



This document describes the Program Management processes and activities for DIR or Customer in support of the CTSA.

Operational Service Functions

Once the transition is complete, the Verizon PMO moves into an operational structure. The Transitional Manager and the Implementation Project Managers phase out, and the teams responsible for ongoing service delivery continue their work.

In its operational phase the PMO coordinates the service work of many groups and individuals within Verizon and its partners. Numerous functions are performed behind the scenes to deliver the contracted service. Many of the individuals who perform these functions are not dedicated to a single customer; they support other Verizon customers as well. The core PMO team as described below will be dedicated to Tex-AN NG. PMO staff will engage the support of all other groups, provide tasks for them to perform, oversee their work in relation to agreed timescales and quality measures, and report on their work to Tex-AN NG.

The Verizon Program Management Organization staff combines their skills in project, business and service management to deliver unparalleled service to our customers. The PMO employs an ITIL based management methodology to offer customers systematic service delivery and problem solving. Our commitment to constant communication and to continuous improvement in our service delivery business processes ensures that Tex-AN NG can rely on Verizon to reliably deliver the contracted services.

Verizon's Program Manager (serving as the single point of contact) will participate in CTSA performance reviews and oversee process improvement plans (PIPs) as necessary.

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Verizon will support, at DIR's request (by making its representatives available in person) periodic meetings and collaborative forums with DIR and/or Customers to discuss topics of interest and respond to questions or make presentations specific to Tex-AN NG services.

In addition to the DIR Program Manager, the Verizon Account Team will support program related efforts.

Contact List

State of Texas Account Team

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Service/Program Management

Billing Management

Billing inquiries can be placed with the State of Texas Account Team or by email:

For fGTE: 888-875-4144

For fMCI: 800-444-1111

Customer Care Center

Tickets can be opened via the VEC or by calling 800-444-1111. After a Repair Ticket has been opened for an hour, you can call the Escalation Desk at 888-212-0139 and ask for a Duty Mgr to escalate this ticket and assign an Incident Mgr.

DIR and DIR Customers can also access the Verizon Repairs Application for additional incident information.

Order Management

For Services billed directly to DIR, orders will be submitted from the DIR Remedy system via email to justin.stephens@verizon.com or TXDIROrders@one.verizon.com. Order updates will be provided to DIR as prescribed in the email process flow until such time as Verizon and DIR mutually agree on XML interface requirements. DIR has provided Verizon with a Vendor's Guide to Remedy.



Service/Program Management Contacts

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Chain of Command

For overall program management issues, Verizon's program manager assigned to DIR, (insert name) will be the first point of contact. The chain of command after Janet Smith will be Justin Stephens.

The Role of the Account Team

The members of the Verizon Account Team, headed by the Account Team Manager, will continue to deal directly with Tex-AN NG on account relationship issues. The primary roles of the account team are to:

- Strengthen the strategic relationship between Verizon and Tex-AN NG so that Verizon can better understand, anticipate and meet Tex-AN NG needs and requirements.
- Maintain overall responsibility for sales, support, and operations
- Participate in evaluation of network topology, diversity, and connectivity issues.
- Lead in resolution of billing, credit allocation and invoicing issues.
- Provide Tex-AN NG with pricing information on request.

Program Reviews

The Verizon program management team is available to conduct weekly status review meetings for the first six months of the Agreement and monthly status review meetings thereafter at the request of DIR. The status review meetings will include a review of service installations, planning



for future installations, the implementation of changes to the installation schedule and installation jeopardy issues. The Verizon Program Management team will also support project-related meetings to coordinate circuit installation and the resolution of specific issues between Verizon and Tex-AN NG.

Contract Management

The PMO will analyze the prime contract and service deliverables, which will be imbedded in the Transition Plan and Policies and Procedures Manual in the PMO management systems, including the relevant service delivery plans. The PMO will document compliance with contract requirements in regular reports to TEX-AN NG. Verizon will provide DIR with required reports as defined in the Vendor Reporting Guide regarding contract compliance.

Program Manager

The Program Delivery Manager will assume responsibility for the performance of all project activities and be the key individual overseeing the Change Management process during the transition (with the exception of transition specific related activities) and during steady state throughout the life of the contract. The Program Delivery Manager will coordinate change management activities with the Service Managers and Project Manager to ensure contractual conformance, identify potential problems, set and adjust priorities, and redirect activities as necessary to achieve the goals of the project including:

- Oversee end-to-end service delivery, operations and continuous service improvements
- Secure, organize, and manage Verizon personnel and resources within Verizon and external Verizon suppliers to deliver on the signed agreement
- Monitor on an ongoing basis service delivery to ensure compliance with service levels
- Ensure that all program deliverables are completed
- Monthly or ad hoc service review meetings; preparing reports and data and distributing to meeting participants for and with reasonable time to review prior to the scheduled meeting
- Verizon understands that DIR reserves the right to request, in special cases (such as performance shortfalls or issue escalations), more frequent reporting as needed.

Project Manager

The Verizon Project Manager is accountable for the successful execution of the global implementation project. The Project Manager is the primary point of contact for performing overall project management services. This person will have extensive experience in managing large and complex projects in such a way that the project is accomplished to the complete satisfaction of DIR or DIR's customer, on schedule and within budget. This person will advise of progress on all matters affecting them and ensure that Verizon delivers and provides the highest level of performance, quality, and service. This person will have fulfilled a senior leadership and mentoring role within the Verizon project management community. In addition, the Project Manager will perform duties to include the following:

- Manage all TEX-AN NG transition project management activities including resources and budget requirements
- Manage the planning, scheduling, coordinating, monitoring, reporting, and control of projects



- Facilitate site survey/readiness activities in support of transition
- Facilitate implementation/transition pre-planning workshops. Develop Implementation Plan
- Provide technical guidance to technical transition staff
- Work with DIR to ensure both customer and business needs are met
- Provide and manage central resources for the project teams
- Develop relationships with appropriate work groups within Verizon to facilitate timely solutions to any project issues
- Escalate any critical issues. Develop effective corrective actions to resolve issues
- Ensure a clean and clear hand-over at the close of each project
- Effectively manage any sub-contractor requirements. If Verizon Business provides any of the services through subcontractors, Verizon Business will at all times remain responsible as the primary contractor for any work performed by such subcontractors.

Provide regular project reports to Program Delivery Executive.

Continual Service Improvement

The PMO, through the processes implemented by the functional managers, will act as a watch tower to align and realign Services to changing business needs by identifying and implementing improvements to the services that support TEX-AN NG's Business Processes. The Service Lifecycle is a comprehensive approach to Service Management: seeking to understand its structure, the interconnections between all components, and how changes in any area will impact the whole system and its constituent parts over time. It is an organizing framework designed for sustainable performance.

The Service Lifecycle can be viewed as a phased life cycle, where the phases are:

- Defining strategy for the IT Service Management
- Designing the services to support the strategy
- Implementing the services in order to meet the designed requirements
- Supporting the services managing the operational activities

The interaction between phases is managed through the Continual Service Improvement approach, which is responsible for measuring and improving service and process maturity levels. The primary focus of the Verizon Service Management Platform and our entire internal approach to ITIL is Continual Service Improvement; to align and realign IT Services to changing business needs by identifying and implementing improvements to the IT services that support our customer's business processes.

Verizon understands that DIR retains the right to require participation in an independent Verification and Validation (IV&V) audit should DIR determine that Verizon's performance falls short of standards set forth in the CTSA.

The Service Management methodology provides a structured, consistent process for **initiating, planning, executing, controlling, and closing** projects throughout the full project lifecycle. The Service Management methodology is ISO 9001 certified. Our approach goes beyond that



of the traditional cutover committee. We will utilize tools and techniques that facilitate scheduling, resource allocation, tracking of progress, and status reporting.

Through an extensive factor analysis process, the Project Manager will collect all pertinent information necessary to ensure the successful implementation of DIR or Customers' project. The Project Manager will work closely with team members throughout the project life to ensure contractual conformance, identify potential problems, set and adjust priorities, and redirect activities as necessary to achieve the goals of the project. The Project Manager becomes the single point of contact to DIR or Customers on issues involving the project and he or she is accountable to *manage* the project to a successful conclusion.

The use of the ISO 9001 process provides a structured and consistent process for all projects through the diligent use of seven Service Management processes. The following is a brief outline of the Service Management process used by the Verizon Business Service Management organization. While it may seem that some of these steps won't apply to many projects, only by addressing each step can we ensure project success.

Project Initiation

As soon as DIR or Customers is recognized as a project, the Verizon Business Service Management organization will assign a Project Manager to work with the Verizon Business Account Team during the proposal phase. This person will assist the Account Team in addressing key issues such as work force availability, requirements for new equipment or facilities, ordering intervals, technology, training, methods and procedures, operations support systems, etc. before a proposal is presented to the customer. This process is essential to ensure a successful project implementation for DIR or Customers.

Project Planning

Upon notification of securing a contract with DIR or Customers, the assigned Project Manager will meet with the Account Team, the Verizon Business implementation team, DIR or Customers' Project Manager, and other supplier representatives as appropriate, to develop a comprehensive project plan. The development of the project plan will be a closely coordinated effort between all project entities. During this planning phase, guided by DIR or Customers' specific requirements, Verizon Business Service Management will apply the first six steps of its Service Management process to ensure that a complete understanding of the project exists between all involved parties before proceeding with implementation. The first six steps of our process are:

(1) **Perform Factor Analysis** as a structured and disciplined approach to analyzing and understanding the project by defining ten factors. Available to the Project Managers are many tools and templates that can be used to flush out many assumptions and unknowns that may exist with any project, including one for DIR or Customers. These ten factors are as follows:

- Definition/Scope - including major functions and deliverables for the project
- Resources - all financial, technical, material, and human resources required
- Time - estimated work time and task intervals
- Risk - potential hazards and risk associated with the project
- Procedures - organizational steps to be observed



- Environment - competitive, cultural, political, geographical, physical, and technical conditions surrounding or influencing the project
 - Change - new or future conditions, requirements, events, or constraints discovered within or imposed upon the project
 - Communications - the effective information sharing of all project activities including meetings, status reports, and presentations among the virtual project team
 - Commitment - support for the project from sponsors, end users, and identified stakeholders
 - Expectations - specific information regarding the anticipated project results
- (2) **Document Deliverables** defined in Step 1 making certain that Verizon Business and DIR or Customers are each aware of their obligations and understand the expected outcome of the project. The Project Manager will meet with DIR or Customers 's Project Manager to confirm and record their expected project results. The meeting will attempt to gather as much information as possible to secure a complete understanding of the customer's explicit and implicit requirements, including current and future plans.
- (3) **Define Change Control Procedures** so that all parties agree to what constitutes change and how changes will be handled during the project.
- (4) **Develop Work Breakdown Structures (WBS)** that define the DIR or Customers project in terms of specific tasks, deliverables, and activities necessary during various project phases to accomplish the overall project objectives. Then, determining dependencies between the project tasks provides the sequence in which the tasks must be performed. These dependencies are the foundation upon which priorities, resource assignments, and scheduling strategies are laid to build the DIR or Customers project schedule. The development of a complete and accurate WBS is critical to project success, since the majority of project time and cost overruns can be traced to overlooked or omitted tasks that were required for successful project delivery.
- (5) **Estimate Tasks and Environment** in terms of time and cost, as defined within the WBS, and in accordance with environmental constraints identified during the factor analysis. Estimate revisions may occur frequently during the life cycle of a project. All project team members are kept apprised of changes to these estimates via the communications plan.
- (6) **Create Schedule and Assign Staff** for a work plan of project events and deliverables that will be the primary tool for monitoring progress. The Project Manager will work closely with DIR or Customers' Project Manager in preparing this project plan and will employ Microsoft Project™ to develop the document.



Project Execution (Implementation)

Once Verizon Business and DIR or Customers have completed a detailed project plan, we will begin the execution phase of the project. Verizon Business Service Management is committed to provide the resources necessary for a defect-free implementation of the services and systems required by DIR or Customers.

During this phase, the Project Manager will apply the seventh Service Management step.

- (1) **Manage to Expectations** by monitoring and controlling changing expectations and achieving results by emphasizing deliverables, focusing on risks identified in the planning and scheduling process, and proactively fostering open communications with all stakeholders within Verizon Business and DIR or Customers. Verizon Business will use commercially reasonable efforts to complete the project by DIR or Customers' required due date, given changes to the schedule that may result from events beyond Verizon Business's control including but not limited to, force majeure conditions, third party caused delays and customer readiness and access conditions.

Project Control

Project Communications

During the planning stage, Verizon Business and DIR or Customers will develop a formal communications plan. The communications plan will define the frequency of scheduled project team meetings, and outline requirements for project status reports, as well as meeting minutes, action item status, and project task completion. The communications plan will also document all project team members as well as outline the formal communications channels. The Verizon Business Project Manager will act as the single-point-of-contact for escalation for DIR or Customers. The single-point-of-contact approach provides predictability, timeliness, accuracy, and consistency of information sharing. In addition, the Verizon Business single-point-of-contact provides DIR or Customers with a consistent interface, maintaining responsibility and accountability for current and planned projects.

Formal communications are the key to initiating change and determining when a project milestone has been reached. The Project Manager will hold regularly scheduled review meetings with DIR or Customers as outlined in the communications plan. He or she will prepare and distribute written meeting minutes after each meeting. Regularly scheduled project team meetings and communications plans keep all parties within Verizon Business and DIR or Customers involved in the implementation process.

As the single-point-of-contact the Project Manager acts as the liaison between DIR or Customers' Project Manager and the entire team. All formal communications in both directions flow through the Project Manager. These communications will include project status reports, meeting minutes, action item status, just to name a few. This also includes communication with all appropriate team members to confirm that all tasks are successfully completed. Through these communication channels, the Project Manager will be able to resolve potential problems before they can affect the overall success of DIR or Customers' project.

Scope Management

The strong position of Service Management has significant benefits not only for Verizon Business, but also for our customers by preserving order and providing control. The Verizon



Business Project Manager will be responsible for direction, control, supervision and administration of the activities involved in the installation and cutover of the proposed system. The Project Manager will focus on all of DIR or Customers' needs and interests, and by obtaining a clear and concise understanding of the DIR or Customers' expectations, ensures that all Verizon Business personnel associated with the project have this same understanding.

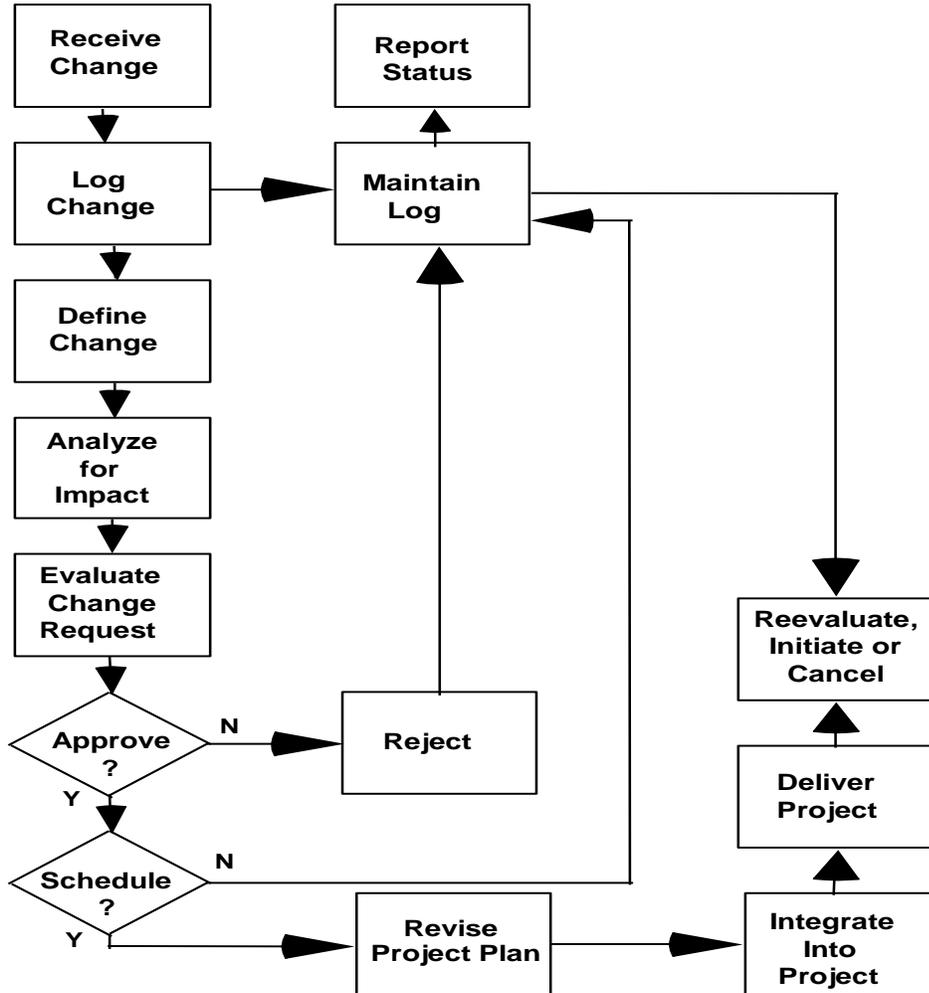
The Verizon Business Project Manager will analyze, review, and obtain approval for all requirements and deliverables by completing a stakeholder analysis, identify measurable and testable requirements, and document and baseline all identified requirements. The Verizon Business project team will meet with DIR or Customers to confirm and record the expected project results, and to gather as much information as possible to secure a complete understanding of the DIR or Customers' explicit and implicit requirements, including current and future plans. Verizon Business supplies an array of automated diagnostic and analytical tools to its Service Management staff, thereby providing the ability to carefully track schedules and provide comprehensive reports to DIR or Customers. Verizon Business will utilize Microsoft Project to schedule, track, and report progress throughout the project.

Change Management Methodology

Based upon an analysis of the initial project information, the Verizon Business team develops key milestones and identifies their relationships to each of the technical activities and responsibilities. All of the project requirements are documented and tracked relative to the key milestones. Once DIR or Customers and Verizon Business have finalized the project plan, any revisions to the plan are approved only through the change control process.

As the project develops the Project Manager will adjust the milestones to accommodate changes in DIR or Customers' requirements and to reflect unforeseen changes in circumstances. The Project Manager will actively track and manage all project changes through a formal change control process. The change process enables changes to the project to be efficiently communicated and incorporated into the project plan. Change notices are entered into a change control database, and the requests are sent to the appropriate team member for implementation.

The following process diagram depicts the major activities in managing project change:



Risk Management

To ensure the success of all Verizon Business projects, Project Managers utilize a tried and proven approach to managing risk and reducing uncertainty. They are trained to examine risk management within the overall context of the project lifecycle and to address the crucial issues that arise in identifying, analyzing, and mitigating risk for Verizon Business’s customers. Verizon Business’s Project Managers are skilled in the use of both qualitative and quantitative techniques to assess the effects of risk, and they apply these techniques within the overall framework of a structured process approach to risk management.

Project Escalation

The Project Manager’s responsibility is the “concentration of accountability”. This individual is dedicated to a successful overall project implementation, rather than to any one functional area. The Project Manager assumes full responsibility for the performance of all project activities while ensuring that DIR or Customers’ requirements are delivered on time and in a quality manner. All project team members report directly or dotted line into the Project Manager and the Project Manager reports directly to the Director of Service Management.



The position of Project Manager is one of high visibility and receives executive management attention at Verizon Business. The consistent use of Service Management processes by the Verizon Business Service Management organization has proven to be successful on many major projects undertaken with our valued customers. However, any problems in a project for DIR or Customers that cannot be resolved at lower levels will ultimately be escalated to Service Management Executive Management.

Schedule Management

As defined in the planning stage, Verizon Business will develop key milestones and identify their relationships to each of the technical activities and responsibilities. All project requirements are documented and actively tracked relative to the key milestones. Any revisions to the project plan are only approved and authorized through the formal change order process. By monitoring and controlling changing expectations and achieving results by emphasizing deliverables, focusing on risks identified in the planning and scheduling process, and proactively fostering open communications with all stakeholders, the Verizon Business Project Manager will ensure that all tasks are completed and that every site implements successfully as documented by the deliverables and requirements plan.

Budget Management

Verizon Business has the Service Management expertise and dedicated team to work with DIR or Customers in delivering and executing a joint transition project plan to migrate, enhance, and manage DIR or Customers' project and reduce the cost of ownership. Verizon Business will be responsible to procure hardware, software, and services as defined by the Scope and project requirements. Verizon Business will manage and oversee all agreed upon procurement activities for the project, including delivery schedules, staging resources, shipping personnel, inventory accuracy and control, documentation, and reporting. In addition, Verizon Business will coordinate deliveries with the installation schedule to maintain Just-In-Time delivery and user expectations for all site activities.

Verizon Business will work closely with DIR or Customers to verify that the equipment delivery schedule and resource allocation reflects scheduling constraints and adheres to documented financial management procedures. Verizon Business will track time and costs associated with the DIR or Customers projects as agreed upon in the deliverables list and Scope of Work. The Verizon Business Project Manager will work closely with DIR or Customers to generate accurate and timely financial information, and will maintain all financial information, including budgets and estimates.

Project Closeout

The project is not complete until DIR or Customers has formally accepted the contracted project services and deliverables. During this phase, Verizon Business will confirm that the project has met all of the project requirements. Closeout activities are not only performed at project completion, but can be done as each milestone is met. This ensures that each phase of the project is accurately documented and that useful information is not lost.

At project completion a formal closeout meeting will be held between the Project Manager and DIR or Customers. Verizon Business will deliver to DIR or Customers all agreed upon documentation, including, but not limited to, site surveys, network drawings, equipment lists, software licenses, test results, and any other documentation outlined in the Statement of Work. If applicable, the Project Manager will confirm that DIR or Customers fully understands all



maintenance service procedures. The deliverables list will be presented to DIR or Customers for review and final signature approval. Finally, the content of the final bill will be reviewed to verify all charges and to obtain the DIR or Customers' agreement that all charges are accurate.

Service Management Resources

Verizon Business's Service Management techniques and procedures are well established and our Project Managers have requisite experience and outlook to ensure the successful implementation of every system Verizon Business installs. Verizon Business's experience with large and complex projects, such as DIR or Customers', has taught Verizon Business that planning and providing a cohesive support team is critical to the success of a project of this size. Team members are selected for a particular project not only because they possess superior knowledge and in-depth experience for the specific project *and* have the required technical/managerial expertise, but also a proven track record of performance on numerous project teams. Each project is viewed as extremely significant to Verizon Business, and executive management is committed to providing the skilled personnel and technical resources to meet the project requirements. Upon contract award, the type and number of team members required for a particular project are determined by reviewing the scope, complexity, and DIR or Customers' schedule.

The Verizon Business Team will be lead by a Project Manager who is selected for DIR or Customers because he or she has a proven track record and an understanding of DIR or Customers' business. The Project Manager is responsible for the complete development lifecycle – opportunity creation, definition, analysis, design development, installation, and management. The Project Manager takes full responsibility for overall project performance, is fully aware of project status at all times, and acts as the single-point-of-contact for DIR or Customers.

Each Verizon Business system installation will be assigned a Project Manager who heads an experienced project installation team. All team members, including any subcontractors, report to the Project Manager. This single-point-of-contact ensures predictability, timeliness, accuracy, and consistency of information sharing. In addition, the Verizon Business single-point-of-contact provides DIR or Customers with a consistent interface, maintaining responsibility, and accountability. This enables a customer to focus on his or her core competencies while Verizon Business manages the successful and synchronized implementation of the project. This type of relationship from the onset provides a blueprint for successful project activity.

Verizon Business Project Managers have extensive experience in project implementations and understand how to work with and manage vendors and subcontractors. The Project Manager develops, executes, and meets the implementation schedule and ensures that the Verizon Business Quality Assurance Program is being implemented at the service and operational levels.

Furthermore, the Verizon Business Project Manager responsibilities include, but are not limited to:

- Review the SOW and/or contract with DIR or Customers' Point of Contact.
- Establish and maintain project communications with DIR or Customers' Point of Contact, including weekly status reports. This also includes communication with all appropriate units to ensure all tasks have been completed.



- Act as a single point of escalation for the entire project within the supplier organization.
- Review and administer the Project Change Control Procedure with DIR or Customers' Point of Contact.
- Manage Verizon Business resources, including all subcontractors performing services for DIR or Customers.
- Responsible to ensure that every location implements successfully as documented by the Statement of Work and/or contract or subsequent change controls.
- Responsible to ensure that inventory ordered on behalf of DIR or Customers for this project is controlled, managed and properly documented.
- Responsible for interfacing with other suppliers and contractors when necessary.
- Ensure only properly trained and qualified staff and contractors are used.
- Coordinate all on-site activities.
- Verify that all site documentation is complete and delivered per the Statement of Work.
- If required, ensure that all Letters of Agency are in place and assist with circuit planning and delivery.
- Attend all project planning and status meetings.
- Prepare and distribute written meeting minutes after each meeting.

Reports

Verizon will provide DIR with project reports as defined in the Vendor Reporting Guide.

Online Program Management Tools

Our electronic service management tools are designed to provide online access to your data, 24 hours a day, seven days a week, with key customer-to-carrier touch points and a wide choice of entry methods – from web-based desktop to system-to-system access through your own applications.

DIR and its customers can access the Verizon Enterprise Center via two methods described below:

- **Contact your Account Team:** Your Account Team may sign you up for access to the portal tools. As part of this process, you will receive an e-mail directing you to go online and complete your registration by creating your own user ID and password.
- **Self-register:** You may self register by following the process that begins just below “Enroll Now” on the log in page. This registration process will give you guest user access only to the portal. As a guest user, you may view portal content but will not have access to the tools.

Registration Steps

- From <http://enterprisecenter.verizonbusiness.com> select Enroll Now.



- Select the scope of services you manage
- Indicate user and company information
- For joint Verizon Wireless - Verizon Business access
 - Provide your Federal Tax ID and Dun and Bradstreet Number
 - Indicate a wireless number from one of the accounts that you are enrolling
 - Verify that you are the authorized signer on the account.
 - Continue through the self-service enrollment process
- For Verizon Business access:
 - Enter your email address and account type
 - Enter the account ID information that is provided on your invoice. Contact your account representative if you do not know your account ID
 - Create your personal profile and enter your contact information on the Personal Information screen then click Submit. Fields marked with an asterisk are required

NOTE: After you enter all the required information on the registration screens, a confirmation email is sent to you including a verification code and link to complete the registration process. After you receive this email, you are ready to create your user name and password to begin using the Portal.

- Select the link included in your confirmation email
- Enter the verification code that was provided in your confirmation email
- Click **next**
 - Create user User ID and Password. The unique user ID must be between 5 and 20 lowercase characters, and alphanumeric with no spaces
 - Your password must be 8 and 12 characters long, contain at least one number, and a mix of both upper/lowercase letters without spaces. For additional security, you can use non-alphanumeric characters, e.g., /, &, +, and *
- Select **Submit**
- Select **Sign In**
- Enter the User ID and Password you created
- Read and accept the Terms & Conditions. You must accept the Terms and Conditions in order to use the portal.
- Click continue. You are now registered and ready to use the portal.