CERTIFICATE

This is to certify that

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell
Pennsylvania 19422
United States

with the organizational units/sites as listed in the annex

has implemented and maintains a **Quality Management System**.

Scope:
The Quality Management System of Unisys "Services" organisation that encompasses the provision of "consulting and managed services" of "Cloud and Infrastructure Services", "End User Services" and "Security Solutions" to the Clients from delivery centres worldwide.

Through an audit, documented in a report, it was verified that the management system fulfills the requirements of the following standard:

ISO 9001 : 2008

Certificate registration no.	[redacted]
Date of original certification	2010-02-09
Date of certification	2016-02-09
Valid until	2018-09-14

ANAB ACCREDITED
MANAGEMENT SYSTEMS CERTIFICATION BODY

DQS Inc.

Ganesh Rao
Managing Director

Accredited Body: DQS Inc., 1130 West Lake Cook Road, Suite 340, Buffalo Grove, IL 60089 USA
Administrative Office: Deutsch Quality Systems (India) Pvt. Ltd., 5th Floor, Anjaneya Techno Park, 147, HAL Airport Road, Kodihalli, Bangalore - 560 017 - India

Annex to Certificate
Registration No. 1[redacted]

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell
Pennsylvania 19422
United States

APAC Region:	Service Lines
Unisys Australia Pty Limited Building G 1 Homebush Bay Drive Rhodes, New South Wales 2138 Sydney Australia	Cloud and Infrastructure Services End User Services
Unisys Australia Pty Limited Level 1, 34 Queen Street Melbourne, 3000 Australia	End User Services
Unisys Australia Pty Limited 52 Douglas Street, Milton Queensland 4064, Brisbane Australia	End User Services
Unisys New Zealand Limited 35 Te Roto Drive Paraparaumu Wellington, Kapiti New Zealand	Cloud and Infrastructure Services
Unisys New Zealand Limited 650 Great South Road Penrose, Auckland 1051 New Zealand	Cloud and Infrastructure Services
Unisys New Zealand Limited Level 12, Radio New Zealand House 155 The Terrace Wellington, 6011, New Zealand	Cloud and Infrastructure Services End User Services Security Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

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Pennsylvania 19422
United States

APAC Region:	Service Lines
Unisys Taiwan Ltd. 8F Tun Nan Commercial Building 333 Tun Hua South Road, Sec 2 Taipei, Taiwan, R.O.C. Taipei 106 Taiwan	End User Services
Unisys China/Hongkong Limited And Global Industries – Hongkong 3003-4, 30/F, Two Landmark East 100 How Ming Street, Kwun Tong Kowloon, Hongkong	End User Services
Unisys China/Hongkong Limited 29/F 8 Commercial Tower 8 Sun Yip Street Chai Wan Hongkong	End User Services
Unisys Singapore Pte. Ltd. 10, Hoe Chiang Road, #12-01 Keppel Towers Singapore – 089315	End User Services
Unisys Philippines Limited, L.L.C. Level 9 One Cyberpod Centris ETON Centris EDSA corner Quezon Avenue Pinyahan, Quezon City Philippines 1100	End User Services
Unisys (Malaysia) Sdn Bhd 10.01, Level 10, Uptown 2, 2 Jalan SS21/37, Damansara Uptown, 47400, Petaling Jaya, Selangor Darul Ehsan Malaysia	End User Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell
Pennsylvania 19422
United States

APAC Region:	Service Lines
Unisys India 'Purva Premier' No. 135/1, Residency Road Bengaluru – 560 025 India	End User Services Security Services Cloud and Infrastructure Services
Unisys India 4th & 5th Floor, "Warp Tower" & Tower 4, SJR i Park Plot No. 13, 14 & 15, EPIP Area, Whitefield Bengaluru – 560 066 India	End User Services Security Services Cloud and Infrastructure Services
Unisys India DLF Building, Block 2, 7th Floor, DLF Cyber city Plot No 129 to 132, APHB Colony Gachibowli Hyderabad- 500 019 India	End User Services Cloud and Infrastructure Services
Unisys India Pvt.Ltd. Unit # 204, "Inizio" Plot bearing CTS no. 479, 479/1 to 479/17 Cardinal Gracious Road Chakala Andheri (E), Mumbai – 400 099	End User Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

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Ste 100, Blue Bell
Pennsylvania 19422
United States

Continental Europe Region:	Service Lines
Unisys Belgium N.V./S.A. Avenue du Bourget 20 Bourgetlaan 20 Brussels 1130 Belgium	End User Services
Unisys Nederland N.V. 1119 NW Tupolevlaan 1 Schiphol-Rijk, Amsterdam Netherlands	End User Services Security Services
Unisys France Les Portes de la Defense 307 rue d'Estienne d'Orves Columbes Cedex 92708 France	End User Services
Unisys AB Sandbergsvägen 3 SE-441 80 Alingsas Sweden	Cloud and Infrastructure Services
Unisys Slovakia S.R.O Plynarenska 1 82109 Bratislava Slovakia	End User Services
Unisys S L U Calle Ramirez de Arellano, 29 Edificio MERRIMACK II Madrid 28043 Spain	End User Services
Kista Stockholm - Head Office Farogatan 33 Kista 164 51 Stockholm Sweden	End User Services

This annex (edition: 2015-12-24) is only valid in connection with the above-mentioned certificate.

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell
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United States

Continental Europe Region:	Service Lines
Unisys Portugal,SA Lagoas Park Rua das Lagoas Pequenas Edificio 5B - 5 Piso Porto Salvo Lisbon 2744017 Portugal	End User Services
Unisys Italia SpA Via Benigno Crespi, 57 Milano 20159 Italy	End User Services
Unisys Deutschland GmbH Am Unisys Park 1 Sulzbach 65843 Germany	End User Services
Unisys Schweiz AG Zuercherstrasse 59-61 Postfach Thalwil 8800 Switzerland	End User Services
Unisys Wien GmbH Andromeda Tower Donau-City-Strasse 6 Wien Vienna(Wien) 1220 Austria	End User Services
Unisys Ltd. St Just House Sunrise Parkway Linford Wood Milton Keynes United Kingdom	Cloud and Infrastructure Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell
Pennsylvania 19422
United States

Continental Europe Region:	Service Lines
Unisys Ltd. Willen House Fox Milne, Milton Keynes Buckinghamshire MK150YS, United Kingdom	Cloud and Infrastructure Services End User Services
Unisys Global Service Hungary Westend City Center – Tower "A" Vaci ut 1-3 Budapest, 1062 Hungary	End User Services Cloud and Infrastructure Services
Unisys Informatikai Technológiai Szolgáltatások Pécs Kft., Vince u. 9/2, Pécs, 7625 Hungary	End User Services
Unisys S.R.O Diamond Point Building Ke Stvanici 3/656 Prague 8, 18600 Czech Republic	End User Services
Unisys Denmark Lejrvej 17 Kirke Vaerloese, 3500 Denmark	End User Services
Unisys Finland Keilaranta 14 Espoo, 02150 Finland	End User Services
Unisys Norway Sandakerveien 138 Oslo, 0484 Norway	End User Services
Unisys Italy Via Giorgione 59 Roma 00147 Italy	End User Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell
Pennsylvania 19422
United States

Latin America and Caribbean Region:	Service Lines
Unisys Sudamericana S.A. Agustinas 640 piso 4 - Torre Interamericana – Santiago - Chile	End User Services
Unisys de Colombia S.A. Calle 93 No. 11-26 Bogota – 94793, Colombia	End User Services Cloud and Infrastructure Services
Unisys de Colombia S.A. Calle 6 Sur No. 43A-96-PISO 5 – Medellin Antioquia Colombia	End User Services
Unisys de Centro America S.A. Parque Empresarial Forum, Edificio B - Piso 2 Apartado 21-6155 - San Jose - Costa Rica	End User Services
Unisys de Mexico S.A. de C.V. Corportativo CEO Mario Pani No.400 – 2nd Floor - Colonia Sante Fe Cuajimalpa Mexico City - Distrito Federal - 05348 – Mexico	End User Services
Unisys Puerto Rico Inc. 350 Chardon Avenue Torre Chardon Bldg. 10th Fl, Suite 1034 PO Box 363308, San Juan, PR 00936-3308, Hato Rey, Puerto Rico 00918 United States	End User Services
Unisys de Venezuela c.A. Av Principal los Ruices, Centro E - Los Ruices Piso 4 – Caracas – 70116 – Venezuela	End User Services
Unisys Brasil Ltda., Datamec S.A. Sistemas e Processamento de Dados Rua Teixeira de Freitas, 31 –10 ° e 12 ° andar – Lapa - Rio de Janeiro – 20021-350 – Brasil	Cloud and Infrastructure Services End User Services Security Services
Unisys Brasil Ltda. Rua Antonio Maria Coelho, 2160 Jardim dos Estados Campo Grande, Mato Grosso do Sul 79002-220 – Brasil	End User Services

Annex to Certificate
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Unisys Corporation

801 Lakeview Drive
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Pennsylvania 19422
United States

Latin America and Caribbean Region:	Service Lines
Unisys Brasil Ltda., Datamec S.A. Sistemas e Processamento de Dados Av. das Nações Unidas, 17891 - Edif. Birmann, 20 - Vila Almeida - São Paulo - 04795-100 - Brasil	End User Services Cloud and Infrastructure Services Security Services
Unisys Brasil Ltda., Datamec S.A. Sistemas e Processamento de Dados Av. Pierre Simon de Laplace, 1211 Techno Park Campinas - São Paulo - 13.069-301 - Brasil	Cloud and Infrastructure Services
Unisys Brasil Ltda., Rua José Semião Rodrigues Agostinho, 1370 - Galpão 35 a 37 - Agua Espraiada - Embú das Artes - São Paulo - 06833-370 - Brasil	End User Services
Unisys Sudamericana S.R.L. Paseo Colon 505 - Buenos Aires – 1063 –Argentina	End User Services
Unisys Brasil Ltda., Datamec S.A. Sistemas e Processamento de Dados Alameda Oscar Niemeyer 119, Salas 301 e 302, Bairro Vila da Serra - Nova Lima – Minas Gerais – 34000-000-Brasil	End User Services
Unisys Brasil Ltda., SCN Quadra 04 Bloco B, Nº 100, Sala 504 – Parte A - Brasilia – 70714-900 – Brasil	End User Services
Unisys Brasil Ltda., Rua Jose Alexandre Buaiz, No 159 - Salas 501, 502 Enseada Do Sua – Vitoria - Espirito Santo – 29055130 - Brasil	End User Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
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Pennsylvania 19422
United States

Latin America and Caribbean Region:	Service Lines
Unisys Sudamericana Ltd., Av. Dr. Luis A de Herrera 1052 - Torre A of. 702 - C.P. 11300 – Montevideo – 11600 – Uruguay	End User Services
Unisys de Colombia S.A. Zona Franca, Vereda Chachafruto Bodega 20 - Rionegro, Colombia	End User Services Cloud and Infrastructure Services
Unisys del Perú, Av. Victor A. Belaunde 147 Edificio Real 6 Piso 7 San Isidro Lima, Perú	End User Services

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Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell
Pennsylvania 19422
United States

United States & Canada Region:	Service Lines
Unisys Corp 180 Kenneth Drive Rochester, NY 14623 USA	End User Services Cloud and Infrastructure Services
Unisys Corp 480 North 2200 West Salt Lake City Utah 84116 USA	End User Services Cloud and Infrastructure Services
Unisys Corp Ste 100 Blue Bell Pennsylvania 19422 USA	Security Services End User Services includes Canada
Unisys Corp 3199 Pilot Knob Road Eagan Minnesota 55121 USA	Cloud and Infrastructure Services

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Attachment 19 – Requirements Verification and Traceability Matrix

CERTIFICATE

This is to certify that

Unisys Corporation

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with the organizational units/sites as listed in the annex

has implemented and maintains a
Service Management System.

Scope:
The Service Management System of Unisys "Services" organisation that encompasses the provision of "consulting and managed services" of "Cloud and Infrastructure Services", "End User Services" and "Security Solutions" to the Clients from delivery centres worldwide.

Through an audit, documented in a report, it was verified that the management system fulfills the requirements of the following standard:

ISO / IEC 20000-1 : 2011

Certificate registration no.	[redacted]
Date of original certification	2008-11-18
Date of certification	2016-02-09
Valid until	2019-02-08

itSMF ISO/IEC 20000

DQS Inc.

Ganesh Rao
Managing Director

Accredited Body: DQS Inc., 1130 West Lake Cook Road, Suite 340, Buffalo Grove, IL 60089 USA
Administrative Office: Deutsch Quality Systems (India) Pvt. Ltd., 5th Floor, Anjaneya Techno Park, 147, HAL Airport Road, Kodihalli, Bangalore - 560 017 - India

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Annex to Certificate
Registration No. [redacted]

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United States

APAC Region:	Service Lines
Unisys Australia Pty Limited Building G 1G Homebush Bay Drive Rhodes, New South Wales 2138 Sydney Australia	End User Services Cloud and Infrastructure Services
Unisys New Zealand Limited Level 12 Radio New Zealand House, 155 The Terrace Wellington, 6011, New Zealand	End User Services Cloud and Infrastructure Services Security Services
Unisys Australia Pty Limited 52 Douglas Street, Milton Queensland 4064, Brisbane Australia	End User Services
Unisys New Zealand Limited 35 Te Roto Drive Paraparaumu Wellington, Kapiti New Zealand	Cloud and Infrastructure Services
Unisys New Zealand Limited 650 Great South Road Penrose, Auckland 1051 New Zealand	Cloud and Infrastructure Services
Unisys India 'Purva Premier' No. 135/1, Residency Road Bengaluru – 560 025 India	End User Services Security Services Cloud and Infrastructure Services
Unisys India 4th & 5th Floor, "Warp Tower" & Tower 4, SJR i Park Plot No. 13, 14 & 15, EPIP Area, Whitefield Bengaluru – 560 066 India	End User Services Security Services Cloud and Infrastructure Services
Unisys India DLF Building, Block 2, 7th Floor, DLF Cyber city Plot No 129 to 132, APHB Colony Gachibowli, Hyderabad- 500 019 India	End User Services Cloud and Infrastructure Services

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801 Lakeview Drive
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Pennsylvania 19422
United States

Continental Europe Region:	Service Lines
Unisys Ltd St Just House Sunrise Parkway Linford Wood Milton Keynes United Kingdom	Cloud and Infrastructure Services
Unisys Ltd Willen House Fox Milne, Milton Keynes Buckinghamshire MK150YS, United Kingdom	Cloud and Infrastructure Services
Unisys Nederland N.V. 1119 NW Tupolevlaan 1 Schiphol-Rijk, Amsterdam Netherlands	End User Services Security Services
Unisys Hungary Westend City Center – Tower "A" Vaci ut 1-3 Budapest, 1062 Hungary	End User Services Cloud and Infrastructure Services
Unisys Informatikai Technológiai Szolgáltatások Pécs Kft., Vince u. 9/2, Pécs, 7625 Hungary	End User Services
Unisys AB Sandbergsvägen 3 SE-44 180 Alingsas Sweden	Cloud and Infrastructure Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
Ste 100, Blue Bell,
Pennsylvania 19422
United States

Latin America and Caribbean Region:	Service Lines
Unisys Brasil Ltda. Datamec S.A. Sistemas e Processamento de Dados Rua Teixeira de Freitas, 31 – 10 e 12 andar – Lapa - Rio de Janeiro – 20021350 - Brazil	Cloud and Infrastructure Services Security Services
Unisys Brasil Ltda. Datamec S.A. Sistemas e Processamento de Dados Av. das Nações Unidas, 17891 - Edif. Birmann, 20 - Vila Almeida - São Paulo - 04795-100 - Brasil	End User Services Cloud and Infrastructure Services Security Services
Unisys Brasil Ltda. Datamec S.A. Sistemas e Processamento de Dados Av. Pierre Simon de Laplace, 1211 Techno Park Campinas - São Paulo - 13.069-301 - Brasil	Cloud and Infrastructure Services
Unisys de Colombia S.A. Calle 93 No. 11-26 Bogota – 94793, Colombia	End User Services Cloud and Infrastructure Services
Unisys de Colombia S.A. Zona Franca, Vereda Chachafruto Bodega 20 Rionegro, Colombia	End User Services Cloud and Infrastructure Services
Unisys Brasil Ltda. Rua Antonio Maria Coelho, 2160 Jardim dos Estados, Campo Grande, Mato Grosso do Sul, 79002-220 - Brasil	End User Services

Annex to Certificate
Registration No. [redacted]

Unisys Corporation

801 Lakeview Drive
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Pennsylvania 19422
United States

United States & Canada Region:	Service Lines
Unisys Corp 180 Kenneth Drive Rochester, NY 14623 USA	End User Services
Unisys Corp 480 North 2200 West Salt Lake City, Utah 84116 USA	End User Services Cloud and Infrastructure Services
Unisys Corp 801 Lakeview Drive Ste 100 Blue Bell, Pennsylvania 19422	Security Services
Unisys Corp 3199 Pilot Knob Road Eagan, Minnesota 55121 USA	Cloud and Infrastructure Services

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6.2.1.6 ATTACHMENT 20 – EXTRANEOUS TERMS TEMPLATE:

- *Completed "Attachment 20- Extraneous Terms Template" (if applicable)*

Unisys Response: Unisys has included Attachment 20 as required in this response .

In compliance with RFP §5.29, *Extraneous Terms*, the Bidder shall identify all proposed extraneous terms using the table below in accordance with the following instructions:

INSTRUCTIONS:

RFP Page, Section & Paragraph Reference

The Bidder must state the RFP page number, section and paragraph number for each requirement that the Bidder proposes to modify. The Bidder must insert the nature of the proposed change and its impact on the Requirement.

Description of RFP Requirement

The Bidder must insert a concise description of the RFP requirement the Bidder proposes to modify.

Type of Proposed Modification

Select a one-word classification of the proposed modification from the list in the table below.

Description of Proposed Extraneous Term(s)

Describe the impact of the proposed modification/extraneous term.

Impact on RFP Requirement

Explain whether and how the change would benefit the State. If there is a corresponding impact on the Administrative, Technical, or Cost Proposal(s), that impact should be explained with reference(s) to the specific sections that may be affected.

EXTRANEOUS TERM(S)			
No.	**RFP Page, Section & Paragraph Reference**	**Description of RFP Requirement**	**Type of Proposed Modification**
1.	Page 19, Section 2.5, Start-up period Requirements Section 2.6, stabilization period requirements	**Original:** The Start-up Period shall be 90 days following the approval by the State Comptroller The Stabilization period shall commence on the 91st day and end on the 180th day following the approval by the State Comptroller. **Propose Modification :** The Start-up Period shall be 120 days following the approval by the State Comptroller The Stabilization period shall commence on the 121st day and end on the 180th day following the approval by the State Comptroller.	☐ Additional; ☐ Supplemental; ☐ Equivalent X Alternative

[redacted]

Impact on RFP Requirement:
Extends Start-up period by 30 days and reduces the Stabilization period by 30 days, there will not be a pricing impact for this change.

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
2.	Page 23, SECTION 3 - Service Level Requirements, CREDITS for Non–Performance, EARNBACKS and Reporting Requirements, Table 1 – Service Level Requirements	**Original :** SLA for Service Desk General and Service Desk Incident Resolution **Propose Modification :** Proposal with alternate SLA's and Pricing.	☐ Additional; ☐ Supplemental; ☐ Equivalent **X** Alternative

[redacted]

[redacted]

Impact on RFP Requirement:

Please reference Attachment 20 – Extraneous Terms pricing document

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
3.	**Page 13,** Section 2.1 Level 1 IT Service Desk Support, Key Performance & Service Improvement Requirements	**Original :** The Contractor must maintain a continuous improvement program that improves services. The Contractor must identify solutions that minimize the need to call the service desk (e.g., additional End User training, Self-Help Support opportunities). **Propose Modification :**	□ Additional; X Supplemental; □ Equivalent □ Alternative

		Enhance the use of the existing ITS Vantage Point to integrate with NYS Service Desk for increased user capabilities and improve customer experience	

[redacted]

Exhibit 6.2.1.6-1. Unisys VantagePoint Platform.

Impact on RFP Requirement:

Please reference Attachment 20 – Extraneous Terms pricing document

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
4.	Page 7 1.1 Purpose of Request For Proposals IT Transformation	**Original :** Maximizes existing resources **Propose Enhancement :** Maximize the full capabilities of NYS ServiceNow by leveraging Unisys experience in implementation of ServiceNow.	X Additional; ☐ Supplemental; ☐ Equivalent ☐ Alternative

[redacted]

[redacted]

Impact on RFP Requirement:

Please reference Attachment 20 – Extraneous Terms pricing document

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
5.	Page 7 Agency Introduction - THE OFFICE OF INFORMATION TECHNOLOGY SERVICES Mission, Vision and Values Statement	**Original:** **Mission:** To create and deliver innovative solutions that foster a technology enabled government to best serve New Yorkers **Vision:** To lead the nation in serving citizens, businesses and visitors through world-class technology **Values:** Accountability, Citizens, Innovation, Integrity, People, Transformation **Propose Enhancement:** As a trusted and collaborative partner, we entrust upon ourselves to contribute ideas and suggestions in leading the path of a 5 year Innovation Roadmap towards achieving NYS ITS vision. The efficiencies and cost improvements associated with these transformational initiatives have been proven with our existing customers.	X Additional; ☐ Supplemental; ☐ Equivalent ☐ Alternative

[redacted]

Impact on RFP Requirement:

These initiatives are proposed for NYS ITS consideration. We welcome further discussion and collaboration on the ROI and target timing for implementation.

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
6.	57, Section 8.23, Subsection C, **For**	The provision allows the State to termination the Contract if the Contractor's securities	☐ Additional; ☐ Supplemental;

	Suspension or Delisting of Contractor's Securities	are suspended or delisted by the New York Stock Exchange, the American Stock Exchange, or the NASDAQ, as applicable.	☐ Equivalent **X** Alternative

[redacted]

Impact on RFP Requirement:
Delisting of Vendor's stock may not necessarily mean that its ability to conduct business, including continued performance of the contract, is impacted and should not be the sole determiner of its financial condition. In addition, a Vendor may voluntarily buy back its outstanding stock and revert to private status.

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
7.			☐ Additional; ☐ Supplemental; ☐ Equivalent ☐ Alternative

Description of Proposed Extraneous Term(s):

Impact on RFP Requirement:

APPENDIX 01 - STATE OF NEW YORK INNOVATION

Unisys Response:

Unisys Approach to Innovation

Several years ago, Unisys implemented a formal innovation framework that has been a key contributor to our own transformation to an industry leader in providing IT services. Examples of our innovation with supporting the New York State (NYS) Office of Information Technology Services (ITS) include our implementation of our Stealth Managed Services Solution for the ITS Data Center's migration and consolidation of 52 data centers previously located throughout New York to the ITS facility at the College of Nanoscale Science and Engineering in Albany (ITS-CNSE). In collaboration with ITS, we successfully deployed Unisys Stealth Data Center Segmentation and Managed Services as an integral part of ITS-CNSE's central data center network and security infrastructure.

To provide innovation that addresses improved support efficiencies and end user satisfaction of your entire employee and citizen base while meeting the digital economy's evolving support requirements, Unisys recommends a 5-year Innovation Roadmap. Although these innovations are designed to position support for the needs of traditional end users and end users enamored with on-demand support through platforms that parallel the support they experience on the Internet, they lack industry-leading security protection of their data and end point devices. The innovations we recommend as part of the roadmap will provide cost savings and improve end user experience for users of the services with a security wrapper that is second to no other solution. Below are the key tenets of the Unisys Innovation Roadmap for ITS:

- Establish a roadmap to support a more mobile, social, data-driven digital workforce, starting in Year 1 and throughout the 5-year term.
- Deliver more effective IT services leveraging personas to provide a fit-for-engagement preference with the systems of engagement for support services. This will provide support that fits traditional and digitally advanced users. They will receive the services that best fit their needs based upon their business requirements while providing standard best practice processes for executing support.
- [redacted]
- Continuously improve performance of your IT environment and the end-user experience, leveraging analytics to drive automation and self-enablement.
- Extend the same level of security provided to the ITS central data center to the laptops, desktops, and mobile devices for NYS for personas or sites as mutually identified in planning efforts.
- Aggregate end-user and infrastructure support services leveraging Service Integration and Management (SIAM) expertise paired with the VantagePoint framework already deployed for ITS.
- Continue to identify new innovation initiatives for our Innovation Roadmap for NYS as market and consumer support requirements change.
- Transform support services through innovation initiatives and service enhancements without disruption to your business operations.

Execution of Innovation through the Unisys Continual Improvement and Innovation Program (CSIIP)

Unisys will deliver a Continual Service Improvement and Innovation Program (CSIIP) for leveraging our industry innovation to support your strategic priorities. Working collaboratively with ITS, we will assess, identify, and deliver cost savings, improved end-user experience, or both for the end users of the services. Unisys implemented this program for the Stealth Services we provide to ITS for the Data Center and will expand it to the Service Desk and Site Support Services.

The program's main goal is to create an ongoing formal improvement and innovation program that starts with an Innovation Roadmap but continues throughout the support term with the proactive identification and introduction of measurable improvements in a specific work area or work process, including leveraging new innovations identified through analytics.

This collaborative program should be viewed as incremental to the governance environment that ITS aligned with Unisys Account Management and Service Delivery Management. Specific innovation initiatives driven by the Unisys and ITS teams responsible for the in-scope services will become an integral part of the governance function in our relationship. The well-defined methodology used is an outcome of the Unisys Six Sigma Lean Practice and supported by a trained team of Black Belts to confirm the program is implemented effectively for ITS.

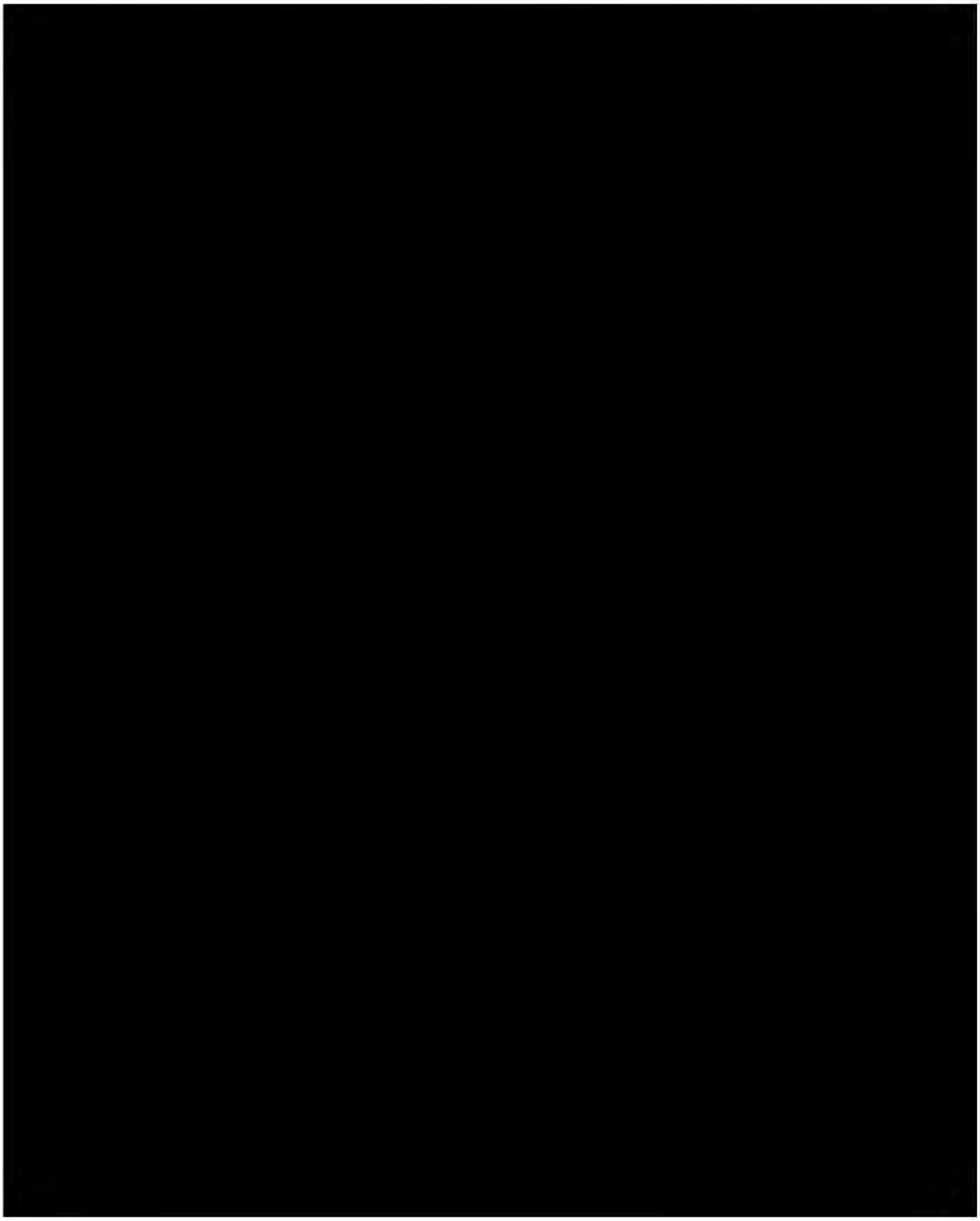
One of CSIIP'S major features is the ability to consolidate and analyze the many inputs required to develop an innovation and improvement plan effectively. These inputs include the following:

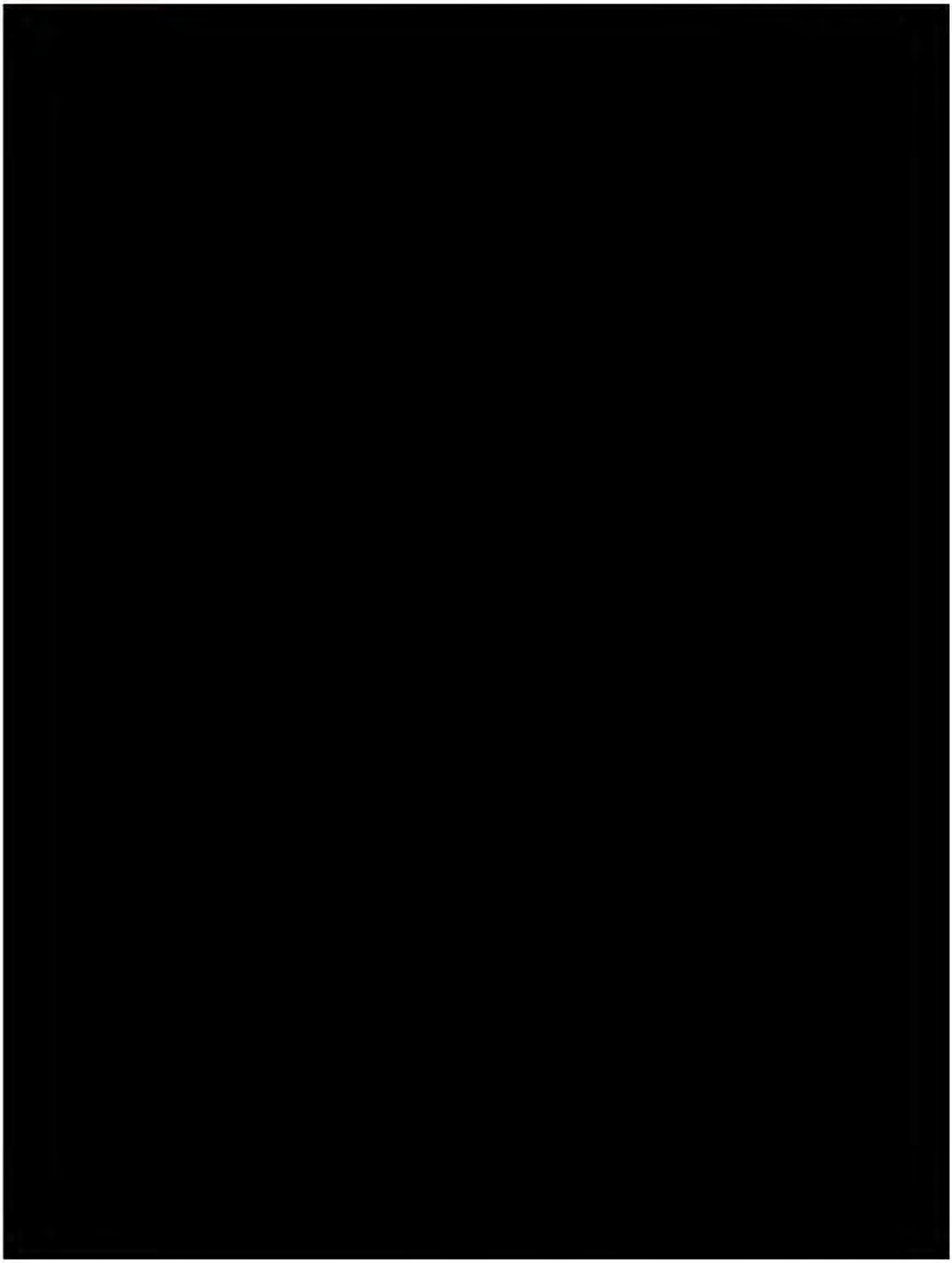
- Executive management objectives
- 5-year Innovation Roadmap
- Biannual Innovation Workshops facilitated by Unisys
- Client Satisfaction and Voice of the Customer surveys
- Business and technology risk registers
- Unisys thought leadership and best practices
- Data Aggregation and Analytics.

5-year Unisys Innovation Roadmap

The 5-year Unisys Innovation Roadmap for ITS in Exhibit 1 will begin in the first quarter of the contract term with a focus on Organizational Change Management (OCM).

Exhibit 1. 5-year Unisys Innovation Roadmap for ITS.





Our SEO draws insights from Unisys clients worldwide so that every account can benefit from our lessons learned around the world. Opportunities identified from our SEO's comprehensive analysis and VantagePoint framework enables continued evolution of Unisys service offerings and will deliver measurable strategic business innovation to ITS throughout the support term.

Our Year 1 analysis will focus on the identification of pain points or stressors in your environment and enable a more focused identification of automation candidates from Problem Management.

To achieve a leadership position in leveraging data analytics value, Unisys made major investments in skilled data scientists to increase the effective interpretation of data and its application to service improvement. The Unisys PMO and SEO will engage a data scientist to help expedite our analysis and identify the root-cause effects that can be addressed with continued effort to develop automation scripts during Years 2 through 5 of the support term.

Unisys demonstrated an average cost savings of 12 percent to 15 percent through the orchestration and automation of request workflows for clients achieved by Month 30 of the support term. For network device management, Unisys has been able to achieve an average reduction of 12 percent with repetitive administrative tasks typically performed by site support technicians. Incident reduction and cost savings have a wide variance in our experience with developing click-to-fix automated scripts, but they traditionally have a lower return on investment than the automation of request workflows.

An additional service that Unisys recommends for acceleration of predictive analytics is our End User Experience Monitoring (EUEM) Service. This service provides proactive monitoring of end point devices already described in our innovation initiatives for personas. EUEM uses powerful monitoring capabilities, including the execution of application transactions with baseline trending and threshold triggers to enable identification of high-impact incidents before the Service Desk is flooded with numerous calls from end users from multiple agencies reporting the same impact of the application issue on their end point device. Our Service Desk can then escalate the issue to our Problem Management team to start investigating the potential root cause along with notification to the ITS major incident management team if required.

Examples of proactive reduction of Service Management incidents for our clients with our EUEM Service include the following:

- Reduction in device-related incidents by 10 percent
- Reduction in Windows incidents by 10 percent
- Improvement in boot and logon performance by 10 percent
- Reduction in application-related incidents by 5 percent for specific applications and transaction thresholds monitored
- Reduction in Service Desk escalations resulting from high-impact incidents by 20 percent.

As our part of our continued focus on automation, Unisys data scientists will continue to develop data analysis and predictive modeling tools that use our VantagePoint framework to refine the quality of the data variables analyzed to drive innovation. As we conducted sentiment analysis, we started to integrate with several social media data sources beyond the traditional ITS Service Management platforms and monitoring queues to include external qualitative sources such as Facebook, Yammer, Twitter, and blogs. As a result, Unisys can provide additional analysis from social sources to guide innovations for ongoing improvements to the ITS end user experience.

The same analysis and automation approach is included on our Innovation Roadmap for ITS to expand the Self Help (Level 0 Knowledge Management) capabilities throughout the support term. Our Innovation Roadmap includes expansion of a self-help tile in VantagePoint where ITS end users can type the search text in the box or click on a hot topic or FAQ article that displays on the VantagePoint tile. The click or text search will enable them to initiate a click to-fix automated script or follow an intuitive knowledge script or video on how to resolve their issue.

Our analytics combined with our Resolution Optimization differentiate Unisys with Our Innovation Roadmap because they provide us with qualitative and easy-to-interpret dashboard visibility to drive shift-left savings throughout the entire support term and not stop once we achieve a targeted threshold for cost savings, end user satisfaction, or automation. To retain our position in the Gartner Leaders Quadrant, Unisys contractually commits with our clients to provide automation and improve the adoption of self-help by their end users.

Extending Data Center Security to End Point Devices

As identified at the beginning of our Innovation Roadmap description, the extension of Stealth Security for desktops, laptops, and mobile devices (commonly referred to as end point devices) builds on and leverages a solution framework that Unisys successfully deployed to support ITS-CNSE.

Our Innovation Roadmap does not recommend deploying Stealth to all 147,500 end point devices across all NYS agencies. Unisys recommends deploying Stealth for end point devices for the ITS VIPs, the secure and priority sites as a starting point and expanding to additional sites or agencies as required.

The main benefits of extending Stealth to end point devices at your secure and priority sites are the following:

- Implementation of a software-based, defense-grade security innovation developed by Unisys; to date, no competitive solution provides NYS with the same level of protection.
- Provision of protection against compromise from outside and inside the ITS network
- The ability to cloak end point devices and entire data centers as "undetectable"
- Cryptographic virtualization of the network
- Encryption and separation of end point devices into persona clusters
- Encryption of data in motion
- Incremental implementation with expansion to other personas or sites in addition to your secure and priority sites and minimal disruption of end users
- No application changes needed
- Network that is easily managed by identity and not costly
- No change orders to manage for inflexible, traditional infrastructure firewall rules
- Operation on any mix of IP network (private or public) or any mix of media (wired, wireless, satellite, etc.) to meet end users' requirements.

Aggregation of End User and Infrastructure Support Services

Like Stealth Security, the next tenet in the Unisys Innovation Roadmap for ITS builds on and leverages a solution framework that Unisys successfully deployed to support ITS-CNSE. This solution is our VantagePoint framework.

Positioning ITS end user support services for success in the digital business environment depends on how quickly and effectively business services are rendered to capture, retain, and support the end users of the services.

All of the services Unisys proposes, including the NYS IT infrastructure monitoring of network, servers, storage, and telecommunication devices, can be viewed for performance and accessed at the VantagePoint portal. As part of our innovation Roadmap for ITS, Unisys recommends aggregating the infrastructure and end user services to enable real-time visibility across the ITS infrastructure and end points.

The ITS management team will be able to use VantagePoint to manage the entire service environment more effectively at performance dashboards that provide visibility into what is happening across the enterprise in real time. Using VantagePoint, end users of the support services and ITS management will be able to access the service catalog. Both parties can see what devices and applications they can

provision and request in accordance with their persona classification and the information presented on dashboards and tiles tailored to their specific personas.

Again, leveraging access by personas both end users and management will have a single portal providing different tile views with detailed information on business service impacts resulting from infrastructure or end point issues. This visibility segmented by persona access accelerates the identification of root causes and the changes required to improve support. Most important, it will accelerate the value that ITS provides to NYS agencies' business functions.

By leveraging the VantagePoint framework that is deployed for ITS, paired with the Service Integration and Management expertise of Unisys, ITS will have a powerful set of tools backed with Unisys Service Management expertise to transform to a consumptive services model to support each agency's business needs underpinned with a standard framework of integrated processes.

Transformation through Innovations and Service Enhancements without Disruption to Business Operations

The most important tenet and key contributor to the success of executing an Innovation Roadmap for ITS is the prevention of disruption to the business operations of the 52 agencies that support NYS. Unisys will provide a business case and return on investment for all the innovation recommendations brought to ITS for consideration. To earn our credentials, our clients, and accolades from industry analysts, we identified and executed innovation initiatives that provide cost savings and an improved end-user experience.

According to our clients' feedback, our approach to prioritizing zero tolerance for disruption to the business differentiates Unisys from our competition and solidifies our position as a trusted advisor instead of a managed services provider.

Dell's Response to New York State Office of Information Technology (ITS)

Service Desk Support and End User Break-Fix Support Services

Technical Proposal
Solicitation Number: C000382
February 19, 2016

Proposal Confidentiality

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Our Relationship

This document is not a contract. When we conduct business, our relationship will be governed by Dell's standard terms and conditions unless we negotiate a separate written agreement.

Dell takes care to review and verify the information provided in this document. However, we cannot be responsible for errors or omissions that may occur in the production of this document or as a result of the passage of time. In addition, Dell may improve or change this presentation or improve or change its products and service offerings from time to time, without updating this document. Please contact your sales representative for updates or validation of the information in this document.

Subject to our ability to reach a mutually acceptable agreement on this issue, Dell does take responsibility for the actions of its employees and agents that are performed in the scope of their employment.

Confidentiality

Some information supplied to NYS ITS for the purpose of this proposal is to be considered Dell confidential.

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February 19, 2016

New York State Office of Information Technology (ITS)
Swan Street Building, Core 4
Empire State Plaza
Albany, NY 12223
Attn: Mr. Edward Snyder

Re: RFP C000382—ITS Service Desk Support and End User Break-Fix Support Services

Dear Mr. Snyder:

Thank you for this opportunity to submit our proposal for *New York State Office of Information Technology (NYS ITS) RFP C000382 for Service Desk Support and End User Break-Fix Support Services*. We have studied the information provided to us in the solicitation, subsequent solicitation updates, and the responses to vendor questions about your business requirements and carefully analyzed your technology needs. Our response has been designed to demonstrate that our capabilities and resources can help NYS ITS meet its IT needs in the most cost-effective way without compromising on quality, service, or ongoing support.

Dell is a leader in both service desk and end-user break/fix. Dell has 20 service desk locations worldwide with a staff of over 2,000 agents. In addition, we currently support over 2.5 million laptops or desktops worldwide and have a staff of over 2,500 field services technicians.

Dell continues to help our customers to bring down the total cost of ownership by simplifying IT. We are committed to providing solutions that will allow NYS ITS to reclaim time and cost and increase the productivity of your IT.

The Dell enterprise service desk utilizes professional and certified technicians, IT Infrastructure Library (ITIL)-based best practices, and industry-leading systems to:

- Provide initial assessment of incidents and maximize first-call resolution
- Facilitate multichannel support and increase reachability to end users via email, chat, and social media
- Build an advanced knowledge base that accelerates service delivery and creates the foundation for self-service and self-help
- Enable automation and self-service for end-user support utilizing comprehensive toolsets
- Conduct regular, meaningful, and customized surveys that continuously ensure service quality and customer satisfaction
- Create detailed reports and provide insight about service quality and trends

We also cater to field service events that involve troubleshooting and addressing issues that cannot be resolved remotely. Our services utilize professional, certified technicians, industry-best service-level agreements (SLAs), and ITIL-aligned methodologies to support your dispatch locations.

Along with award-winning products and services, Dell also offers NYS ITS a dedicated program account team that is committed to working with you and your procurement needs.

This team includes:

- An account manager to ensure overall account satisfaction
- System consultants to provide a seamless deployment experience
- Technical sales representatives to facilitate order management
- Customer service representatives to provide post-sales support

It is critical that you choose a partner that you can trust and count on to put NYS ITS success as paramount. Furthermore, NYS ITS needs a partner with the capability, the experience, and the desire to engage with you and your team. We welcome the opportunity to further illustrate this commitment during a detailed review of our qualifications. Should you have any questions, please contact Andy Sakalian at (561) 313-8225 or online at Andy_Sakalian@Dell.com.

As an individual authorized to bind Dell to the terms and conditions of this proposal, I thank you for considering Dell as the NYS ITS partner of choice to provide service desk and end-user break/fix support services. We look forward to expanding our relationship with NYS ITS.

Sincerely,

Karren Bushar
Proposals Senior Consultant
2300 W. Plano Parkway
Plano, TX 75075
(972) 577-7190
Karren_Bushar@Dell.com

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Attachment 1: Proposal Checklist

In this section, Dell has included Attachment 1, “Proposal Checklist.”

Attachment 13: Firm Offer Letter and Conflict of Interest Disclosure

In this section, Dell has included Attachment 13, "Firm Offer Letter and Conflict of Interest Disclosure."

www.dell.com

February 19, 2016

Mr. Edward Snyder
Contract Management Specialist
Empire State Plaza
Swan Street Building, Core 4
Albany, NY 12223

Dear Mr. Snyder:

RE: RFP C000382, ITS Service Desk Support and End User Break-Fix Support Services

Firm Offer to the State of New York and Conflict of Interest Disclosure

Dell Marketing L.P. hereby submits this firm and binding offer to the State of New York in response to New York State Request for Proposals (RFP) # C000382 by the New York State Office of Information Technology for ITS Service Desk Support and End User Break-Fix Support Services. The Bid Proposal hereby submitted meets or exceeds all terms, conditions and requirements set forth in the above-referenced RFP. This formal offer will remain firm and non-revocable for a minimum period of 270 days from the date proposals are due to be received by the State, or until a Contract is approved by the NYS Comptroller and executed by the State.

Dell's complete offer is set forth in two, separately bound volumes as follows:

> *Technical Proposal*: Total of 12 hard copy volumes, with 1 electronic copy on PC Compatible Windows Readable CD-ROMs saved as Microsoft Word, Excel and/or Adobe Acrobat formats, and in Windows file format
>
> *Financial/Administrative Proposal*: Total of 6 hard copy volumes, with 1 electronic copy on PC Compatible Windows Readable CD-ROMs saved as Microsoft Word, Excel and/or Adobe Acrobat formats, and in Windows file format

Dell hereby affirms that the solution proposed by the Offerer in the Bid Proposal meets or exceeds the service level requirements set forth in the above-referenced RFP, including referenced attachments.

Dell hereby affirms that, at the time of bid submission, Offerer knows of no factors existing at time of bid submission or which are anticipated to arise during the procurement or Contract term, which would constitute a potential conflict of interest in successfully meeting the contractual obligations set forth in the above-referenced RFP and the Bid Proposal hereby submitted, including but not limited to:

1) No potential for conflict of interest on the part of the Offerer or any Subcontractor due to prior, current, or proposed contracts, engagements, or affiliations; and
2) No potential conflicts in the sequence or timing of the proposed award under this procurement relative to the timeframe for service delivery, or personnel or financial resource commitments of Offerer or proposed subcontractors to other projects.

To comply with the Vendor Responsibility Requirements outlined in Section 8.6.of the above-referenced RFP, C000382 ITS Service Desk Support and End User Break-Fix Support Services hereby affirms that (enter an "X" in the appropriate box):

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☐ An on-line Vendor Responsibility Questionnaire has be updated or created within the last six months, at the Office of the State Comptroller's website:

https://portal.osc.state.ny.us/wps/portal

☑ A hard copy Vendor Responsibility Questionnaire is included with this proposal and is dated within the last six months.

☐ A Vendor Responsibility Questionnaire is not required due to an exempt status. Exemptions include governmental agencies, public authorities, public colleges and universities, public benefit corporations, and Indian Nations.

By signing, the undersigned individual affirms and represents that he has the legal authority and capacity to sign and make this offer on behalf of, and has signed using that authority to legally bind **Dell Marketing L.P** to the offer, and possesses the legal capacity to act on behalf of Offerer to execute a Contract with the State of New York. The aforementioned legal authority and capacity of the undersigned individual is affirmed by the enclosed Resolution of the Corporate Board of Directors of **Dell Marketing L.P**

Karren Bushar

Signature
Karren Bushar
Proposals Senior Consultant
Dell Marketing L.P.

www.dell.com

CORPORATE ACKNOWLEDGMENT

STATE OF }
:ss.:
COUNTY OF }

On the _____ day of _____ in the year 20 __ , before me personally came: _____, to me known, who, being by me duly sworn, did depose and say that he/she/they reside(s) in _____; that he/she/they is (are) _____ (the President or other officer or director or attorney in fact duly appointed) of _____, the corporation described in and which executed the above instrument; and that he/she/they signed his/her/their name(s) thereto by authority of the board of directors of said corporation.

_____
Signature and Office of Person Taking Acknowledgment

PARTNERSHIP ACKNOWLEDGMENT

STATE OF Texas }
:ss.:
COUNTY OF Collin }

On the 15 day of February in the year 2016, before me personally came: Karren Bushar to me known, who, being by me duly sworn, did depose and say that she reside(s) in Plano, TX; that she is Proposal Sr. Consultant (the General/Managing Partner or other officer or attorney in fact duly appointed) of Dell Marketing L.P., the partnership described in said instrument; that, by the terms of said partnership, she is authorized to execute the foregoing instrument on behalf of the partnership for the purposes set forth therein; and that, pursuant to that authority, he executed the foregoing instrument in the name and on behalf of said partnership as the deed of said partnership.

Marilyn R. Farris 2/15/2016
Signature and Office of Person Taking Acknowledgment

MARILYN R FARRIS
NOTARY PUBLIC
ID# 12252705
State of Texas
Comm. Exp. 02-22-2017

INDIVIDUAL ACKNOWLEDGEMENT

STATE OF }
:ss.:
COUNTY OF }

On the ____ day of _____ in the year 20 __ , before me personally appeared: _____, known to me to be the person who executed the foregoing instrument, who, being duly sworn by me did depose and say that he resides at _____, Town of _____, County of _____, State of _____; and that he executed the foregoing instrument in his/her name and on his/her own behalf.

_____
Notary Public

Attachment 17: Mandatory Eligibility Qualifications Form

In this section, Dell has included Attachment 17, “Mandatory Eligibility Qualifications Form.”

Attachment 17: Mandatory Bidder's Eligibility Qualifications Form

Per Section 4.1 of the RFP, the following are the mandatory minimum Bidder qualifications.

The following are the mandatory minimum Bidder qualifications that must be met by the Prime Contractor. If these requirements are not met, the State shall deem the Proposal as non-responsive and eliminate the Bidder from further consideration. Bidders (and their predecessor business Enterprises) must:

1. **Have a minimum of seven (7) years of experience providing service-desk support services of similar size and scope to ITS requirements as set forth in this RFP, to entities of more than 50,000 users within the continental US.**

Identify how this requirement has been met, including the information below for each engagement. Enter dates in the following format: mm/dd/yyyy. If the date is through "present", present shall be date of submission. Add additional tables, as necessary.

Engagement 1 Description		
Name of Client: Honeywell	Start Date: 2005	End Date: 2017
Contact Person Name: Mike Pemberton	Email Address: michael_pemberton@dell.com	Phone Number: 512-633-8229
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) End User Computing: global service desk, field services, hardware asset management, desktop infrastructure (SCCM, AV, McAfee ePO mgmt., SW Patch & Distribution Mgmt). 88,000 seats under mgmt. 60,000 seats/300 sites in US, 20,000 seats/240 sites in EMEA, 8,000 seats in India. ~1,000 staff engaged globally. Budget to be released upon award of bid.		

Engagement 2 Description		
Name of Client: Tenet Healthcare	Start Date:1990	End Date: 2021
Contact Person Name: Karrie Davenport	Email Address: Karrie_Davenport@dell.com	Phone Number: 214-326-8259
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Full ITO engagement model, including PMO, security, strategy & governance, hospital IS support. 80 agents, 4 team leads, 2 managers. Average contacts – 75,750 per month, 81 ambulatory locations, 100,000 users. Budget to be released upon award of bid.		

Engagement 3 Description		
Name of Client: Mount Sinai Health System	Start Date: 2011	End Date:2016 (in process of renewal until 2021)
Contact Person Name: Kris Charleston	Email Address: Kris_Charleston@dell.com	Phone Number: 508-714-6346
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Dell provides a Technical Service Desk (TSD), Clinical Service Desk (CSD), and a support desk for patients that need assistance with access and use of an online patient portal. 11 technical service Desk agents, 8 clinical Service Desk Agents, 3 service managers, and 1 clinical service desk Llaison. 40,000 employees from seven hospitals and 45 ambulatory locations throughout the five boroughs of New York City. Budget to be released upon award of bid.		

2. **Have a minimum of seven (7) years of experience providing End User Break-Fix Support services to multiple geographic locations of similar size and scope to ITS requirements set forth in this RFP.**

Identify how this requirement has been met, including the information below for each engagement. Enter dates in the following format: mm/dd/yyyy. If the date is through "present", present shall be date of submission. Add additional tables, as necessary.

Engagement 1 Description		
Name of Client: State of Georgia, Georgia Technology Authority Agency	Start Date: 2009	End Date: 2017
Contact Person Name: Brian Johnson	Email Address: brian_a_johnson@dell.com	Phone Number: 404-353-1400
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Full suite of managed services: full suite of asset life cycle management, including refresh, imaging, tagging end-user computing, Level 2.0 service desk; multi-vendor field tech support services; integration with Multiple Services Integrator (MSI) third-party service desk; desktop engineering services, device distribution, equipment depot management; special projects, including staff augmentation for UNIX and Linux server build and provision; data encryption for end-user computing; and print management services. Total number of staff—100. Type of staff includes program management office, project management, service desk, asset services, legal and contract teams, field tech support services, end-user computing consultants, application consultants, engineers, and depot inventory management. Budget to be released upon award of bid.		

Engagement 2 Description		
Name of Client: American International Group (AIG)	Start Date:2007	End Date: Through present
Contact Person Name: Chad Bope	Email Address: chad_bope@dell.com	Phone Number: 972-523-5531
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Field services, asset management, client engineering, and service management. 260 team members total—dedicated global account manager with services, engineering, PMO and support team, regional account managers, 40+ individuals managing pricing, support, and logistics through local contacts at the country level. Budget to be released upon award of bid.		

Engagement 3 Description		
Name of Client: City of Philadelphia	Start Date: 2008	End Date: 12/2015 (6 month extension pending)
Contact Person Name: Christa Morrissey	Email Address: christa_morrissey@dell.com	Phone Number: 609-367-6158
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Out-of-warranty PC/printer/laptop/peripheral/server repair services (monthly maintenance contracts with departments); T&M hourly repair services; COTS phone support; and staff augmentation. Staff includes Dell CE/CDE and partner resources. Budget to be released upon award of bid.		

3. **Have a minimum of three (3) years of experience providing services of similar size and scope to ITS requirements as set forth in this RFP to Public Sector Entities.**

Identify how this requirement has been met, including the information below for each engagement. Enter dates in the following format: mm/dd/yyyy. If the date is through "present", present shall be date of submission. Add additional tables, as necessary.

Engagement 1 Description		
Name of Client: State of Georgia, Georgia Technology Authority Agency	Start Date: 2009	End Date:/2017
Contact Person Name: Brian Johnson	Email Address: brian_a_johnson@dell.com	Phone Number: 404-353-1400
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Full suite of managed services: full suite of asset life cycle management, including refresh, imaging, tagging end-user computing, Level 2.0 service desk; multi-vendor field tech support services; integration with Multiple Services Integrator (MSI) third-party service desk; desktop engineering services, device distribution, equipment depot management; special projects, including staff augmentation for UNIX and Linux server build and provision; data encryption for end-user computing; and print management services. Total number of staff—100. Type of staff includes program management office, project management, service desk, asset services, legal and contract teams, field tech support services, end-user computing consultants, application consultants, engineers, and depot inventory management. Budget to be released upon award of bid.		

Engagement 2 Description		
Name of Client: New York City Department of Education	Start Date:/2009	End Date: 2016
Contact Person Name: Kevin LeComte	Email Address: Kevin_lecomte@dell.com	Phone Number: 978-473-6231
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Major public school system with 1,700 schools educating 1.1 million students from Pre-K through Grade 12. In-warranty and out-of-warranty hardware break/fix, hardware installation and integration, asset tracking, project management, and staff augmentation. End User Devices including desktop and laptop computers running Microsoft Windows, Apple OSX, Google Chrome, servers running Microsoft Windows, and printers (networked and standalone). A wide variety of technologies are employed in this environment, including Apple, Dell, HP, and Lenovo desktop and laptop computers, Lexmark printers (networked and standalone), Acer Chromebooks, Microsoft Windows 7.0, Microsoft Office 2013. Staff includes 2 Dell FTE's and partner resources. Budget to be released upon award of bid.		

Engagement 3 Description		
Name of Client: City of Philadelphia	Start Date: 2008	End Date: 12/2015 (6 month extension pending)
Contact Person Name: Christa Morrissey	Email Address: christa_morrissey@dell.com	Phone Number: 609-367-6158
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Out-of-warranty PC/printer/laptop/peripheral/server repair services (monthly maintenance contracts with departments); T&M hourly repair services; COTS phone support; and staff augmentation. Staff includes Dell CE/CDE and partner resources. Budget to be released upon award of bid.		

4. **Be registered with the NYS Department of State as an entity authorized to conduct business in New York State.**
Is the prime contractor registered with the New York Department of State as an entity authorized to conduct business in New York State?
_____X_____ Yes _____ No

Attachment 18: Technical Proposal Form

In this section, Dell has included Attachment 18, “Technical Proposal Form.”

Attachment 18: Technical Proposal Forms

When completing the Technical Proposal Content, **DO NOT** include any pricing information and include the following information in the order enumerated below.

PART 1: TECHNICAL PROPOSAL OVERVIEW

Executive Summary

Provide a brief description (not more than two pages) that summarizes your proposed approach and work effort.

Dell's goal is to help State of New York Office of Information Technology (NYS ITS) achieve greater service levels and reduce operating costs, while providing increased customer satisfaction for your end-user community.

Dell is recognized as a leader in managed desktop services across the board by third-party advisors such as Information Services Group, Inc. (ISG) and industry analyst firms such as Gartner. We were positioned in the *2013 Gartner Leader's Quadrant for End User Outsourcing*, which now combines the previous "Desktop Outsourcing Services" and "Help Desk Outsourcing." We understand the critical success factors required to drive the adoption of best practices, innovation, and continual improvement. We understand the sensitive nature of moving to an outsourced model. We bring the capabilities—and a well-established governance structure—to deliver innovation at the cost and quality that you need today with the flexibility to enable the changes of tomorrow. We look forward to working with NYS ITS to collaboratively optimize a support services solution and deliver a premium value. With this collaboration and the use of Dell's "shift-left" strategy, we believe there will be an opportunity to lower the cost per user over the life of the contract.

Solution Summary

Dell proposes delivering the services with a service desk based in both our Oklahoma City, Oklahoma and Nashville, Tennessee-based call centers. For the onsite dispatch, Dell will use New York state-based partner and MBWE—ASI System Integration, Inc. Onsite desktop support includes typical desktop-related break/fix, deskside support, troubleshooting, and operations support. The following are key highlights of the Dell solution:

- **Improved Adoption:** In partnership with NYS ITS, Dell will continue to lead the effort to drive user adoption of self-help portals, social media platform for user convenience, and password reset tools, educate users at the service desk, and use the Dell "shift left" strategy to further empower users to solve their incident-transforming, labor-centric events to a low-cost tool and process-centric events. The following graphic outlines the aforementioned strategy that we will employ:

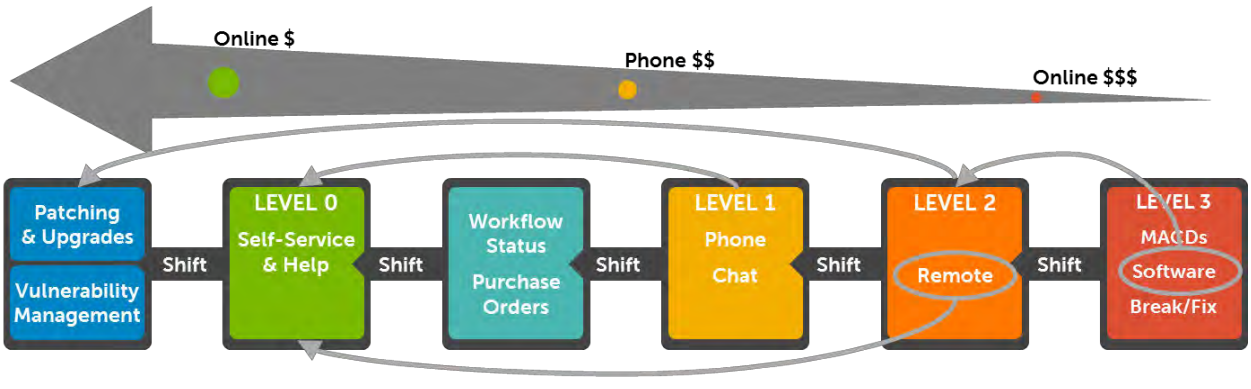

Figure 1: Dell Shift-Left Strategy

- **Higher First-Call Resolution:** Dell's service desk methodology differs from NYS ITS competition by focusing on a higher FCR rather than being a log-and-route help desk. Dell operations will also be driven by higher FCR of hardware-related incidents. The service desk will ensure higher diagnosis at Level 1 for all hardware-related incidents and, if unresolved, will also provide seamless dispatch of parts/onsite agents to support.
- **Enhance Efficiency (Service Desk and Deskside Partner):** The combination of service desk and field support team for end-user break/fix will handle the tickets/acknowledgement assignment and provide First Call Resolution (FCR) from both a deskside and service desk perspective and assess if a dispatch is required or not. The service desk will be maximized to avoid incident dispatch to the user's deskside where service is often delayed. Our seamless coordination with deskside teams will reduce the number of times that we physically dispatch a technician to the site for a software-related incident. Physically sending a resource to a site is only optimized for a hardware break/fix request or incident that cannot be resolved remotely.
- **Automation**: Dell has included a consulting effort to study the current ServiceNow implementation—especially service request management—and provide actionable suggestions for NYS ITS to automate the process for request automation and alert automation.
- **Self-Help/Self-Healing:** Dell has proposed to install Aptean in the NYS environment which will drive the adoption of self-help/self-healing, leading to enhanced user satisfaction and reduction in contacts at the service desk. This tool will be proactive to resolve issue so as to ensure an uninterrupted IT experience to users.
- **Continued Transparent, Partnership-Based Governance**: Our operating model provides NYS ITS with not only a transparent, partnership governance framework but also an empowered management team structure that incorporates IT Infrastructure Library (ITIL) disciplines into NYS ITS various functions across multiple organizational teams. Executive relationship owners will continue to align with their NYS ITS counterparts to ensure proactive communication and operational execution.
- **Dedicated Chief Technology Office (CTO):** New technology and transformation, along with benefits, also bring risk of getting benefits realized. To ensure that all commitment with respect to continuous improvement, efficiency gain, quality services, user experience, and satisfaction, Dell has factored a dedicated team of continuous improvement, quality, automation, and innovation managers.
- **Managed Risks:** Dell's transition methodology is designed to address and manage risks, while establishing the necessary governance to provide for a successful transition/migration. Upon transition initiation, Dell's transition team will immediately establish program controls to identify risks and gaps, followed by strategies to mitigate and resolve them. NYS ITS has a tight timeline for transition, and this will be essential for a smooth transition.
- **Compliance to Contractual Requirements:** Dell will partner with ASI and APEX to meet the compliance requirements of MBE/WBE and 30-percent subcontract with compliant companies, as defined in the RFP.

Table of Contents

Use the following Table of Contents that reflects the areas identified in Technical Proposal. The Table of Contents should identify each major section of the Proposal, along with its initial-page number.

Note: When done entering information, within this document place your cursor within the table of contents below and press F9 to automatically update.

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PART 2: BIDDER'S EXPERIENCE

The Technical Proposal must demonstrate to ITS that the Bidder has experience delivering services similar in scale and scope to the engagement described in this RFP. Complete the Bidder's Experience form below to describe its company background and past experience in the Technical Proposal. Limit response to 25 pages

Corporate/Business Background of Primary Bidder

Bidder's Firm/Company Information

Firm Name	Dell Marketing L.P.
Firm Address	One Dell Way, Round Rock, TX 78682
Parent Company	Dell, Inc.
Affiliates	Dell Marketing Corporation Dell Marketing GP LLC Dell Services Dell Inc.
Other Locations/ Branches (if any)	Dell's corporate headquarters are located in Round Rock, Texas. Central Texas is also the home to Dell Americas, the regional business unit for the United States, Canada, South America, and Latin America. Dell has regional headquarters in Bracknell, England, for Europe, Middle East, and Africa; and in Singapore to serve the Pacific Rim, including Japan, India, China, Australia, and New Zealand.

Bidder's Primary Contact

Name, Title	Andy Sakalian
Address	One Dell Way, Round Rock, TX 78682
Email Address	Andy_Sakalian@Dell.com
Telephone Number	(561) 313-8225

Company Profile

Description of the Company's Corporate Profile Core Business	Over the last 30 years, Dell has played a central role in transforming computing worldwide. Today, we are in fast-changing climate, applying the same revolutionary approach to reenergizing our company, our brand, our products, solutions and services, and ourselves—with customers as the primary beneficiaries. This work is propelling Dell into a new, exciting chapter in our company's history, driven by a shared purpose: "Delivering technology solutions that enable people everywhere to grow thrive and reach their full potential."	
Service Offerings	*Description of Service*	*Years the Service Has Been Provided*
	• **End User Computing:** Dell defines end-user computing as help desk, field support, and desktop engineering. Dell supports over 2.5 million end-user devices globally. We take 12 million contacts annually into our 18 different help desk locations, with over 2,000 help desk agents, supporting more than 17 different languages. All of our end-user services operations	All services described in this section have been provided for 20+ years.

	adhere to ITIL v3 standards, and we are ISO 9001-registered. • **Infrastructure and Cloud Services:** These services include infrastructure managed services, cloud computing, and infrastructure consulting. We are often responsible for defining the infrastructure technology strategies for our customers through the identification and delivery of new technology offerings and innovations that deliver value to our customers, thus resulting in transforming complex, expensive, legacy environments to secure and optimized cloud solutions that represent the future of IT. • **Applications and Business Process Services:** Application services include application development and maintenance, application migration and management services, package implementation, testing and quality assurance functions, business intelligence and data warehouse solutions, and application consulting services. • **Security Services:** Dell's security services help organizations protect their IT assets, comply with regulations, and reduce security costs. Managed security services provide a 24x7x365 defense security posture with complete monitoring, management, and maintenance of the infrastructure. • **Support and Deployment Services:** Support services are closely tied to our servers, storage, networking, and client offerings, as well as multivendor support services. They are designed to maximize availability of compute capacity—whether in a data center, retail store, or individual devices.	

Corporate/Business Background of Subcontractor

Note: *Copy and complete this section for each subcontractor proposed*

Subcontractor Firm/Company Information

Firm Name	ASI System Integration, Inc. (ASI)
Firm Address	48 West 37th Street, 4th Floor New York, NY 10018
Parent Company	Self
Affiliates	N/A
Other Locations/ Branches (if any)	**Integration and Warehousing Facility:** 415 2nd Avenue New Hyde Park, NY 11040 **Central/Midwest Region:** 250 Parkway Drive, Suite 330 Lincolnshire, IL 60069 756 N. Main Street, Suite E Crown Point, IN 46307

Subcontractor's Primary Contact

Name, Title	Angel L. Pineiro, Jr.
Address	48 West 37th Street, 4th Floor New York, NY 10018
Email Address	apineiro@asisystem.com
Telephone Number	212-736-0111 ext. 1219

Subcontractor Profile

Description of the Company's Corporate Profile Core Business	ASI is a leading system integration company headquartered in New York, NY. Providers of distributed IT solutions including IT consulting, enterprise computing, end-user computing and services, managed print solutions, network services, multivendor cross-functional solutions, and end-of-life asset disposition services. Founded in quality standards—Information Technology Service Management (ITSM).	
Service Offerings	*Description of Service*	*Years the Service Has Been Provided*
	Break-fix hardware/software support	11
	Desktop support services	11
	Service desk	11
	Managed services	5
	IT consulting, enterprise computing, network services	11
	Managed print solutions	7
	Asset disposition services	10

Please see Attachment A, attached behind the Technical Proposal Content, for a list of our remaining subcontractors.

Past Performance and Experience

The Bidder shall describe its previous experience that qualifies the Bidder to provide the Services.

Bidder must have a minimum of seven (7) years of experience providing service-desk support services of similar size and scope to ITS requirements as set forth in this RFP, to entities of more than 50,000 users within the continental US. Three (3) prior engagement descriptions shall be included.

Bidder must have a minimum of seven (7) years of experience providing End User Break-Fix Support services to multiple geographic locations of similar size and scope to ITS requirements set forth in this RFP. Three (3) prior engagement descriptions shall be included.

Bidder must have a minimum of three (3) years of experience providing service of similar size and scope to ITS requirements as set forth in this RFP to Public Sector Entities. Three (3) prior engagement descriptions shall be included.

Service Desk Support Services Experience

At present, Dell provides service desk support services to 8 USA based entities of more than 50,000 users. We have serviced many of these customers for more than 10 years. Due to frequent RFP requests, our customers have asked us to be respectful of their time when requesting references and therefore, Dell will be honoring these requests at this time. However, as a condition of an award, we would be willing to request a reference from them once an award or down-select is made.

Please see a brief description below of two such customers who fulfill the requirements in addition to the references provided:

- Global services provided to a leading global chemical company, including service desk, field services, and asset management, to more than 55,000 users.
- Global services provided to a leading aeronautics manufacturer, including service desk, PC hardware/software support, and break-fix hardware support to over 170,000 users.

Engagement 1 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	2005
End Date	2017
Name of Client	Honeywell
Nature of Client's Business	Global manufacturing, aerospace, speciality materials and performance technologies, automation and controls, and transportation systems
Description of Services Provided	End-user computing: global service desk, field services, hardware asset management, desktop infrastructure (SCCM, AV, McAfee ePO management, software patch and distribution management)
Number and type of staff involved	Total number of staff: ~1,000. Type of staff includes program management office, project management, service desk, asset services, legal and contract teams, field tech support services, end-user computing consultants, application consultants, engineers, and depot inventory management.
Engagement results and benefits delivered to the client	Consistently meet/exceed SLA achievements, 9/10 CSAT, low-cost/high-efficient managed services for EUC
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	There are 88,000 seats under management, including: • 60,000 seats/300 sites in US • 20,000 seats/240 sites in EMEA • 8,000 seats in India
List of Subcontractors and their duties	Decision One for field dispatch (remote) site coverage; CGS for L2 SD

Engagement 2 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	1990
End Date	2021
Name of Client	Tenet Healthcare
Nature of Client's business	Tenet Healthcare Corporation (NYSE: THC), through its subsidiaries, owns and operates acute care hospitals and related ancillary healthcare businesses, which include ambulatory surgery centers, diagnostic imaging centers and related healthcare facilities in the US and UK.

Engagement 2 Description	
Description of services Provided	Full ITO engagement model, including PMO, Security, and Strategy & Governance, and Hospital IS Support
Number and type of staff involved	80 agents, 4 Team Leads, 2 Managers
Engagement results and benefits delivered to the client	In a relationship spanning more than two decades, Dell and Tenet have formed a resilient partnership that allows the two organizations to meet the increasingly complex challenges of today's healthcare marketplace. Dell has become a trusted and valued IT partner, providing a full range of IT outsourcing solutions that support Tenet's growing network of domestic and international healthcare facilities.
Engagement budget	To be released upon award of bid.
Size and complexity of engagement, including the number of sites and users within the Continental US	Average contacts ~75,750 per month • 81 Acute Care locations • 800 Ambulatory locations • 100,000 users
List of Subcontractors and their duties	N/A

Engagement 3 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	2011
End Date	2016 (renewal in progress until 2021)
Name of Client	Mount Sinai Health System
Nature of Client's business	Healthcare
Description of services Provided	Dell provides a Technical Service Desk (TSD), Clinical Service Desk (CSD), and a support desk for patients that need assistance with access and use of an online patient portal. Dell provides local service managers and the ticketing system to track and report on the status of the tickets
Number and type of staff involved	11 Technical service Desk agents, 8 Clinical Service Desk Agents, 3 service managers, and 1 Clinical Service Desk Liaison
Engagement results and benefits delivered to the client	Provided FCR of 90% to the clinical service desk resulting in reduction in support calls to the Level 2 customer support team
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	40,000 employees from seven hospitals and 45 ambulatory locations throughout the five borough of New York City.
List of Subcontractors and their duties	N/A

End-User Break/Fix Support Services Experience

Engagement 1 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	7/2009
End Date	7/2017
Name of Client	State of Georgia, Georgia Technology Authority Agency
Nature of Client's business	State Government/Public Sector
Description of services Provided	Full suite of managed services: full suite of asset life cycle management, including refresh, imaging, tagging end-user computing, Level 2.0 service desk; multi-vendor field tech support services; integration with Multiple Services Integrator (MSI) third-party service desk; desktop engineering services, device distribution, equipment depot management; special projects, including staff augmentation for UNIX and Linux server build and provision; data encryption for end-user computing; and print management services
Number and type of staff involved	Total number of staff—100. Type of staff includes program management office, project management, service desk, asset services, legal and contract teams, field tech support services, end-user computing consultants, application consultants, engineers, and depot inventory management
Engagement results and benefits delivered to the client	Improved IT security, reduced operational and capital IT expenses, standardization, opportunities for innovation, technology refresh to ensure current and compliant end-user computing platforms, and improved end-user computing experience
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	8 years with two 1-year options. 22 state of Georgia agencies. 40,000 EUC devices across approximately 1,500 sites within the state of Georgia
List of Subcontractors and their duties	Apex Systems, staff augmentation for multi-vendor field tech support services and UNIX

Engagement 2 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	1/2007
End Date	Through present
Name of Client	American International Group (AIG)
Nature of Client's business	Insurance
Description of services Provided	Field services, asset management, client engineering, and service management

Engagement 2 Description	
Number and type of staff involved	260 team members total—dedicated global account manager with services, engineering, PMO and support team, regional account managers, 40+ individuals managing pricing, support, and logistics through local contacts at the country level
Engagement results and benefits delivered to the client	Improved service and cost options to align with business needs, reduction in operational risk with implementation of sound support frameworks across service desk, field services, and desktop; improved ability to scale rapidly to meet changing market demands
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	8+ years account duration. 26,000 users across 102 sites in the continental U.S.
List of Subcontractors and their duties	To be released upon award of bid. Duties of subcontractors include remote/dispatch support for the delivery of service.

Engagement 3 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	4/2008
End Date	12/31/2015 (awaiting another 6-month extension from customer)
Name of Client	City of Philadelphia
Nature of Client's business	State and local government, serving the citizens of Philadelphia
Description of services Provided	Out-of-warranty PC/printer/laptop/peripheral/server repair services (monthly maintenance contracts with departments); T&M hourly repair services; COTS phone support; and staff augmentation
Number and type of staff involved	Dell CE/CDE and partner resources
Engagement results and benefits delivered to the client	Contract available to allow departments to maintain out-of-warranty equipment. As needed, SME staffing resources to advance customer projects
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	The City of Philadelphia is the 5th largest city in the country. Workforce of 24,000 union and non-union employees. Dell services are delivered to 58 departments within the city limits.
List of Subcontractors and their duties	Penn Data Networks—maintained the monthly break/fix support contract duties; PCN—staff augmentation resources; Vitalyst—COTS phone support

Public Sector Services Experience

Engagement 1 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	7/2009
End Date	7/2017
Name of Client	State of Georgia
Nature of Client's business	State Government/Public Sector
Description of services Provided	Full suite of managed services: full suite of asset life cycle management, including refresh, imaging, tagging end-user computing, Level 2.0 service desk; multi-vendor field tech support services; integration with Multiple Services Integrator (MSI) third-party service desk; desktop engineering services, device distribution, equipment depot management; special projects, including staff augmentation for UNIX and Linux server build and provision; data encryption for end-user computing; and print management services
Number and type of staff involved	Total number of staff—100. Type of staff includes program management office, project management, service desk, asset services, legal and contract teams, field tech support services, end-user computing consultants, application consultants, engineers, and depot inventory management
Engagement results and benefits delivered to the client	Improved IT security, reduced operational and capital IT expenses, standardization, opportunities for innovation, technology refresh to ensure current and compliant end-user computing platforms, and improved end-user computing experience
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	8 years with two 1-year options. 22 state of Georgia agencies. 40,000 EUC devices across approximately 1,500 sites within the state of Georgia
List of Subcontractors and their duties	Apex Systems, staff augmentation for multi-vendor field tech support services and UNIX

Engagement 2 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	7/2009
End Date	6/2016
Name of Client	New York City Department of Education
Nature of Client's business	Public Education
Description of services Provided	In-warranty and out-of-warranty hardware break/fix, hardware installation and integration, asset tracking, project management, and staff augmentation. End User Devices including desktop and laptop computers running Microsoft Windows, Apple OSX, Google Chrome, servers running Microsoft Windows, and printers (networked and standalone). A wide variety of technologies are employed in this environment, including Apple, Dell, HP, and Lenovo desktop and laptop computers, Lexmark printers (networked and standalone), Acer Chromebooks, Microsoft Windows 7.0, Microsoft Office 2013.

Engagement 2 Description	
Number and type of staff involved	2 Dell FTEs and partner resources
Engagement results and benefits delivered to the client	Long-standing relationship with customer, as well as a strong knowledge of NYS ITS environment
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	Major public school system with 1,700 schools educating 1.1 million students from Pre-K through Grade 12.
List of Subcontractors and their duties	• Keypunch Computer Temporaries D/B/A Key Systems: third-party hardware (in-warranty and out-of-warranty) repair • Interface Computer Communications (ICC): New equipment warehousing, delivery, and installation/integration • CEVA and Avnet: Asset recovery services (CEVA does picks while Avnet is one of Dell's environmental/recycling partners • Customer Computer Specialists: Short-term project (through June 2016) providing break/fix services for school security/surveillance cameras

Engagement 3 Description	
Engagement Conducted By (Bidder/Subcontractor Company Name)	Dell
Start Date	4/2008
End Date	12/31/2015 (awaiting another 6-month extension from customer)
Name of Client	City of Philadelphia
Nature of Client's business	State and local government, serving the citizens of Philadelphia
Description of services Provided	Out-of-warranty PC/printer/laptop/peripheral/server repair services (monthly maintenance contracts with departments); T&M hourly repair services; COTS phone support; and staff augmentation
Number and type of staff involved	Dell CE/CDE and partner resources
Engagement results and benefits delivered to the client	Contract available to allow departments to maintain out-of-warranty equipment. As needed, SME staffing resources to advance customer projects
Engagement budget	To be released upon award of bid
Size and complexity of engagement, including the number of sites and users within the Continental US	The City of Philadelphia is the 5th largest city in the country. Workforce of 24,000 union and non-union employees. Dell services are delivered to 58 departments within the city limits.
List of Subcontractors and their duties	Penn Data Networks—maintained the monthly break/fix support contract duties; PCN—staff augmentation resources; Vitalyst—COTS phone support

If sub-contractors are part of the Bidder's Proposal, prior engagement descriptions may include engagements conducted by the subcontractor(s). The description of Bidder's prior experience shall include information about its history working with the proposed subcontractors (e.g., nature of

relationship, number of engagements worked together, duration of engagements, budget of engagement, percent split between firms).

History of Working with Proposed Subcontractor

Number of Engagements Worked Together: 2

Engagement 1: Describe Nature of Relationship	Start Date	End Date	Engagement Budget	Percent Budget Split between Firms
ASI is a Premier Authorized Service Provider (PASP) for Dell. ASI has serviced approximately 68,000 Dell tickets since becoming a PASP.	2005	Current	N/A	

Engagement 2: Describe Nature of Relationship	Start Date	End Date	Engagement Budget	Percent Budget Split between Firms
ASI and Dell have a support contract with NYC Dept. of Education. Support of over 700,000 core devices. Services include break/fix dispatch services, delivery and installations of core devices. Core devices include desktops, laptops, printers, and servers.	2009	Current	N/A	

PART 3: ENGAGEMENT APPROACH

Service Desk Support

Limit response to 10 pages

Approach to Meeting Requirements

Describe your approach to meeting Service Desk Support requirements (specified in Section 2.1) including but not limited to:

- *Key Service Elements*
- *Key Administrative Requirements*
- *Key Performance and Service Improvement Requirements*
- *Applications and Supported Services*
- *a description of your protocol for identification of problems and issues related to the delivery of services. This protocol should include designated contacts, resolution intervals, and levels of management to be utilized to correct and resolve such matters.*
- *a description of how requests received from VIP accounts will be handled.*

3.1 Service Desk Support

Gartner consistently recognizes Dell as a Magic Quadrant "leader" in service desk support and end-user outsourcing. We have implemented service desk best practices developed during years of experience in providing service desk services to customers around the world. The following are details on the proposed service desk solution.

3.1.1 Key Service Elements

The key service elements for which Dell will configure the NYS ITS service desk are as follows:

- Provide a Level 1 ITIL-compliant service desk as the single point of contact for NYS ITS end users and citizens.
- Resolve, escalate, and manage issues for end users and citizens and provide and services 24x7x365.
- Provide service desk support in the English language and translation services for the Top 6 non-English speaker languages subject to Executive Order 26, as given in Appendix T of the RFP.
- Provide end users and citizens the ability to contact the service desk by toll-free telephone, online chat, email, or through a submission in the online support portal. NYS ITS will provide the chat, email, and online portal functionality, along with the NYS ITSM tool.
- Record and document all information related to all interactions with the service desk in the NYS ITSM tool.
- Record and redirect out-of-scope incidents and service requests to appropriate NYS ITS support groups.
- Provide initial incident determination, record, log all issues, assign severity level, attempt resolution on first contact, and escalate to the appropriate resolver group, if required.
- Enhance user satisfaction and experience.
- Maximize first call resolution by utilizing knowledge base and remote control tools.
- Verify workstation connectivity and escalate if the incident is not first contact resolvable.
- Track and record incidents and service requests until closure.
- Train all service desk agents in customer service skills and NYS ITS-specific processes and procedures.

- Define clear and consistent escalation procedures.
- Continuously collaborate with NYS ITS to enhance the knowledge base and procedures manual.
- Provide password request support to end users and citizens and collaborate with increased adoption of password reset tool.
- Survey NYS ITS to ensure quality and satisfaction.
- Provide standard reports to keep NYS ITS well informed.
- Collect and report on call and request statistics.
- Provide initial incident determination and Level 1 support incident resolution for end-user devices including desktop, laptop, mobile, phones, and video conferencing devices, business applications identified by NYS ITS, third-party applications (COTS products such as Microsoft Office Suite, Cisco collaboration tools, Adobe, and so on), and basic support for network connectivity including wireless, where available, as directed by NYS ITS knowledge articles.
- Provide Level 1 support for both iPhone and Android devices
- Mobile devices will be supported in the following manner:
    - Mobile device connection to the Mobile Device Management software and the NYS Appstore
    - Connectivity to email and other collaboration tools from mobile devices
- How To documentation / knowledgebase articles for native email, calendar, O365, Cisco collaboration suite, virtual desktop and other applications
- Remote device password reset and device disablement for lost / stolen devices
- Provide remote support using NYS provided tools.
- NYS ITS to enable remote support to all End Users' devices across the Enterprise using standard tools like SCCM, VDI, and RDP.
- Additionally, service desks will use other tools for enterprise management of endpoint devices, including SCCM for desktops, and MDM for mobile devices

3.1.2 Key Administrative Elements

Dell will provide and maintain a record of recommended service desk operations and administration procedures in the form of a Standard Operating Procedures (SOP) document. Dell will collaborate to review and revise this document on a regular basis or as required with NYS ITS approvers. The remote device and software management procedures will also be maintained and made available for review and approval by NYS ITS. Dell will also maintain the standard scripts for answering calls and the processes to handle tickets via other media. These scripts will be updated as per requirements from time to time with NYS ITS review and approval.

All the contract deliverables and milestones will be agreed and submitted on the delivery acceptance form.

3.1.3 Locations

Dell will perform services to NYS ITS from two locations in the U.S.:

Delivery Location	Language Supported	Support Coverage
U.S.—Nashville, TN	English	24x7x365
U.S.—Oklahoma City, OK	English	24x7x365

3.1.4 ITIL Service Delivery Framework—Service Desk Support

The Dell service desk is based on the IT Infrastructure Library (ITIL) service delivery framework, which uses proven methodologies to support delivery of services to complex business environments. The service desk will be supported by NYS's ServiceNow IT Service Management (NYS ITSM) tool. The NYS

ITSM tool will establish workflows and rules based upon industry-leading escalation and notification practices. The Dell service desk will work with NYS ITS to establish the appropriate workflows. All service desk agents will be thoroughly trained in the NYS ITS service management processes and procedures, with a strong focus given to providing high first-call resolution.

The following graphic depicts the service desk workflow and the rules designed that need to be built into the NYS ITSM tool based upon the ITIL best practice framework. Incidents that cannot be resolved during the initial call will be escalated to the appropriate teams, as directed by NYS ITS, for assistance with incident and service request resolution and fulfillment. Escalation procedures will be reviewed periodically and made available in an electronic format, whenever modified, and incidents are documented in the NYS ITSM problem and service ticketing system. The following is a model of the service desk workflow:

The end users and citizens will be able to contact the service desk via a toll-free number, chat, email, or self-service portal. System-generated alerts will automatically create tickets, if required, or the monitoring team in the service desk will raise tickets as per NYS ITS-approved processes. The service desk will also provide an automated call-back system where the customer can choose to have the agent call back within an appropriate timeframe depending upon end-user availability. Dell has factored for follow-ups and call-backs (including those for existing tickets) not to exceed 10 percent of the interaction volume.

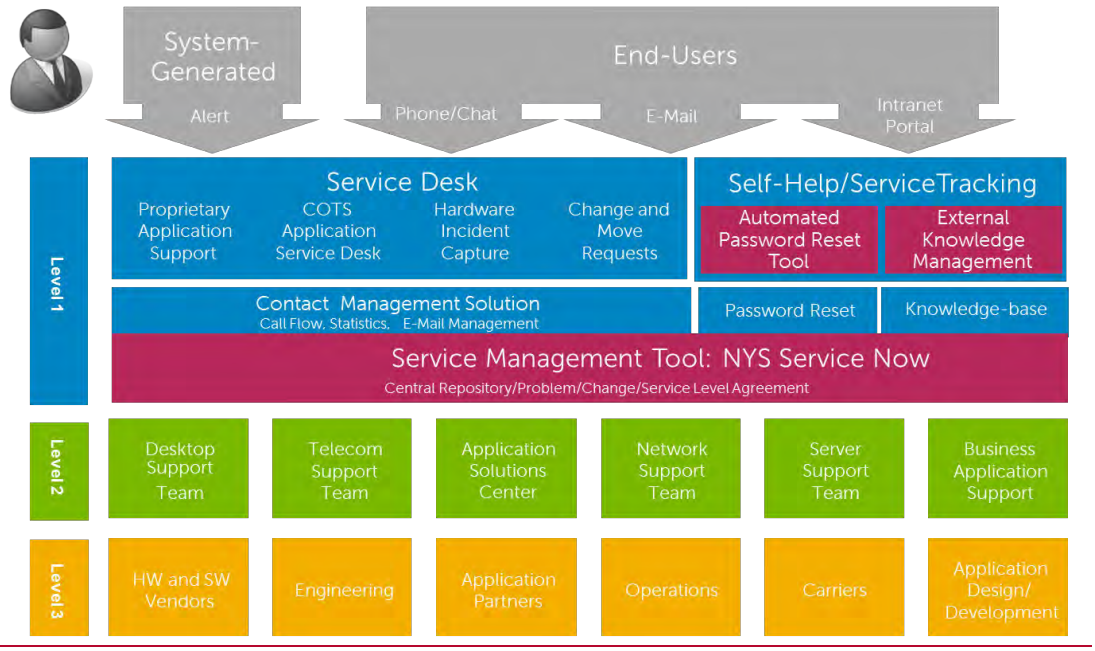

Figure 2: Service Desk Workflow

The Dell service desk using the NYS ITSM tool will document and track all incidents from initiation to resolution in order to provide knowledge management, learning, and continued service improvement. The ticket data provided by the service desk and other support teams supports an aggressive problem identification process to eliminate recurring problems. Daily assessments help supplement continuous service improvement by identifying developing trends and proactively responding to any recurring system changes to support optimal service function.

3.1.5 VIP Support

Dell will be the main point of contact for NYS ITS VIP end users (enhanced support and premium users/executives). Dell will utilize an intelligent routing mechanism to identify the best suited agent to resolve (key issue type/users) and route the call accordingly using skill-based routing.

Dell acknowledges the need to provide for the immediate needs of the NYS VIP team, and, as such, our agents will be trained to ensure the highest level of support and quality. Dell agents will communicate with NYS VIPs in a professional manner and will speak clearly. Once the Dell agent understands the issue that the VIP is experiencing, the agent will always try to solve the issue remotely, and, if unsuccessful, the agent will always let the VIP know what the next steps are toward resolution of their incident or request.

The following are examples the way that Dell proposes NYS ITS service desk handles VIP support:

- Designated agents will provide executive support.
- All VIPs records are marked as such in the ticketing tool.
- On the paging notification, agents will mark the beginning with VIP (this allows the tech receiving the page to immediately see a hot ticket).
- Agents can have a cut-off time with the VIP on the line (set time by both parties).
- Agents can dispatch immediately to field services once all of the information is gathered.

3.1.6 Service Desk Telephony Services

Agents located at Dell service desk locations will use the BT Cloud Contact platform.

BT Cloud Contact is a fully hosted contact center solution. The solution has been resiliently designed in such a way that core functionality will continue with minimal interruption to service even in the event of a complete server failure. BT Cloud Contact allows Dell service desk agents to log in to the contact center interface and begin taking calls, regardless of their location, including home, if necessary.

3.1.6.1 BT Cloud Contact Incoming Voice Treatment and Architecture

The following graphic shows how the incoming calls from BT Inbound Contact are routed from the switches through Cisco gateways over the BT global voice network to the Voice over IP Connection Servers (VCS). The Cisco gateways convert the PSTN calls into IP sessions.

The current solution includes Toll-Free Number (TFN) for NYS ITS to route the user calls to Dell voice systems.

The VCS load-balanced servers provide Interactive Voice Response (IVR) functionality. The ACD function is provided by the back-end servers. After the appropriate agent has been allocated at the Dell-defined locations, the system will set up a PSTN call (via VoicePort) or a VoIP call (via MPLS). All of the BT Cloud Contact equipment is housed within BT global data centers, in this case, at New York BT data centers:

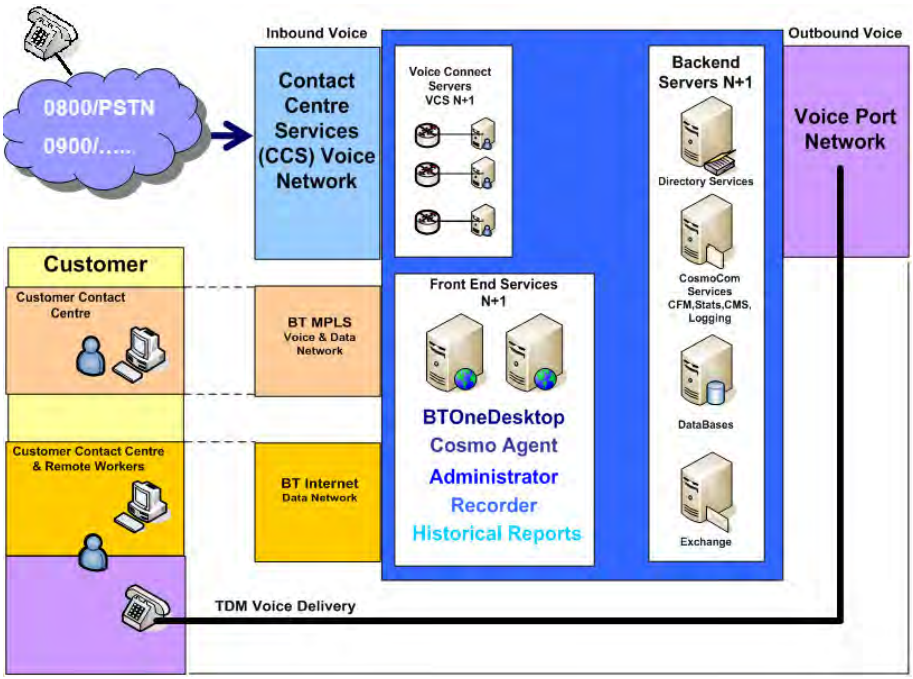

Figure 3: Call Routing

Hosted within BT's data centers, BT Cloud Contact is a collection of integrated communication technologies and enterprise applications based on a highly resilient platform and network architecture.

Agents have a standard set of BT features such as BT desktop (thin client), which includes CTI and softphone functionality:

- Outbound dialing
- Supervisor conference, blind, and consultative
- Scheduled call-back
- Multiple languages

3.1.6.2 Call-Back Options

- Call-back request (scheduled and immediate)—During the call, the agent can schedule a call-back. Call-back can be linked to a case. Date, time, account details, and queue need to be selected.
- Reschedule call-back when offered (number is configurable).
- Click to call back
- New call-back—Allows agent to capture details of a contact and set up a reminder to make a call-back at a pre-determined time in the future.

3.1.6.3 Announcements

- Standard functionality in BT Cloud Contact; can be customized to suit NYS ITS requirements
- IVR content recorded in a professional studio environment; customer-specific IVR announcements can be downloaded onto the platform

3.1.6.4 Real-Time Reporting

There are five view categories provided by real-time reports:

- Call center
- Queues

- Groups
- Agents
- Campaigns

They present the contact centers' activity supervision at a specific point in time. Type and number of reports can be defined during negotiation and confirmed during transition. Report details can be provided upon request.

3.1.7 BT Cloud Contact Voice Security

BT Cloud Contact was designed to address not only the call center functional requirements, but also address the security needs of the users.

BT Cloud Contact consistently supports Microsoft's security model and also consistently enforces an additional service-based security layer necessary for a multi-tenant call center. This consistency demonstrates that security considerations are integral to the design of BT Cloud Contact.

The various security policies covered in the BT security program are listed here:

- Physical security
- Customer data
- Staff security
- Application-level security
  - Operational security
  - Antivirus
  - Patch management
  - Monitoring and auditing
  - Intrusion detection
  - Vulnerability assessment
  - Disaster recovery and business continuity
  - Platform housekeeping

- Security standards
  - ISO27002
  - PCI DSS

The security features include:

- Agent communication is encrypted for Windows XP and Windows 7-based agents.
- All back-end servers run as Windows services.
- All applications use Windows-integrated authentication to secure the call center and individual tenant information and resources.
- None of BT Cloud Contact applications are responsible for authenticating system passwords; all are handled through Active Directory using security groups and users.

3.1.8 Alert Monitoring

The Dell alert monitoring team will utilize NYS ITS tools to support the monitoring function of devices, components, and applications (elements) that NYS ITS consider being of critical importance to them on a 24x7x365 basis.

Dell will adhere to ITIL event management processes to provide these monitoring services with NYS ITS tools. We have proposed dedicated FTEs for the in-scope activity defined under alert monitoring. By detecting and identifying the events on the monitored elements and registering them on a single artifact (event consolidation), Dell resources will be capable of recognizing the appropriate action to take: disregard duplicated or expected events—known as event filtering/suppression, or recognize the significance of the event as a warning or exception that triggers the creation of a ticket by using NYS ITSM tools, which subsequently alerts the appropriate IT team to promptly reach to such condition:

- If the alert was triggered for a repeated event, it will be disregarded. (An already-known issue that has an incident ticket in progress in NYS ITSM tool will not generate an additional ticket.)
- If the alert has surfaced during a scheduled and authorized change period, it will be disregarded. (Events detected by active monitoring during an expected downtime recorded on a change ticket will not generate an incident ticket.)
- If none of the above conditions are met, then the event should create an incident ticket on the NYS ITSM tool.

As part of our offering, Dell alert monitoring can monitor devices hosted on NYS ITS data centers and offices (customer or third party) provided that appropriate firewall rules are configured and required accessibility and bandwidth are in place.

3.1.8.1 Reporting

The data provided by the Dell alert monitoring team is captured and included in reports generated by reporting services provided by the NYS ITS mentioned tools, which are viewed through a web-based information portal or electronically delivered.

3.1.8.2 Methodology

The Dell alert monitoring team will monitor the Application Availability and Response Time Monitoring (ARTM) using a synthetic transaction solution by which NYS ITS administrators set the thresholds in the enterprise.

3.1.9 Continuous Improvement and Innovation

Our solution in steady state will have a dedicated team called Chief Technology Office (CTO), which will have resources for the following:

- Continuous improvement
- Quality management

- Automation
- Innovation

These resources will work with the local delivery centers managers to review day-to-day operations, changes, and technologies used to manage the Dell operations for NYS ITS. The regional managers continually communicate with the CTO office regarding day-to-day issues and work together to ensure that all productivity targets are met and all new technological improvements/innovation are driven for improvement of user experience and customer satisfaction.

Annually, during account reviews, the innovation manager, along with the team, will have a Key Result Area (KRA) to provide two innovation solutions that will drive operational improvement.

Dell uses continual improvement plans within our delivery model, depicted in the following graphic, which are aimed at innovation and automation:

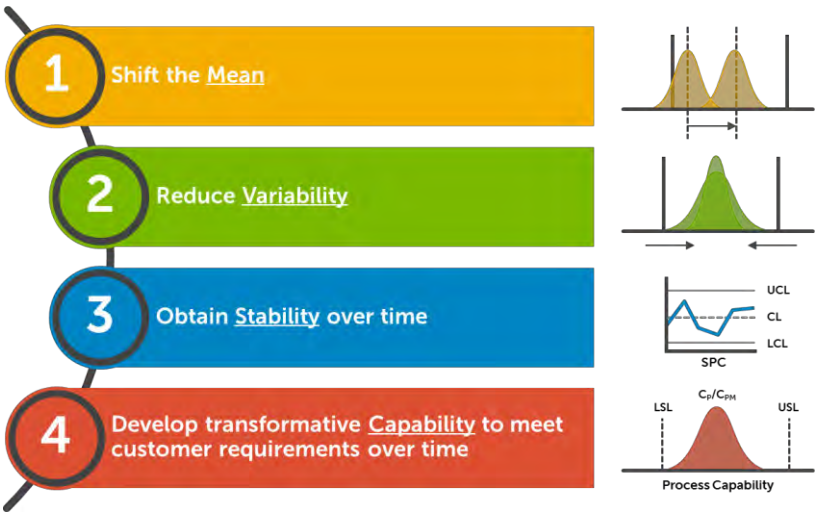

Figure 4: Continual Improvement

We bring best practices from our experiences with other customers. We will ensure personalization within a standard framework throughout the deployment of these transformative ideas with NYS ITS. This brings the maximum adoption and benefit of our approach, which is depicted in the following graphic:

Figure 5: Best Practice Framework Personalized to NYS ITS's Business Needs

Other operational aspects of continual improvement manifest themselves in several ways:

- **Customer Satisfaction Surveys**: To align continual improvement to the NYS ITS end users, Dell will continue to work with NYS ITS and initiate customer satisfaction surveys to provide feedback as to how the service desk is performing. Surveys will be distributed to the callers automatically via the process currently used with NYS ITS to ensure a consistent feedback system. Dell's CTO office will work extensively with NYS ITS to ensure the survey's reports are completed by as many users and is relevant to drive necessary insights on customer satisfaction. Dell will leverage CSAT feedback to drive continuous service improvement, maximize quality, and minimize dissatisfaction.
- **Dedicated Trainers**: Another continual improvement strategy that Dell employs involves a team of trainers dedicated to the daily operations of the service desk. These trainers are initially involved in the transition portion of a new service desk. They will work to obtain any current training material and knowledge articles currently being used, as well as work to develop new training material required to support NYS ITS end users. In addition, the trainers provide documentation and training to the service desk staff for any new support requirements that may be requested by NYS ITS in the future as per change management.

3.1.9.1 Self-Healing/Self-Help

Dell has included self-healing and self-help as a transformative solution as part of the service desk services designed specifically for NYS ITS. Self-healing solution proposed will have a capability to detect issues and perform resolution before the user realizes the impact. Dell has included Aptean as the solution/tool that would be utilized to implement the self-healing and self-help capabilities.

Dell envisions this solution to be deployed in a profile-centric manner for maximum benefit. We realize that there are common issues and profile-specific issues, and there is a need to differentiate solutions based upon user and business needs.

Based upon our analysis of the NYS ITS environment we have factored an 8- to 10-percent reduction in incidents due to self-healing. This solution leads to the following direct benefits:

- Direct impact on cost reduction
- Higher user productivity
- Higher customer satisfaction

Approach to Meeting Service Levels

Describe your approach to meeting Service Desk service level requirements (specified in Section 3) including but not limited to:

- *a description of your reporting capabilities*
- *how you will meet or exceed the minimum SLR including detailed descriptions of how the service element is measured*

3.1.10 SLO/SLA Monitoring and Reporting

Dell will adhere to SLAs defined by NYS ITS, and regular daily, weekly, monthly, and quarterly standard reports can be generated to report performance and workload of the service desk. These reports are used to monitor service-level compliance and evaluate the service desk's performance against our pre-defined service levels and performance metrics:

Reporting	
Service Desk Reports	• Daily ticket summary by severity level—in/out of SLO • Number and percentage of tickets by location and group • Weekly and monthly reports summarizing all tickets entered into the tool during the previous month, categorized by type, business unit, and severity level • Weekly and monthly reports containing all raw data collected related to calls/emails, incidents, and tickets • Weekly and monthly reports on ability to meet SLOs • Daily, weekly, and monthly reports on efficiency handling phone ACD, email, and web requests • Customer satisfaction summary reports • Weekly and monthly analyses on points of contact to the service desk: — Web percentage (%) — Email percentage (%) — Phone percentage (%) • Quarterly report identifying all recurring incidents and actions taken by Dell to address such recurring incidents • Other reports, as may be reasonably requested by the customer • Weekly trends and analysis
SLO Reports	Service management • SLOs • Problem management recommendations/findings • Project status • Operational • Forward change schedule • Aging reports • Daily critical and high incident priorities (Severity 1 and Severity 2) • Key Performance Indicators (KPIs) Incident management • Resolved, resolved within target, and average time to resolve • Average time to acknowledge Request management • Completed, resolved within target, and average time to resolve • Average time to acknowledge Problem management • Initiated, completed, and accepted Change management • Attempted and successful/unsuccessful • Lead time met • Standard, urgent, and emergency

Dell measures and reports satisfaction at different levels and frequencies, but can easily accommodate daily, weekly, and monthly reports, as a standard. Rather than prescribing this frequency, we would like to work with NYS ITS to determine which reports, for which audiences, and at which frequencies would best align to your needs for making IT-related business decisions.

Dell's customer experience program is designed to drive customer loyalty by establishing a customer-centric culture that fosters a passion for exceptional service quality and a relentless focus on continuous improvement. Customer experience is a key to differentiating our services and solutions from the rest of the industry, driving re-purchase, purchase of additional products and services, and a stronger referral base. Our passion for quality service and our focus on continuous improvement provide a Dell customer experience that drives loyalty, profitability, and shareholder value.

There are three key components to Dell customer experience program:

- **Net Promoter Score (NPS)** is the primary mechanism to measure customer loyalty and drive continuous improvement plans at various levels of our company—by account, standard service offering, business segment, and line of business for Dell overall.
- **Event Satisfaction Surveys (ESATs)** measure customer satisfaction with a specific event, for example, a service desk incident.
- **Continuous Quality Improvement (CQI)** is a process used in selected circumstances to supplement NPS, capturing feedback from customers or locations that are not included in NPS and driving action plans to address their issues/concerns.

Collectively, these processes provide a broad range of tools to drive continuous improvement and improve your customer's experience with Dell.

Net Promoter Score (NPS)

The NPS process is conducted by Dell on a recurring basis and revolves around a survey of customers that asks the question "How likely are you to recommend Dell to a friend or colleague?" on a scale of 0-10. Customers also have the opportunity to explain their rating, identify areas where Dell needs to improve, and rate their satisfaction with different Dell processes such as sales, support, service, or account management. Every Dell account is scheduled to be surveyed twice each year, unless exempted by contract or segment leader request, and no customer contact can be surveyed in two consecutive quarters.

Feedback from customers is used to determine an NPS score and initiate a "closed loop corrective action" process to ensure timely follow-up with customers and the development of action plans to address their issues and concerns.

Event Satisfaction Survey (ESAT)

There are two types of ESAT:

- **Random:** Service management issues an electronic survey at random intervals to customers who call the service desk. The survey format and interval (for example, every fourth call) is sometimes defined in the contract or otherwise defaults to the Dell standard interval. Customers indicate their level of satisfaction with how their incident or call was resolved and can also provide comments to elaborate on their experience.
- **Project End:** The PMO and some consulting teams issue a customer satisfaction survey during the closing stages of an engagement to capture feedback on how effectively the engagement was conducted, whether the customer's business needs were met, and what areas need improvement.

Results from both surveys are used to identify service delivery issues and trends, leading to continuous improvement action plans.

Sample Reports (not included in page limit)

- *Include sample reports for the Service Desk Support service measures specified in this RFP.*
- *Include sample reports from other recent engagements that reflect your performance for similar Service Desk Support service level requirements.*

3.1.11 Service Desk Sample reports

The attached example reports (Attachment B) in the following file are from Dell customers with a similar scope to the requirements of this RFP. Dell will work with you during the transition phase to develop reports that meet you unique business needs (content, frequency, format, and audience):

Dell sample reporting.zip

End User Break/Fix Support

Limit response to 10 pages

Approach to Meeting Requirements

Describe your approach to meeting End User Break/fix Support requirements (specified in Section 2.2) including but not limited to:

- *Key Service Elements*
- *Key Administrative Requirements*
- *Service Site Requirements*
- *End User Equipment Requirements*

The End User Break/fix Support approach shall also include narrative describing:

- *the protocol for identification of concerns related to the delivery of services. This protocol should include designated contacts, resolution intervals, and levels of management to be utilized to correct and resolve such matters.*
- *how requests received from VIP accounts will be handled.*
- *plans for how staff will be dispatched to Emergency sites*

3.2 Dell End-User Break/Fix Services (Field Services)

Dell End User Services (EUS) delivers to our customers incident and request services that are industry-leading, cost-effective, and tailored to their end users and environment.

Our customers witness our genuine commitment to service as we deliver the following:

- End users and business unit stakeholders consistently rate Dell EUS service as meeting or exceeding their needs.
- End-user asset uptime is maximized through the reduction of incidents, improved time-to-fix, and single technician visits to fix multiple devices from multiple vendors.
- Consistency and standardization are achieved on an enterprise basis.
- Overarching control and choice reside with our clients, while benefiting from Dell's managed client best practices and experience.
- Optimal total cost of service with committed innovation further reduces costs throughout the contract.

Overview of Dell Program Field Services

- Supports approximately 2.5 million assets
- Supports corporate customers in various industries (education, financial services, health care, insurance, manufacturing, services, and state/local government)
- Successfully resolves nearly 3 million events per year

- Averages 97-percent break/fix restore and 93-percent customer satisfaction SLAs
- Has ITIL-trained management team that effectively manages a geographical distributed team

Why Use Dell for Your Field Services Needs

- Costs are competitive and are based on your requirements and environment.
- Dell program field services allow your IT staff to work on efforts to improve/increase your business revenue while we maintain your end-user environment.
- With the certainty of using a highly trained workforce, our technicians are trained, mentored, and managed to provide a superior NYS ITS experience.
- We are capable of delivering to unique NYS ITS-specific SLAs and creating custom invoices.
- We have a scalable support model for changing needs.
- We maintain simplified support processes, streamlined vendor management, consistent high-quality service, and highly competitive support costs.

3.2.1 Existing Environment Overview

From an overall distribution based on device type, the NYS ITS environment is as follows:

End-User Devices	Unit Type	Count
PCs	Device	137,500
Thin Clients	Device	12,500

Throughout the duration of the engagement, it is expected/assumed that the overall device type will evolve as follows:

End-User Devices	Y1	Y2	Y3	Y4	Y5
PCs	137,500	123,750	110,000	110,000	110,000
Thin Clients	12,500	26,250	40,000	40,000	40,000

Solution Baseline

Based on Dell's previous experience, similar environments, and assumptions, NYS ITS considers following incident count for hardware break/fix of PCs and thin clients:

Yearly Tickets	Y1	Y2	Y3	Y4	Y5
PC Break-Fix Fail Rate	11%	11%	11%	11%	11%
Thin Client Break/Fix Fail Rate	4%	4%	4%	4%	4%
PC Hardware Break/Fix Tickets	15,125	13,613	12100	12,100	12,100
Thin Clients Break/Fix Tickets	500	1,050	1,600	1,600	1,600
Total Tickets Per Year	**15,625**	**14,663**	**13,700**	**13,700**	**13,700**
Total Tickets Per Month	**1,302**	**1,222**	**1,142**	**1,142**	**1,142**

Based upon the data set analysis, we could map the 70 percent of users (ports) to 30 percent of sites. Based upon analyzing the distribution of users in priority vs standard sites, we could estimate that 72 percent of the users (ports) are at priority sites and 28 percent are at standard sites based upon the user-to-site mapping that we could do

3.2.2 Dell Field Services Solution Approach

Dell's solution for workflow is based upon the principle of leveraging the best combination of centralized/remote support and onsite field support. All tickets for remote sites will come into the centralized remote dispatch/coordination back office. This will enable centralized flow of all the tickets to a common team, thereby, increasing cost optimization and enabling faster acknowledgement and dispatch to the relevant teams. This team will also serve as a central coordination team working and coordinating with Dell partners, tracking the queues, and following up closely to ensure that acknowledgement SLAs are met.

The remote dispatch/coordination desk function quickly analyzes incidents to decide if remote remediation is feasible before passing the issue on to be fixed onsite.

The following graphic shows the solution approach proposed for NYS ITS:

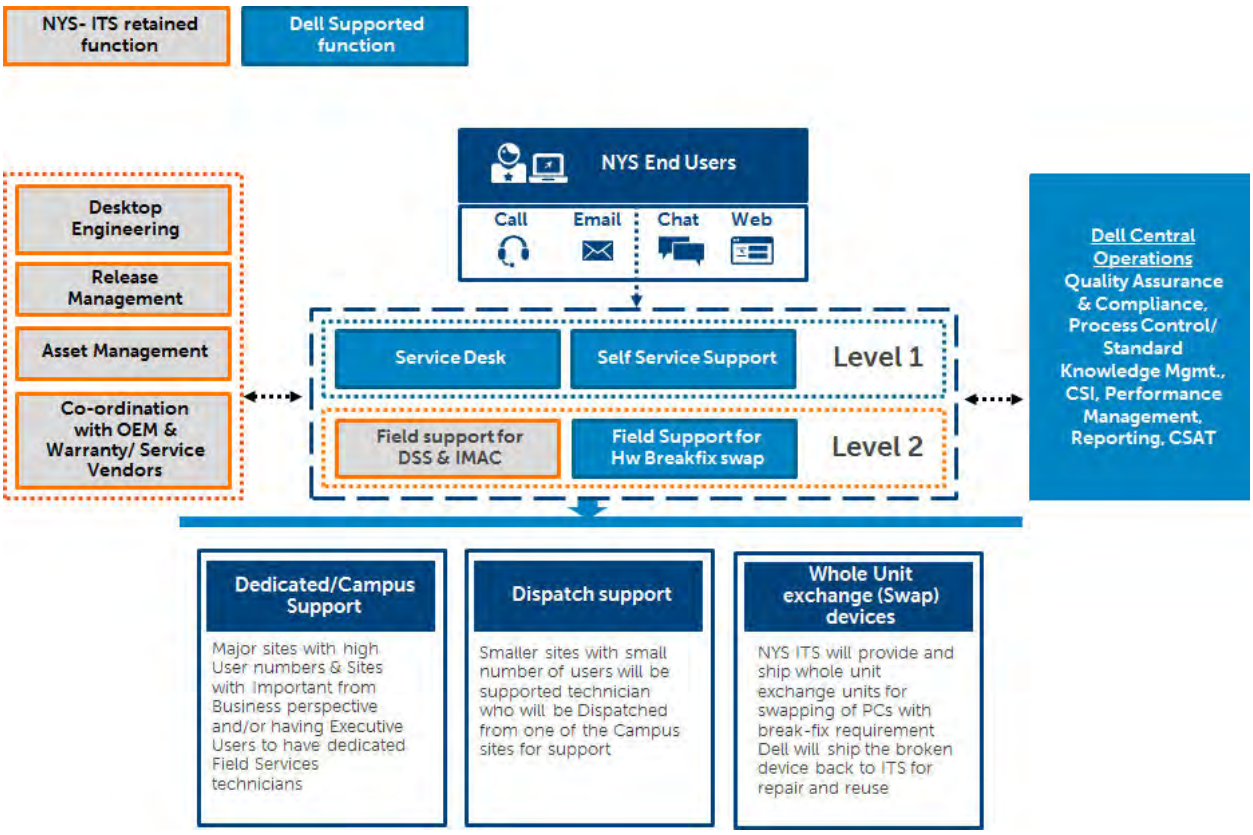

Figure 6: Field Support—Solution Approach

The following graphic displays the operational workflow that will be put in place in support of the customer's end-user environment:

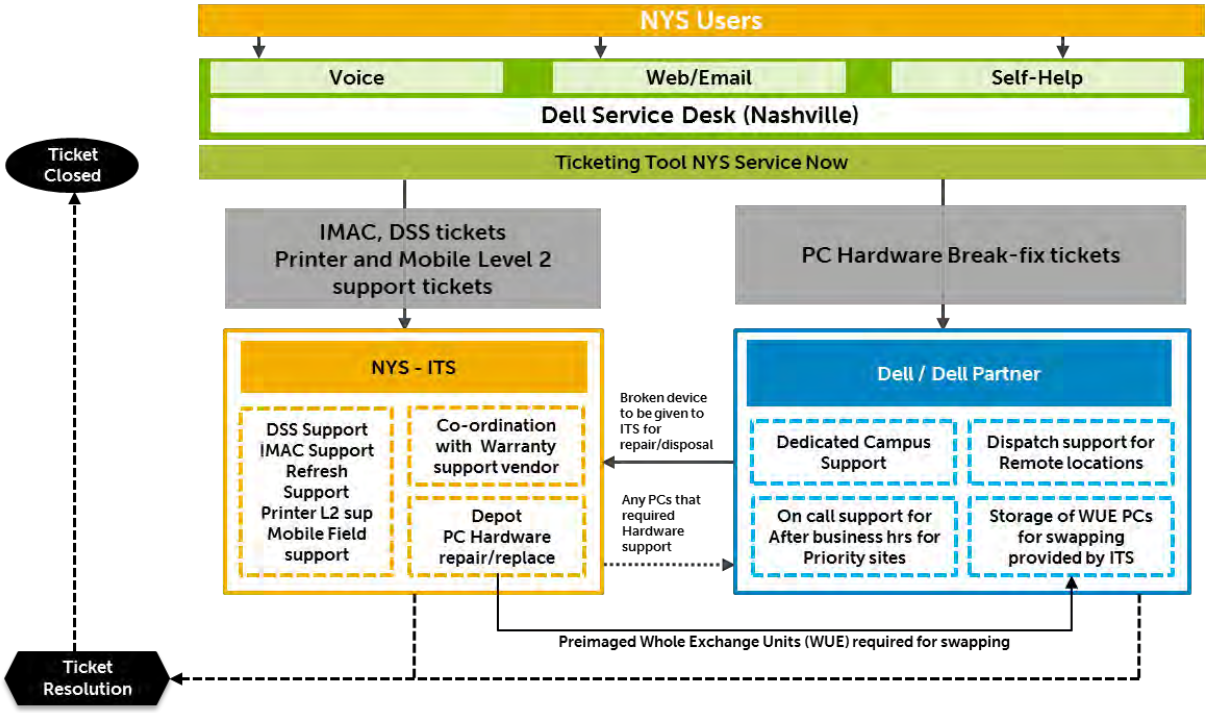

Figure 7: Operational Workflow

3.2.3 Support Model

Dell's approach is to use big campus locations as the sub-regional hub for field support engineers/dispatch engineers. All field support tickets will be sent by the Dell service desk to the field support queue, where they will be managed by regionally located workflow coordinators who track these tickets in real time to ensure that SLAs are being met. The large campus locations will act as a hub, and smaller sites around the campus will be supported by the technician travelling from the hub or a technician travelling from the pool of our leveraged technicians to a smaller site.

We have determined the following grouping of sites as per region based upon the site addresses and user (port) details that NYS ITS has provided:

Note: We could not map all the locations as the site addresses and user per site (port) details were in different PDF files.

LN	Cities	Sites	Region
1	Albany/ Colonie/ Gloversvile/ Windham/ Troy/ Rensseler/ Amsterdam/ Rotterdam/ Schenectady/ Ballston/ Cobleskill/ Kinderhook/ Hudson/ Glens Falls/ Queensbury/ Delmar	97	A
2	Poughkeepsie/ Fishkill/ Middletown/ New Windsor/ Newburgh/ Haverstraw/ Orangetown/ Ramapo/ Monticello/ Kingston/ Highland/ Ulster/ Peekskill	36	P
3	Long Island	35	L
4	Manhattan	32	N1
5	Bronx	12	N2
6	Queens	12	N3
7	Brooklyn	9	N4
8	Staten Island	4	N5
9	Syracuse/ Auburn/ Cicero/ Salina/ Onondaga/ Cortland/ Fulton/ Utica/ Rome/ Herkimer/ Oneida	32	S
10	Buffalo/ Niagra Falls/ Lockport/ Orchard Park/ Java	24	B
11	Rochester/Henrietta/ Geneva/ Geneseo/ Albion/ Lyons/ Batavia/ Warsaw	24	R
12	Westchester County	14	W
13	Malone/ North Elba/ Harrietstown/ Plattsburg/ Beekmantown	12	M
14	Oneonta/ Union/ Binghamton/ Norwich/Windsor	10	O
15	Elmira/ Bath/ Hornell/ Ithaca	9	E
16	Jamestown/ Allegany/ Olean/ Dunkirk/ Perrysburg/ Watertown	10	J
17	Canton/ Ogdensburg/ Potsdam/ Massena/ Fine	6	C
18	Washington D.C.	1	-
19	Des Plains, IL	1	-
		380	

Figure 8: Map View of NYS Sites

Note: The size of the green circle represents the number of users for that site (only for sites that we could map).

3.2.3.1 Key Service Elements

- Support printers in a network environment, including plotters, MFD, and MFP equipment.
- Provide Level 1 support of specialty applications and associated hardware used by end users.
- Assist end users with technical support of desktop computers, applications, peripherals, and related technology.
- Document the details of the end-user issue accurately, document the diagnostic steps performed when troubleshooting any incident, and assist the user with resolution using existing procedures and documentation.
- Use ServiceNow to document users' issues; monitor work queues; and open, update, and close tickets.
- Verify that the end user is logged in using their Active Directory (AD) credentials and that their device images are appropriately installed using the imaging software via Microsoft SCCM.
- Verify workstation connectivity to application and obtain end-user acceptance and sign-off that confirms the custody of the new equipment and that the user is fully operational.
- Maintain an end-user equipment inventory in the asset tracking system that is part of ServiceNow.
- Maintain and safeguard end-user equipment per the requirements specified in Section 2.2.2
- Verify that all records (for example, inventory, asset, and configuration management records) are updated to reflect resolution of incidents/fulfilled service requests.

3.2.3.2 Key Administrative Elements

- Establish a detailed protocol for identifying concerns related to the delivery of services. This protocol will include designated contacts, resolution intervals, and levels of management to be utilized to correct and resolve such matters.
- Manage all dispatches by contractor through ServiceNow. The Dell partner will be given an extension of NYS Service now(e-bonding).
- Assign designated contact/SPOC.
- Provide regular connect/feedback from end user on user experience and improvements.

3.2.4 Workflow Details

Stage I: Customer Reports Problem

1) Dell's service desk will receive a ticket to replace a malfunctioning device from NYS ITS. The device can be any one of the following:
   - Desktop
   - Display
   - Laptop
   - Thin client
2) Tickets can also be received via:
   - Phone call
   - Email
   - Web portal
3) Once the ticket is received, it will recorded in ITSM and put in the queue for field support. The following details will be recorded in the ticketing system:
   - Agency name

- Contact's first and last name
- Contact phone number with extension
- Alternate contact's first and last name
- Alternate contact's phone number with extension
- Address including room number, floor, city, and zip code
- Serial number of equipment
- Manufacturer make and model of equipment
- Agency's ticket number or any reference number

4) Dispatcher will update ITSM with the ticket number and put the call into a "dispatch" status.

5) Dispatcher assigns ticket electronically to the mobile device of the next available technician covering that agency. Technicians are assigned to regions as per the table given above.

Stage II: Schedule Appointment

6) Dispatcher calls primary contact (or alternate) to provide an update on the service order and provide the following information:
   - Name of technician assigned to the ticket
   - Estimated time of arrival (ETA)
   - Confirmation of site address
   - Confirmation that the technician will be given access to the equipment
   - Confirmation of the equipment requiring service
   - Updated ticket information from above

7) On the day the technician is scheduled to service this ticket, he/she will call the primary contact (or alternate) to say he is on his way and provide an ETA and confirm the address and that he will have physical access to the equipment.

Stage III: Onsite Visit

8) The technician will arrive onsite at the arranged time and perform a swap of equipment. He will update the ticket electronically to state the day and time of arrival.

9) The dispatcher changes the status to "Work in Progress."

10) The technician will perform the following:
   - Ask permission to commence work
   - Confirm the model, make, and serial number of the defective device
   - Disconnect the defective device taking extra care not to damage the end user's work area
   - Unpack the replacement device
   - Install the new device
   - Record the new model, make (if different), and serial number
   - Connect any peripherals to device, if applicable
   - Test the new device:
     - Boot properly
     - Access to share drive
     - Major applications work
     - End user can access email
     - End user can access internet
     - End user can access his files
     - End user can print (if applicable)
   - Record new asset tag number and place tag on device (if applicable)

- Pack defective device in the box of the new device
- Clean work area
- Have end user verify functionality
- Have end user confirm functionality by signing the service order

Stage IV: Update Ticket

11) Technician returns the defective equipment to NYS ITS in one of three ways:
    - Place a Dell pre-paid shipping label on box and give to agency to return (if allowed by agency)
    - Take equipment to nearest FedEx location
    - Hand-deliver equipment to NYS ITS location, if nearby
        - If hand-delivered, we need to determine the method by which NYS ITS will confirm delivery.
12) Technician updates the ticket electronically and changes ticket status to “Completed” and enters the date and time of completion. In addition, update (and confirm info on) ticket with the following:
    - Site ID
    - Site name
    - Agency location number
    - Organization/agency name
    - Equipment type, model, and ID
    - New serial number
    - Tracking number
    - Date shipped to NYS ITS
    - IP address
    - Asset tag number (if applicable)
    - Program number
    - Cost (if applicable)
    - PO number (if applicable)
13) Once equipment has been received by NYS ITS, dispatcher will update the ticket accordingly.

Stage V: Customer Follow-Up

14) Contact the end user the next business day to make sure that everything is working properly and to his/her satisfaction.
15) Change ticket status from “Complete” to "Closed."
16) Send out customer satisfaction survey to customer soliciting feedback on services received.

3.2.5 Storage Locations

Dell will maintain the stock of Whole Unit Exchanges (WUEs) and spares provided by NYS ITS. NYS ITS will provide the WUEs and spares to Dell, and Dell will ship the broken devices to the NYS ITS depot to be repaired and kept for further use.

NYS ITS is responsible for providing adequate WUEs and spares to maintain the SLAs.

This equipment will be stored in the following cities. Locations may be changed and added based upon the volume of activity to ensure SLA compliance:

- Rochester
- Buffalo
- Poughkeepsie

- Westchester
- Watertown
- Washington D.C.
- Albany
- Long Island
- Bronx
- Brooklyn
- Manhattan
- Queens
- Staten Island

Note: Dell accepts the audit requirements of the storage facility, but needs to work with NYS ITS to assess what is required in these audits.

3.2.6 After-Hours Resource and Support Strategy

Dell's after-hour resource and support strategy is based on a rotating, on-call model. A primary technician who is dedicated to the NYS Agency account team will be on-call 24x7 in order to receive, respond, and resolve any emergency, priority tickets placed by an agency. The primary technician will remain in "on-call" status for 2 weeks (14 days) and then will be replaced by another technician. The technicians will continue to rotate shifts every 14 days. In addition, a second, backup technician will be on-call just in case.

Dell will have a team of regional lead technicians who will provide supervision of the technical staff and provide assistance to the engagement manager.

Backup technicians will be provided for when dedicated technicians take extended personal time off and also to handle additional service tickets during peak times.

3.2.7 Break/Fix

The Dell ISO 9000-certified processes for service delivery and logistics enable it to consistently achieve break/fix SLAs and deliver a level of quality unparalleled in the industry.

Dell has provided a break/fix solution based on the needs and SLAs identified by NYS ITS. When a call is received at the help desk and is diagnosed as a hardware failure, an onsite technician is dispatched with the appropriate replacement unit to swap out the defective system and ship the defective system back to NYS ITS for repair.

3.2.8 VIP Support

Dell acknowledges the need to provide for the immediate needs of your VIP team and systems deemed critical to the business. Dell will facilitate the highest level of support for VIP users. As determined by NYS ITS, Dell can place dedicated technicians in the key locations. These technicians will be seasoned in executive support and will be able to provide the expedited "white glove" services needed. Absolute professionalism combined with the authority to make immediate decisions in support of VIP personnel is the foundation of VIP services. Throughout the lifecycle of a VIP ticket, our immediate identification of these issues—combined with a broad and experienced field of service personnel—ensures that these types of incidents are identified and resolved in the best possible manner.

The most seasoned engineers will be assigned to the campus sites and will have access to both parts and whole unit spares to guarantee the restoration of functionality within the defined service levels. For whole unit spare replacement, Dell will complete the repair of the exchanged unit "offline" using onsite or dispatched parts. In order for VIP user support to be effective in the event of a hard drive failure, the system must have user data mirrored to a shared location or stored on a network drive. If deemed necessary, Dell can dispatch a technician to the home of the VIP under certain parameters.

3.2.9 Site Support

Standard Site Support

- Onsite installation and repair services by a trained break/fix technician, Monday through Friday, 7:00 a.m. to 5:00 p.m. ET (NYS business hours), excluding NYS holidays
- Designated contact to be provided to contact in off-hours
- Respond to the Incident contact person by phone or email within 4 hours of receipt of the Incident to acknowledge receipt and will convey the expected technician arrival time
- Staff mapping done to ensure SLAs are met. For major site, dispatch resource to be available within 50-mile radius
- Matured process/governance to ensure minimum downtime

Priority Site Support

Dell acknowledges the need to provide services on a 24x7 basis for priority sites. Dell will provide dedicated support staff to facilitate the highest level of support. The most seasoned engineers will be on-call to provide support in non-business hours assigned to the priority sites and will have access to both parts and whole unit spares to guarantee the restoration of functionality within the defined service levels.

Secure Site Support

- Support to be provided as per guidelines defined by NYS ITS
- Use of best practices leveraging past extensive experience of handling secure sites with some of our federal government customers
- Detailed analysis of time-to-task to be reanalyzed during due diligence for secure sites considering security requirement
- Emergency support

Dell acknowledges the need to provide emergency services as and when the need arises. Dell can provide technicians on an urgent basis from our shared pool of technicians. Dell has a large pool of Dell-badged technicians, as well as resources available from our network of alliance partners. Therefore, Dell will be able to provide technicians on an on-call or urgent basis.

3.2.11 Field Services Assumptions

1) Dell will provide break/fix support by swapping the device with WUE (Whole Unit Exchange) devices provided by NYS ITS.
2) Deskside software support, IMAC support, and refresh are retained functions of NYS ITS.
3) NYS ITS is responsible for shipping WUEs and spares to Dell.
4) Dell has assumed a failure rate (FR) of 11 percent for PCs and 4 percent for thin clients, which need to be validated with NYS ITS.
5) A minimum number of calls will come in after business hours for the Priority 1 site, which needs to be validated with NYS ITS.
6) Adequate parts and whole unit replacement devices will be provided by NYS ITS to maintain the SLA.
7) Any existing staff rebadging is not considered in-scope at this stage.
8) Printer and mobile device field support is not in scope.
9) We have assumed an average 1-hour time-on-task per PC swap, which will be inclusive of data transfer and any user-specific application installation and print driver installation. This needs to be validated in due diligence.
10) NYS will enable an integration/extension of service now to Field services partner

11) This integration cost is not factored in current solution and will be discussed in next stage on detailed requirement understanding

Approach to Meeting Service Levels

Describe your approach to meeting End User Break/fix Support service level requirements (specified in Section 3.) including but not limited to:

- *a description of your reporting capabilities*
- *how you will meet or exceed the minimum SLR including detailed descriptions of how the service element is measured*

Please find a response in the section above on the approach to meet SLA requirements.

3.2.12 End-User Services Service Level Agreements and Reporting

Service Level Agreements

Dell will adhere to service levels defined by NYS ITS, as summarized in the following table:

End-User Break/Fix						
Type	*SLR Requirement*	*Y1*	*Y2*	*Y3*	*Y4*	*Y5*
Response time—standard sites—less than 4 hours during NYS ITS normal business hours	Monthly average	90%	95%	95%	95%	95%
Response time—priority sites—less than 4 hours 24x7x365		90%	95%	95%	95%	95%
Resolution time—1 Next Business Day (NBD)—for locations within a 50-mile radius of Albany, Syracuse, Buffalo, all NYC boroughs, and all of Long Island		90%	95%	95%	95%	95%
Resolution time—2 business days or less—for other locations not listed above		90%	95%	95%	95%	95%

Visibility and monitoring of key criteria are essential for operational and project management in order to identify and proactively solve problems. We deliver a broad suite of reporting capabilities, and an account dashboard can provide visibility into services and in-scope all projects. Key areas, including NYS ITS delivery SLAs, NYS ITS relationship, performance of associates (that is, employees), and financials are rated using green, yellow, and red.

ServiceNow will be the reporting tool that provides our service level manager with the information required to manage ongoing operations for NYS ITS's services. Service-level key metrics are measured in real time using this system. Reports for incident, request, problem, and change will be developed with NYS ITS for the defined program.

Dell remote monitoring gives us an integrated real-time dashboard view of the NYS ITS in-scope environment, with a full complement of reports. These highly readable, graphics-rich reports can be automatically generated based on the services purchased—either scheduled or on demand:

- **Automated Report Distribution:** Automatically email scheduled reports as soon as they are available. Multiple reports can be sent individually or bundled together in a single email report package.
- **In-Depth Monthly Service Report:** This multi-page report provides comprehensive insight into service delivery over a monthly period. It comprises virtually every aspect of delivery, including

assets, alerts, performance, security, and remediation activities. The reports are generated automatically and can be automatically emailed.

- **Two-Page Scorecard:** These two-page summary reports can be run on a weekly or monthly basis and automatically emailed. They provide a high-level snapshot of every aspect of service, from asset inventory to resolved faults.
- **Drill-Down Reports:** 21 separate reports dive into the details of a particular aspect of services, such as detailed asset lists, particular performance metrics, and detailed fault activity.

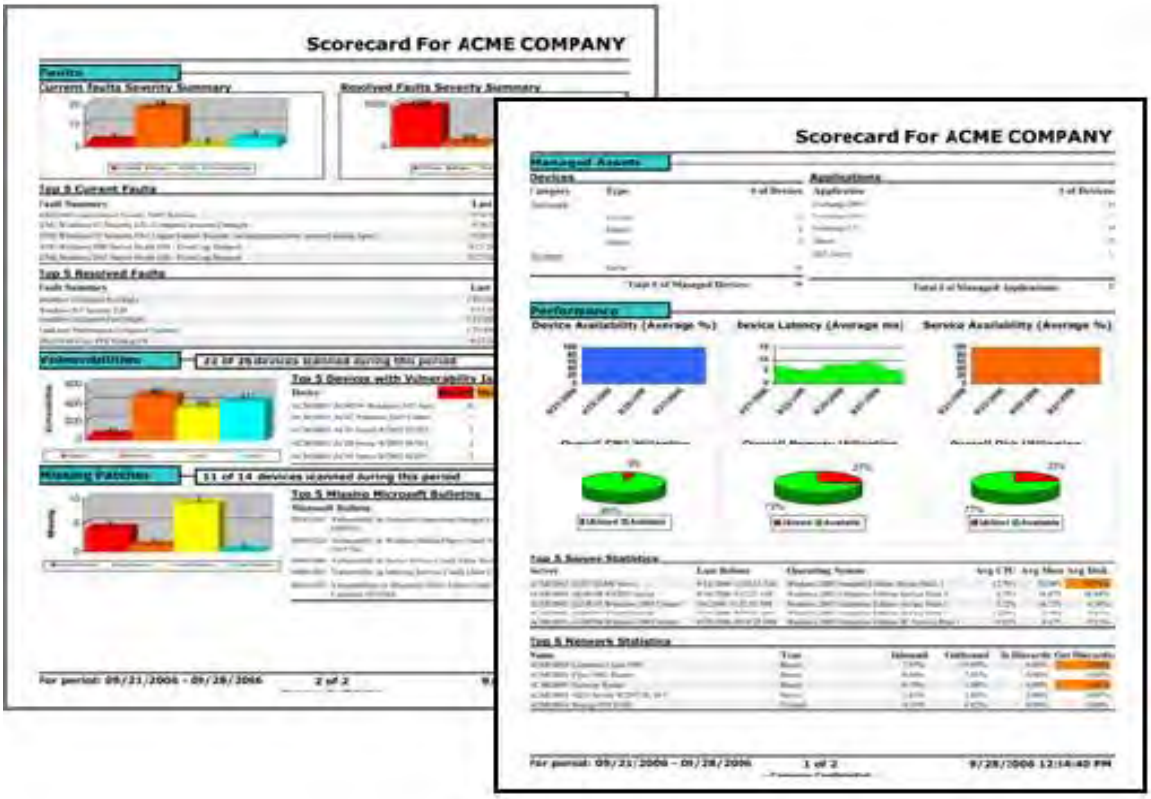

Figure 9: Scorecard Examples

Our general approach for continuous improvement is consistent across service areas, because it is built to take into account service- and NYS ITS-specific information. We have outlined the program, at a high level, to follow:

Sample Reports—not included in page limit

- *Include sample reports for the End User Break/fix Support service measures specified in this RFP.*
- *Include sample reports from other recent engagements that reflect your performance for similar End User Break/fix Support service level requirements.*

3.2.13 Sample Reports

The attached sample reports in the following file (Attachment B) are examples from Dell customers with similar scope to the requirements of this RFP. Dell will work with you during the transition phase to develop reports that meet you unique business needs (content, frequency, format, and audience).

Dell sample reporting.zip

General

Limit response to 3 pages.

Describe what differentiates your services from your competitors.

3.3 The Dell Difference for NYS ITS

End-to-End Accountability with the End-User Outcome Front of Mind

Customer satisfaction and exceeding customer experience expectations are "Job #1" at Dell, and we regularly measure our execution against this commitment though individual account metrics, as well as pan-customer Net Promoter Score (NPS) programs. Dell regularly distinguishes itself through these measures.

Innovation and transformation will be the hallmarks of Dell across NYS ITS integrated hardware, software, and services solutions. The evidence is reflected in Dell strategic IP investments and in the Dell approach to business analytics and performance optimization, global service standardization and delivery, and next-generation end-user computing solutions. No other vendor can demonstrate the end-to-end scope and depth of service in this area.

Our solution offers an optimized best-in-class field and service desk support services delivery model.

Partnership

Dell's industry recognition and customer reputation is based upon clear and committed principles of operational, business, and executive partnership. Dell proposes and expects that these same principles will be jointly committed and adopted with NYS ITS in a service desk optimization and transformation initiative.

In executing this joint vision and strategy, Dell will establish with NYS ITS a multi-tiered governance model from operations to executive management, with clear accountability of service delivery metrics and, more importantly, business outcomes and improvement:

- **Service Performance**—Accountable service-level commitments, improved service levels, and continuous transformation.
- **Financial Performance**—Declining cost model and service delivery flexible to dynamic global business strategy evolutions.
- **Capability and Maturity**—Best-in-class field and service desk service provider, plus a recognized leader for next-generation end-user computing based on business requirements.
- **Strategic Partner**—Dell is a manufacturing company in a very competitive business. We understand the challenges of top-line growth, innovation, and cost management. We will work "hand in glove" with you as your business evolves and changes.
- **Communications—** Changing suppliers is difficult and expensive. Dell commits to working with the NYS ITS to develop a working relationship that will motivate NYS ITS to continue to work with Dell beyond the term of this agreement.

Why Dell

Dell is a leader in end-user outsourcing uniquely positioned to execute and accelerate business outcome-focused service desk transformations. A partnership with Dell in this area brings additional unique value-add opportunities, as well as a financial and risk-optimized transition/transformation plan:

- No other vendor can compete with Dell's end-to-end focus on End-User Computing (EUC) solutions and customer experience.
- Dell is committed to continuous innovation, leveraging ITIL standards and well-integrated people, processes, and technology.
- Dell's industry-leading vision and execution of next-generation end-user aligned solutions with an integrated service desk solution will play a critical role in enabling and driving transformation.

We are committed to bringing the newest ideas of next-generation computing and other solution sets to you as our partnership grows.

Dell looks forward to this opportunity to prove ourselves as the right provider of service desk and end-user services for NYS ITS. We have worked hard to get to develop this proposal, yet we know that there is much more to learn, understand, and bear witness to as you continue down this path. Our best customers are those with whom we share a reciprocal relationship of communication and a constant desire to achieve improvement and growth.

The following graphic was published by Gartner, Inc. as part of a larger research document and should be evaluated in the context of the entire document. The Gartner document is available upon request from Dell:

Gartner does not endorse any vendor, product or service depicted in NYS ITS research publications, and does not advise technology users to select only those vendors with the highest ratings. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

Figure 10: Magic Quadrant for End-User Outsourcing Services

Describe what strategic advantages your organization brings to the relationship.

No other IT outsourcing company has the end-to-end services and hardware capabilities that Dell can offer. Dell's broad portfolio of hardware and services gives our customer the unique advantage of

having a single provider that can deliver all of their IT needs. Having Dell as your partner allows NYS ITS to consolidate outsourcing partners under a single umbrella with consistent governance and processes that will provide cost savings through economies of consolidation.

Describe how you will ensure compliance with Information Technology Infrastructure Library ("ITIL") as of the Contract Start Date and will maintain such level of compliance throughout the Term.

3.4 ITIL Compliance

Based on the RFP requirement, Dell will be adopting the NYS ITS process. We assume that NYS ITS processes are compliant to ITIL standards.

The ITIL methodology adopted by Dell for end-user support includes the following operational guidelines:

- Documenting all calls to the service desk
- Maximizing first call resolution and customer satisfaction levels
- Training and continuous improvement of all service desk agents in customer service
- Defining clear and consistent escalation procedures
- Using a comprehensive problem management system (we assume that client has comprehensive problem management)
- Using a customer satisfaction survey system to measure and report end-user satisfaction.(we assume that client's NYS ITSM tool has a survey system in place)

Dell's ITIL Commitment

We have a long and well-established history of transforming the ITIL best practices into operational procedures and processes in order to create a unified global services organization. Our commitment to ITIL is evident in the fact that, as of mid-year 2008, our company has significant number of staff certified with Foundation-level and Masters-level certification in ITIL v2. In addition, our infrastructure organization holds EXIN ITIL accreditation as an Accredited Training Provider, an Accredited Examination Center, and as an EXIN Partner. These allow our accredited trainers to conduct ITIL v3 Foundation courses and exams. As a result, our global service teams use a common vocabulary, workflow, organizational structure, and reporting system that enable us to consistently deliver high-quality services to meet diverse customer requirements worldwide.

The benefits of ITIL best practices become available to our customers once they have transitioned to the Dell Enterprise Service Management (ESM) architecture and carry across every ITIL-based process and each service line.

Far from using them as a foundation alone, we continually adapt and improve our ITIL-aligned service management approach to deliver services faster and more reliably. For example, we have incorporated the implementation of changes (release management) into change management processes, leveraging advanced technologies to perform release management efficiently and accurately. We have also added request management to the IT service management processes to facilitate predefined workflows and procedures for frequently requested services.

Dell and ITIL

IT service management is the core of Dell's business, through which we have developed ITIL expertise. Dell's global service delivery model is founded in ITIL-compliant processes and workflows. Dell embraces ITIL in the following areas:

- **People:** Dell employs ITIL Foundation, Practitioner, and Service Manager-certified staff, as well as ISO/IEC 20000 internal auditors. They have the global experience to successfully adapt ITIL to customer projects until handover or transition.
- **Processes:** Dell delivers ITIL-aligned service management processes and frameworks.

- **Technology:** Dell offers ITIL service management toolsets such as BMC Remedy, OPAS, ServiceNow, HP Service Desk, and IBM Tivoli, thereby ensuring the best possible IT service and service management capabilities.

Describe how you will minimize the ServiceNow licensing burden on the state.

3.5 ServiceNow Licensing

Dell Solution includes transformation and best practices to utilize minimum resources required to support given In-scope requirement. Service Desk transformation using Aptean, shift left will enable reduction of Agents YOY hence there will be reduced burden on NYS for service now licensing

Also Dell has proposed to use Cross skilled resources in non-prime/weekends which will further reduce the agents license requirement.

As an alternative approach, Dell is open to discuss the possibility of integrating Dell DSOM with NYS service now, this integration will be beneficial for NYS in many ways:

1. The integration allows the groups to use their own tool which apparently removes the license cost.
2. NYS does not need to spend on the license to be issued to Dell resources as the one time integration will enable using their own toolset.
3. The implementation time is shorter than the regular Out of the Box or customized installation version of ServiceNow.
4. DSOM has wide list of standard Service Catalogue forms that can be duplicated and used wherever necessary.

Why Dell DSOM?

DSOM – Dell Service Operations Manager is powered by ServiceNow. Its Dell's Intellectual property as 20+ years of ITIL processes and integrations are built into the DSOM platform.

Benefits of choosing DSOM

1. Platform managed and maintained by Dell and ServiceNow (SaaS) with availability of 99.80%
2. Overall lower costs by Zero burden of licensing for customer
3. Multi-tenancy instance
4. Entire ecosystem is available and it's not just a ticketing tool
5. Availability of e-bonding and automation capabilities with different other tools
6. Pre-built and adhoc reporting system and dashboards available with the offering
7. Benefits of Dell Innovation as it comes online

Integration with NYS service now will come at an additional cost but will have no burden of ServiceNow licensing on NYS. The economics will be needed to be discussed at later stages if NYS is interested in this offering

3.6 Customer Satisfaction

Approach to Meeting Service Levels

Describe your approach to meeting or exceeding the Customer Satisfaction service level requirements (specified in Section 3.) Limit response to 2 pages.

Dell measures and reports satisfaction at different levels and frequencies, but can easily accommodate daily, weekly, and monthly reports, as a standard. Rather than prescribing this frequency, we would like to work with NYS to determine which reports, for which audiences, and at which frequencies would best align to your needs for making IT-related business decisions.

Dell's customer experience program is designed to drive customer loyalty by establishing a customer-centric culture that fosters a passion for exceptional service quality and a relentless focus on continuous improvement. Customer experience is a key to differentiating our services and solutions from the rest of the industry, driving re-purchase, purchase of additional products and services, and a stronger referral base. Our passion for quality service and our focus on continuous improvement provide a Dell customer experience that drives loyalty, profitability, and shareholder value.

There are three key components to Dell customer experience program:

- **Net Promoter Score (NPS)** is the primary mechanism to measure customer loyalty and drive continuous improvement plans at various levels of our company—by account, standard service offering, business segment, and line of business for Dell overall.
- **Event Satisfaction Surveys (ESATs)** measure customer satisfaction with a specific event for example, a service desk incident.
- **Continuous Quality Improvement (CQI)** is a process used in selected circumstances to supplement NPS, capturing feedback from customers or locations that are not included in NPS and driving action plans to address their issues/concerns.

Collectively, these processes provide a broad range of tools to drive continuous improvement and improve your customer's experience with Dell.

Net Promoter Score (NPS)

The NPS process is conducted by Dell on a recurring basis and revolves around a survey of customers that asks the question "How likely are you to recommend Dell to a friend or colleague?" on a scale of 0-10. Customers also have the opportunity to explain their rating, identify areas where Dell needs to improve, and rate their satisfaction with different Dell processes such as sales, support, service, or account management. Every Dell account is scheduled to be surveyed twice each year, unless exempted by contract or segment leader request, and no customer contact can be surveyed in two consecutive quarters.

Feedback from customers is used to determine an NPS score and initiate a "closed loop corrective action" process to ensure timely follow-up with customers and the development of action plans to address their issues and concerns.

Event Satisfaction Survey (ESAT)

There are two types of ESAT:

- **Random**—Service management issues an electronic survey at random intervals to customers who call the service desk. The survey format and interval (for example, every fourth call) is sometimes defined in the contract or, otherwise, defaults to the Dell standard interval. Customers indicate their level of satisfaction with how their incident or call was resolved and can also provide comments to elaborate on their experience.
- **Project End**—The PMO and some consulting teams issue a customer satisfaction survey during the closing stages of an engagement to capture feedback on how effectively the engagement was conducted, whether the customer's business needs were met, and what areas need improvement.

Results from both surveys are used to identify service delivery issues and trends, leading to continuous improvement action plans.

3.7 Sample Recent Engagement Reports

Include sample reports from other recent engagements that reflect NYS ITS performance for similar Service Desk Support service level requirements.

The attached example reports in the following file are from Dell customers with a similar scope to the requirements of this RFP. Dell will work with you during the transition phase to develop reports that meet you unique business needs (content, frequency, format, and audience):

Dell sample reporting.zip

3.8 Training Plan

Approach to Meeting Requirements

Describe your approach to meeting Training requirements (specified in Section 2.4.) Limit response to 2 pages.

Dell fully understands the training requirements given by NYS ITS, and we have accounted for the effort required to complete each of these training in our on-boarding plan. All resources on-boarded for this engagement will need to go through this mandatory training, along with other training customized for NYS ITS requirements, and the Dell internal development program.

Dell will also create a reporting methodology to report compliance of these trainings to the customer.

3.9 Start-Up Plan

The Technical Proposal shall include an initial Start-Up Plan describing the Bidder's approach to meeting the Start-Up requirements specified in Section 2.5. Limit response to 15 pages.

The final Start-Up plan will be negotiated with the Contractor and approved by ITS after award. The initial proposed Start-Up plan shall include:

- *Approach to training Contractor staff on ITS systems, processes and procedures and knowledge base articles*
- *Start-Up strategy (e.g., which services first, how many at a time, how to coordinate management and ticket handling among responsible organizations during the transition)*
- *Knowledge transfer, reverse knowledge transfer and training plans*
- *Roles and responsibilities during the Start-Up period, including Contractor and ITS staff*
- *Communications Plan including methods of communicating progress and issues, as well as recommendations on meeting frequency and attendees*
- *Escalation procedures for addressing concerns during the Start-Up period*
- *Criteria for Contractor acceptance of full responsibilities for services described in the RFP*
- *Start-Up schedule - The Start-Up plan shall include a detailed proposed Start-Up schedule to complete all of the requirements of this RFP. All critical milestones, deliverables, tasks, resources, timeframes, dependencies and the schedules' critical path shall be clearly delineated within the Start-Up project schedule. The Start-Up project shall include, at a minimum, the milestone deliverable specified in Appendix X – Milestone Deliverables. Bidders are expected to use their experience with similar projects to make recommendations on the required tasks and schedule.*
- *Bidder acknowledges that any Start-Up plan negotiated between the parties shall include milestone dates. Such milestone dates shall be of the essence of the contract, as they are required for ITS to meet customer obligations for uninterrupted service.*

Applying lessons learned from more than 30 years of transition experience, we will plan, communicate, and manage risk, transfer knowledge, and work to protect NYS ITS from impacts to your business. Our goal is to move the services from NYS ITS to Dell with no unplanned disruption to business as usual. When the CEO asks the question, "When is that transition happening," we want the CIO to answer, "It already did."

Dell defines transition as moving NYS ITS from your Current Mode of Operations (CMO) to your Future Mode of Operations (FMO) in a defined period of time. Our transition approach includes use of repeatable, tailored processes, procedures, and checklists.

Transition success is achieved for NYS ITS by:

- Implementing a robust program governance structure ensuring that all transitional activities are controlled, monitored, risk-managed, and delivered on time
- Appointing experienced transition and transformation teams staffed by professionals with a track record of personal achievement in the delivery of complex technology projects
- Accessing a rich repository of transition experience and lessons learned developed from previous projects
- Defining the transition with a clear plan, deliverables, milestones, and success criteria
- Adopting Dell's transition methodology, which has delivered results while mitigating risk and operational disruption to countless customers as we will for NYS's business
- Dell's flexible and consistent method of transition using our patented Project Management, Program Management, and Portfolio Management (PM3) framework, combined with our global transition and transformation services methodologies, proven best practices, and the experience of having transitioned hundreds of customers and thousands of employees resulting in:
- A firmly grounded relationship built on trust to create a collaborative and inclusive IT management environment
- A sense of involvement and choice for transitioning personnel to retain key knowledge and experience of the business
- A risk mitigation strategy to minimize impact
- The reliability and predictability of IT services during transition to ensure stable business operations
- A customer-centric approach to meet your changing business needs

With each transition, we prepare and anticipate for the unexpected, building adaptability for unforeseen obstacles and opportunities in the plan. We limit the most costly and potentially disruptive phase of transition, the actual project execution time, with up-front emphasis on strategic assessment, transition designs, and thorough planning. This attention to detail facilitates the least disruptive and most successful transition possible to an outsourced environment for NYS ITS.

Dell's transition methodology supports NYS ITS on three levels:

- **Strategic:** Dell's transition program receives executive-level sponsorship to deliver the necessary focus and components to achieve NYS ITS's vision and strategic objectives.
- **Tactical:** Dell's attention to detail in developing an executable transition plan results in the best scenario for the transition to be performed with no adverse disruption and impact on NYS ITS's normal operations.
- **Operational:** Dell deploys expert transition and transformation teams to work closely with NYS ITS and communicate openly on project progress; your customers and end users are fully informed throughout the service transition.

Use of this model delivers the following benefits to NYS ITS:

- **Reduced Risk to Normal Business Operations:** Dell's transition team tailors specific project phases that address the requirement for smooth change and uninterrupted business.
- **Clear Communication:** The transition team creates a detailed communications plan across both project and operational modes. This plan is designed to proactively relay project status to NYS ITS stakeholders.
- **Tangible Progress and Acceptance Criteria:** Dell provides consistent progress reporting aligned to sector and industry best practices and applied to NYS ITS's scheduled transition time. NYS ITS

will have the necessary assurances around key concerns about service level continuation and organizational impact.

Dell's transition methodology is centered on conducting detailed transition planning and then executing that plan with precision. Critical to achieving a smooth transition are defining both the success criteria and the exit criteria for the transition. We will work closely with NYS ITS to clearly define the success factors and exit criteria for this transition.

Typical success factors and exit criteria are noted in the following table:

Critical Success Factors for Transition	• Shared vision and goals towards the relationship • Buy-in from NYS and NYS ITS employees on organizational and culture changes • Attrition planning, as required, and preparedness to backfill • Knowledge retention and transfer • Collaboration between NYS ITS, Dell, and other relevant third-party service providers • Training practices • Value and risk management during transition • Process adherence • Security and privacy
Transition Exit Criteria Guidelines	Completion of all planned activities of transition including: • All "must-do" scenarios are covered. • Standard Operating Procedures (SOPs) are in place. • Service operations documents are approved and signed off. • Transition deliverables are completed and baselined. • Required service levels are being delivered to users. • Governance plan for steady state are completed and baselined. • Hardware and software is identified and available. • Infrastructure and service delivery tool setup are completed and operational.

3.9.1 Transition Support Requirements

NYS ITS's support is essential for transition success. Any third-party providers to NYS ITS will also be required for a successful transition of services to Dell. The key customer and any third-party support team roles and support requirements used in developing our transition plan are outlined in the following table, along with Dell's support requirements. Dell works closely and collaboratively to minimize the need to utilize large portions of time from the knowledge experts realizing that they most likely already have over-extended workloads during this period:

NYS ITS and Current Provider(s) Key Transition Support Requirements	
Provide reasonable access and timely availability of business, technical, and management personnel to Dell.	Assist Dell in the timely gathering of information; this includes written policies, procedures, standards, and other related business information.
Make available, as reasonably as requested, timely management decisions, information, approvals, and acceptances so that Dell may meet NYS ITS obligations.	Designate an executive who will represent NYS ITS for all matters connected to the transition SOW, and who has authority to resolve escalated issues/problems and approve and accept deliverables.

NYS ITS and Current Provider(s) Key Transition Support Requirements	
Provide Dell sufficient and reasonable office or working space, furniture, document photocopy services, telephones, fax machines, data lines, and other necessary equipment, supplies, and services (without charge) at the NYS ITS in-scope locations for the resources performing services under this project.	Provide Dell with the right to access and use proprietary and third-party software and tools, as well as applicable hardware, software, and network configurations.
Provide timely current application and infrastructure information, documentation, equipment, hardware, software, and other related items necessary to allow the completion of services provided under the Statement of Work (SOW).	Allow Dell to provide the experience and expertise to enable a seamless transition of employees and services.
Provide Dell with the appropriate access (both physical and electronic), IDs, and password(s) to all applicable and appropriate systems.	Facilitate access to the subject matter experts performing the current services. This commitment will be 25 to 50 percent of time, varying by service area and type of support, from NYS ITS's or the incumbent service provider's knowledge experts in the early part of the transition and then reduces to 10 to 15 percent as Dell captures the knowledge.
Provide active participation from the knowledge experts for the Dell-planned transition workshops. Attendees and support requirements include: • NYS ITS representatives, other incumbent service provider leaders for a half-day Project Executive Workshop (PEW) • NYS IT and application expert representatives, other incumbent service provider tower experts for a 3- to 5-day (plus breakouts, as required) Project Initiation/Planning Workshop (PIW/PPW) During these workshops, Dell works with NYS ITS to plan the specific time requirements needs from the knowledge experts while scheduling around their current commitments.	Continue providing current state support for the IT services and environments until transitioned to Dell as agreed and signed off.
Some additional key incumbent support requirements and required information include: • Commitment to onsite meetings for knowledge transfer per advance forecast provided by Dell • All available documentation including run books, SOPs, and architecture diagrams • Scripts—custom or otherwise—that are used in the environment • Known issues in the system, persistent points of failure • In-flight project details • Key resources by service areas	Additional requirements that Dell will need from the existing incumbent service provider are: • Tools including proprietary tools used and their function, including: — Disposition—will this tool be taken out when the vendor leaves — Backup policies — Applications mapping with servers, devices, database/business, and IT owners • Access to systems typically done in the following order, with specifics that can be defined later: — Development/test and other non-production systems (45 days prior to cutover) — Read-only access to production systems (30 days prior to cut-over) — Complete access to production systems (15 days prior to cutover)

NYS ITS and Current Provider(s) Key Transition Support Requirements	
Build, execute, and manage the transition plan. The plan will include specific transition milestones, acceptance criteria, and a defined approval process.	Ensure that knowledge transfer is sufficient and that all critical processes have been reviewed and understood. Documentation provided by NYS will be reviewed and validated against the actual support processes. Any updates to support documents will be addressed during the transition.
Staff the transition project and include the steady-state team that will be supporting the customer.	Facilitate proactive communication to NYS ITS and within Dell's organization
Response to approvals post background checks/other compliance toll gates	As per CJIS and training policies defined by NYS, it is important that response from NYS on any approval for background check are also swift with minimum delay
Availability of lead time before Transition start.	As per RFP, NYS defines 90 days of lead time before transition start. Dell will utilize this time for staffing, ensuring training/required background checks to be completed, Delivery location to comply with security requirement

3.9.2 Transition Roles and Responsibilities

NYS ITS will play a key role as a facilitator and source of information and understanding during the transition. In addition to supporting knowledge transfer with key SMEs and delivery leads, Dell will need your help in integrating as a full team with your key personnel.

During the initial detailed planning stage, we will agree with NYS ITS on the roles and responsibilities for all parties. This agreement is documented to elaborate who will perform what tasks and when. The following key activities and deliverables will require some of NYS ITS's involvement.

Responsibilities	Owner	Participant	Advisory
Manage the service delivery teams to comply with the contracted Service Level Agreement (SLA)	Dell	NYS	
Make the available necessary resources to assist the Dell transition team in due diligence activities and assumption validation	NYS	Dell	
Facilitate meetings to communicate roles and responsibilities, review assumptions and requirements, and schedule activities	Dell	NYS	
Appoint a Single Point of Contact (SPOC) for escalation of service-related issues	NYS and Dell	NYS and Dell	
Coordinate and manage approved projects using standard industry-recognized project management tools	Dell	NYS	
Manage Dell personnel and subcontractors	Dell		
Manage the NYS ITS third-party suppliers' compliance with their obligations set out in the Operational Level Agreements (OLAs) or otherwise relating to the services	NYS	Dell	
Provide contact information for NYS ITS's third parties that are providing support for incidents outside of the scope of Dell's obligations	NYS		

Responsibilities	Owner	Participant	Advisory
Initiate and facilitate change requests for services scope changes to existing services or the addition of new services	NYS and Dell		
Manage Dell process and procedural documentation	Dell		NYS
Manage service escalation and complaints	Dell	NYS	
Maintain the Dell project plans	Dell		
Perform service-level reporting	Dell	NYS	
Maintain the SLAs	Dell	NYS	
Maintain the SOW	Dell	NYS	
Resolve issues in a timely manner to enable Dell to meet contracted timelines	NYS and Dell		
Attend NYS ITS program, change management, operational, and service review meetings	NYS	Dell	
Attend NYS ITS exception committee meetings and other meetings outlined as part of the transition	NYS and Dell		
Manage IT infrastructure and provide Dell-required access to the NYS and NYS ITS current provider(s) network, tools, and applications necessary for Dell to transition services in the most effective and timely manner	NYS	Dell	
Provide all requested data and access to subject matter experts in a timely manner to enable Dell to meet contracted timelines	NYS	Dell	
Manage NYS ITS's program-related tasks and resources in a timely manner	NYS	Dell	
Create and maintain a supported hardware and software list	NYS	Dell	
Make toolsets available to meet testing, setup, and reporting requirements	NYS and Dell	Dell	
Make toolsets available to meet related service level reporting requirements.	NYS and Dell	NYS	
Base data for the purpose of core service invoicing backup on NYS ITS's and Dell's systems of record. Cost center-level billing will be predicated on availability of information automatically populated from NYS ITS's system of record.	NYS and Dell		

Transition Management	Key Roles and Responsibilities
NYS ITS	• Establish an NYS ITS transition lead to collaborate with the Dell transition lead (full-time appointment) • Ensure availability of NYS ITS and third-party subject matter experts for each of the service towers to work with the Dell tower counterparts (part-time appointments, as needed and agreed) • Represent NYS ITS's business, change program, and users' needs

Transition Management	Key Roles and Responsibilities
	• Work with Dell to manage business changes that could impact the program • Act as a sponsor and conduit for the change program into the customer organization • Work with Dell to resolve issues/escalations • Facilitate the timely and active cooperation of third-party and incumbent service providers
Incumbent Service Provider(s) if any	• Establish an incumbent service provider transition lead to collaborate with the Dell transition lead (full-time appointment) • Establish an incumbent service provider lead role for each of the service towers to collaborate with a lead from the Dell team (part-time appointments, as needed and agreed) • Participate openly and collaboratively to ensure a smooth transition exit to the new service provider(s); this includes timely requests for documentation, access to people, processes, and tools needed to perform the transition tasks per the agreed-on plan
Dell	• Act as the central point of contact for all formal, project-related communications between the NYS ITS team and Dell • Ensure that the project deliverables are completed within the timelines identified in the project schedules • Communicate to all Dell project team members their responsibilities and commitments • Act as an escalation point for project issues • Prepare and update the formal project plan, and gain agreement by all parties involved • Supervise, in conjunction with the NYS ITS transition manager, all change control and fault resolution procedures • Facilitate closeout and handover to NYS ITS

While Dell assumes full responsibility for the transition project, we will need NYS ITS's participation and commitment across the NYS ITS duration. In order for the transition to run smoothly and achieve NYS ITS goals, Dell institutes transition governance, a subset of the overall account governance, established during the initiation phase of an account startup.

3.9.3 Global Transition Services Methodology

Figure 11: Phases of Dell's Global Transition Services Methodology

The basic elements of Dell's transition approach include the use of repeatable, tailored processes, procedures, and other project management deliverables. During transition planning, Dell learns NYS ITS's current operations and tailors the solution design defined in the Statement of Work (SOW) to meet the program-specific requirements.

Before we execute a transition, we design the most efficient and risk-mitigated path possible, which reduces the overall costs and provides consistent IT service delivery during the process. At critical phases of the transition process, Dell holds collective gate reviews. These reviews incorporate all invested parties and analyze key milestones, deliverables accomplished to date, and approval to move forward in the transition process.

The following graphic defines high-level activities for each phase of the transition:

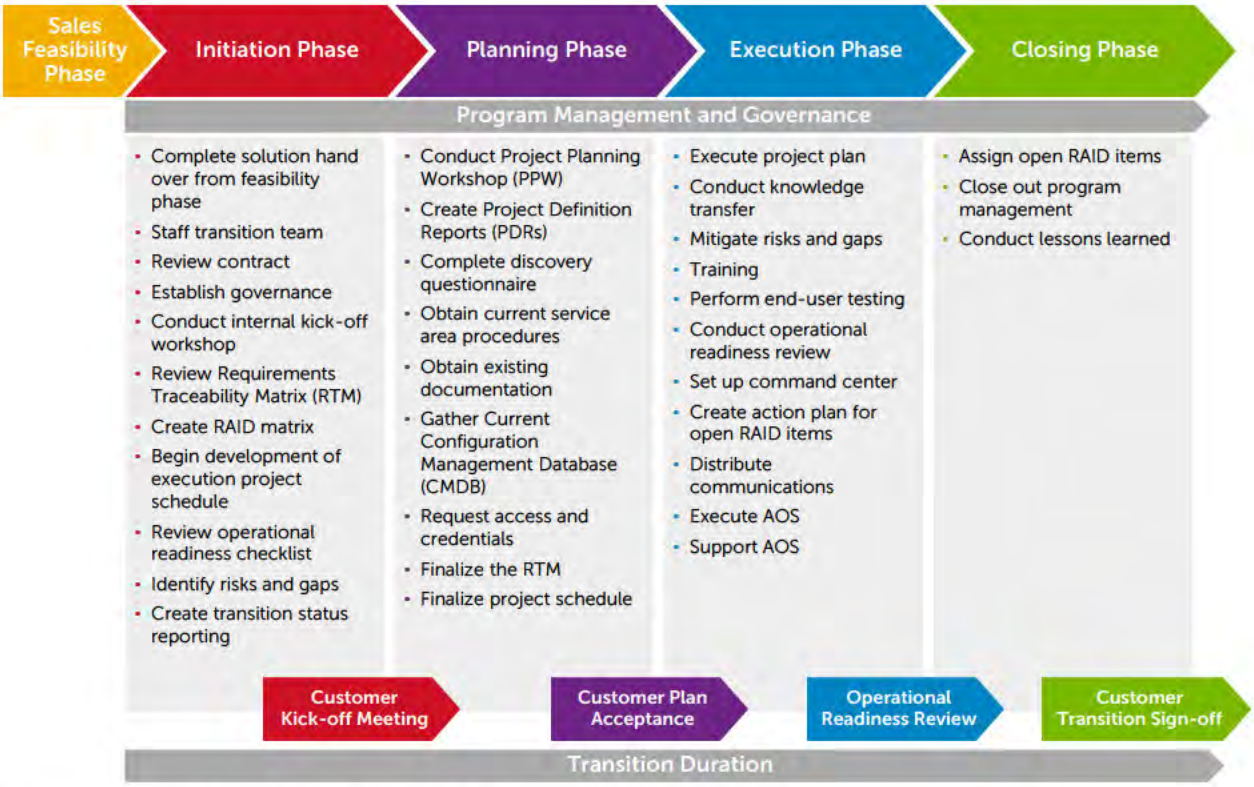

Figure 12: Overview of Activities for Transition Services

Feasibility

The feasibility phase begins during the proposal development process to create a complete and thorough understanding of the current environment. This phase reviews all business and technical components of the transition to identify assumptions, risks, and issues, and determine a timeline for completion.

The output of this phase is a high-level transition scope and plan.

Initiation

The initiation phase begins by onboarding and setting up governance for the project. During the customer kick-off meeting, the communication, governance, and reporting guidelines are established, 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 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

The output of the initiation phase is a well-developed baseline for the scope, budget, and schedule, providing rigor and discipline to the transition program.

Planning

The planning phase begins with planning workshops to ensure that all participants (NYS ITS, Dell, and third-party vendors) fully understand the project scope and provide a forum for collaboration and communication on tasks and deliverables.

Dell transition teams are embedded with the customer's IT operations staff to begin knowledge transfer. Our teams observe operations to learn the systems monitoring, security, maintenance, and recovery management processes to determine optimum migration timeframes, minimizing the impact to end users and the business.

We develop detailed project plans for the major elements of the operational transition including an understanding of the IT services, business processes, and their interconnections with extensive documentation to transition the services to a Dell-managed environment.

The output of the planning phase is an approved, baselined project plan and Requirements Traceability Matrix (RTM) with acceptance criteria.

Execution

With thorough planning and analysis completed, we begin the execution phase. During the execution phase, the solution in the Statement of Work (SOW) is refined, and processes are created based on the results of the planning phase, including gap and risk analysis. This is generally the most intensive phase of the transition and when the most visible changes take place—changes to infrastructure, hardware, people, and processes. This is when the majority of resources will be engaged, and will 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 tower.

Knowledge Acquisition

A key approach within this phase of our global transition methodology is knowledge acquisition. A knowledge acquisition process facilitates a seamless transition from the Incumbent Service Provider (ISP) and NYS ITS's teams to Dell.

We begin by creating a detailed knowledge transfer plan and develop a proficiency matrix to assess the progress of knowledge transfer in all NYS ITS relevant aspects on a weekly basis. Dell uses this plan to gather knowledge on the technical areas regarding in-scope support through training sessions, documentation study, and validation. After we have gathered the necessary documentation and gained an understanding of the environment, we begin observing the current ISP and NYS ITS's support team in a "hands off" manner. This approach is depicted in the following graphic:

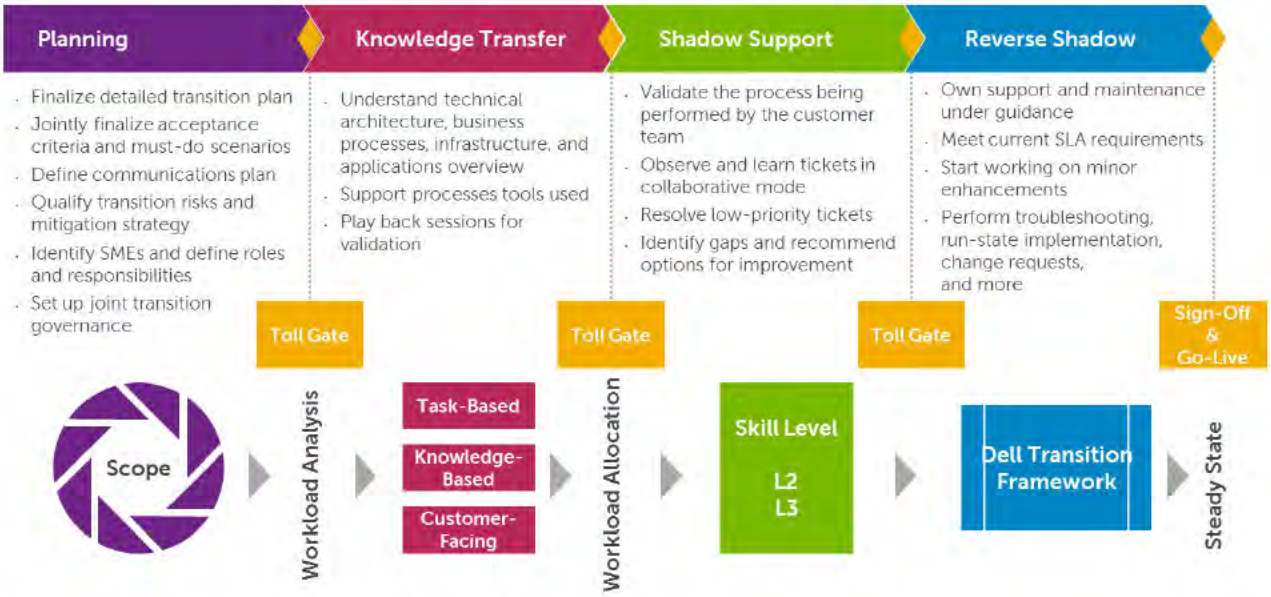

Figure 13: Transition Approach to Knowledge Acquisition

Required performance metrics reporting, as defined in the SOW, will help to validate proper execution of Dell's processes. During this phase, gaps and risks identified are resolved or mitigated:

Dell Deliverables	Dell will document information and current processes regarding: • Current system landscape • Transports and approval procedures • User roles and the audit process for application security • Batch job schedule, client administration, and transports • Daily, weekly, and monthly monitoring reports • Ticket handling and help desk support • Backups, archiving, and patch and OSS notes handling • Integration of new dimension products and interfaces within the current system landscape • Tools and templates for generating monitoring reports and handling user requests • Key NYS ITS basis contacts/module owners
Customer Dependencies	NYS ITS's existing application team will be required for interaction with the Dell team to clarify and provide: • Business processes • Existing documentation • Access to applications in order for Dell to carry out the knowledge transfer activities

Testing

A core component within the execution phase of a transition is testing and validating our ability to be operationally ready to take on the services; this is a vital aspect to the quality program for any transition. Dell works closely with key stakeholders from all affected organizations in developing a test, validation, and acceptance approach that provides for best possible readiness measurement Although the test planning and acceptance will be further developed during transition planning, for each service area there are typically two primary elements for testing:

- **Production Validation Testing**

- This testing will be designed and executed by Dell transition team. The purpose of this testing is to ensure the functionality of the processes and tools needed to perform services in support of customer operations. This is done in conjunction with NYS ITS and the incumbent for all customer tools and processes.

- **User Acceptance Testing (UAT)**
  - This testing consists of business scenarios designed to confirm that all services can be performed per the agreement. The test cases for UAT will be produced by the Dell transition team in collaboration with NYS ITS and the incumbent. Test execution will be performed by the Dell transition team supported, where appropriate, by NYS ITS personnel and third parties, as agreed.

A sampling of high-level supported test components are:

- All services
- Service desk coordination
- Escalation and outage processes
- Other business function/support coordination, as agreed

In order to test the defined services and/or service areas, Dell utilizes test cases that may include scripts. Test cases are designed and reviewed by the each stakeholder and approved by NYS ITS. Test cases support the services and/or service areas being tested, the test components noted above, and reflect specific instructions that are to be performed. The test cases will utilize the Dell-standard scripting templates (if one is not provided already by NYS ITS and/or the incumbent) and contain all of the steps needed to perform each of the required tests for both the tester(s) and recipient(s).

An initial list of sample test cases is shown here:

- Desktop support services
  - Service request management tool testing:
    - Access to tools for delivering the in-scope services
    - Functionality of tools for delivering the services
  - Process workflow(s) walkthrough/testing

Assumption of Services

The last part of the execution is the final handoff of operations and services to Dell's service delivery and account teams. While every engagement and transition has unique features, Dell has developed transition deliverable standards, by service area, that must be completed prior to Assumption of Services (AoS).

Dell has an operational readiness checklist that encompasses these standards. At the beginning of each transition, the service areas review the standards and make any adjustments needed for the specific customer and transition. This checklist becomes the scorecard for a smooth transition.

Closing

The closing phase is the final phase of the transition program to formalize handoff from the Dell and customer transition teams to account operations and:

- Provide complete documentation to ensure that key knowledge has been transferred
- Perform a final post-transition review to assess customer satisfaction
- Perform a final assessment of the end-state environment to capture the lessons learned
- Obtain customer sign-off of transition program and RTM

The output of the shutdown phase is the sign-off of the transition and the beginning of steady state of ongoing operations.

Lessons Learned

As part of the closing phase for the overall transition, Dell documents lessons learned, providing a record of continuous improvement on future engagements. Documenting lessons learned also:

- Provides organized and consistent communication
- Details planning that is also adaptable to documented issues and changes
- Offers a quick reference to help solve problems if they arise and increases customer confidence by solving technical problems in a timely way
- Respects the way that things were done in the past
- Supplies tools that help to mitigate risk

These lessons have been incorporated through the years into our tools, activities, and a style of governance that has resulted in the most efficient and effective transition management approach.

For reference, the following table summarizes the transition project phases, associated activities and deliverables, and major milestones for each transition establishing a repeatable framework for developing NYS ITS's specific transition plan:

Transition Phase	Phase Activities	Phase Deliverables	Major Milestones
Initiating	Set up the project	• Complete the solution handover from the sales and account team • Develop resource plan — Ensure transition team is sufficient — Begin support team on-boarding activities • Begin documenting the Requirements Traceability Matrix (RTM) • Identify risks and gaps • Create transition status reporting • Hold kick-off meeting	Gate Review: Customer Kick-Off • Review project management processes • Establish project governance • Define success criteria • Introduce team • Communicate major milestones
Planning	Execute discovery and assessment of current state processes	• Conduct discovery and assessment — Validate all SOW assumptions — Document and complete understanding of current environment • Conduct gap analysis; determine and document any gaps that may exist to deliver the proposed solution • Update transition project plan; finalize details of the project plan • Finalize RTM	Gate Review: Customer Plan Acceptance • Review discovery and assessments findings • Review gap analysis • Gain consensus to move forward to next phase
Execution	Consolidate processes across service areas	• Confirm staffing requirements; ensure that support team on-boarding requirements are on schedule • Execute agreed-on project plan • Conduct gap analysis and determine mitigation — Document and agree on mitigation plans to address discovery gaps	Gate Review: Operational Readiness • Ensure: — Gaps have been mitigated or have a plan in place — Service areas' operational readiness

Transition Phase	Phase Activities	Phase Deliverables	Major Milestones
		— Assign owners and due dates to plan • Identify future-state processes • Test and validate processes (if applicable) — Support UAT — Determine criteria for successful testing • Complete training • Distribute operational readiness communications • Set up command center	— Cross-functional dependencies are clearly communicated — Solution meets stated objectives • Gain consensus to move forward to next phase
Closing	Steady-state handover	• Measure SLAs • Conduct knowledge transfer to steady state • Document lessons learned	Gate Review: Steady State Handover • Confirm project closure

Dell conducts transition planning activities in the 1st week of transition. The key planning activities include the following items:

Activity	Tasks
Introductions	Dell will hold a Project Initiation Workshop (PIW) to baseline the customer's expectations related to application support. Introductions are made between all of the stakeholders and the Dell team. This kick-off meeting enables us to develop linkages with the personnel and groups that are key to the successful delivery of application support services.
Expectations Baselining	Dell validates our pre-project understanding of application support operations and the customer's service expectations.
Knowledge Transfer Plan Development	Dell prepares a detailed plan for the actual knowledge transfer. This will include: • Drawing up schedules and timelines for training sessions • Identifying the key trainers or mentors during the transition period We plan agendas for each session and request our customer's help in arranging availability of current team staff, as required and according to the plan.
Logistics for Knowledge Transfer Sessions	The customer and Dell will make the logistical arrangements required to physically conduct all of the planned training sessions. This will include any or all of the following activities: • Planning for availability of training rooms • Preparing training materials, if required • Setting up new workstations with the required builds • Arranging use of trainee development environment
Project Planning Artifacts Development	Dell develops project planning deliverables as stipulated by our Quality Management System (QMS). These include: Project Management Plan (PMP), Configuration Management Plan (CMP), Quality Management Plan (QMP), risk management plan; communications plan, transition plan, test plan, connectivity plan, business continuity plan, work schedule, holidays, work tools, and formats.
Infrastructure Setup	Dell details infrastructure requirements for establishing VPN connectivity to our customer's application environment, gather necessary information, and conduct

Activity	Tasks
	connectivity test in the process to resolve all infrastructure-related issues before we move into the knowledge transfer phase.

The deliverables and dependencies for the planning phase are described as follows:

Dell Deliverables	▪ Knowledge transfer plan ▪ Acceptance criteria ▪ Engagement governance model ▪ Measurement framework ▪ Infrastructure requirements
Customer Dependencies	▪ Provide the high-level overview of NYS ITS application environment ▪ Collaborate with Dell to identify the acceptance criteria ▪ Share required information to enable Dell to finalize the engagement governance model, security policy, common processes, and measurement framework

3.9.4 Transition Timeline

The following is a high-level timeline of our estimated transition effort for NYS ITS:

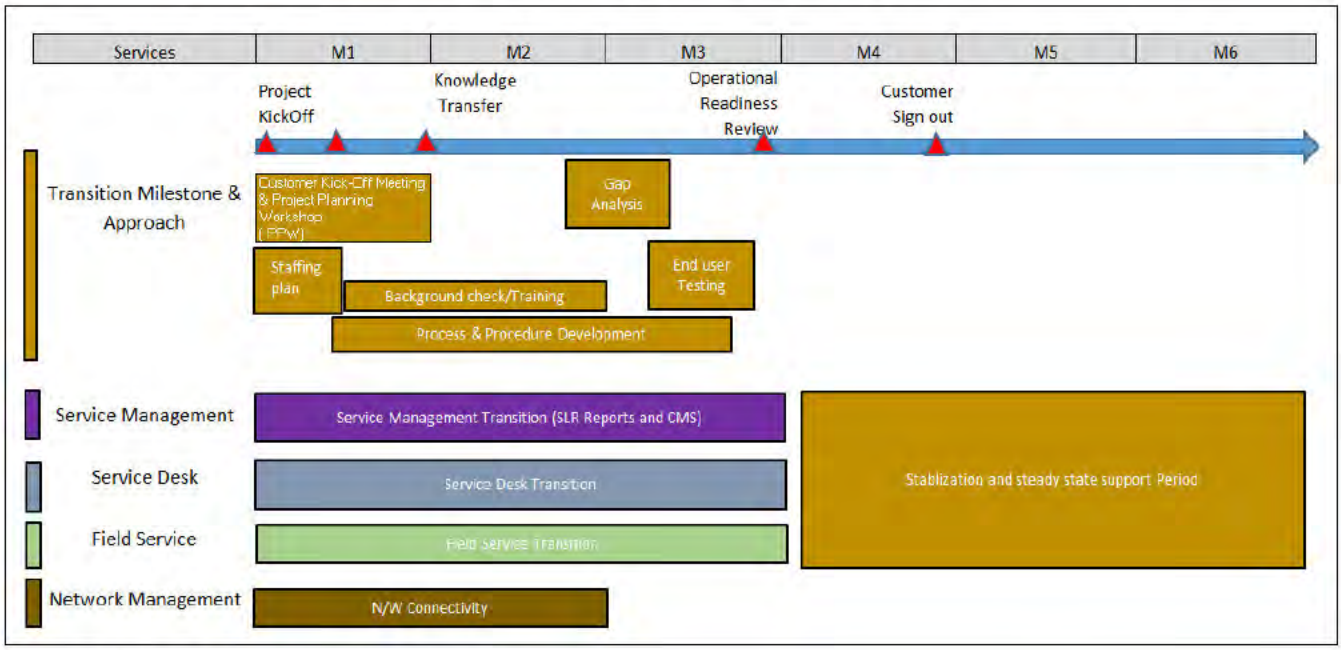

Figure 14: High-Level Transition Timeline

Dell will adhere to the transition timeline defined by NYS ITS—90 days transition and 90 days stabilization. As per the Dell experience, it is an aggressive timeline for transitioning this scale of an environment, but we ensure NYS that we will deliver a seamless transition and have considered the required effort to meet the timeline. One of the key success factors to achieve this timeline is leveraging 90 days of lead time proposed by NYS ITS in timelines after contract award. This time will be utilized actively by Dell for pre-transition activities like staffing and background checks, IT setup, delivery location readiness, and training of resources, as per compliance requirements.

3.9.5 High-Level Transition Milestones

A specific list of key milestones and their acceptance criteria that represent effective progress and measurement within the transition program is developed as part of the transition plan. These milestones can be event, schedule, payment-based, or any combination. For reference, a high-level list of milestones for a typical transition is provided in the following table:

Critical Transition Milestone	Critical Transition Milestone Name/Description	High-Level Acceptance Criteria
1	Transition kickoff with customer	Conduct official transition kickoff with customer to begin initiation and planning.
2	Project planning phase complete	Conduct a Project Planning Workshop (PPW); produce material that defines the execution plan for the project and include the required activities for all services.
		Update Microsoft Project Plan (MPP) as feedback from the first project schedule and baseline Requirements Traceability Matrix (RTM) is provided. Include feedback from the PPW and additional input gathered through operational transition planning meetings and knowledge transfer sessions.
		Walk through the transition plan (MPP and RTM) with the customer to aid in their review.
3	Services interface guide	Meet RTM acceptance criteria for deliverables and review document components with the customer.
4	Service management functionally ready prior to go-live	Load and document Dell's IT Service Management (NYS ITSM) tool in the workbooks.
		Configure Dell's NYS ITSM tool for the workflow, as described in workbooks.
		Update Dell's NYS ITSM tool with information required for Dell to perform support.
		Complete service management Assumption of Service (AOS) checklist deliverables, as described in the RTM, including successful completion of all agreed-on test scenarios.
5	Services to be transition-ready for go-live	Staffing is in place for all services for this region.
		Tools such as monitoring are in place to enable the team to provide and report on service performance.
		Dell's NYS ITSM toolset is fully configured and operational allowing for receipt of incident, request, problem, and change records and accessible for all staff.

3.9.6 Project Management Framework

The Project Management, Program Management, and Portfolio Management (PM3) framework is the Dell guideline for managing projects and programs by project and program managers and the Project Management Office (PMO) throughout a project lifecycle. Our patented PM3 and all supplemental documentation are designed as part of an overall NYS ITS project portfolio engagement approach. Our PM3 aligns and complies with the Project Management Institute (PMI)'s Project Management Body of

Knowledge (PMBOK), an industry-recognized standard for project management knowledge and certification:

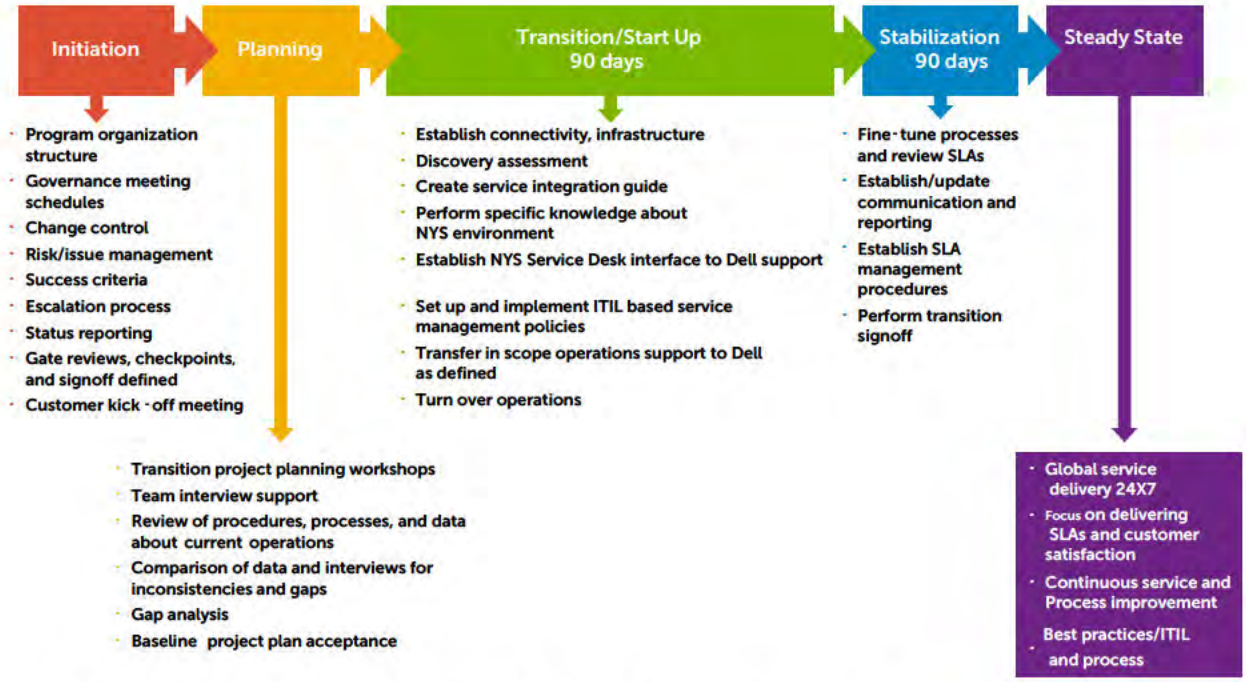

Figure 15: Project Management Overview of Dell's Patented Processes

Project Management Quality Standards (*PM Quality Standards*) is another part of our PM3. PM Quality Standards is a standard for quality practices in project and program management. It contains standards for categorizing projects according to size, complexity, and risk, certifying project managers to manage projects of various levels and standards for conducting project plan certifications and project health assessments.

3.9.7 Transition Governance and Communication

Dell recommends establishing a joint transition program steering committee to oversee program management. This should consist of the NYS ITS executive board, the Dell customer executive, and corporate executive sponsors from Dell. The transition program steering committee should meet monthly and have the following responsibilities:

- Ensure that deliverables are in accordance with the transition program
- Provide an executive decision-making forum
- Manage, prioritize, and authorize change
- Serve as an escalation point for both NYS ITS and Dell
- Provide a communication channel for NYS ITS's satisfaction

The keys to a successful transition from one operating model to another are open discussion, careful planning, risk identification, and risk management. Dell will use a series of workshops from the executive level to the staff level that identify scope, while highlighting the interrelationship of services and business needs.

In addition to the day-to-day interaction with the NYS ITS team and service provider(s) from the transition leadership team, the following table shows a typical communications plan matrix:

Meeting	Description	Minimum Frequency	NYS ITS 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 service provider Subject Matter Experts (SMEs)
RAID Review	Resolve risks, validate assumptions, and address issues	Bi-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 gate reviews	As agreed, typically 90 days, 60 days, 30 days, 15 days, 5 days, and then daily prior to service go-live	Governance team and key SMEs

During transition, while tools and processes are subject to change, services cannot be disrupted. To accommodate this, Dell will work with NYS ITS to explore the business needs through an integrated transition organization, various project workshops, and the development of a tactical transition plan that mitigates risk.

3.9.8 Transition Escalation Procedure

Dell handles all of the delays and issues through a well-defined escalation mechanism. This is laid down as part of the overall governance process. Typically, all escalations move up through a well-laid escalation matrix, with counterparts identified from both parties. We assign a dedicated account executive or transition manager for all the projects.

The Dell account executive or transition manager is responsible for the overall relationship and successful transition. He/she is also responsible to ensure customer's satisfaction with the services provided by Dell. He/she will be solely responsible for overseeing the successful execution of the project's governance, reporting and administration. He/she will participate in review meetings with the customer's senior management, and will act as a point of escalation for the overall transition progress and processes. The account executive is responsible for resolving commercial or contractual issues and monitoring the project milestones to ensure that the project is completed to the satisfaction of the customer. The account executive relays any issue to the geography head.

After the scope of work is finalized, any additions and/or changes in the scope of work are requested for in writing. Dell will communicate all effects on the project schedule, effort estimate, and cost. We incorporate the changes after necessary approvals and authorization from the concerned management representative of the customer organization and Dell.

Various levels of escalation are explained in the following table:

Level	Description
Level 1	• The Level 1 escalation will resolve most issues for the project. The NYS ITS and Dell teams work directly together to resolve the more standard problems and issues that will come up in completing various tasks.

Level	Description
	• If a successful resolution cannot be reached, NYS ITS personnel should notify the NYS ITS transition manager, and the NYS ITS project manager will work with the Dell transition manager to reach a successful conclusion. • Conversely, Dell personnel should notify the Dell transition manager, and the Dell transition manager will work with the NYS ITS project manager to reach a successful conclusion.
Level 2	• If the NYS ITS project manager is not satisfied with the response from Dell, NYS ITS can request that Dell escalate the issue to Level 2. • The Dell transition manager will schedule a meeting between the NYS ITS project manager and the Dell account executive and delivery manager to discuss the issue. The NYS ITS project manager will have the option of inviting the NYS ITS vice president to the meeting, if necessary. • Conversely, Dell can request that the issue be escalated to the NYS ITS vice president, and the NYS ITS project manager will schedule the meeting. Dell will have the option of extending the invitation to the Dell account executive and delivery manager. • Before either party can escalate to Level 3, the respective Level 2 managers will be engaged.
Level 3	• Level 3 issues will be raised only after non-successful resolution at Levels 1 and 2. The vice president of NYS ITS and account executive manager of Dell will arrange escalation meetings for their respective sides with the executive management personnel.

3.9.9 Transition Organization Structure

Dell's global, proven, and structured transition framework, which scales to meet specific customer needs, is the result of employing industry best practices and more than 20 years of experience.

We establish an organizational structure with well-defined roles and responsibilities. A transition manager is assigned to lead the NYS ITS and Dell transition teams that are accountable for continuation of IT services during transition and for minimizing disruption to the business. An experienced transition team is deployed to implement each element of the solution, supported by an extended team of subject matter experts, as required.

Dell is proposing a delivery director, who will be responsible for the overall success of the transition and stabilization period and will ensure that all the business and strategic objectives of the project are met with highest quality. The transition manager and transition scheduler will be accountable and responsible for overall transition management. The Field Services (FS) transition lead will be responsible for all the FS transition and will make sure that field services will go-live successfully as per the transition plan. The Service Desk (SD) lead will be responsible for all the SD transition. Similarly, there will be a service management lead and network management lead, who will be responsible for service management and network management transitions, respectively. All the transition resources will report to the respective tower leads, and the transition manager will be working closely with NYS ITS resources for overall successful transition.

Dell transition resources will travel to the customer location for the discovery phase to collect the required information for transition-related activities. The service management transition lead, FS transition lead, and network management lead will be engaged from Month 1 until go-live of their respective service areas. There will be a project coordinator and scheduler, who will be working closely with the transition leads.

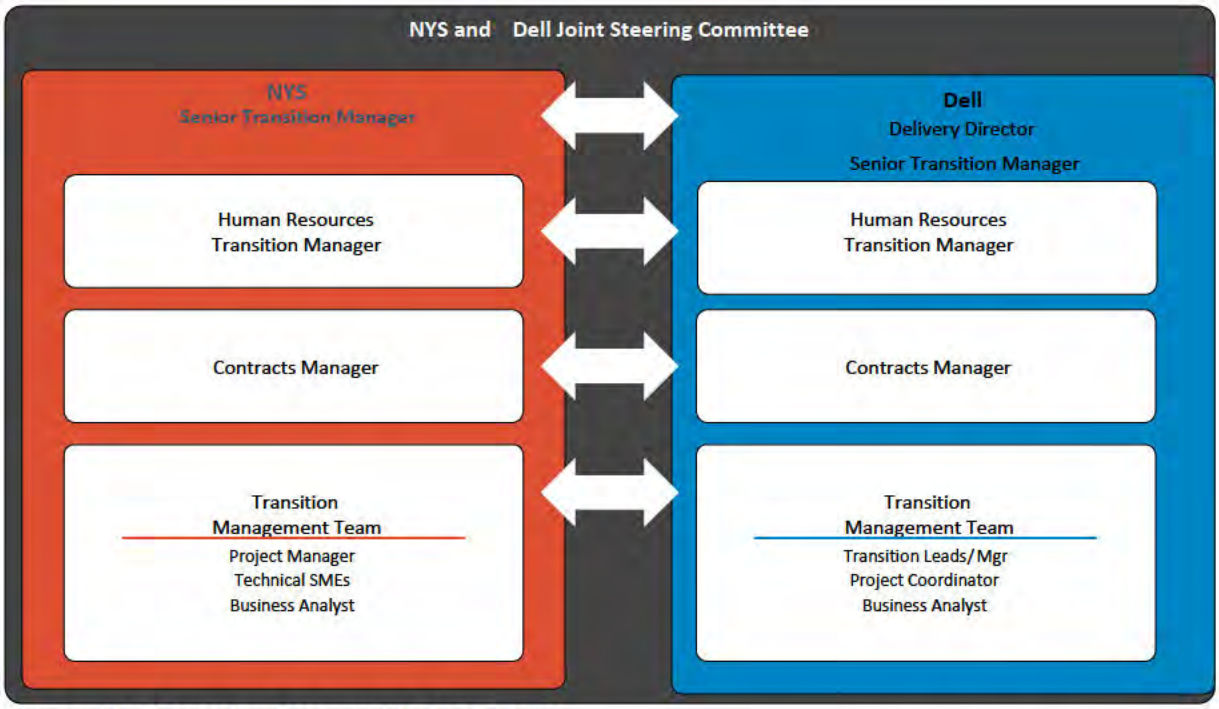

Figure 16: Transition Partnership for Success

The NYS ITS transition manager will be responsible for the management of the NYS ITS portion of the project. This leader will work with NYS ITS personnel and Dell to perform project progress updates, attend issue resolution meetings and project quality reviews, manage the deliverables as outlined in the contract, manage the day-to-day project activities from the customer perspective, and serve as Dell's single-point-of-contact when interfacing with Dell.

The Dell transition manager ensures that all participants understand their roles, their tasks and deliverables, the processes, and the deployed technologies in the transitioned IT environment. The Dell transition manager also facilitates the various project management workshops and change management meetings, and reports to NYS ITS and Dell leaders on the project status.

Working with NYS ITS and Dell teammates, the Dell transition manager reports project progress, identifies risks, resolves issues, manages dependencies, directs project reviews, and is responsible for the Dell deliverables, as outlined in the Program Initiation Document (PID).

3.9.10 Risk Management Plan

The Technical Proposal shall include a Risk Management Plan that clearly articulates the methods to be utilized in the identification of potential risks; the procedures utilized to predict the likelihood that a risk will occur; the methods for quantifying the potential impact to the managed service; and, the methods for development of action plans to mitigate the impact of that risk occurrence. The Bidder should include information regarding best practices and, if applicable, lessons learned during other engagements that have been incorporated into the proposed Risk Management Plan. Limit response to 5 pages.

All transitions carry some level of risk. Because of this inherent risk, the most important element of a transition is communication. All parties involved in the transition must have an effective plan for communication and escalation in place; project challenges can then be dealt with allowing for little or no impact to the project timeline. During the transition planning phase, Dell works with NYS ITS, incumbent support providers, and any related third-party entities to develop, implement, and execute a communication plan.

All transitions require a commitment of NYS ITS resources. If NYS ITS and incumbent service provider resources are not available, these delays impact the timeline and quality of the transition. In order to

mitigate this risk, Dell works with all parties during the planning phase to develop meaningful knowledge transition schedule.

Competing projects or initiatives with parallel timelines may also affect transition. If the same resources are assigned to various projects, NYS ITS will need to prioritize the interrelated projects. During the feasibility and initiation phases, Dell will request a full review of projects that may hinder the transition.

Some of the common risks associated with transitioning services include:

- Lack of executive sponsorship to facilitate commitment and results within the project team; lack of communication across implementation teams to define dependencies and corresponding milestones
- Delayed project start without adjusting the original go-live date
- Changing or undocumented requirements—"scope creep"
- Ineffective or insufficient communication to affected users on the changes
- Service-level maintenance during transition from incumbent providers
- Over-burdened transition resources; lack of commitment by subject matter experts due to existing "day" jobs

Due to these, and other causes, activities and tasks must be crashed, which impacts service quality and creates challenges obtaining information from the incumbent support teams.

Dell's transition methodology is designed to address and manage risks, while establishing the necessary governance to provide for a transition's success. Upon transition initiation, Dell's transition team immediately establishes program controls to identify risks and gaps, followed by strategies to mitigate and resolve them.

Contractual and Operational Gap Log

A primary function of Dell's transition team includes performing discovery activities, enabling Dell to clearly understand the current NYS IT environment. In documenting the Current Mode of Operations (CMO) in place at NYS ITS, Dell's transition team analyzes the current environment against Dell's planned solution, as well as the contractual agreements between NYS ITS and Dell. Any areas where gaps exist are thoroughly recorded in a gap log.

The gap log includes:

- A line-by-line review of each contractual requirement
- An owner for each requirement and an expected delivery date
- A level of compliance measurement for each requirement

Over the course of the transition, Dell uses this tool to understand project risks and mitigate them appropriately. A similar process is followed to track operational gaps.

Gap Mitigation Plan

Based on the gap log and detailed reviews with NYS ITS, Dell develops a gap mitigation strategy for each primary program risk. This practice ensures that Dell clearly communicates all program risks to NYS ITS and jointly develops a workable solution for each risk.

Risks, Assumptions, Issues, and Dependencies Log

One of Dell's primary program governance controls is a log tracking Risks, Assumptions, Issues, and Dependencies (RAID), and any associated action items. This log is reviewed both with NYS ITS and internally on a weekly basis. All program risks and actions are tracked within the log to ensure continual and consistent visibility to any risks, gaps, and associated mitigations.

Examples of Risks and Mitigation Strategies

Dell fully understands the varied risks associated with transitioned services from the current support model to a new one, and Dell already has mitigation methods to address most of the typical risks such as the ones listed in the following table:

Risk	Impact	Mitigation
• Key third-party/SME support unavailable during transition • Thirty-party in-flight projects or other time constraints	• Suboptimal operational and business processes • Degraded service delivery quality • Negative impact on knowledge transfer • Reduced meetings and understanding requirements	• Develop an effective communication plan • Develop a transition plan jointly, including resource dependencies from all parties with agreements • Obtain senior management commitment by both NYS ITS and Dell
• Customer losing needed staff during the transition	• Negative impact on knowledge transfer • Reduced meetings and understanding requirements	• Identify key employees and develop a retention plan for every employee • Recommend incentives be provided to the key people to encourage them to stay through the transition • Provide and train Dell staff to cover key areas
• Customer's staff overloaded during transition	• Less productive day-to-day operations • Constrained staff	• Create documentation following Dell's best practices minimizing effort required from the customer
• Customer's users resist change, will not adapt to future mode of operation	• Delayed service adoption • Missed SLAs • Reduced customer satisfaction	• Develop an effective communication plan • Send communication emails 30, 15, and 5 days before go-live, explaining the changes

3.9.11 Quality Management Plan

The Technical Proposal shall include a Quality Management Plan that describes the processes and techniques to measure, monitor and control, the quality of the services to ensure that the requirements of this RFP are met. The Bidder should include information regarding best practices and, if applicable, lessons learned during other engagements that have been incorporated into the proposed Quality Management Plan; examples of bidder cost saving proposals that were implemented during other customer engagements; and describe how Bidder reports on and ensures compliance with regulatory and privacy requirements such as CJIS Security. Limit response to 2 pages.

Dell maintains a Quality Management System (QMS) that it applies at all appropriate levels. This includes companywide activity and tracking, as well as services-specific and function-specific quality teams, control self-assessments, and continuous improvement programs. Together, the processes, education, evaluation, and improvement activities allow each team to understand customer requirements, measure performance against those requirements, and take action to correct failure.

Dell's QMS is reviewed by the National Standards Authority of Ireland (NSAI) and the Americas division of British Standards Institution (BSI) against ISO 9001 standards. Dell maintains current certifications for ISO 9001:2008 standards covering quality management systems.

Project-Based Quality Control

We will establish the following processes, performance measurements, and accountability metrics to deliver the highest-quality services and verify that our relationship with NYS ITS operates smoothly and efficiently. These will include:

- Account level
  - Quality policy, goals, and objectives
  - Internal audit of management processes
- Management review processes
- Project level
  - **Project Certifications:** Projects designated as high-importance or high-risk are certified during the planning phase as having the necessary components expected for project success.
  - **Project Assessments:** Project assessment guidelines and tools that measure progress are used to assess the project's overall health. Project reviews are categorized into three levels of detail: (1) Project Management Methodology (PMM) compliance check; (2) project review; and (3) red status audit. Each subsequent level is progressively more detailed in-scope and conducted by more knowledgeable assessment teams.
  - **Milestone Signoff:** The program/project manager secures the customer's signoff at the completion of key milestones—specifically at the end of the planning and execution phases to validate scope and monitors that objectives were met, respectively.
  - **Post-Implementation Review:** Projects include a post-implementation review to capture lessons that can be learned and applied to future projects.

Quality Delivery and Ongoing Operations

Dell's commitment to quality begins at the top with the establishment of a best practices office charged with finding and proliferating external and internal best practices for the benefit of our customers. We follow best practices across the operation, enhanced by automation and business process improvement. We manage day-to-day operational efficiencies and use best practices and proven methodologies to bring improvements to our customers and ourselves.

Our strategy is to utilize a well-defined, yet flexible, approach to process design, implementation, management, and continuous improvement. Our approach, typically, includes the identification or cataloguing of the following items:

- Required steps to accomplish process objectives
- Required training
- Necessary skills and competencies
- Links to necessary subsystems
- Key metrics
- Ideal measurement system

We will provide the products and services to meet the needs and expectations of NYS ITS. In addition, continual monitoring of processes and policies provide a quality approach to managing business operations. We use three categories to measure operational results:

- Progress metrics
- Performance metrics
- Quality metrics

Together with the NYS ITS, we will collect, analyze, and act upon information in accordance with quality management and continuous improvement methodologies. Our Dell customer executive and

customer delivery executive will also hold regular meetings to discuss qualitative feedback on service and IT performance with their NYS ITS counterparts.

All services provided by Dell are operated at levels as defined in the SLAs. We actively measure performance against stated accuracy, timing, and results criteria to deliver the expected levels of service.

We use four primary methods for communicating operational performance:

- Daily operation checkpoints
- Weekly operational performance review
- Monthly SLA review
- Quarterly quality assurance review

This level of communication and review has worked well in all of our existing relationships with customers of varying sizes and complexity. Our approach is to create a single team consisting of members from NYS ITS and Dell. The transition period is used to integrate the Dell team into the daily operations of NYS ITS. At the end of the transition period, we will have established the working relationships necessary to conduct business. It is important to the ongoing success of the relationship that we be viewed as an extension of NYS ITS and fully included in decisions that may affect IT operations.

We also conduct customer satisfaction surveys. Our customer executive will hold regular meetings with NYS ITS stakeholders—as will be defined in the service contract. The customer executive also presents quantitative data (for example, SLAs) and reviews key statistics with NYS ITS management. These reviews and their specifics will be defined as part of our ongoing relationship, though examples might include budget and schedule variance, percentage of work completed, and key milestones reached.

Each Dell methodology involves activities to identify defects in products, services, and processes by means of verification (reviews) and validation (testing). This documents that our services are designed and delivered according to NYS ITS's requirements. In addition, all methodologies have a named owner and contain improvement loops that specifically call for the recommendations and problems from users.

Reporting Quality

Without feedback to stakeholders, the work performed in quality control is of little value. Therefore, we will share measurement results with the individuals and departments who control the processes being measured and throughout the organization. This "open book" philosophy aligns with our systems approach to quality. By openly sharing performance results, we can focus attention on those areas that need systematic attention from the Dell team and celebrate areas that are successful. Reporting occurs at multiple levels for multiple stakeholders. For example, we will:

- Distribute appropriate reports on contract performance to our customer and distribute production reports to department managers
- Share the results of individual audits to employees and their supervisors via real-time email notification
- Roll up audit results into summary reports for the department management
- Use audit and production reports to submit SLA reports to our customer

Open reporting has another advantage—it forces confrontation of issues and problems, with subsequent commitment to improvement actions. Each individual, department, and function within the Dell team will be held accountable for critical performance results and be responsible to improve performance measures that do not meet contract standards.

Quality via ITIL

Dell has a long and well-established history of transforming the ITIL best practices into operational procedures and processes in order to create a unified global services organization. Our commitment to

ITIL is evident in the fact that most of the thousands of infrastructure solutions employees at Dell have received formal ITIL training. As a result, our global service teams use a common vocabulary, workflow, organizational structure, and reporting system that enable us to consistently deliver high-quality services to meet diverse customer requirements worldwide. The benefits of ITIL best practices become available to our customers once they have transitioned to the Dell Enterprise Service Management (ESM) process and carry across every ITIL-based process and each service line.

Far from using them as a foundation alone, Dell continually adapts and improves our ITIL-aligned service management approach to deliver services faster and more reliably. We will be working with NYS ITS to integrate ITIL processes and provide the level of service expected by NYS ITS.

3.9.12 Change Management Plan

The Technical Proposal shall include a comprehensive Change Management Plan that will encompass Organizational change, within a mutually agreed upon timeframe after contract approval for ITS approval. Organizational change allows for the capture of impact to people, process, and culture, within a mutually agreed upon timeframe after contract. Limit response to 2 pages.

NYS ITS's goal to transition the services within this proposal is a significant transformation that will require strong internal governance from NYS ITS. Dell will work with NYS ITS to help drive the adoption through the utilization of our Organizational Change Management (OCM) best practices.

Best practice research indicates that historically 80-90 percent of all business transformation and IT implementation projects fail to meet their original objectives. The majority of failed projects could have mitigated much of the risk by instituting a simple OCM program. Simply put, OCM identifies the key elements of risk and leverages a variety of tools to mitigate the risks by preparing the organization for the upcoming change.

The Dell OCM approach focuses on an organization's most important asset—your people. Our objectives are to (1) help people understand the reasons for change; (2) gain their involvement and insights; (3) create understanding and commitment; (4) ensure that the capabilities to make needed adjustments are in place; (5) track the process of change; and (6) ensure that it takes hold.

Dell's Approach

Our approach is based on a comprehensive organizational change assessment and change mobilization process designed to increase stakeholder awareness and support for the business change. Our focus is on helping organizations achieve business results and systematically managing change by addressing the drivers of change—leadership, culture, commitment, capabilities, structure, communications, and performance.

For this program, the Dell team will utilize our proven OCM methodology called CATALYST, which has effectively managed the adoption of large-scale change initiatives. The OCM components identified below are the key elements to effectively transition the NYS ITS services.

Sponsorship and Governance

Effective sponsorship requires a shared vision of the future—a common understanding of program's objectives, scope, and value; and a common set of expectations. It also provides employees with the reassurance that the business is behind the transformation that are occurring and are supporting them throughout the change process.

Our first goal will be in identifying the appropriate sponsors and sponsorship group for the organization, who is not the project implementation team, but are individuals who are the "driver" for project success.

Stakeholder/Organizational Assessments

As part of the project initiation phase, an initial stakeholder assessment is completed to get a holistic understanding of the organizational layout, reporting requirements, management, and executive-level structure. We will also look at identifying stakeholders into various categories (sponsors, change

advocates, and subject matter experts), which will assist in driving our framework to help manage and coordinate the communication needed to engage these influential stakeholders and to visibly demonstrate their support of the change.

In addition to the stakeholder assessment, we will also begin our organizational and cultural assessments to get a better sense of the culture, values, and operational norms. This will assist the OCM team in gaining insight into how best to structure communication messaging and transition activities for the program.

Leadership Alignment Interviews

As executives are classified in the initiating sponsor and sustaining sponsor categories, it will part of the initial build phases that interview sessions are then set up with these executive sponsors to get a sense of the following:

- Identify their roles in the program roles and responsibilities, expectations, and so on
- Identify their vision and consistencies or inconsistencies that may be visible in the direction they see the program going or NYS ITS outcomes
- Listen to their major pain points of the current systems and what will really drive value and success for their organization
- Identify organizational culture, lessons learned, advocates or challengers of change, issues, concerns, or risks that may be arise within a specific area/department.

Change Strategy and Transition Management

Integrated transition planning is central to change management. It is defined here as the process of proactively facilitating proposed changes in the workplace and making them acceptable and achievable in the organization. The point of departure for initiating this work stream is to understand the environment and culture in which the change will take place and to define the stakeholders directly and indirectly affected by the program.

Communications and Engagement

As with any significant change that occurs within an organization, focus must be given to communications as change can result in many different reactions, misunderstood ideas, and resistance of the unknown. Communications should built on a framework for selecting, managing, and coordinating activities that will introduce stakeholders to the project and help build their commitment to the program objectives.

Communications Planning

In order to manage all the communications that may be needed, a communications plan will be developed and will include a detailed description of the required communications during the project by audience, vehicle, timing, and key messages.

Communication Framework

A structured framework will be developed as part of the communication planning efforts in order to methodically list the “who,” “what,” “where,” “when,” and “how” the communication messaging will be managed. Key messages that need to be distributed are in the framework and, thus, enabling each communiqué to be thought out in advance, developed, and distributed in a timely manner ensuring that the end-user community is suitably informed.

Communications Execution

Once the communication plan and framework are created, the execution of the various communication messages begins. Following the framework, executing the key messaging and details outlined in the plan is necessary to ensure that employees are adequately moving through the commitment curve from awareness to understanding to buy-in.

Process Design

During the project team's design sessions, the OCM resources will begin assessing the change impacts from an organizational, people, and process standpoint and identify required competencies that may need to be integrated into the user learning plan.

Conduct Change Impact Analysis of As-Is vs. To-Be Processes

The focus on the change impact assessment is to begin looking at the major changes that are going to occur within the organization through the transition. This assessment focuses on the major impacts associated with changes in processes and systems, determines the level of change that will be realized (high, medium, or low), the people that will be impacted, and the gap in potential new skills that may be required to support the future-state environment. The results of the impact assessment will provide the degree of impact by functions and business process areas.

Training Assessment

As part of the OCM effort and to ensure alignment between the findings of the stakeholder assessment, a training assessment will be completed that will lay the strategy for any training required to the various stakeholder groups and the formats for delivery.

PART 4: KEY PERSONNEL AND STAFFING

In this section of the Technical Proposal, Bidders should demonstrate that proposed staff have the necessary knowledge and demonstrated ability to provide the services required by this RFP. ITS reserves the right to reject any personnel proposed by Bidder and will review and approve any substitutions in staff from those proposed by the Bidder in its Proposal.

Key Personnel

The Proposal shall include experience profiles/resumes for all proposed Key Personnel (including any subcontractors) for the following roles using the format below. Limit response to 1 page per person

- *Engagement Management*
- *ITS Service Desk Management*
- *End User Break-Fix Support Services Management*

Person name:	Named once down-selected and reviewed with NYS	*Proposed role:*	Engagement management (Dell title: customer executive)
Professional associations, certifications, and degrees:	Bachelor's degree or greater ITIL v3 Foundation at minimum Six Sigma/Dell BPI-certified	*Number of years of relevant experience in the proposed role:*	8+ years in managing IT outsourcing service in the IT industry
Description of relevant experience: The Dell Customer Executive (CE) serves as the NYS ITS single point of contact for all vendor and/or services-related requests, issues, and so on. Provides monthly and quarterly performance reporting and team assessment. Responsible for team agent staffing and performance reviews. Oversees all vendor managers and agents. Manages, prioritizes, and authorizes any changes within the delivery model. Responsible for all Dell services delivery within NYS ITS.			

Person name:	Named once down-selected and reviewed with NYS	*Proposed role:*	NYS ITS service desk management
Professional associations, certifications, and degrees:	Bachelor's degree or greater ITIL v3 Foundations at minimum Help Desk Institute (HDI) member Microsoft Certified Professional	*Number of years of relevant experience in the proposed role:*	5+ years in managing service desk operations in the IT industry
Description of relevant experience: The Dell service desk delivery manager will support the successful execution of service desk services for a strategic customer. These services include hardware and software break/fix incident and request management. This role is responsible for directing all components of service desk services. The incumbent will direct the coordination of technical and administrative support activities including first contact resolution, customer satisfaction, reporting, and escalation support. Ensures adequate records and systems are maintained. Schedules and manages personnel to ensure contact volume is managed to abide by contractual SLAs. Maintains communication with solution management and specialists in resolving technical problems and/or bringing problems to the design department's attention. Ensures service desk personnel have the appropriate knowledge and training to provide the services for a particular customer. Generally, the delivery manager will oversee the service desk support team assigned to a particular customer and serve as the single point of contact for all service desk-related issues.			

Person name:	Named once down-selected and reviewed with NYS ITS	*Proposed role:*	End-user break/fix support services management

Professional associations, certifications, and degrees:	Bachelor's degree or greater A+ certification or equivalent skill set ITIL v3 Foundations at minimum Microsoft Certified Professional	*Number of years of relevant experience in the proposed role:*	5+ years in running/ project-managing field service projects in the IT industry
Description of relevant experience: The Dell field services delivery manager will support the successful execution of managed client services for a strategic customer. These services include IMAC, break/fix, deskside support, and so on. This role is responsible for directing all components of field service deskside support. The incumbent will direct the coordination of technical and administrative support activities including installation, repair, preventative maintenance, and engineering change upgrades. Ensures adequate records and systems are maintained. Schedules personnel responding to critical situations. Maintains communication with solution management and specialists in resolving technical problems and/or bringing problems to the design department's attention. Generally, the delivery manager will oversee a large field support team or a team with complex field delivery scope and serve as the single point of contact for all field services-related issues.			

4.1 Staffing Plan

Bidders are required to complete a staffing plan that provides the following. Limit response to 5 pages.

- *A description of the strategy that will be used by Contractor to acquire human resources with the appropriate skills to staff the engagement and meet the obligations of this RFP.*
- *If subcontractors are to be used, the staffing plan shall describe the specific need for the expertise of the subcontractor and describe the contractual arrangements with the subcontractor.*
- *A description of methodologies Bidder currently uses and will use to minimize or eliminate attrition of employees.*
- *A description of the experience and actual training completed by existing staff to be assigned to the Contract*
- *A description of the training to be provided by Bidder to new hires before they are assigned to the Contract*
- *A description of whether staff will be dedicated to this engagement or shared with other engagement.*
- *A plan to notify ITS of any proposed changes for the key personnel. Include proposed procedures to replace the Key Personnel with someone possessing equal or greater qualifications if required by ITS.*
- *The staffing plan shall support End User Break/fix Support for Standard, Priority, Secure and Emergency Services. To demonstrate to ITS that Bidder can provide the Services, Bidder shall include the following:*
  - *The location from which each End User Break/fix support staff will be dispatched*
  - *The areas of NYS that each End User Break/fix support staff will cover*

Dell has a resource management engine that regularly tracks project ramp-up/ramp-down requirements across all verticals and geographies. We continually look for new hires with special skills to fill the gaps between the project requirements and internal resource availability. A varied resource mix—hired through multiple channels—allows Dell to meet vast technology skill requirements of our customers, as well as provide the flexibility to offer competitive rates.

The process used by Dell to place qualified resources to the NYS ITS account will include the following steps:

1) As job requirements are identified to fulfil staff augmentation opportunities for NYS, Dell will open job requisitions within Dell's resource management tool specifying the skills, experience, and geographic and schedule requirements.

2) Dell's internal resource management team will identify qualified candidates and provide suitable resumes to the NYS ITS account team to review.

3) If no internal candidates meeting the requirements can be identified, Dell will leverage NYS ITS external relationship to expand the pool of resources from which to identify candidates.

4) The NYS ITS/Dell account team will screen and interview candidates for recommendation to NYS ITS's IT hiring manager.

5) For those candidates meeting the NYS ITS hiring manager's approval, interviews will be scheduled. The interviews may be face-to-face for onsite positions or as phone/Skype interviews for candidates in other geographic locations.

6) A start date will be scheduled upon final approval of NYS ITS. At this time, the steps to on-board the candidate will be initiated.

The above process flow describes a high-level staffing process that would support and supplement both our current staff and our training approach. We will have a dedicated resourcing team that will focus specifically on the requirements and needs that NYS ITS has to feed this process.

Project Capability Planning

Dell's staffing process can be described as "meeting the demand generated by our customers." We recruit and build candidate relationships on an ongoing basis to create an active pipeline of candidates for project readiness. Managing the "talent supply chain" is critical to the success of our business.

Significant investments have been made in both a web-based applicant tracking tool, employee referral programs, and in access to countless candidate search engines that allow our recruiting teams to educate themselves on the demographics of customer locations, as well as on diversity and minority-opportunity hiring pools.

The primary task of our team is to build an effective project staffing plan to identify the following:

- **Skills Matrix**—Required skills for each task in the project structure are recorded.
- **Resource Matrix**—Required resources (internal and outsourced), training of in-house team, hiring, supplemental staffing using IT staffing vendors, planned hiring of new technical staff that can help in transition, and critical staff have to be identified and managed carefully.
- **Resource Deployment Matrix**—Resource start date and sign-off date (optimum utilization), gradual increase/decrease of resources, rotation and re-deployment based on project delivery schedules/milestones, and the right mix that deploys both internal staff and outsourced resources in a blended mode avoids unexpected departure or absence of outside consultants.
- **Resource/Risk Management**—Project staffing needs careful planning as it involves lead time to source, screen, and successfully deploy the right technical and management resources. We monitor resources periodically and avoid project risks due to resource issues. Absence of skilled resources will lead to project delays and cost escalation. As part of risk and continuity management, full-time internal staff must be allowed to grow during the implementation cycle so that knowledge gained is not lost.
- **Resource Succession Planning**—Succession planning is an integral part of the strategic planning process to ensure resource continuity that ties to the project capability planning process. Resource succession planning helps determine project pivotal positions and identify and prepare immediate backup to deal with short-term vacancies in those positions and develop viable internal candidates to fill vacancies. It ties up to a wide range of resource management functions including the process of recruiting talent, skill development through performance management, and training and mentoring programs.

Staffing Methodology

Beyond this, Dell recruits and cultivates talent from top universities and the labor market based on market trends and anticipated demand. The number of geographic locations that Dell operates in and the significant presence in major IT resource centers provide Dell with access to top talent pool across

the globe. The blend of experience, energy, and innovation make Dell a stronger and more flexible IT provider in the market. Dell maintains strong relationships with external resource providers that allow Dell to respond to unplanned increases in resources or to identify specific skills not commonly required.

Identifying the available resources with the appropriate skills, industry knowledge, and experience is just the first step in the process of on-boarding employees to an account. Dell will work with NYS ITS to establish processes to ensure that all the administrative tasks required to bring a new employee on board are executed as efficiently as possible.

The employee is also acclimated to NYS ITS's culture and values. A knowledge repository will begin to be assembled as early as the due diligence phases on the engagement and continue through the life of the project. This will include the collection of documents covering safety, security, and Standard Operating Procedures (SOPs) that will be used to train new resources when they come on board to make them productive members of the NYS ITS team as soon as possible.

Subcontractors

Dell maintains a number of sub-contractors/partners—each staffing hardware- and software-certified personnel—who serve our customers as part of the Dell team. Dell's subcontractors are qualified to meet a variety of Dell-imposed standards in order to do business with Dell and/or Dell's customers. These standards include rigorous insurance requirements, Dell's own standards relating to compliance with employment-related laws, and the same security standards as regular Dell employees.

For NYS ITS, our field support partner (ASI) and staffing partner (APEX) will be utilized. Both of these partners are qualified to meet the requirements stated by NYS ITS for staffing.

Dell's recruitment specialists—internally and/or leveraging partners—will provide NYS ITS staff with the right skills and at the right time. NYS ITS's ability to provide fair resource requirements can further ensure that resources are made available at the right time as per project needs.

Attrition Management

Process compliance with globally audited standards, as well as resource redundancy, significantly reduces the impact of attrition on service delivery. Dell's employee retention rate is considered high within the industry, particularly among leadership and key delivery skillsets.

Dell believes employee and customer satisfaction go hand-in-hand as a direct result of all parties wanting to innovate. Long-term customers of Dell subscribe to the thought that the strength of Dell stems from the relationship and commitment between Dell employees and customers. Typically, our employees integrate into the customer ecosystem, and it becomes hard to differentiate who works for whom, particularly when challenges arise.

Training

Our company places emphasis on providing personal growth and professional development opportunities to our resources. The central charter of the training and development team is to provide learning opportunities that align with our business units' current commercial and technical training needs, as well as to develop new competencies to foster innovation and new solutions for our customers. To this end, we offer excellent technical, program management, and leadership development training through a variety of means. We also provide industry training to ensure that we are meeting our customer's needs.

Teams have developed training plans that outline the different training needed over time to fulfill the requirements of the various roles. These, along with Individual Development Plans (IDPs), are used to ensure that the expected progress is being made and that resources have the right skills for teams to deliver the contracted services and be successful.

Each area within Dell is responsible for training team members; however, with a common goal across our teams, professionals will average 20 hours of development and training each year. A variety of training methods are used, including, but not limited to, On-the-Job Training (OJT), classroom training, Computer-Based Training (CBT), individual training, mentoring, shadowing, and self-directed training.

In addition to OJT and internal development programs, the Dell tuition reimbursement program is available to active professionals who work more than 30 hours per week and are seeking to improve existing skills and educational knowledge through outside study. This creates a “shared responsibility model” for learning and development between each professional and the organization.

Key Personnel Changes

Because job descriptions, individual goals, and even the project requirement may change, staff development plans will be reviewed on a regular basis. Changes to the staff development plan will be made as needed. Both the supervisor and the staff member must agree upon changes with a mutually agreed notice period to remove and replace key personnel in the project delivery.

“Strategic staffing” is the process of identifying and addressing the staffing implications of business plans and strategies, or better still, as the process of identifying and addressing the staffing implications of change. The impact on staffing should be defined (or at least discussed) whenever changes to business plans are being considered—whether near-term or longer-term—called “strategic workforce planning,” which emphasizes the longer-term, business orientation of the process.

Removal of Resources

In the event that NYS ITS informs Dell of a desire to have a resource removed from the account, Dell will comply. For staff augmentation roles, Dell will follow NYS ITS’s standard security and termination processes. For roles under managed services and project delivery, Dell will provide NYS ITS with an assessment associated with any deliverables and account activities that may be impacted by the removal of the resource. Dell will begin execution of the resource succession plan and remove the resources as agreed to with NYS ITS. Resources will be replaced using the same process as is used to bring initial candidates on board.

"Blended staffing" is becoming an increasingly popular business strategy that enables firms to expand and contract their workforce, as needed, with the right skill gap analysis. It involves maintaining a core group of employees possessing skills aligned with the organization’s area of specialization, and assigning work that is non-critical to the business to contingent staff. This purposeful mix of fixed and variable workers allows firms to better manage and match skill set, as well as reduce costs by paying for labor only when they need it. More importantly, it facilitates staffing agility.

Preparation of Personnel Change Planning

Preparation of personnel change planning mainly consists of procuring information on:

- The results of demand analysis
- Skill gap analysis
- Customer feedback analysis

This is the number of employees to be hired, dismissed, changed, and retained. The figures are differentiated by categories of persons. They are particularly relevant to employee hiring and dismissals.

Personnel Change Planning

One or more alternative plans are drawn up for positions to be occupied using recruitment, employees to be dismissed, positions to be relinquished, and employees to be transferred to other departments. One of these alternatives is selected, or additional alternatives are drafted, on the basis of an evaluation. The personnel change plan is then submitted and discussed.

Approval of the Personnel Change Plan

A decision is made whether to approve the positions to be occupied using recruitment, employees to be dismissed, positions to be relinquished, and employees to be transferred to other departments in their present form. After approval from both the parties is done, recruitment, downsizing planning, position formation, or personnel assignment is performed.

Monitoring of Personnel Staff Change Planning

The effects of personnel change planning and the procedure and results of the processes are checked at regular intervals or for specific reasons. Such checks focus in particular on whether and to what extent the objectives of personnel staffing are met. Based upon the results of the analysis, it is decided whether:

- The provisions of personnel staff/personnel change planning need to be re-designed with the customer
- Further implementation measures are necessary
- The provisions need to be re-designed
- Personnel change planning must be repeated in full or in part

Proposed Staffing Details:

The following table summarizes the details on staffing:

Track	Resource Type	Delivery Location
Service Desk	Dedicated in prime shift and Cross skilled(80% dedicated and 20% shared) in Non-Prime /weekends**	U.S.—Nashville, TN and Oklahoma City, OK
Alert Monitoring	Dedicated	U.S.—Nashville, TN/Oklahoma City (will be finalized at contract signing)
End-User Break/Fix	Dedicated and dispatch	Different locations*

*Please refer to the end-user break/fix solution for further details on the proposed staffing/support model for end user break fix

****Service Desk Support Staffing**

Considering scale and volume of NYS in prime shift, it makes economical sense to have dedicated team to be available to respond as per SLA's.

However during non-prime shift and weekends when the volume of incidents and request and considerably low(average of 10-12 incidents+request/hour) Dell has considered cross skilled team to be available for support.

Cross Skilled Staffing: Dell will have named resources even in cross skilled staffing but these resources will also be utilized to share 20% of their daily effort for some other account. This methodology is well proven and matured in our ITIL driven delivery to bring in cost benefits and ensuring each resource is utilized as required.

Considering the data provided during RFP we have proposed this approach. During due diligence, we will reevaluate this approach and re-optimize/finalize as per the analyzed reports and data. Also we need to work with NYS to further verify Background check requirement to be able to use available pool of resources with least time to onboard and de-board from account

PART 5: SITE VISIT FACILITY INFORMATION

ITS will conduct one (1) functional site visit to ensure Bidder can provide adequate facilities for supporting the Service Desk Support and alert monitoring requirements. It is preferred that the Bidder propose a single service desk and alert monitoring site for ITS visit. The site(s) identified by the Bidder must be a facility that is representative of the type of facility or facilities that it is proposing to use to perform the work of the scale and scope required by this RFP. Provide the following details about your facilities and limit response to 3 pages.

Service Desk Facility (1)

Name of contractor/sub-contractor operating the facility	Dell
Street address	1 Dell Parkway
City/state/zip code	Nashville, TN 37217
Contact name/title	Larry Arthurton, Tech Support Manager
Contact telephone number	512-724-5033
Contact email address	Lawrence_Arthurton@dell.com
Year operations were established	2000
Number of customers supported from this site	5
Number of service desk agents at this site	229
Number of call handled annually at this site	50,000+
Description of the facility including the functionality that can be observed: The Dell Nashville facility is appropriately located in the 2nd fastest growing technology job market and 7th fastest growing city in the U.S. The facility itself is 220,000 square feet, and the entire location operates on a backup generator (36 hours run time and contracts with 2 different refueling providers), along with separate utility feeds from NVL Electric Service. All Dell solution centers, including our site visit facility in Nashville, are a global network of dedicated state-of-the-art technical labs that enable you to architect, validate, and build solutions. For an in-depth look into the facility itself, please watch the following video: https://vimeo.com/135937114 Password: DH05	

Service Desk Facility (2)

Name of contractor/sub-contractor operating the facility	Dell
Street address	3501 SW 15th, Building A
City/state/zip code	Oklahoma City, OK 73108
Contact name/title	Chris Scully, co-site leader; Kyle Coke, co-site leader
Contact telephone number	405-713-7848
Contact email address	Chris_Scully@Dell.com
Year operations were established	2005
Number of customers supported from this site	N/A
Number of service desk agents at this site	400

Number of call handled annually at this site	Oklahoma City is one of four service desk locations within the U.S. that respond to customer contact via electronic, voice, or monitoring tools. A breakdown of contacts by each of the various intake methods is not available.

Description of the facility including the functionality that can be observed:

The Dell Oklahoma City facility opened in August 2005, and is comprised of 2 buildings, at approximately 127,800 square feet per building. The mission of the site is to facilitate and drive site-wide efforts and focus that enable team members, brand, and community partnerships to be excellent in Oklahoma City.

Lines of business onsite include Dell Services, Enterprise and Client Tech Support, and Medium Business Sales. 400 CSMB sales agents generate $1.4 billion in sales in core business and help serve marquee customers like the Army, Boeing, and MIT LL. The building offers a full-service kitchen and cafeteria space, mailroom and 2 bay loading docks, shipping and receiving area, data center (dual-feed into the site, UPS, and onsite backup generator present), dedicated interview space on the first floor, fit-zone workout room on B1, and 24-hour security presence.

Monitoring Facility

Name of contractor/sub-contractor operating the facility	Dell
Street address	3501 SW 15th, Building A
City/state/zip code	Oklahoma City, OK 73108
Contact name/title	Chris Scully, co-site leader; Kyle Coke, co-site leader
Contact telephone number	405-713-7848
Contact email address	Chris_Scully@Dell.com
Year operations were established	2005
Number of customers supported from this site	N/A
Number of systems monitored at this site	Oklahoma City is one of four service desk locations within the U.S. that respond to customer contact via electronic, voice, or monitoring tools. A breakdown of contacts by each of the various intake methods is not available.

Description of the facility including the functionality that can be observed:

The Dell Oklahoma City facility opened in August 2005, and is comprised of 2 buildings, at approximately 127,800 square feet per building. The mission of the site is to facilitate and drive site-wide efforts and focus that enable team members, brand, and community partnerships to be excellent in Oklahoma City.

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Attachment A

Corporate/Business Background of Subcontractor

Note: *Copy and complete this section for each subcontractor proposed*

Subcontractor Firm/Company Information

Firm Name	Apex Systems, LLC
Firm Address	4400 Cox Road, Suite 200 Glen Allen, VA 23060
Parent Company	On Assignment
Affiliates	Lab Support, Valesta, Creative Circle
Other Locations/ Branches (if any)	Atlanta, Austin, Baltimore, Baton Rouge, Birmingham, Bloomington, Boston, Charleston, Charlotte, Chicago, Cincinnati, Cleveland, Colorado Springs, Columbus, Connecticut, Dallas, Dayton, DC Metro, Denver, Des Moines, Detroit, Ft. Worth, Greensboro, Greenville, Houston, Huntsville, Indianapolis, Jacksonville, Kansas City, Las Vegas, Long Island, Los Angeles, Louisville, Madison, Memphis, Miami, Milwaukee, Minneapolis, Montgomery County, Nashville, New Jersey, New York City, Norfolk, Oklahoma City, Omaha, Orange County, Orlando, Philadelphia, Phoenix, Pittsburgh ,Portland, Raleigh, Richmond, Roanoke, Salt Lake City, San , Antonio, San Diego, San Francisco, San Jose, Seattle, St. Louis, Tampa and Toronto

Subcontractor's Primary Contact

Name, Title	Desiree Kowkabi, National Account Director
Address	100 Wall Street, Suite 201 New York, NY 10043
Email Address	dkowkabi@apexsystemsinc.com
Telephone Number	212-991-1840

Subcontractor Profile

Description of the Company's Corporate Profile Core Business	A division of On Assignment, Apex Systems provides a scalable continuum of services that includes IT staffing solutions to address critical gaps in current workforce, workforce management strategies, and deliverable-based solutions designed to drive better business performance. Apex is the largest publicly traded staffing and services provider in the United Sates, with over 120,000 technical professionals placed and 3,000 Consulting Services projects delivered since 2010.

Service Offerings	*Description of Service*	*Years the Service Has Been Provided*
	IT Services	21

History of Working with Proposed Subcontractor

Number of Engagements Worked Together: 3 examples below

Engagement 1: Describe Nature of Relationship	Start Date	End Date	Engagement Budget	Percent Budget Split between Firms
Our client was commissioned to support a global migration from Sun Solaris to Red Hat Linux for their valued Fortune 50 financial services customer. Knowing that this project required a flexible workforce of best-in-class technical professionals, the client partnered with Apex Systems to find custom-fit talent to perform this mission critical work.	2010	2010	To be released upon award of bid	To be released upon award of bid

Engagement 2: Describe Nature of Relationship	Start Date	End Date	Engagement Budget	Percent Budget Split between Firms
Our client engaged Apex to provide level one and two help desk support for a large volume (300 agents) customer service center located in the Midwest. This engagement required a large team of technical resources and engagement leadership experienced in Workforce Management to ensure optimum performance of these resources.	2010	2010	To be released upon award of bid	To be released upon award of bid

Engagement 3: Describe Nature of Relationship	Start Date	End Date	Engagement Budget	Percent Budget Split between Firms
One of Apex's clients required consolidation and decommission of their exchange servers post integration of a more than 28,000-person acquisition by a Fortune 50 company. Apex was engaged to deliver on this migration initiative.	2014	2014	To be released upon award of bid	To be released upon award of bid

Subcontractor Firm/Company Information

Firm Name	US Tech Solutions, Inc. (Second-tier subcontractor: vendor of Apex Systems, LLC)
Firm Address	10 Exchange Place, Suite # 1820, Jersey City, NJ 07302
Parent Company	N/A
Affiliates	N/A
Other Locations/ Branches (if any)	USTECH is a global firm, supporting clients throughout the U.S. and North America, as well as EMEA and APAC. • U.S. locations: Jersey City, NJ (Global Headquarters); Santa Clara, CA, Burbank, CA, Edison NJ; Boston MA; Atlanta GA; Tampa FL; Herndon. VA; Washington. DC; Chicago, IL; Phoenix, AZ; Dallas, TX; Houston TX; and Seattle. WA • International Locations: Canada - Toronto, ON; UK - London, England; India - Noida, Hyderabad, and Pune.

Subcontractor's Primary Contact

Name, Title	Manoj Agarwal
Address	10 Exchange Place, Suite # 1820, Jersey City, NJ 07302
Email Address	manoj@ustechsolutions.com
Telephone Number	201-524-9600

Subcontractor Profile

Description of the Company's Corporate Profile Core Business	**USTECH** is a global firm providing a wide-range of talent on-demand and total workforce solutions. Incorporated in New Jersey in 2000 and is 100% owned by President & CEO, Manoj Agarwal. It is an Asian Owned Business and a certified MBE. US Tech is an S-Corp with stable ownership over the last 13 years. Through our flexible, on-demand engagement model we provide 24x7 recruiting and service delivery. Single-point-of-contact program managers lead client-dedicated service teams following client-specific service plans to ensure consistent on-demand delivery of quality resources. Shared services groups provide additional recruiting support for peak demand, and corporate services provide subject matter expertise and functional support.

Service Offerings	Description of Service	Years the Service Has Been Provided
	Temp Staffing	14
	Direct to Hire	14
	Workforce Solutions	14
	IT Services	14

Subcontractor Firm/Company Information

Firm Name	VITEC Solutions, LLC (Second-tier subcontractor: vendor of ASI System Integration, Inc)
Firm Address	611 Jamison Road, Suite 4104 Elma, NY 14059
Parent Company	VITEC Partners, LLC
Affiliates	None
Other Locations/ Branches (if any)	Syracuse Field Office 7010 Fly Road East Syracuse, NY 13057 Albany Field Office 5 Computer Drive W Albany, NY 12205 NYC Field Office 75 Maiden Lane New York, NY 10038

Subcontractor's Primary Contact

Name, Title	Thomas Dalfonso, President & CEO
Address	611 Jamison Road, Suite 4104 Elma, NY 14059
Email Address	Contracts@vitecsolutions.com
Telephone Number	716-204-9200

Subcontractor Profile

Description of the Company's Corporate Profile Core Business	VITEC Solutions, with its corporate headquarters in Buffalo, New York, is a premier technology solutions provider to leading businesses, universities, and government agencies. We supply strategically critical support in the design, deployment, integration, and proactive management of IT environments. VITEC provides services to hundreds of customers throughout the Northeast with a fully dedicated team of highly trained IT professionals.

Service Offerings	

Description of Service	*Years the Service Has Been Provided*
Hardware Maintenance	33
Network Infrastructure/Administration	20
Help Desk	10
Enterprise Engineering	20
Remote Backup	5
Proactive Monitoring	5
Information Security	10

Attachment B

Attached please find the Sample Reports as referenced throughout the Technical Proposal Content.

Service Desk Summary

Performance																	
Metric	Expected	Minimum	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sept 2013	Trend	Period Average	Previous Month vs. Trend
SLA/ SLO																	
SLO FCR % (Phone)	= > 95%		99.4%	99.1%	99.0%	99.2%	99.6%	99.1%	99.4%	99.3%	99.3%	99.3%	99.5%	99.6%		99.3%	Above period average
ABR %	<= 6%	<= 7.5%	4.2%	3.5%	0.8%	0.5%	2.2%	1.9%	1.7%	1.7%	2.3%	0.3%	1.4%	1.2%		1.8%	Below period average
ASA	<= 20s	<= 40s	27.7	26.8	10.5	9.4	15.6	16.6	17.8	23.7	22.0	9.1	17.7	15.5		17.7	Below period average
Survey Rating-HD	> 4.15	> 3.75	4.85	4.83	4.87	4.83	4.86	4.82	4.88	4.90	4.84	4.86	4.92	4.93		4.87	Above period average
	Goal		KPI														
Raw FCR (Phone)	> 65%		65.4%	62.9%	66.4%	64.0%	61.7%	59.8%	60.8%	63.2%	65.3%	63.4%	69.9%	68.9%		64.3%	Above period average
Service Desk Rating	> 4.25		4.64	4.75	4.75	4.70	4.75	4.68	4.75	4.74	4.73	4.76	4.81	4.87		4.74	Above period average
Talk Time	< = 8		7.92	8.65	8.17	8.49	8.35	8.48	8.31	8.35	8.18	7.97	9.35	9.24		8.46	Above period average
Handle Time	<= 8.5		9.06	9.14	8.33	8.63	8.58	8.67	8.50	8.63	8.48	8.23	9.59	9.40		8.77	Above period average

Accomplishments

- Optimized staffing schedule to align with support demand
- Improved CSat (SLA & KPI)
  - ✓ Improved SLA for Aug **(Best ever recorded at 4.93)**
  - ✓ Improved KPI **(Best ever recorded at 4.87)**
- M/M reduction is multiple assigned incident tickets driven by use of ticket assignment matrix tool, tenure growth and coaching
- Time Zone Awareness – Installed clocks and implemented process of communicating with end users outside of their business hours
- Usage of TSA Hotline and OCS for proactive communications between TSA and Helpdesk.
- APAC feedback improvements through training, coaching and enhanced synergy between the two shifts.
- Established Potential (Maximum) FCR target measures

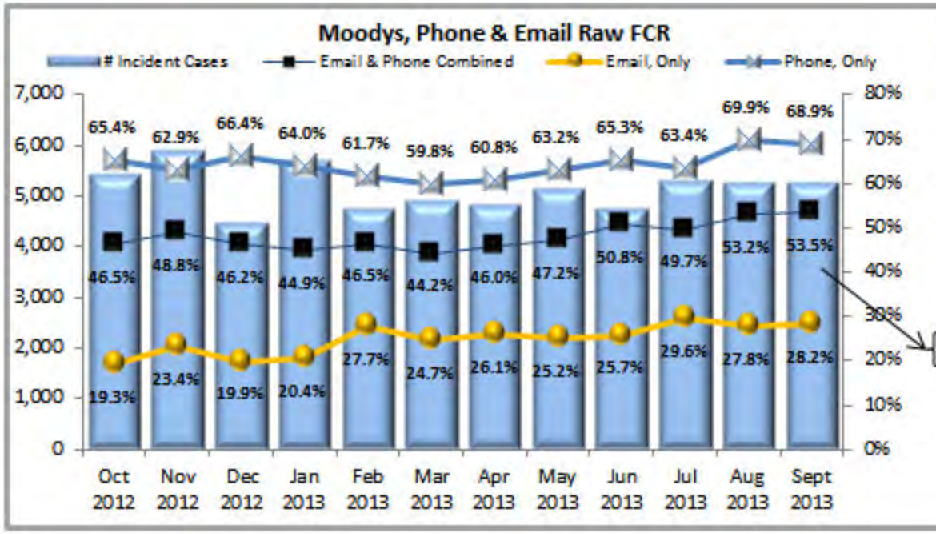
Challenges

- Email volume increased – higher handle times
  - ✓ Email/ Phone contact ratio 3:1 (75% / 25% respectively)
  - ✓ Email adds primarily driven by Requests and Call Logs
- Q/Q increase of Requests – SCCM Auto and Not at HD
- Q/Q increase of Call Logs – Chatter and General Questions
- High Mobile Users
- Large number of unique system login credentials

Evolution Planning

- Enable expanded solution including L2
- Expand SD support thru E2E Ticket Governance for Moodys
- Single Sign On
- Quest Password Reset Tool (Self-Serv)
- Log Me In (Remote Resolution)

First Contact Resolution



Performance Summary

- Overall conversion ratio slightly increased (+0.3%), driven by Email, which increased +0.4%

Outlier (Miss) Summary

- Hardware 13%
- Moodys Apps 12%
- Non-Resolvable Infrastructure 9%
- ***SD Resolvable Infrastructure 66%***
  - *12.5% Potential FCR improvement*

Performance Summary

- 82% of Resolvable FCRs were successfully resolved

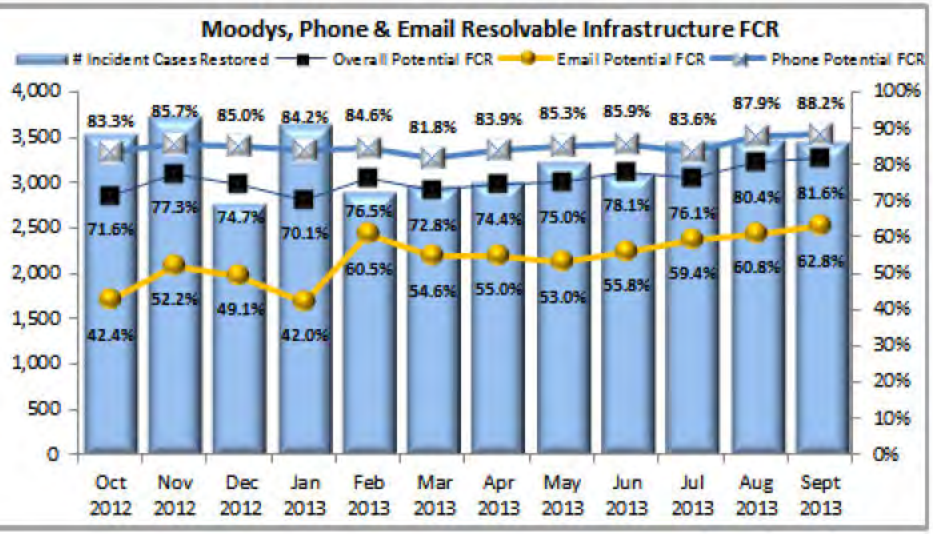
Outlier (Miss) Summary

- 18% of the Resolvable FCR misses were driven primarily by MS Vista, Juniper VPN/SSL (*LMI), MS Outlook

Corrective Action

- Expand current TSA sessions to discuss KB improvements
  - Top seven (7) were resolved by TSA
- Agent training/ coaching

Back up



SLA PERFORMANCE

October 2013 – October 2014

Description	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Speed to Answer Time within 30 Seconds Expected > 85% Minimum > 80% (30 seconds)	88	88	91	84	78	91	87	85	88	85	88	86	85
True Call Abandon Rate at Help Desk Expected < 5% Minimum <7% (30 seconds)	4.20%	2.80%	2.90%	4.30%	5.20%	2.30%	2.60%	2.10%	1.60%	2.60%	1.60%	2.40%	3.10%
Rate for Resolving Core Competency Tickets at Level 1 Expected > 90% Minimum > 85%	95%	93%	95%	95%	94%	95%	94%	95%	96%	95%	99%	99%	99%
Password Resets and User Account Administration Expected > 95% Minimum > 90% (Call Completion w/in same business day)	91%	93%	94%	93%	95%	93%	95%	93%	95%	95%	96%	95%	97%
Client Software Maintenance - On-Time / First Time Fix Expected > 95% Minimum > 90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Client Software Maintenance - Return to Service On-Time Expected : 90% (NBD)	99%	97%	97%	98%	100%	97%	98%	100%	97%	100%	100%	100%	100%
Client Hardware Maintenance - On-Time / First Time Fix Expected >93% Minimum > 88%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Client Hardware Maintenance - NBD Call Completion Expected : 90%	99%	98%	98%	95%	99%	97%	97%	100%	96%	96%	95%	97%	98%
IMAC Assessment & Scheduling Expected > 95% in 2BD,99% in 2.5 BD (Number of IMACs scheduled w/in times)													
% Complete in 2 Business days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
% Complete in 2.5 Business days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Installation - Call Completion Within 2 Business Days Expected : 90%	99%	97%	100%	98%	99%	100%	100%	100%	100%	100%	100%	99%	100%
Installation - Accuracy Expected > 95% Minimum > 90%	100%	100%	100%	100%	100%	100%	99%	100%	100%	100%	100%	100%	100%
SLA 8.1.3 : MAC Call Completion 2 Business Days Expected: 90%				100%	100%	100%	100%	100%	100%	100%	100%	99%	100%
MAC - Percentage of Repeat Calls Expected <3% Minimum < 5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Tech SCOPE Survey Expected > 83	80%	78%	84%	86%	83%	83%	85%	83%	83%	85%	85%	83%	83%

HELPDESK STATISTICS

July 2013 – July 15 2014

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul 1-15
Total Seats	9,716	9,485	9,190	9,431	9,323	8,848	8,848	8,848	8,848	8,848	8,848	8,848	8,848
Seat Increase/Decrease	-68	-231	-295	241	-108	-475	0	0	0	0	0	0	0
Calls Offered	10,377	9,778	9,878	12,362	10,258	10,184	12,518	12,654	14,144	14,345	13,264	12,967	7,132
Calls Answered = (Calls Offered - Hang-ups - True Abandons)	10,061	9,510	9,599	11,843	9,968	9,886	11,976	12,316	13,818	13,972	12,985	12,752	6,940
Pick #1 PW Resets	1,783	1,626	1,799	1,973	1,730	1,690	2,092	2,076	2,215	2,331	2,158	2,328	1,463
Pick #2 Status and Outage Detail	880	810	822	1,088	932	835	968	1,031	1,054	1,062	1,030	1,070	570
Pick #4 Branch Queue	3,525	3,625	3,558	4,709	4,113	3,762	4,756	4,941	5,529	5,810	5,342	5,121	N/A
Pick #3 Webstation	421	384	367	562	455	439	508	513	505	504	499	469	198
Pick #5 All Other	3,646	3,659	3,627	4,624	3,690	3,322	3,981	3,568	4,274	4,084	3,707	3,492	1,869
Pick #6 Windows 7	79	76	78	102	77	98	103	100	109	68	110	83	36
Pick #8 AXA Wireless (Includes Pick #6 Windows 7 till Feb2011)	111	129	139	142	140	100	143	132	132	113	139	189	75
Outbound Calls	3,030	3,750	3,882	4,899	3,278	3,690	3,921	3,797	3,636	3,405	4,574	4,581	2,522
Service Catalog Requests	1,626	1,572	1,459	1,633	1,073	1,289	1,974	1,635	2,045	1,938	1,715	1,920	926
Tickets Generated	7,496	7,296	7,021	8,963	7,999	7,505	9,439	10,120	11,177	11,738	10,174	9,832	5,267
Tickets Generated via Calls	6,889	6,614	6,542	8,202	7,403	7,114	8,647	9,335	10,298	10,899	9,552	9,269	5,064
Tickets Generated via Emails	607	682	479	758	595	391	790	785	879	839	622	562	203
Calls Answered/Ticket Gen. Ratio	68%	70%	68%	69%	74%	72%	72%	76%	75%	73%	75%	74%	75%
Tickets Passed to Deskside	664	597	469	574	476	418	395	329	369	388	356	310	327
Tickets Passed to Campus DS	448	390	306	377	359	267	296	255	306	335	305	260	286
Tickets Passed to Field DS	216	207	163	197	177	151	99	74	63	53	51	50	41
Average Seconds to Answer	48	72	77	68	84	84	88	95	28	28	27	22	37
Longest Call Wait Time mm:ss	16.10	10.70	10.80	34.43	19.36	12.70	9.20	11.90	28.41	30.50	27.51	14.93	27.65
Average Call Talk Time	12:00	11	11	12	13	13	14	12.83	12	12	12	14	13.79
Total IMACs	256	256	160	186	161	104	135	124	126	168	158	114	103
Total Install (All Hardware)	142	142	86	90	105	77	105	79	73	139	109	68	49
Installs Campus	81	92	64	64	86	59	86	55	57	129	97	57	43
Installs Field	61	54	22	26	19	18	19	24	16	10	12	11	6
Total MACs	114	114	74	96	56	27	30	45	53	29	49	46	54
MACs Campus	112	112	50	67	56	27	30	43	52	29	49	45	54
MACs Field	2	2	24	29	0	0	0	2	1	0	0	1	0

HELPDESK STATISTICS

July15, 2014 - October 2014

	Jul 15-30	Aug '14	Sep '14	Oct '14
Total Seats	8848	8848	8848	8848
Seat Increase/Decrease	0	0	0	0
Calls Offered	7730	13759	14523	15588
Calls Answered = (Calls Offered - Hang-ups - True Abandons)	7537	13508	14170	15107
Pick #1 PW Resets	1616	2879	3048	3023
Pick #2 Status and Outage Detail	651	1178	1225	1265
Pick #3 Moka/Five 5 HWI	772	1610	1860	2251
Pick #4 Branch Employees	1306	2130	2108	2312
Pick #5 Microsoft Hosted Email	1143	1901	1739	1889
Pick #6 AXA Connected Mobile Devices	196	386	419	524
Pick #7 Hidden Pick	28	91	82	86
Pick #8 All Other Calls	1825	3333	3689	4471
Outbound Calls	2960	4495	4843	5058
Service Catalog Requests	1032	1996	2256	2305
Tickets Generated	6053	10623	11127	11453
Tickets Generated via Calls	5587	10019	10543	10874
Tickets Generated via Emails	466	604	584	579
Calls Answered/Ticket Gen. Ratio	75%	75.60%	74.60%	72.00%
Tickets Passed to Deskside	327	307	408	438
Tickets Passed to Campus DS	286	270	370	405
Tickets Passed to Field DS	41	37	38	33
Average Seconds to Answer	26.42	24.19	28.44	23.59
Longest Call Wait Time mm:ss	28.35	18.22	22.51	25.82
Average Call Ta k Time	13.55	13.7	13.78	13.7
Total IMACs	103	139	195	68
Total Install (All Hardware)	49	57	112	140
Installs Campus	43	53	108	135
Installs Field	6	4	4	5
Total MACs	54	82	83	68
MACs Campus	54	82	80	68
MACs Field	0	0	3	0

FIELD SERVICE STATISTICS

September 2013 – September 2014

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Total Seats	9,431	9,323	8,848	8,848	8,848	8,848	8,848	8,848	8,848	8,848	8,848	8,848	8,848
Seat Increase/Decrease	241	-108	-475	0	0	0	0	0	0	0	0	0	0
DESKSIDE TICKETS	574	476	418	395	329	369	388	356	310	327	307	408	438
Tickets Passed to Campus DS	377	359	267	296	255	306	335	305	260	286	270	370	405
Tickets Passed to Field DS	197	117	151	99	74	63	53	51	50	41	37	38	33
TOTAL IMACS	186	161	104	135	124	126	168	158	114	103	139	195	208
Total Install (All Hardware)	90	105	77	105	79	73	139	109	68	49	57	112	140
Installs Campus	64	86	59	86	55	57	129	97	57	43	53	108	135
Installs Field	26	19	18	19	24	16	10	12	11	6	4	4	5
TOTAL MACS	96	56	27	30	45	53	29	49	46	54	82	83	68
MACs Campus	67	56	27	30	43	52	29	49	45	54	82	80	68
MACs Field	29	0	0	0	2	1	0	0	1	0	0	3	0
TOTAL IMACS FIELD	55	19	18	19	26	17	10	12	12	6	4	7	5
TOTAL BREAK/FIX FIELD	142	98	133	80	48	46	43	39	38	34	33	31	28
Field S/W	50	45	69	36	21	17	20	12	6	1	4	4	6
Field H/W	92	53	64	44	27	29	23	27	32	33	29	27	22
TOTAL IMACS CAMPUS	131	142	86	116	98	109	158	146	102	97	135	188	203
TOTAL BREAK/FIX CAMPUS	246	217	181	180	157	197	177	159	158	189	135	182	202
Campus S/W	90	71	66	61	49	71	80	47	25	13	9	23	14
Campus H/W	156	146	115	119	108	126	97	111	133	172	126	159	188

Dell Customer ABC Inc.
Operations - Scorecard

January 2015

Table of Contents:

2 13 Month Rolling Scorecard - Service Desk

3 Daily, Weekly, MTD Scorecard - Service Desk

4 Open Ticket Aging

5 Activity Charts

6 OpCat/PCat

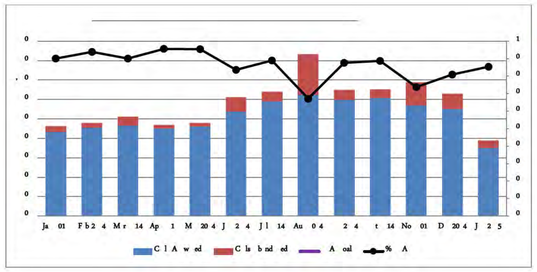
7 Pcat/OpCat

8 Top 10 Call Drivers

Dell Customer ABC Inc.	Service Desk - 13 Month Rolling Scorecard													
Total	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Goal
Telecom														
Calls Offered	4,638	4,792	5,107	4,682	4,791	6,123	6,402	8,330	6,513	6518	6880	6301	3878	
Calls Answered	4,328	4,545	4,645	4,508	4,614	5,381	5,892	6,244	5,984	6073	5689	5512	3499	
Calls Answered in SL	4,184	4,506	4,604	4,480	4,580	5,120	5,699	5,599	5,712	5787	5076	5098	3315	
Calls Abandoned	310	247	462	174	177	742	510	2,086	529	445	1191	789	379	
Calls Abandoned in SL	279	243	450	170	175	651	456	1,713	471	351	860	571	323	
Calls Abandoned out SL	31	4	12	4	2	91	54	373	58	94	331	218	56	
Abandon Rate %	0	0.1%	0.2%	0.1%	0.0%	1.5%	0.8%	4.5%	0.9%	1.4%	4.8%	3.5%	1.4%	
Abandon Rate % (Raw)	0	5.2%	9.0%	3.7%	3.7%	12.1%	8.0%	25.0%	8.1%	6.8%	17.3%	12.5%	9.8%	
Average Speed to Answer (sec)	13	8	8	7	7	16	12	34	13	14	35	25	16	
Average IVR	33	36	38	33	28	35	36	44	37	36	41	43	45	
Service Level %	1	99.1%	98.9%	99.3%	99.2%	93.6%	95.8%	84.6%	94.5%	93.8%	84.3%	89.0%	93.2%	
Service Level % (Raw)	1	94.0%	90.2%	95.7%	95.6%	83.6%	89.0%	67.2%	87.7%	88.8%	73.8%	80.9%	85.5%	
Average Call Wait Time (Min)														
Call Hold Time (Min)	1	0.4	0.5	0.4	0.6	0.5	0.4	0.4	0.4	0.6	0.4	0.7	0.4	
Call Talk Time (Min)	8	6.8	6.9	7.3	6.8	7.9	8.0	8.4	7.9	8.0	8.5	8.1	7.8	
Average Handle Time (Min)	8	7.3	7.4	7.7	7.4	8.4	8.4	8.8	8.3	8.6	8.9	8.8	8.3	
Cases (Handled by Service Desk)														
Cases Opened	6923	9235	10332	9968	9700	10267	10701	12014	11277	10679	9785	9292	5868	
Cases Opened by Service Desk	5084	5840	5842	5962	6247	6986	7722	8134	7784	8216	7186	7160	4343	
Cases Opened by Other Resolver Groups	1839	3395	4490	4006	3453	3281	2979	3880	3493	2463	2599	2132	1525	
Cases Closed	6219	9228	10222	9678	10411	9936	9247	12744	11563	10144	9924	9088	5358	
Cases Closed by Service Desk	4665	5975	6017	5959	6254	7102	6715	8780	7684	7816	7347	7039	4051	
Cases Closed by Other Resolver Groups	1554	3253	4205	3719	4157	2834	2532	3964	3879	2328	2577	2049	1307	
Total Time to Resolve (hrs)	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.1	0.0	0.1	0.0	
TTR Resolved by Service Desk (hrs)											0.0	0.0		
TTR Resolved by Other Resolver Groups (hrs)	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.1	0.0	0.1	0.0	
FCR Total (or Raw)%	88.0%	86.6%	82.3%	86.0%	85.8%	87.2%	88.1%	86.0%	86.8%	85.7%	87.6%	87.0%	88.8%	
Dell Resolvable FCR %	99.1%	99.3%	99.5%	99.3%	99.5%	99.4%	99.6%	99.4%	99.4%	99.4%	99.3%	99.4%	99.5%	
Cases Active Count	1518	1410	1857	136	1382	1131	2788	1761	1186	1486	1719	165	1482	
Active in Service Desk Queue	878	779	859	1	885	397	1772	798	756	964	1136	6	916	
Active in Other Resolver Groups	640	631	998	135	497	734	1016	963	430	522	583	159	566	
Channel Tickets Closed														
Email Received	1527	2329	2423	2268	2391	2734	2370	4401	3719	3998	3425	3552	1959	

Dell Customer ABC Inc.	Service Desk - Daily, Weekly, MTD Scorecard							
January 2015	Week One	Week Two	Week Three	Week Four	Week Five	Week Six	MTD	Goal
Telecom								
Calls Offered	616	1,591	1,671				3,878	
Calls Answered	531	1,499	1,469				3,499	
Calls Answered in SL	379	1,497	1,439				3,315	
Calls Abandoned	85	92	202				379	
Calls Abandoned in SL	35	92	196				323	
Calls Abandoned out SL	50		6				56	
Abandon Rate %	8.1%		0.4%				1.4%	
Abandon Rate % (Raw)	13.8%	5.8%	12.1%				9.8%	
Average Speed to Answer (sec)	57	8	10				16	
Average IVR	44	42	47				45	
Service Level %	65.23%	99.87%	97.56%				93.25%	
Service Level % (Raw)	61.53%	94.09%	86.12%				85.48%	
Call Hold Time (Min)	0.31	0.45	0.41				0.41	
Call Talk Time (Min)	8.27	7.63	7.92				7.85	
Average Handle Time (Min)	8.57	8.08	8.33				8.26	
Cases (Handled by Service Desk)								
Cases	695	2383	2777				5868	
Cases Opened by Service Desk	581	1912	1850				4343	
Cases Opened by Other Resolver Groups	114	471	927				1525	
Cases Resolved	819	2131	2343				5358	
Cases Resolved by Service Desk	624	1769	1658				4051	
Cases Resolved by Other Resolver Groups	195	362	685				1307	
Cases Closed	819	2131	2343				5358	
Cases Closed by Service Desk	624	1769	1658				4051	
Cases Closed by Other Resolver Groups	195	362	685				1307	
Total Time to Resolve (hrs)	0.1	0.0	0.0	0.1			0.0	
TTR Resolved by Service Desk (hrs)								
TTR Resolved by Other Resolver Groups (hrs)	0.2	0.2	0.2				0.0	
FCR Total (or Raw)%	85.0%	93.3%	87.1%	90.3%			88.8%	
Dell Resolvable FCR %	99.4%	99.4%	99.7%	100.0%			99.5%	
Channel Tickets Closed								
Email Received	172	933	834	20			1959	

Dell Customer ABC Inc.	Open Ticket Aging by Resolver Group						
January 2015	2 Days or Less	3-5 Days	6-9 Days	10-15 Days	16-30 Days	31+ Days	Total
Productivity							
Total	36	49	32	21	3		141
NMP-SERVICE-MANAGEMENT	1	3	5				9
NMP-CLIENT-SH							
NMP-TELECOM-SUPPORT	1	5	1				7
NMP-QUARKSOFT-L2	4	9	2	1			16
NMP-QUARKSOFT-L3				2			2
NMP-NETWORK-SUPPORT	1	1					2
NMP-UNIX-SUPPORT							
NMP-KRONOS-SUPPORT		3		1			4
NMP-FIELD-SERVICES-PROJECTS							
NMP-C3-NETOPS	6	2	3	1			12
NMP-SHAREPOINT-SUPPORT-L2		9		3			12
IS-MAIL-NMP	5	2		1			8
NMP-BI-SUPPORT		1		1			2
NMP-ISM	1	1	2	1	1		6
NMP-INTEL-SUPPORT		2	1	4			7
NMP-PEOPLESOFT-FINANCE-SUPPORT							
NMP-FIELD-SERVICES-SUPPORT	4	3	1				8
NMP-LEXMARK-SUPPORT	1	1					2
NMP-C3-INTEL							
NMP-SERVICE-DESK							
NMP-PEOPLESOFT-HR-SUPPORT	2	1					3
NMP-INFORMATION-SECURITY							
NMP-PEOPLESOFT-ADMIN							
STORAGE-BACKUP-GLOBAL-LEVERAGED							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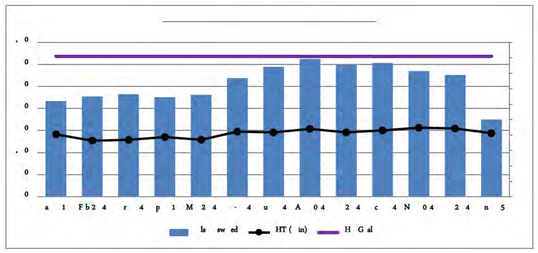
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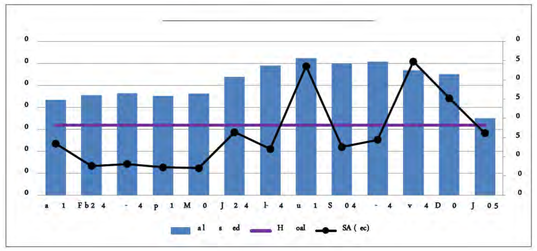
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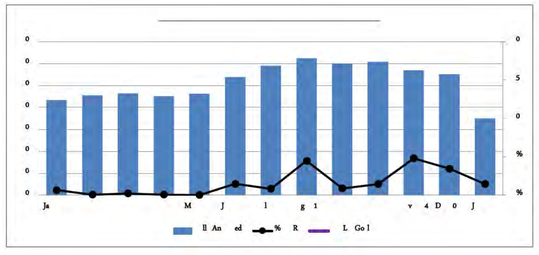
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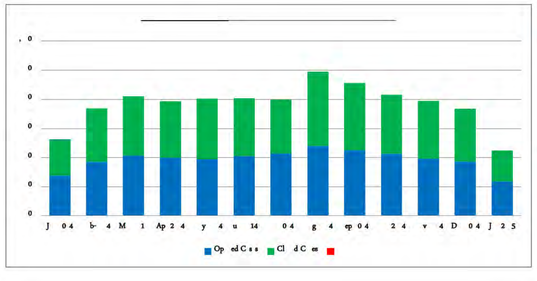
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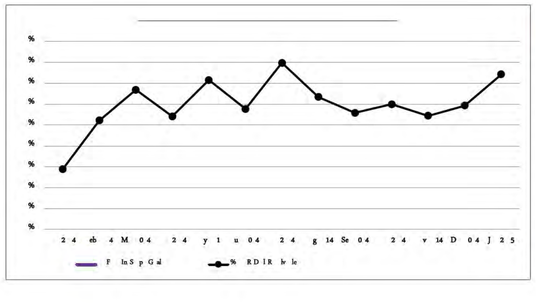
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Reporting off of closed tickets

Row Labels	Count of Case_Number
EVENT GENERATED	781
FAILURE	2704
INQUIRY	1896
(blank)	10
Grand Total	5391

Reporting off of closed tickets

Row Labels	Count of Case_Number
HARDWARE	1346
NETWORK	663
SECURITY	1589
SOFTWARE	1539
TELECOM	254
Grand Total	5391

Top Ten Product Name - Phone

Row Labels	Count of Case_Number
ANTIVIRUS	6
CONTENT FILTERING - SOFTWARE	1
CUSTOMER DISPLAY	1
DESKTOP	302
EXCHANGE	4
FINGERPRINT READER	7
INTEL SERVER	2
INTERNET	2
INTERNET EXPLORER	43
KRONOS ASISTEL	4
LAN	15
MIDAS	100
MIDAS-ASESORIA	387
MIDAS-SINCRONIZACION USUARIO	260
NETWORK ID	1526
NOTEBOOK	9
OFFICE	3
OUTLOOK	50
PEOPLESOFT-ASESORIA	4
PRINTER	58
SCANNER	3
SCANNER - BARCODE	4
SHAREPOINT	4
SUCURSALES	1
VIRUS DETECTION	25
WIN 7	4
CISCO PHONE	9
JABBER	1
AVAYA	201
CISCO JABBER	8
CLIENTES-KIOSCO	13
DIADEMA PLANTRONICS	3
CISCO IPPHONE 3905	1
KRONOS	3
USUARIOS	59
MIDAS PL	1
CML	1
FORMIIK	2
ROLES	1
GERENTE	34
VALUADOR	11
AUX. JEFE DE ALM	1
CAJERO MULTIPLE	7
AIRWATCH	2
AUX. GERENTE	2
ACROBAT READER	1
AUXILIAR DE DEPOSITO	2
IPHONE4	1
AMARRADOR	2
CORREO	1
BITLOCKER	24
VATS	49
8900 SERIES IP PHONE	1
VIRUSSCAN	1
KRONOS TIME CLOCK	2
9600 SERIES IP PHONE	1
VISUALIZACION DE RUTA	1
Grand Total	**3271**

Top Ten Product Name - Email

Row Labels	Count of Case_Number
9900 SERIES IP PHONE	1
CONTENT FILTERING - SOFTWARE	1
CUSTOMER DISPLAY	1
DESKTOP	771
EXCHANGE	2
INTEL SERVER	4
INTERNET	2
INTERNET EXPLORER	9
INTRANET	3
KRONOS ASISTEL	7
LAN	3
MIDAS	111
MIDAS-ASESORIA	59
MIDAS-SINCRONIZACION USUARIO	77
NETWORK ID	34
NOTEBOOK	12
OUTLOOK	10
PEOPLESOFT ADMIN	3
PEOPLESOFT GL GENERAL LEDGER	2
PEOPLESOFT PAYROLL	2
PEOPLESOFT PO PURCHASING	1
PEOPLESOFT-ASESORIA	13
PRINTER	16
SCANNER - BARCODE	5
SHAREPOINT	13
SIBBI	2
SUCURSALES	7
UNIX SERVER	1
EXCEL	1
STORAGE	2
CISCO PHONE	6
OBIEE	4
AVAYA	10
CISCO JABBER	7
CISCO COMMUNICATOR	1
CLIENTES-KIOSCO	1
DIADEMA PLANTRONICS	2
CISCO IPPHONE 3905	1
OMEGA	6
KRONOS	6
USUARIOS	21
TRANSACCIONES	3
CML	3
FORMIIK	5
ROLES	1
GERENTE	22
VALUADOR	1
AUX. JEFE DE ALM	1
CAJERO MULTIPLE	7
AIRWATCH	2
PEOPLESOFT-RH-NOMINA	1
AMARRADOR	2
CORREO	1
IPHONE5	1
SQL SERVER	2
PDF CREATOR	1
VATS	4
PEOPLESOFT CM	1
PEOPLESOFT CORE HRMS	1
OMEGA MOVIL	1
ANTIVIRUS CONSOLE	1
UNIX	1
MIDAS PL-ASESORIA	1
SHARED FOLDER	1
ORACLE	1
Grand Total	**1305**

Performance Evaluation Report Card (PERC©)

December 2014

Service Desk Summary

December-14

SLA Category	Title	SLA Value	This month	Last month	Last 13 mos
L1 Service Desk	First Call Resolution	≥ 70%	98.15%	98.53%	98.74%
	Avg Speed to Answer	90% ≤ 120 Sec	95.96%	95.35%	93.80%
	Avg Abandon Rate	≤ 5%	0.43%	0.71%	1.01%
	Customer Satisfaction	≥ 3.5	4.2	4.3	4.4
CSD Service Desk	First Call Resolution	≥ 80%	98.62%	98.40%	98.03%
	Avg Speed to Answer	90%≤ 25 Sec	98.23%	95.86%	96.46%
	Avg Abandon Rate	≤ 2%	0.37%	0.61%	0.87%
	Customer Satisfaction	≥ 3.5	4.3	4.1	4.2

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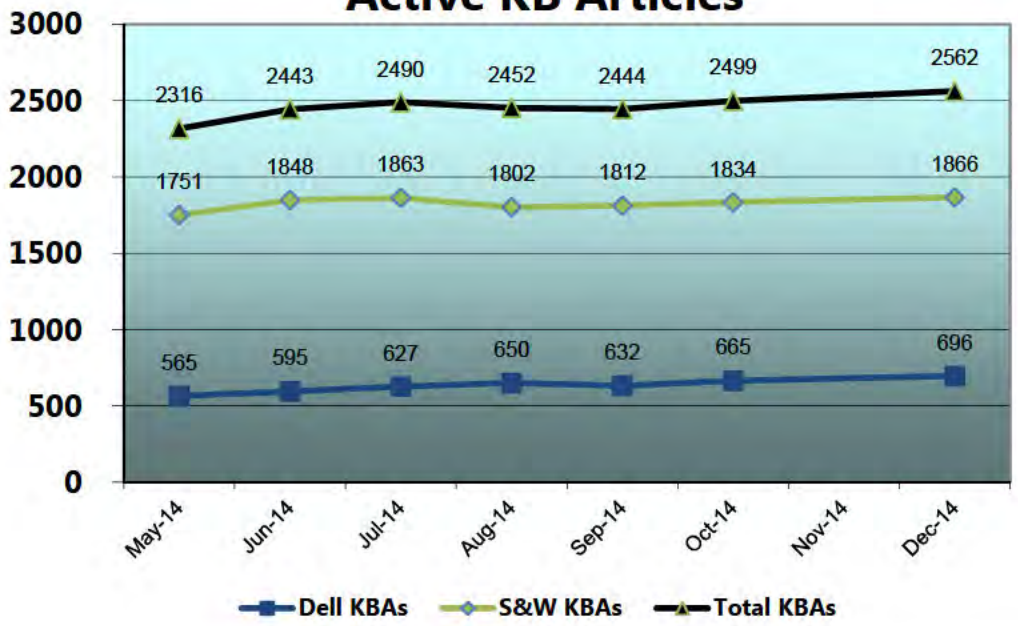
Service Now KPIs

FCR KPI

Service Desk	Total Eligible Phone INCs	FCR INCs	FCR% This month	FCR% Last month
L1 Service Desk	2949	948	32.15	20.53
CSD Service Desk	2136	1186	55.52	45.84

Active KB Articles



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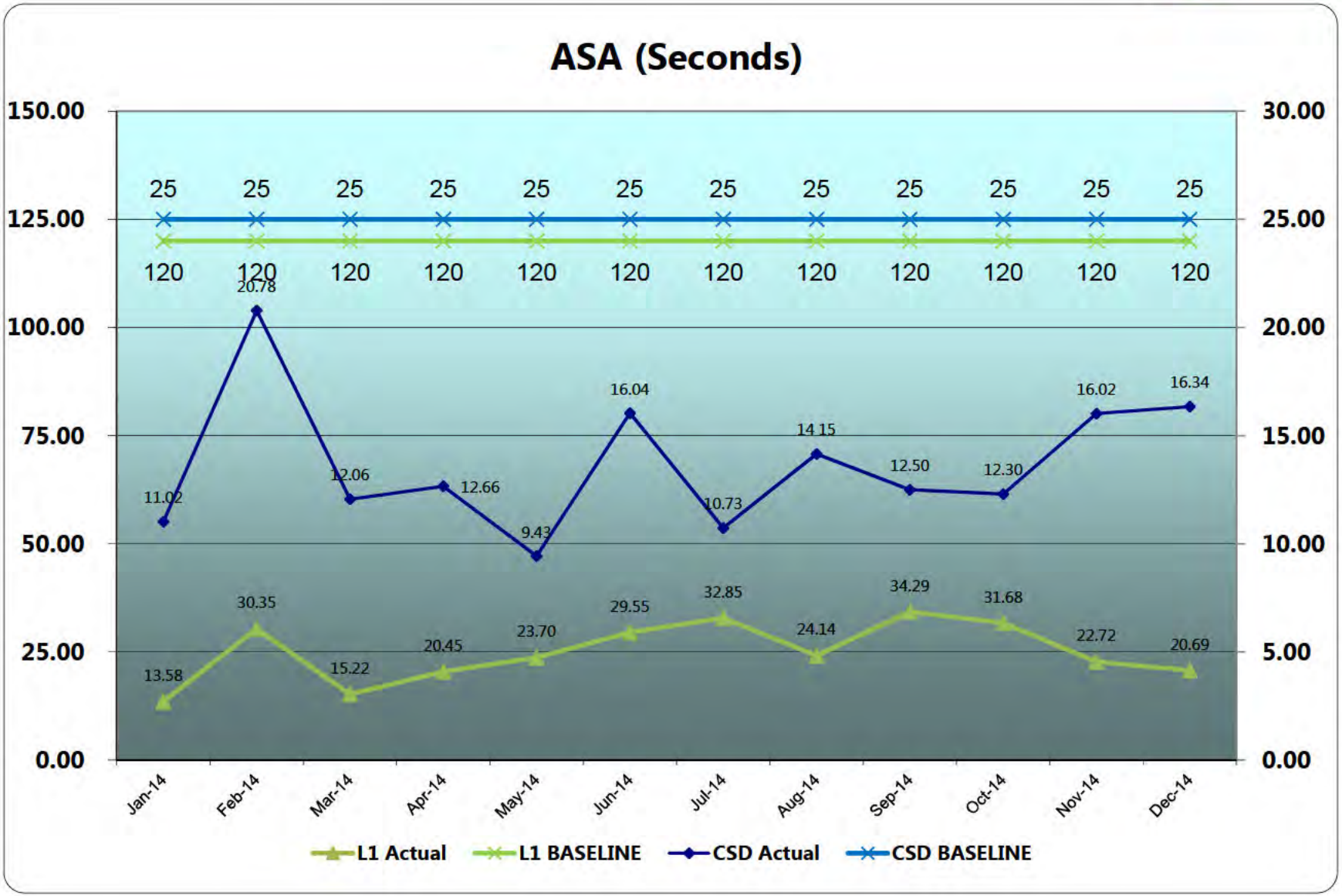
Service Desk Performance – SLA



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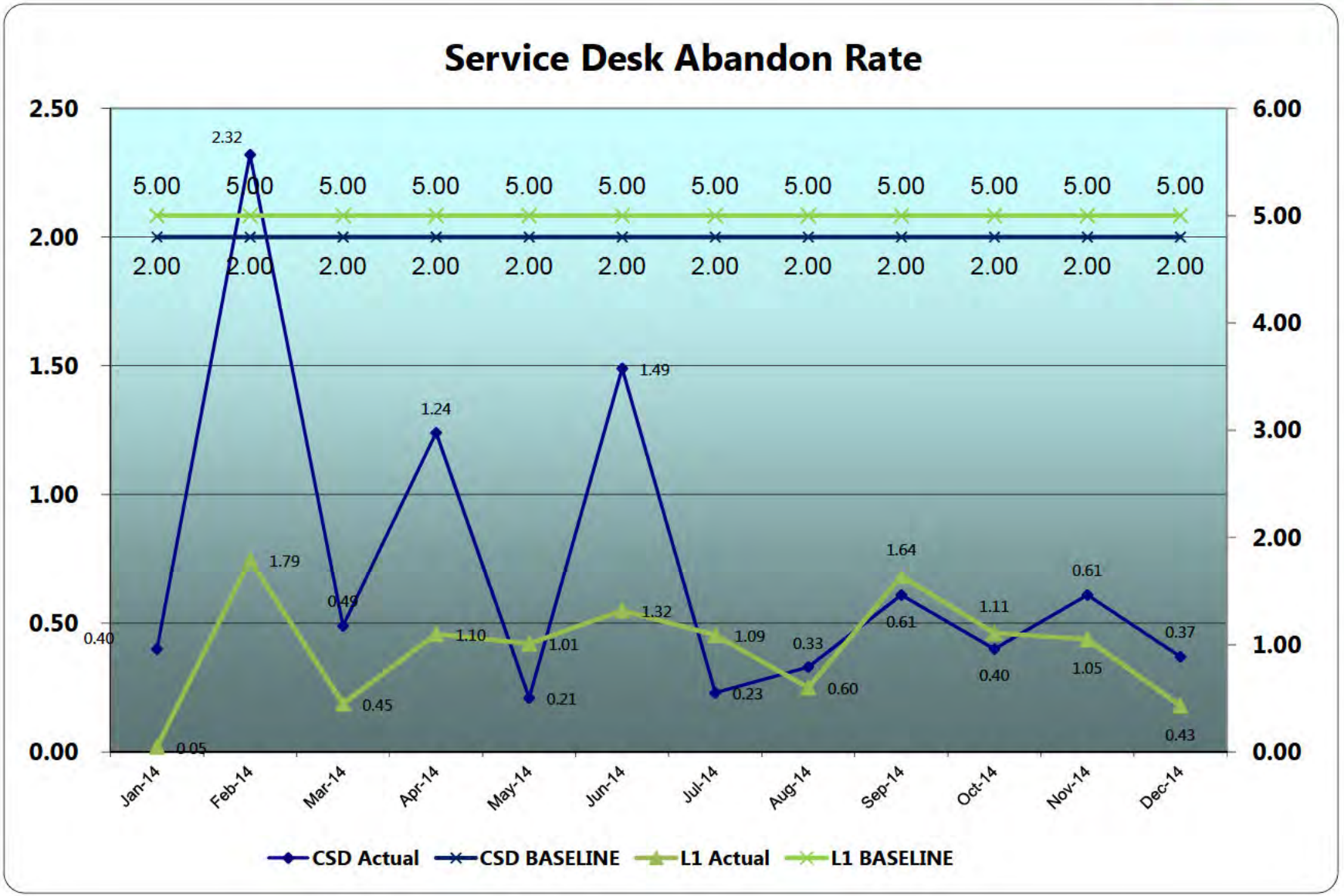
Service Desk Performance – SLA



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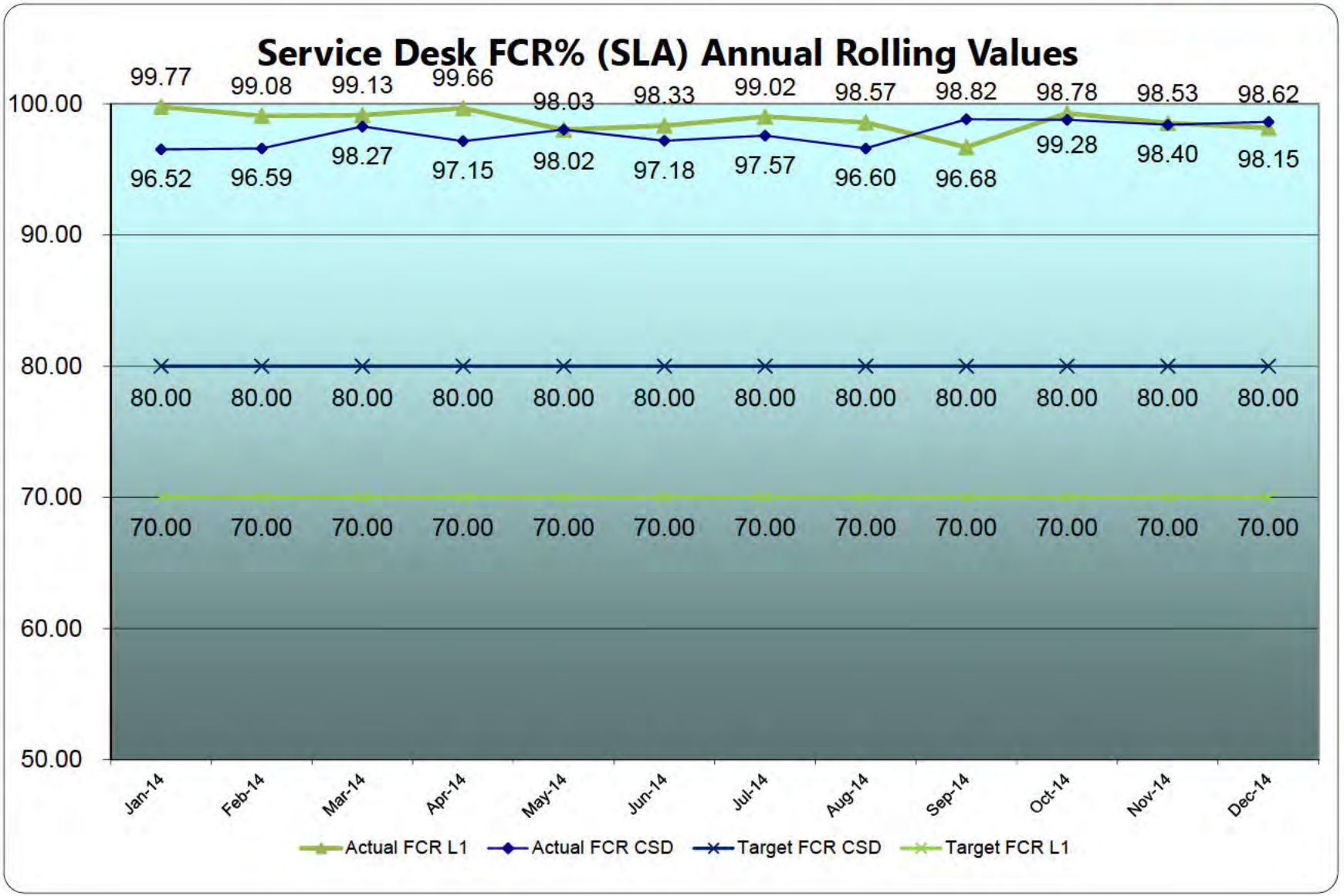
Service Desk FCR SLA Summary



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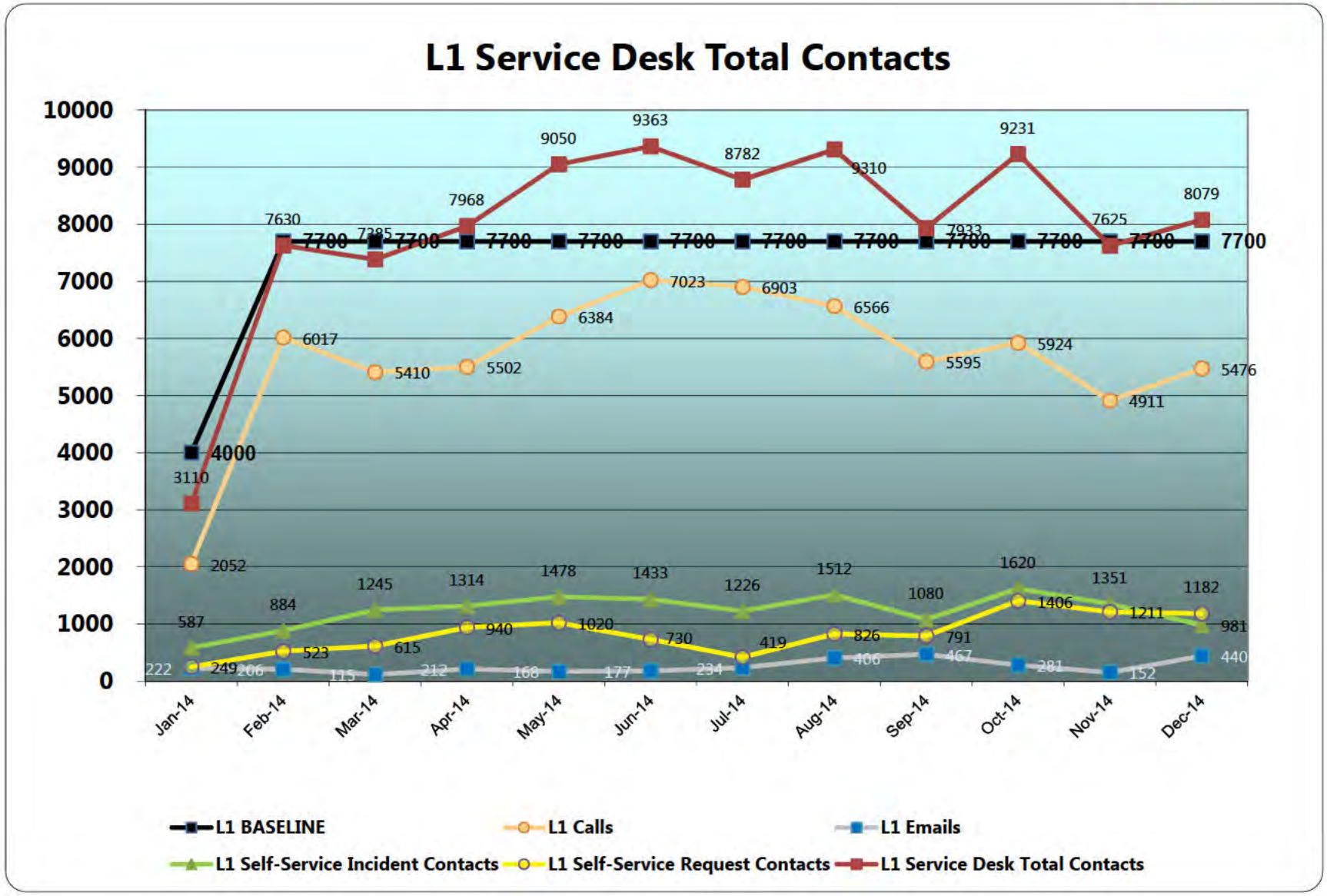
L1 Service Desk Contact Summary



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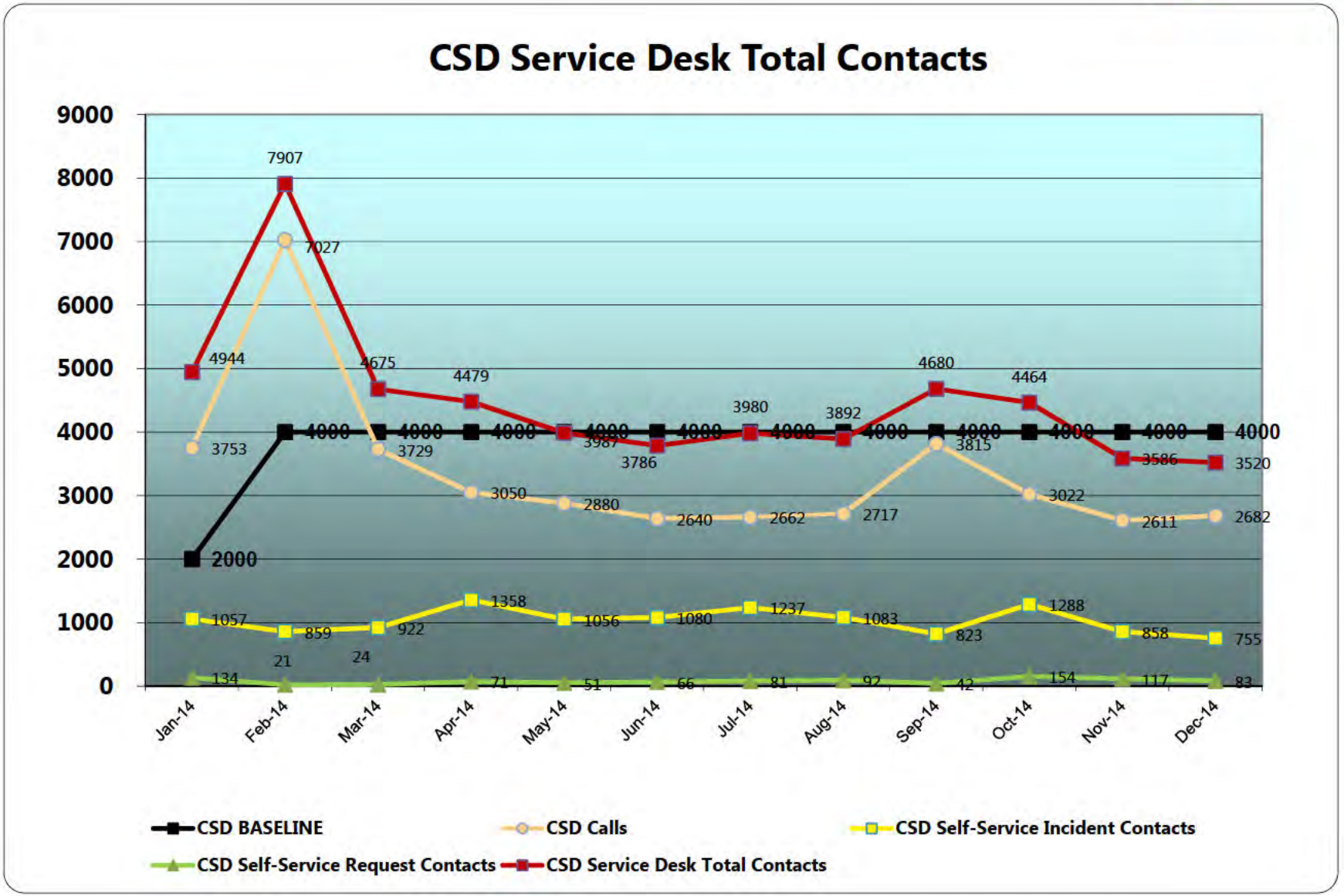
CSD Service Desk Contact Summary



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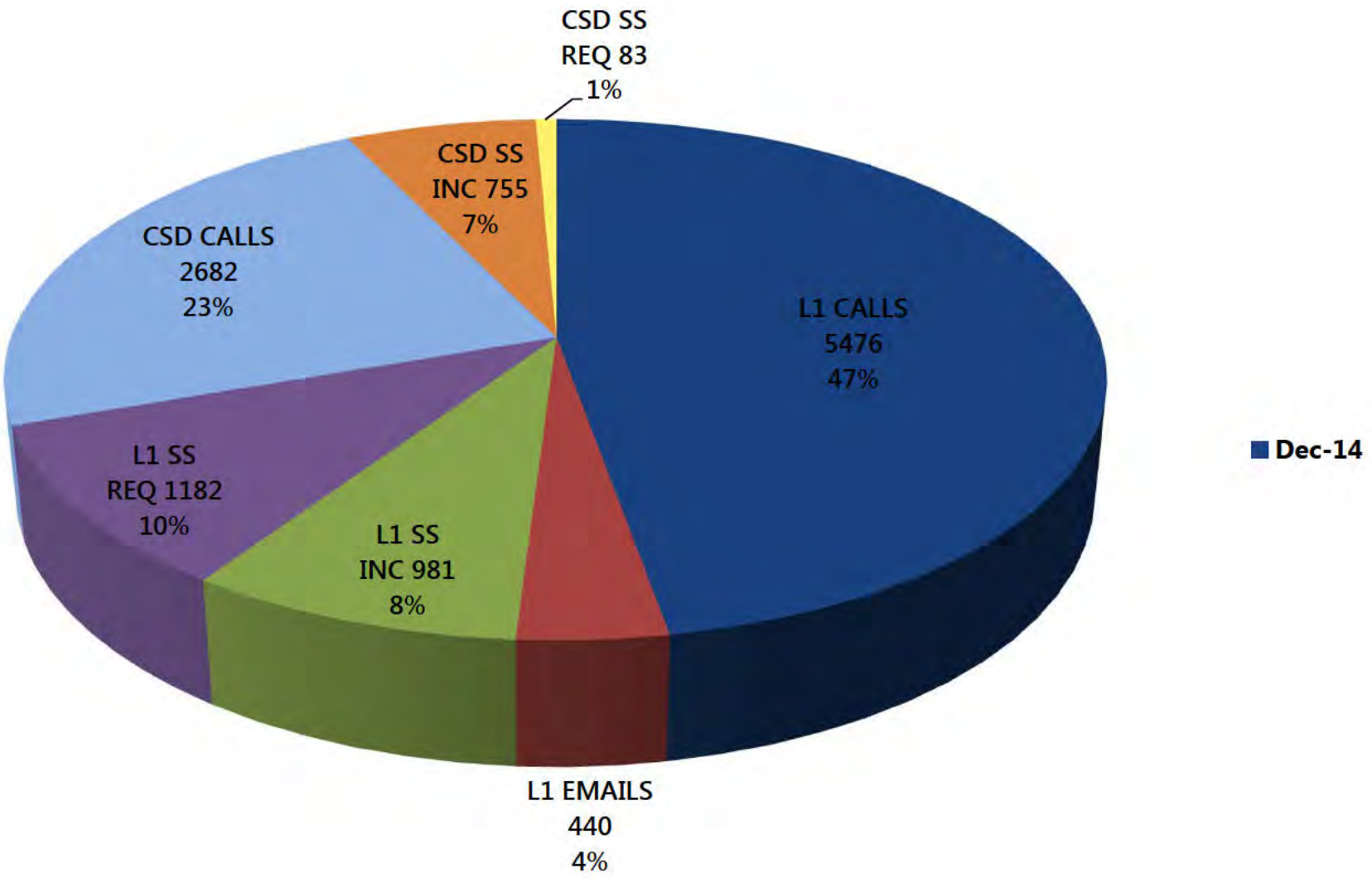
Service Desk Total Contact Summary



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L1 Service Desk Contact Summary

Scott & White	L1 Calls Offered	L1 Calls Abandoned	L1 Calls Abandoned in SLA	L1 Calls Answered	L1 ABR % out of SLA	L1 Outgoing Calls	L1 Calls Conferenced Warm-xfer	L1 Total Calls	L1 ASA	L1 ATT	L1 Email Contacts	L1 Self-Serv Incident Contacts	L1 Self-Serv Request Contacts	L1 Total Contacts
2014-Dec	5980	317	291	5663	0.43	1075	187	5476	20.69	7.21	440	981	1182	8079
2014-Nov	5372	287	249	50+44085	1.05	1146	174	4911	22.72	7.53	152	1351	1211	7625
2014-Oct	6604	386	313	6218	1.11	1404	294	5924	31.68	7.21	281	1620	1406	9231
2014-Sep	6405	416	311	5989	1.64	1429*	394	5595	34.29	6.75	467	1080	791	7933*
2014-Aug	5709	291	257	5418	0.60	1469	321	6566	24.14	7.09	406	1512	826	9310
2014-Jul	5973	359	294	5614	1.09	1452	163	6903	32.85	7.18	234	1226	419	8782
2014-Jun	5997	372	293	5625	1.32	1650	252	7023	29.55	7.34	177	1433	730	9363
2014-May	5529	281	225	5248	1.01	1420	284	6384	23.70	7.11	168	1478	1020	9050
2014-Apr	4711	274	222	4437	1.10	1357	292	5502	20.45	7.19	212	1314	940	7968
2014-Mar	4645	201	180	4444	0.45	1262	296	5410	15.22	7.23	115	1245	615	7385
2014-Feb	6469	488	372	5981	1.79	571	535	6017	30.35	6.95	206	884	523	7630
2014-Jan	2101	69	61	2032	0.05	329	309	2052	13.58	7.39	222	587	249	3110
2013-Dec	1310	40	35	1270	0.39	117	98	1289	10.19	7.97	89	283	98	1759

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CSD Service Desk Contact Summary

Scott & White	CSD Calls Offered	CSD Calls Abandoned	CSD Calls Abandoned in SLA	CSD Calls Answered	Emerus Calls Answered	CSD ABR % out of SLA	CSD Outgoing Calls	CSD Calls Conferenced Warm-xfer	CSD Total Calls	CSD ASA	CSD ATT	CSD Self-Serv Incident Contacts	CSD Self-Serv Request Contacts	CSD Total Contacts
2014-Dec	2680	94	84	2586	50	0.37	46	0	2682	16.34	6.53	755	83	3520
2014-Nov	2602	82	66	2520	44	0.61	47	0	2611	16.02	6.99	858	117	3586
2014-Oct	2968	71	59	2897	38	0.40	87	0	3022	12.30	7.16	1288	154	4464
2014-Sep	3794	92	69	3702	61	0.61	52	0	3815	12.50	6.80	823	42	4680
2014-Aug	2722	96	87	2626	59	0.33	32	0	2717	14.15	7.55	1083	92	3892
2014-Jul	2632	60	54	2572	48	0.23	42	0	2662	10.73	7.52	1237	81	3980
2014-Jun	2751	226	185	2525	39	1.49	76	0	2640	16.04	7.30	1080	66	3786
2014-May	2845	74	68	2771	52	0.21	57	0	2880	9.43	7.44	1056	51	3987
2014-Apr	3059	117	79	2942	61	1.24	47	0	3050	12.66	7.75	1358	71	4479
2014-Mar	3690	76	58	3614	75	0.49	40	0	3729	12.06	8.16	922	24	4675
2014-Feb	7254	345	177	6909	78	2.32	40	0	7027	20.78	7.09	859	21	7907
2014-Jan	3711	100	85	3611		0.40	142	0	3753	11.02	7.40	1057	134	4944
2013-Dec	1297	24	22	1273		0.15	72	0	1345	8.27	8.04	586	50	1981

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Self-Service Contact Summary

Scott & White	L1 Self-Serv Incident Contacts	L1 Self-Serv Request Contacts	CSD Self-Serv Incident Contacts	CSD Self-Serv Request Contacts	Self-Serv Total Contacts
2014-Dec	981	1182	755	83	3001
2014-Nov	1351	1211	858	117	3537
2014-Oct	1620	1406	1288	154	4468
2014-Sep	1080	791	823	42	2736
2014-Aug	1512	826	1083	92	3513
2014-Jul	1226	419	1237	81	2963
2014-Jun	1433	730	1080	66	3309
2014-May	1478	1020	1056	51	3605
2014-Apr	1314	940	1358	71	3683
2014-Mar	1245	615	922	24	2806
2014-Feb	884	523	859	21	2287
2014-Jan	587	249	1057	134	2027
2013-Dec	283	98	586	50	1017

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TOTAL Contact Summary

Scott & White	TOTAL L1 Contacts	TOTAL CSD Contacts	TOTAL Contacts
2014-Dec	8079	3520	11599
2014-Nov	7625	3586	11211
2014-Oct	9231	4464	13695
2014-Sep	7933	4680	12613
2014-Aug	9310	3833	13143
2014-Jul	8782	3980	12762
2014-Jun	9363	3786	13149
2014-May	9050	3987	13037
2014-Apr	7968	4479	12447
2014-Mar	7385	4675	12060
2014-Feb	7630	7907	15537
2014-Jan	3110	4944	8054
2013-Dec	1759	1981	3740

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Thank you

Contact Information:

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Attachment 19: Requirements Verification and Traceability Matrix

In this section, Dell has included Attachment 19, “Requirements Verification and Traceability Matrix.”

Attachment 19 - Requirements Verification and Traceability Matrix

Bidder is instructed to complete Attachment 19 to verify its ability to meet the business requirements, and identify what section and page of its proposal (completed Attachment 18) addresses each requirement. Enter a response code from the list below :

Response Code	*Description*
Yes	*Proposed solution meets the requirement*
No	*Proposed solution does not meet the requirement*

If the Bidder's entry to the "Response Code" column requires explanation or clarification, the explanatory text must be provided in the "Comments" column.

The Bidder must reference the location in the Engagement Approach narrative that describes how it satisfies the requirement.

RFP Section	Requirement	Bidder's Response			
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments
2.1 Level 1 IT Service Desk Support					
	The primary function of the Level 1 IT Service Desk is to serve as the entry point, or Single Point of Contact (SPOC), for Incidents, service requests and technical problems experienced by NYS ITS End Users.				
	Key Service Elements will include:				
	General				
	1. Contractor will, and will cause any Subcontractors to, perform all Services in compliance with the then-current version of the Information Technology Infrastructure Library ("ITIL").	Y	3.1.4, 3.4	15, 39	
	2. Contractor will ensure that it is assessed as compliant with ITIL as of the Contract Start Date and will maintain such level of compliance throughout the Term.	Y	3.1.4	15	
	3. Upon ITS request, Contractor will provide ITS with evidence of compliance with such ITIL Standards.	Y	3.1.4	15	No explanation on this but Dell will provide evidence as and when requested
	4. Single Point of Contact (SPOC) for service desk support calls for IT-related Issues	Y	3.1.1	14	
	5. Access via a no-fee telephone access (1-800 or an internal 518 number if calls originate from an on premise State telephone system). The Contractor must provide a SPOC call-in access telephone number dedicated to this contract for all service desk Services described in this RFP for all the ITS customer sites.	Y	3.1.6.1	16	
	6. Service desk coverage provided 24x7x365 days per year	Y	3.1.1	14	
	7. Record callers' information into the Service Management System, document the details of the Incident and Service Requests (i.e.; need a new phone, move from desk A to B, new employee onboarding etc.,) in ticket accurately, document he diagnos ic steps performed when troubleshooting the Issue, and assist the user wi h resolution using existing procedures and documentation.	Y	3.1.4	15/16	
	8. For all Incidents resolved by the Contractor, Contractor must document the resolution steps and close the incident (via ServiceNow) in less than 10 minutes following Incident Resolution, for Level 1 and Level 2 Break-Fix incidents.	Y	3.1.4	15/16	
	9. The Contractor must record and redirect out-of-scope Incidents and Service Requests to ITS support group. See Table 2 – End User Support Responsibility Matrix.	Y	3.1.4	15/16	
	Phone System				

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	10. The Contractor must select and implement voice communica ions (e.g. IVR, ACD) software and hardware needed to collect the necessary information in order to document the Service Requests and Incidents received by the service desk.	Y	3.1.6	17,18		
	11. Automatic call-back system	Y	3.1.6	17,18		
	Incident					
	12. Assign severity levels to Incident based on the definitions provided by ITS. Examples of severity levels of Incidents are shown in Table 1. ITS reserves the right to mandate the severity level assigned to any given Incident.	Y	3.1.1,3.1.2, 3.1.4	14-16		
	13. Provide initial incident determination and Level 1 support incident resolution for End User devices including desktop, laptop, mobile, phones and video conferencing devices, business applications identified by ITS, third-party applications (COTS products such as Microsoft Office Suite, Cisco collaboration tools, Adobe etc.,) and provide basic support for network connectivity including wireless where available as directed by ITS knowledge articles. See Appendix L for details about historical incidents.	Y	3.1.1,3.1.2, 3.1.4	14-16		
	14. The Contractor must resolve Incidents using remote-control capability for troubleshooting and incident resolution purposes, when possible, implement corrective actions to resolve Incidents including implement patches for known errors. If Resolution is not possible, escalate per the escalation procedures.	Y	3.1.1,3.1.2, 3.1.4	14-16		
	15. Route incidents that are not First Contact Resolvable to the Contractor's End User Break-Fix support staff or NYS ITS staff, depending on the nature of the Incident or Service Request. See Appendix S.	Y	3.1.1,3.1.2, 3.1.4	14-16		
	16. Prior to handing off out-of-scope Incidents and Service Requests to the ITS support group, the Contractor must verify workstation connectivity to applica ion or service.	Y	3.1.1,3.1.2, 3.1.4	14-16		
	17. Record any updates or modifications on Incidents and Service Requests un il it is closed.	Y	3.1.1,3.1.2, 3.1.4	14-16		
	VIP					
	18. The Contractor must provide a VIP support process. All interactions with Employees designated as VIPs in ServiceNow shall be directed to senior call handlers and reviewed by ITS Service Desk Management.	Y	3.1.5	16		
	Alert Monitoring					
	19. On a 24x7x365 basis monitor pre-defined dashboards, provided via 6 individual monitoring systems for the purpose of initiating incidents to NYS resolver groups for proactive systems management. The monitoring systems will capture critical health indicators of NYS IT Infrastructure components including network, servers, storage, and telecommunication.	Y	3.1.8	18		
	20. Appendix R is a sample guide of one of ITS' monitoring procedures currently in use.	Y	3.1.8	18		
	21. The Contractor will access NY State owned monitoring systems using virtual desktop connections and tools provided by NYS.	Y	3.1.8	18		
	22. The current alert monitoring tools include: Prime, OpenNMS, Zenoss, email, IBM Tivoli Omnibus Console and Microsoft SCOM console. The list of monitoring tools are subject to modification during the entire length of the Contract.	Y	3.1.8	18		
	23. The Contractor must ensure the quality of alert incident reporting by minimizing instances of incorrect Alerts (for example, alert incidents assigned to the wrong Assignment Group and/or on the wrong categorization, and scheduled outages).	Y	3.1.8	18		
	Knowledge Base					

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	24. Collaborate with NYS ITS to promote and enrich the Knowledge Base and the procedures required to manage the service desk	Y	3.1.4	15		
	Password Reset					
	25. Password Resets for End Users	Y	3.1.1	14		
	26. NY.GOV.ID Password Resets for citizens	Y	3.1.1	14		
	Mobile Device Support					
	27. Level 1 support for both iPhone and Android devices	Y	3.1.1	15		
	28. Mobile devices will be supported in the following manner: A. Mobile device connection to the Mobile Device Management software and the NYS Appstore B. Connectivity to email and other collaboration tools from mobile devices C. How To documentation / knowledgebase articles for native email, calendar, O365, Cisco collabora ion suite, virtual desktop and other applica ions D. Remote device password reset and device disablement for lost / stolen devices	Y	3.1.1	15		
	Quality Control					
	29. Customer Satisfac ion Survey/Report - Currently, ITS conducts periodic Customer Satisfaction surveys to find out how customers rate Services and support provided; ascertain factors that contribute to Customer Satisfaction or dissatisfaction; and to give customers a voice to influence IT Services priorities and potential initiatives. ITS and the Contractor will review survey results and the Contractor must identify process improvements based on survey results.	Y	3.1.9, 3.9.11	21, 62		
	30. The Contractor must provide ITS staff the ability to remotely monitor Contractor Service Desk agent calls (sometimes referred to as "service observe") for quality assurance audit purposes.	Y	3.1.9, 3.9.11	21, 62	Dell will work with NYS to enable this feature. However dell reporting will provide all insights but if there is any more requirement then that will be discussed during transition	
	Service Level Metrics					
	31. The Contractor must track/manage/report service levels against the SLR attainment metrics.	Y	3.1.10	22,23		
	32. The Contractor should provide suggestion on how levels of service can be improved.	Y	3.1.10	22,23		
	Translation Services					
	33. In compliance with Executive Order 26 and State policy to provide language access to public services and programs, the Contractor will provide translation services for the top 6 non-English speakers languages. During the past year ITS provided translation services for Chinese, Creole, Italian, Korean, Russian and Spanish languages for a total of 37 calls / 385 minutes.	Y	3.1.1	14		
	Key Administrative Requirements					
	General					
	34. The Contractor must provide and maintain recommended Service Desk Operations and Administration procedures for review and approval by ITS.	Y	3.1.12	15		
	35. The Contractor must provide and maintain Service Desk Remote Device and Software Management procedures in the Standards and Procedures Manual for review and approval by ITS.	Y	3.1.12	15		
	36. The Contractor must record, categorize, prioritize and log all Issues in ServiceNow.	Y	3.1.12	15		
	37. The Contractor must answer calls using the ITS approved scripts.	Y	3.1.12	15		
	38. The Contractor must host this service at the Contractor's location within the continental US.	Y	3.1.12	15		
	39. All contract Milestone Deliverables must be submitted and accepted on the Deliverable Acceptance Form (Attachment W).	Y	3.1.12	15		

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	Staff Skills					
	40. The Contractor must also provide Service Desk Management.	Y	3.1.1, 4.1	14,69-73		
	41. The Contractor must answer service desk calls/email messages/chat professionally and courteously in a timely manner, consistent with SLR attainment metrics.	Y	3.1.1	14		
	42. The Contractor must establish training programs to orient Contractor staff on ITS mission, vision and values.	Y	3.1.1, 4.1	14,69-73		
	43. The Contractor must provide appropriately skilled staff to meet he service level requirements specified in this RFP.	Y	3.1.1, 4.1	14,69-73		
	44. The Contractor must provide expert assistance for inquiries about the features, functions, and usage of hardware and software.	Y	3.1.1, 4.1	14,69-73		
	Tools					
	45. The Contractor will use ServiceNow to document users' Issues; monitor work queues; open, update and close tickets. The Contractor Service Desk staff will use ServiceNow licenses provided by ITS,	Y	3.1.4	16		
	46. Before award of the contract ITS will enable remote support to all End Users' devices across the Enterprise using standard tools like SCCM, VDI, and RDP. Additionally, service desks also use other tools for enterprise management of endpoint devices, including SCCM for desktops, and MDM for mobile devices.	Y	3.1.1	15	Dell will use NYS provided tools for MDM, SCCM	
	Communication					
	47. Communicate with users any ITS-scheduled downtimes, existing problems, or other types of Issues where users should be notified using ServiceNow, or the Contractor's IVR. The Contractor is also responsible for updating the IVR with information about any major outage, as directed by ITS.	Y	3.1.6.3	18		
	Escalation Protocol					
	48. The Contractor must establish a detailed protocol for iden ifying concerns related to the delivery of Services. This protocol should include designated contacts, resolution intervals, and levels of management to be utilized to correct and resolve such matters.	Y	3.1.1	15		
	49. The Contractor must maintain and provide escalation contact list(s) for all of the Contractor Service Areas (including Third Parties such as vendors and service providers).	Y	3.1.1	15		
	Key Performance & Service Improvement Requirements					
	50. The Contractor must maintain a continuous improvement program that improves services.	Y	3.1.9	21-22		
	51. The Contractor must identify solutions that minimize the need to call he service desk (e.g., additional End User training, Self-Help Support opportunities).	Y	3.1.9	21-22		
	52. The Contractor must document solutions to Resolved Incidents and provide feedback for continuous improvement of the knowledge articles.	Y	3.1.9	21-22		
	2.1.1 Applications and Supported Services					
	53. Contractor will log, diagnose, resolve, and refer Issues to appropriate ITS resolver groups when required. In cases where the call is not First Contact Resolvable, Secondsecond, and Third third Tier level ITS Support specialists will address and resolve the Incident.	Y	3.1.1	15		
	54. Contractor shall be required to provide Level 1 support to all applica ions, software and processes utilized by End Users and citizens. Support includes all upgrades, enhancements, new versions and replacement applications for each of the ITS supported applica ions.	Y	3.1.1	15		
	2.2 Level 2 End User Break-Fix Support					

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	The primary function of Level 2 End User Break-Fix Support is to provide on site Break-Fix support for End User equipment. The Contractor will respond to an Incident request and dispatch technicians to repair or replace the defective equipment according to ITS approved procedures and guidelines.	Y	3.2	27-33		
	Key Service Elements include, but are not limited to, the following:					
	General					
	1. Meet the Service Site requirements for Break-Fix support as detailed in Section 2.2.1	Y	3.2.3, 3.2.3.1	29-33, 30		
	2. Support printers in a network environment, including Plotters, MFD and MFP equipment..	Y	3.2.3, 3.2.3.1	29-33, 30		
	3. Level 1 support of Specialty Applications and associated hardware used by End Users.	Y	3.2.3, 3.2.3.1	29-33, 30		
	Activity					
	4. Assist End Users with technical support of desktop computers, applica ions, peripherals, and related technology.	Y	3.2.3, 3.2.3.1	29-33, 30		
	5. Document the details of the End User Issue accurately, document the diagnostic steps performed when troubleshooting any Incident, and assist the user with resolution using existing procedures and documentation.	Y	3.2.3, 3.2.3.1	29-33, 30		
	6. Use ServiceNow to document users' Issues; monitor work queues; and open, update, and close tickets.	Y	3.2.3, 3.2.3.1	29-33, 30		
	7. Verify he End User is logged in using their Active Directory (AD) credential and their device images are appropriately installed using the imaging software via Microsoft SCCM.	Y	3.2.3, 3.2.3.1	29-33, 30		
	8. Verify worksta ion connectivity to application and obtain End User acceptance and sign off that confirms the custody of the new equipment and that the user is fully operational.	Y	3.2.3, 3.2.3.1	29-33, 30		
	Asset Management					
	9. Maintain an End User equipment inventory in the Asset Tracking System that is part of ServiceNow.	Y	3.2.3, 3.2.3.1	29-33, 30		
	10. Maintain and safeguard End User equipment per the requirements specified in section 2.2.2	Y	3.2.3, 3.2.3.1	29-33, 30		
	11. Verify that all records (e.g., inventory, asset and configuration management records) are updated to reflect resolution of Incidents /fulfilled Service Requests.	Y	3.2.3, 3.2.3.1	29-33, 30		
	Key Administrative Requirements					
	12. The Contractor must establish a detailed protocol for iden ifying concerns related to the delivery of Services. This protocol should include designated contacts, resolution intervals, and levels of management to be utilized to correct and resolve such matters.	Y	3.2.3.2	30		
	13. It is expected that all the Incidents hat are directed to the Contractor End User Break-Fix Support staff for dispatch will be managed through ServiceNow.	Y	3.2.3.2	30		
	14. For occasions where voice communications are required, the Contractor must provide ITS with a phone number for use 24x7x365 to access the Contractor's maintenance organization for dispatch, clarifications, and status updates. Assigned Contractor Staff must carry cellular (mobile) phones, at Contractor's expense.	Y	3.2.3.2	30		
	15. The Contractor must interact directly with the End User or their designee to provide documentation, status updates, and resolutions.	Y	3.2.3.2	30		
	2.2.1 Service Site Requirements					
	The Services required have different service requirements, based on the type of site supported.	Y	3.2.9	34		
	Standard Site Support					

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	16. Coverage is required for on-site installation and repair services by a trained Break-Fix Technician, Monday through Friday, 7:00 AM to 5:00 PM ET (NYS Business Hours), excluding NYS holidays. You may access a list of NYS Holidays at http://www.cs.ny.gov/attendance_leave/2015_legal_holidays.cfm.	Y	3.2.9	34		
	17. The Contractor may be requested for dispatch during off hours. The Contractor must provide an off-hours contact number to be utilized in emergency situa ions outside of NYS Business Hours.	Y	3.2.9	34		
	18. Contractor staff member must respond to he Incident contact person by phone or email within 4 hours of receipt of the Incident to acknowledge receipt and convey the expected technician arrival time.	Y	3.2.9	34		
	19. The Break-Fix Technician must be onsite for Incident hat require dispatch by the next business day for locations within a 50-mile radius of a major city limit. (Major NYS cities are: Albany, Syracuse, Rochester, Buffalo, NYC, and Long Island.)	Y	3.2.9	34		
	20. For other locations, the dispatched Break-Fix Technician must be onsite wi hin 2 business days of the dispatch request.	Y	3.2.9	34		
	21. The response/repair time requirements for Break-Fix Services are intended to ensure optimal productivity from installed equipment by minimizing downtime. This is an especially critical factor in locations where back-up equipment is not readily available.	Y	3.2.9	34		
	Priority Site Support					
	22. Priority sites must be supported 24 x 7. Priority sites are listed in Appendix I.	Y	3.2.9	34		
	23. Within such hours of service availability, the Contractor must be on-site and must complete the necessary repairs within four (4) clock hours from receipt of a call from the service desk requesting Break-Fix Services.	Y	3.2.9	34		
	ITS reserves the right to add or remove sites from the priority off-hours list, with 30 calendar days' advance notice to the Contractor. The total of priority sites will not increase by more than five over the life of the contract unless agreed by the Contractor.	Y	3.2.9	34		
	Secure Site Support					
	There are strict guidelines for anyone entering a Secure Facility. For example, Contractors need a gate pass, and all support staff will need a Department of Corrections and Community Supervision (DOCCS) issued note allowing them into a facility with less than 24 hours' notice and will be required to have a security escort at all times inside a Corrections Facility. No cell phones, air cards, or "contraband" will be allowed. Staff are only allowed to bring in an ITS-issued laptop if pre-approved. The Contractor will be provided with a list of secure sites and any additional applicable security requirements. These sites may take additional time to get into and out of.	Y	3.2.9	34		
	24. The Contractor will be required to support Secure Sites, such as prisons and certain mental health facilities throughout the state on a 24x7 basis.	Y	3.2.9	34		
	25. The Contractor must provide a list of all tools being brought into the Corrections Facility.	Y	3.2.9	34		
	Emergency Support					
	26. Contractor must provide Emergency On-site Support Services 24x7 for the duration of a declared emergency at any ITS designated emergency operations centers, including providing End User equipment provisioning/configuration and tracking, End User Support, on-site maintenance, repair and troubleshooting services.	Y	3.2.9	34		

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	27. ITS will provide Contractor twelve (12) hour advance notification, when possible. However, some disasters and emergencies may require immediate dispatch of Contractor staff. Shifts are typically 8 AM to 8 PM and 8 PM to 8 AM during the emergency.	Y	3.2.9	34		
	28. Contractor staff must utilize the ServiceNow system for progress entries, transfers, and ticket closure operations.	Y	3.2.9	34		
	2.2.2 End User Equipment – Requirements					
	Equipment Storage					
	29. The Contractor shall be required to store and install equipment purchased, and pre-configured by ITS, as necessary during the term of the Contract.	Y	3.2.5	32-33		
	30. The Contractor must maintain adequate inventory by region to meet the SLR's. Prior to commencement of Services, Contractor is required to implement adequate replenishment re-order points, controls and procedures that will provide adequate lead time for ITS to procure, image and deliver equipment and any ITS and/or State chain-of-custody requirements.	Y	3.2.5	32-33		
	31. The Contractor must take commercially reasonable measures to safeguard all New York state property from loss, destruction, or other damage before it is delivered into the possession of ITS, and will be liable to ITS for the loss, destruction, or damage of any equipment that is attributable to Contractor or its staff or subcontractors.	Y	3.2.5	32-33		
	32. Contractor, at its sole expense, must safeguard each piece of equipment delivered to the Contractor and shall bear he risk of loss thereof until the item has been completely installed by the Contractor and accepted by the NYS End User in writing. Upon acceptance, the risk of loss shall pass to New York State.	Y	3.2.5	32-33		
	Subject to any applicable limitations set forth in Appendix A, The State reserves the right to audit and/or review its assets provided to the Contractor to assess the quantity, condition, etc. of those assets. Contractor will be informed within a reasonable period of time in advance of such audits. However, the State reserves the right, in its sole discretion, to conduct unscheduled, on-site visits if it is deemed to be in the best interests of the State.	Y	3.2.5	33	Dell accept this audit requirement but will need to reasses the requirement from Dell to enable this.	
	Removal of Old Equipment					
	33. Contractor shall be solely responsible and liable for the safety and security of any ITS equipment removed from a site and for any data contained therein, at Contractor's cost and expense until such equipment is returned to ITS in accordance with ITS instructions.	Y			Dell confirms this activity to be considered in solution. However, there is no explanation to support this	
	34. The Contractor must take commercially reasonable measures to safeguard all New York state property from loss, destruction, or other damage before it is delivered into the possession of ITS, and will be liable to ITS for the loss, destruction, or damage of any Equipment that is attributable to Contractor or its staff or subcontractors. Prior to commencement of Services, ITS will provide Contractor with any applicable additional processes and procedures for the pickup, handoff, and delivery of Equipment and any ITS and/or State chain-of-custody requirements.	Y			Dell confirms this activity to be considered in solution. However, there is no explanation to support this	
	Equipment/Asset Inventory Requirements					
	35. The Contractor staff must maintain the End User equipment asset inventory in ServiceNow for any Break-Fix replacements and returns.	Y	3.2.4	30,31		

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	36. In addition, the Contractor must provide supporting documentation, (e.g. ServiceNow) for Break-Fix Services that includes the following information: • Ticket Number • Date and Time • Site ID • Site Name • Agency Location Code (if applicable) • Site Address • Organization/Agency Name • Equipment Type (e.g., Desktop, Printer) • Equipment Model • Equipment ID • Serial Number • IP Address • Asset Tag Number (if applicable) • Program Number • Cost (if applicable) • PO # (if applicable) • Status • User name (if applicable)	Y	3.2.4	30,31		
	2.3 Background Check Requirements					
	37. Contractor must ensure that all employees that perform services under this Contract undertake and complete a full New York State Police fingerprint background investigation process, which will include a federal criminal justice site security check, as required by ITS or NYS law, rules and regulations prior to placement at ITS. Any costs associated with the background checks, including related travel, will be borne by Contractor.	Y	3.9.1	44	Dell acknowledges background check requirement given by NYS and has considered required effort in startup planning.	
	2.4 Training Requirements					
	2.4.1 NYS Mandated Training					
	38. Contractor employees that provide services under the Contract must complete annual NYS mandated training courses. All mandated courses are available online from he Statewide Learning Management System (SLMS) using a web browser interface. The courses that are currently required will take approximately eight (8) hours, in total, to complete and include: • Right to Know • Privacy and Security of Health Information • Internal Controls • Cyber Security Information and Security Awareness (separate or combined training will include content regarding compliance with the requirements of CJIS) • Equal Employment Opportunity: Rights and Responsibilities • Sexual Harassment in the Workplace • Prevention of Violence in the Workplace • Code of Conduct	Y	3.8	42		
	There is no charge to the Contractor for NYS-provided training, although the staff hours to attend the training is the responsibility of the Contractor. The content and quantity of mandated training courses may change over the course of this contract and will be communicated by ITS to the Contractor.	Y				
	2.4.2 Additional Training					
	39. The Contractor will be required to provide its employees wi h training required to maintain and update proficiency with new technologies and applica ions throughout the contract term at the Contractor's expense.	Y	3.9	42-48	Startup plan detailes out Dell training methodology in detail and also confirms to provide all customized training required	
	2.5 Startup Period Requirements					

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	The Startup Period shall be 90 days following the approval by the State Comptroller. During the Startup Period, **the Contractor must:**					
	40. Present a detailed 90 day Start-Up plan, within the first seven (7) days of the Start-up period that supports the smooth and non-disruptive transi ion of L1 service desk and L2 Break-Fix services from ITS to the Contractor	Y	3.9	42-60		
	41. Establish and finalize operational procedures and guidelines, in working closely with ITS. Examples of items to be addressed include establishing call priority levels, call categories, appropriate points of contact for all second and third level support for calls outside of Contractors responsibility, establish VIP caller list and escalation procedures	Y	3.9	42-60		
	42. Develop a consolidated business calendar that provides a window of events during a calendar year that would generate more than normal call volumes. This may include events such as tax filing season, budget season, relocation of staff etc.,	Y	3.9	42-60		
	43. Process for the Contractor to be notified through the ITIL Change Management process of infrastructure updates/changes, introduction of new software or tools that may impact the call volumes	Y	3.9	42-60		
	44. Review and suggest updates to initial Knowledge Base articles for all standard COTS tools, customized and proprietary based business applica ions for level 1 service desk support requirements	Y	3.9	42-60		
	45. Develop and gain approval on reporting formats, data sources and transmission channels to meet the requirements outlined in section 3.1.1	Y	3.9	42-60		
	46. Review, refine and finalize the Start-Up Plan. Bidders must propose their initial Start-up plan and schedule as described in Section 6.2.1.3 of this RFP.	Y	3.9	42-60		
	47. Train and acquaint the Contractor service professionals with he tools and systems and transition from the current service model to the new Contractor provided services including both knowledge transfer and reverse knowledge transfer.	Y	3.9	42-60		
	48. Request and validate required system access and authorization to perform the Contractor proposed services	Y	3.9	42-60		
	49. Validate and finalize baseline for call volumes, document technical environments supported, supported business applications etc.	Y	3.9	42-60		
	50. At the end of the Start-Up Period the Contractor is expected to be fully functional on the 91st day following he approval by the State Comptroller and begin capturing he performance metrics listed in Section 3.	Y	3.9	42-60		
	51 Reserved					
	2.6 Stabilization Period Requirements					
	The Stabilization period shall commence on the 91st day and end on the 180th day following the approval by the State Comptroller. During the Stabilization period, **the Contractor must:**					
	52. Be fully operational and follow the opera ional procedures and guidelines established during the Start-Up period	Y	3.9.3	49-56		
	53. Collect and report on the performance metrics and SLR's and provide Service Level Compliance information on the Service Level Requirements listed in Section 3. The format and other details will be agreed upon during the Start-Up period.	Y	3.9.3	49-56		
	54. Provide service fully compliant with ITIL level 3.	Y	3.9.3	49-56		
	2.7 End User Support Responsibility					

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	The list below represents some areas that are critical for the initial and ongoing success for the delivery of End User support services. ***This list is not intended to be an all-inclusive list and Contractor must ensure all Contractors responsibilities are identified during the Start Up period, which will last 90 days starting on the approval of the contract by the State Comptroller.***					
	SECTION 3- Service Level Requirements, Credits for Non–Performance, Earnbacks and Reporting Requirements					
	1. The Contractor must meet or exceed the Service Level requirements (SLRs) outlined in this section. The SLR Credit is measured within a window of each 12 months beginning with the Steady State. Table 3 – SLRs includes a list of (A) Service Measures, (B) SLR Measurement (C) Minimum Service Level per 12-month calendar period (D) Service Level Credit % of "At Risk" amount.	Y	3.1.10, 3.2.6, 3.2.12,	22,35, 36		
	3.1.1 Service Desk Reporting					
	All reporting requirements will be driven from ServiceNow, which will be the system of record for all Services delivered by the Service Desk. Summary and real-time data should also be accessible to ITS for ad-hoc and on-demand reporting.					
	2. The Contractor must provide Service Desk reports on a daily, weekly, monthly and annual basis	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	3. In addition to Incident reports, the Contractor will also provide and distribute reports for operational performance metrics from Contractor's ACD system.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	4. The Contractor will create and deliver custom reports from the data that is available in ServiceNow and other systems under Contractors control and used to perform the Services set forth here in this document as requested by ITS.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	5. The Contractor will create and deliver any additional reports requested by ITS as agreed upon by Contractor and ITS.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	3.1.2 Performance Reporting					
	6. The Contractor must provide mon hly reports to ITS that describe the Contractor's performance in all the elements of the SLR in the format provided in Appendix C.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	7. Contractor agrees to provide written monthly reports to ITS, by the 7th calendar day of each mon h, regarding compliance for each SLR Measurement as follows: • Statistics on Contractor's monthly actual and projected invoice amounts for Service Desk and Break-Fix End User Support Services; and • Statistics on Contractor's actual monthly performance; • Remediation plans for any areas of performance where SLR(s) have not been achieved. Appendix C will automatically calculate: • Average Performance 12-month period to date; • Sum of actual and projected invoices for reporting period; and • Sum of Service Level Credits tentatively due to ITS for Service-Level Defaults; subject to the maximum "At Risk" Amount.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		

RFP Section	Requirement	Bidder's Response				
		Response Code (Yes/No)	Proposal Section/Para	Proposal Page #	Comments	
	8. Within fifteen (15) business days after the end of the 12-month period, Contractor shall provide a written report to ITS for each SLR Measurement as follows: • Statistics on Contractor's monthly actual and projected invoice amounts for Service Desk and Break-Fix End User Support Services; and • Statistics on Contractor's actual monthly performance; • The sum of Unrelieved Service Level Credits due to ITS for Service-Level Defaults during the 12-month period; subject to the maximum "At Risk" Amount; and • Remediation plans for any areas of performance where SLR(s) have not been achieved.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	9. In addition, Service Levels Reports for all service measures must be available at least daily. ITS prefers a solution hat provides access to the Contractor's Call Management System for real time and historic reporting, with bo h standard and custom report functionalities.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	3.1.3 Status meetings Contractor further agrees, at a minimum to:					
	10. Meet monthly with ITS to review service level performance and ensure that it is consistent with the scope of the requirements, and prepare a report of any remedial action required.	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		
	11. Meet quarterly with ITS Management to review service performance over past quarter review service trends and reporting measures, review action items and resolution, identify opportunities and areas for improvements	Y	3.1.10, 3.1.11,3.2.12,3.2.13	23-25, 35-36		

Attachment 20: Extraneous Terms Template

In this section, Dell has included Attachment 20, “Extraneous Terms Template.”

Attachment 20: Extraneous Terms Template

RFP C000382-ITS Service Desk Support and End User Break-Fix Support Services

In compliance with RFP §5.29, *Extraneous Terms*, the Bidder shall identify all proposed extraneous terms using the table below in accordance with the following instructions:

INSTRUCTIONS:

RFP Page, Section & Paragraph Reference

The Bidder must state the RFP page number, section and paragraph number for each requirement that the Bidder proposes to modify. The Bidder must insert the nature of the proposed change and its impact on the Requirement.

Description of RFP Requirement

The Bidder must insert a concise description of the RFP requirement the Bidder proposes to modify.

Type of Proposed Modification

Select a one-word classification of the proposed modification from the list in the table below.

Description of Proposed Extraneous Term(s)

Describe the impact of the proposed modification/extraneous term.

Impact on RFP Requirement

Explain whether and how the change would benefit the State. If there is a corresponding impact on the Administrative,

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Attachment 20: Extraneous Terms Template

RFP C000382-ITS Service Desk Support and End User Break-Fix Support Services

Technical, or Cost Proposal(s), that impact should be explained with reference(s) to the specific sections that may be affected.

Attachment 20: Extraneous Terms Template

RFP C000382–ITS Service Desk Support and End User Break–Fix Support Services

EXTRANEOUS TERM(S)			
No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
1.	8.30	Insurance	☐ Additional; x Supplemental; ☐ Equivalent ☐ Alternative

Description of Proposed Extraneous Term(s):

The Contractor, throughout the term of this Contract, or as otherwise required by the Contract, shall obtain and maintain in full force and effect, the following insurance with limits not less than those described below and as required by the terms of the Contract, or as required by law, whichever is greater (limits may be provided through a combination of primary and umbrella/excess policies):

☐ Commercial General Liability Insurance with a limit of not less than $1,000,000 each occurrence and $2,000,000 in the aggregate per annum. Such liability shall be written on the ISO occurrence form CG 0001, or a substitute form providing equivalent coverages and shall cover liability arising from premises operations, independent Contractors, products-completed operations, personal & advertising injury, cross liability coverage, insurable liability assumed in a contract (including the tort liability of another assumed in a contract)

☐ Comprehensive Business Automobile Liability Insurance with a limit of not less than $2,000,000 each accident. Such insurance shall cover liability arising out of any automobile including owned, leased, hired and non-owned automobiles.

☐ Workers' Compensation, Employers Liability, and Disability Benefits as required by New York State. Sections 57 and 220 of the New York State Workers' Compensation Law (WCL) require that ITS shall not enter into any contract unless proof of workers' compensation and disability benefits insurance coverage is produced. Prior to entering into a contract with ITS, the successful Bidder shall be required to verify for ITS, on forms authorized by the New York State Workers' Compensation Board, that they are properly insured or are otherwise in compliance with the insurance provisions of the WCL. ☐ Waiver of Subrogation. Contractor shall cause to be included in each of its policies insuring against loss, damage or destruction by fire or other insured casualty a waiver of the insurer's right of subrogation against ITS, or, if such waiver is unobtainable (i) an express agreement that such policy shall not be invalidated if Contractor waives or has waived before the casualty, the right of recovery against ITS or (ii) any other form of permission for the release of ITS. The Contractor shall furnish ITS with Certificates of Insurance evidencing compliance with all insurance requirements of this Section. Acceptance of Certificates of Insurance by ITS shall not diminish any of Contractor's obligations, responsibilities or liabilities under the Contract. All insurance required by the Contract, and shall be obtained at the sole cost and expense of the Contractor; shall be maintained with insurance carriers permitted to do business in New York State; where additional insured status is granted shall

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be primary and non-contributing to any insurance or self-insurance maintained by ITS and/or the State of New York. The insurance policy(ies) shall name the State of New York, its officers, agents, and employees as additional insureds thereunder as respects insurable liabilities assumed by Contractor under this Agreement. The additional insured requirement does not apply to Workers' Compensation or Disability coverage. The Contractor shall be solely responsible for the payment of all deductibles and self-insured retentions to which such policies are subject. Each insurance carrier must be rated at least "A-" Class "VII" in the most recently published Best's Insurance Report. If, during the term of the policy, a carrier's rating falls below "A-" Class "VII," the insurance must be replaced no later than the renewal date of the policy with an insurer acceptable to the State and rated at least "A-" Class "VII" in the most recently published Best's Insurance Report. The Contractor shall cause all insurance to be in full force and effect as of the commencement date of this Contract and to remain in full force and effect throughout the term of the Contract and as further required by this Contract. The Contractor shall not take any action, or omit to take any action that would suspend or invalidate any of the required coverages during the period of time such coverages are required to be in effect., the Contractor shall supply ITS with updated replacement Certificates of Insurance, and amendatory endorsements upon renewal of such policies.

Impact on RFP Requirement:

No impact on requirement. Proposed language reflects actual insurance policies and existing policy language.

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
2.	8.36	Most Favored Terms	☐ Additional; ☐ Supplemental; ☐ Equivalent **x** Alternative

Proposed Extraneous Term(s):

Contractor agrees that all fees and pricing provided by the Contractor under the Contract are substantially similar to the best equivalent terms being offered by the Contractor to any U.S. State or local government entity similarly situated and purchasing similar services in similar volumes. If during the term of the Contract, the Contractor enters into an arrangement with any such similarly

situated entity, Contractor hereby agrees to amend the Contract to provide the same to ITS.

Impact on RFP Requirement:
Aligns this requirement with the same requirement in Appendix B, General Specifications. There is currently a conflict in the RFP and Appendix B terms.

No.	RFP Page, Section & Paragraph Reference	Description of RFP Requirement	Type of Proposed Modification
3.	8.23	Termination for Convenience	☐ Additional; **x** Supplemental; ☐ Equivalent ☐ Alternative

Proposed Extraneous Term(s):
Add the following language to section 8.23A: "In the event the State terminates the Contract or any SOW for convenience under this section, the State shall pay Contractor the applicable Termination Charges, if any, as set forth in any SOW."

Impact on RFP Requirement:
None.

Thank you for considering Dell!

Attachment 17
Mandatory Eligibility Qualifications
Qualification No. 2

Mandatory Eligibility Qualifications No. 2 states: “Have a minimum of seven (7) years of experience providing service-desk support services of similar size and scope to ITS requirements as set forth in this RFP, to entities of more than 50,000 users within the continental US.”

Request for Clarification: Relative to the information provided in your proposal, please disclose the geographic location(s) of the engagements submitted.

At present, Dell provides service desk support services to **8 USA based entities of more than 50,000 users in the Continental US**. We have serviced many of these customers for more than 10 years. Due to frequent RFP requests, our customers have asked us to be respectful of their time when requesting references and therefore, Dell will be honoring these requests at this time. However, as a condition of an award, we would be willing to request a reference from them once an award or down-select is made.

Please see a brief description below of two such customers who fulfill the requirements in addition to the references provided:

- Global services provided to a leading global chemical company since 2008, including **service desk, field services, and asset management, to more than 55,000 users all in the Continental US**.

- Global services provided to a leading aeronautics manufacturer since 2003, including **service desk, PC hardware/software support, and break-fix hardware support to over 170,000 users 135,000 in the Continental US**.

1. **Have a minimum of seven (7) years of experience providing service-desk support services of similar size and scope to ITS requirements as set forth in this RFP, to entities of more than 50,000 users within the continental US.**

Identify how this requirement has been met, including the information below for each engagement. Enter dates in the following format: mm/dd/yyyy. If the date is through "present", present shall be date of submission. Add additional tables, as necessary.

Engagement 1 Description		
Name of Client: Honeywell	Start Date: 2005	End Date:2017
Contact Person Name: Mike Pemberton	Email Address: michael_pemberton@dell.com	Phone Number: 512-633-8229
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) There are 88,000 seats under management, including: **60,000 seats/300 sites in the Continental US**, 20,000 seats/240 sites in EMEA, and 8,000 seats in India		

Engagement 2 Description		
Name of Client: Tenet Healthcare	Start Date:1990	End Date:2021
Contact Person Name: Karrie Davenport	Email Address: Karrie_Davenport@dell.com	Phone Number: 214-326-8259
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) There are **100,000 users within the Continental US**		

Engagement 3 Description		
Name of Client: Mount Sinai Health System	Start Date:2011	End Date:2016 (in process of renewal until 2021)
Contact Person Name Kris Charleston	Email Address: Kris_Charleston@dell.com	Phone Number: 508-714-6346
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) There are **40,000 users in the Continental US** from 7 hospitals and 45 ambulatory locations throughout the **five boroughs of New York City.**		

Attachment 17
Mandatory Eligibility Qualifications
Qualification No. 3

Mandatory Eligibility Qualifications Qualification No. 3 states: "Have a minimum of three (3) years of experience providing services of similar size and scope to ITS requirements as set forth in this RFP to Public Sector Entities."

Request for Clarification: Request for Clarification: Relative to the information provided in your proposal, please disclose the size and scope of the engagements submitted.

3. **Have a minimum of three (3) years of experience providing services of similar size and scope to ITS requirements as set forth in this RFP to Public Sector Entities.**

Identify how this requirement has been met, including the information below for each engagement. Enter dates in the following format: mm/dd/yyyy. If the date is through "present", present shall be date of submission. Add additional tables, as necessary.

Engagement 1 Description		
Name of Client: State of Georgia, Georgia Technology Authority Agency	Start Date: 2009	End Date:2017
Contact Person Name: Brian Johnson	Email Address: Brian_a_johnson@dell.com	Phone Number: 404-353-1400
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) **Twenty-two (22) State of Georgia Agencies, 36,000+ EUC devices, across approximately 150 sites within the State of Georgia** Full suite of managed services – full suite of asset life cycle management, including refresh, imaging, tagging End User Computing , Level 2.0 Service Desk; Multi-Vendor Field Tech Support Services; Integration with Multiple Services Integrator (MSI) 3rd party Service Desk; Desktop Engineering Services, Device Distribution, Equipment Depot Management; Special projects including staff augmentation for UNIX and LINUX server build and provision; Provide data encryption for end user computing; Print management services		

Engagement 2 Description		
Name of Client: New York City Department of Education	Start Date: 2009	End Date: 2016
Contact Person Name: Kevin LeComte	Email Address: kevin lecomte@dell.com	Phone Number: 978-473-6231
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) **1,700 schools educating 1.1 million students from Pre-K through Grade 12. The New York City Department of Education allocates over $14 million annually for the end-user computing services listed below.** End User Support Services – New equipment warehousing, delivery and installation/integration; asset disposal/recycling; hardware maintenance (in-warranty and out-of-warranty). A wide variety of technologies are employed in this environment, including Apple, Dell, HP, and Lenovo desktop and laptop computers, Lexmark printers (networked and standalone), Acer Chromebooks, Microsoft Windows 7.0, Microsoft Office 2013.		

Engagement 3 Description		
Name of Client: City of Philadelphia	Start Date: 2008	End Date: 12/2015 (6 month extension pending)
Contact Person Name: Christa Morrissey	Email Address: Christa morrissey@dell.com	Phone Number: 609-367-6158
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Dell services delivered to **58 departments within the city of Philadelphia, which includes a workforce of 24,000 union and non-union employees.** Scope includes Out of warranty PC/Printer/laptop/peripheral/server repair services (monthly maintenance contracts with departments), T&M hourly repair services, COTS phone support, and staff augmentation		

Engagement 1 Description		
Name of Client: Henrico County Public Schools	Start Date: 2005	End Date: 2018
Contact Person Name: Skip Braun	Email Address: Richard_Braun@dell.com	Phone Number: 804-475-7709
Size and Scope of Engagement (including: number of sites and users; number and type of staff involved; engagement budget) Managing break/fix services for 44,000 devices across Henrico County, Virginia. Currently more than 50 sites are being managed with very aggressive SLA's.		