities
3	In-flight projects	Unknown until In-flight projects are shared by VITA with NTT DATA	Identify in-flight projects during contract negotiations and make any necessary adjustments to projects, staff, or timelines to complete all work on time.
4	Logical and/or physical access to VITA's environment	Prevent our ability to complete any discovery, migration, integration, or other work that will materially impact our transition timelines.	Identify the appropriate access and requirements as close to contract execution as possible to expedite the access process and remove any pending delays. This could include sending NTT DATA key individuals through the background and security requirements during final negotiations allowing them to begin work on or near formal contract execution.

ID#	Risk Description	Impact	Response
5	Ineffective or insufficient communication to affected users on the changes	<ul style="list-style-type: none"> Lack of understanding for assigned commitments, deliverables, and activities Poor communication to affected stakeholders throughout transition on what they can expect and what is changing to set proper expectations 	Develop and implement organizational change management (OCM) strategy and communications plan in conjunction with the MSI
6	COVID-19 outbreak/focus of VITA operations	<ul style="list-style-type: none"> Inability to conduct onsite discovery Lack of available resources 	<ul style="list-style-type: none"> Remote/contactless methods for discovery Emphasis on documentation, diagrams, and pictures Rigorous risk management to identify occurrence

3.4 Communications Management Plan

In addition to day-to-day interaction between VITA and NTT DATA transition managers and additional governance defined elsewhere in the SOW, **Figure 9** represents the planned transition communications and reporting. NTT DATA and VITA may adjust these communications and reporting channels during the transition as long as both parties agree:

Figure 9. Communication Management Plan

Meeting	Description	Minimum Frequency	Client Participation
Project status update	Project plan progress and status review	Weekly	Transition point of contact (POC) and all service areas leads
Service area progress updates	Service-tower specific progress reviews, incorporated into weekly project status updates	Weekly	Service area POCs including current service provider SMEs
Risk, assumptions, issues, and dependencies (RAID)	Resolve and manage risks, assumptions, action items, issues, decisions, and dependencies	Weekly	Transition POC and all individuals assigned as owners of items
Governance team update	Transition overall status update	Monthly	Governance team and executive stakeholders
Go-live readiness reviews	Go-live readiness gate reviews	As agreed, typically 30 days, 15 days, 5 days, and then daily prior to service go-live	Governance team and key SMEs

3.5 Quality Management Plan

NTT will work with MSI and VITA to develop deliverables in the correct format provided. We will assign SMEs

and a backup for each deliverable who will attend the facilitated kick-off and any process related training for the deliverable. We will use the acceptance criteria to generate the content and conduct peer review internally before delivering them in the Deliverable Obligations Tracking System in a timely manner. NTT will then address any feedback that MSI may have on the deliverable before delivering the final version for VITA's review and approval. As needed, NTT will work with the relevant stakeholders to understand any specific requirements for a deliverable, and make sure all expectations are met before the deliverable is due.

NTT will identify any improvements from the lessons learned for each deliverable and track it in the internal improvements register. The team will meet internally to systematically review each improvement idea and implement process improvements incrementally. This will ensure that each deliverable meets all VITA requirements and exceeds expectations on quality and content.

3.6 Organizational Change Management Plan

NTT DATA will implement a change management plan during transition to make transition as smooth as possible and encourage increased adoption of Azure Cloud resources.

OCM will enable success by delivering on education and managing proper communication necessary for success, not only at go-live, but beyond. This involves:

- Increasing willingness and ability of impacted End Users to accept changes
- Ensuring End Users can utilize the tool and resulting process changes to perform their job tasks
- Implementing a sustainable level of End User training accessible for effective long-term success

The stakeholder interviews will serve to engage key individuals engaged in the project and gain a better understanding of how VITA operates and how best to address change through organizational change management.

Working with an End User audience, we will identify a single set of questions focusing across each of the major areas: General Project Overview, Current State vs. Future State, Sponsorship/Leadership, Communications, Training, Support and Culture/Success Factors. These topics were focused on providing insight for the communication, training, and End User engagement strategies.

3.7 Additional Information

When performing a discovery and inventory of an existing system there are some critical data points that need to be captured, in many cases there are undocumented items that are the result of emergency actions, shadow IT, backlog of documentation, technical debt, or a simple case that the admins who put something in place assumed it was so obvious that it did not warrant a documentation effort. Therefore, a comprehensive standardized bottom-up approach is required to ensure a full understanding of all the moving parts and configured settings within a set of systems and what their impact is.

The first stage is to have tooling that can capture and record all aspects of an computer system, or specific application, the second is to determine the current automated tasks that are active or triggered on each system, the final stages are to review the findings and then perform a manual review of each system to confirm that there are no outliers or seeming irrelevant items that may have passed notice. This entire series of events is not instantaneous but a discovery process with each layer building upon the one before it. The first step of discovery

is information gathering from existing staff, admins, and the review of any available documentation which then translates into the deployment of the automated scanning toolsets.

For the initial discovery and configuration analysis of Azure cloud and other cloud tenants we use a set of SaaS management and auditing tools. Each of which has a tailored way of capturing and presenting the data of the on premise and Cloud components so that the Transition team can build a complete set of documentation and have an in-depth multifaceted view of the configured settings.

While some of the items to be captured, reviewed and documented will be basic building blocks, consumed resources, backup schedules, DR plans, known configured tasks, scripts, log collectors, API integrations, mail routing and flow rules; license consumption, and domain wide security settings. There are other items which we identify within the Azure cloud platform such as: content inspection rules, split delivery configurations, Domain Name System (DNS) records, Mail Exchange (MX) records, Sender Policy Framework (SPF) and DomainKeys Identified Mail (DKIM) configurations, Generating Availability Data System (GADS) configuration review, license assignment rules, organizational structure, consistency of configurations, standard naming conventions; enabled Azure cloud and third-party add-ons; service accounts, API console configurations, overall security posture, mail filtering settings and thresholds, default settings for Azure cloud ancillary applications (e.g., Calendar, Keep Notes, Drive, etc.), current sharing security statistics and device connections and connection policies.

This full discovery process not only allows for a complete set of documentation but also directly influences the creation of remediation items and the priorities associated with them. The NTT DATA team is fully confident in our ability to perform this transition, provide insight, and overcome all challenges without impact to the end users and to bring immediate realized value to the Commonwealth of Virginia.