

NYCPS TMS: Prescriptive Vendor & External Party Management Strategy

I. Introduction: Imperative & Approach

This document mandates the comprehensive, highly detailed, and rigorous strategy for managing all external parties involved in the NYCPS Transportation Management System (TMS) project. This includes, but is not limited to, the primary solution vendor (potentially including their subcontractors), hardware providers (GPS devices, scanners, mounts), third-party software licensors, cloud service providers (AWS GovCloud inherently), potential integration partners, and the numerous School Bus Contractors (SBCs) whose cooperation is essential.

Given the project's scale, critical impact on student safety and operations, significant public funding, inherent complexities and unknowns, and dependencies on these external entities, a "water-tight", proactive, data-driven, and meticulously documented management approach is non-negotiable. This

strategy aims to maximize value, mitigate risks, ensure compliance, enforce accountability, and foster effective collaboration with all external parties throughout their engagement lifecycle.

Core Approach: We will implement a centralized Vendor Management function within the project structure, supported by robust processes, defined SLAs, automated data collection where feasible, clear communication protocols, and strong contractual underpinnings. This strategy is integrated with the overall Project Management, Risk Management, Change Management, and DevSecOps frameworks.

II. Governance & Roles in Vendor Management

Clear accountability and defined roles are crucial for managing numerous external relationships.

- **NYCPS Project Manager (PM):** Overall responsibility for coordinating vendor activities, monitoring performance against project goals, managing vendor-related risks/issues, facilitating internal NYCPS approvals, and serving as a primary escalation point. Co-chairs Vendor Performance Reviews.
- **NYCPS Contract Manager / Procurement Liaison:** Manages contractual compliance, formal contract

modifications/amendments, invoice processing based on PM validation, ensures adherence to NYCPS procurement/financial policies, primary interface with OLS and procurement offices. Owns formal contractual communications.

- **Vendor Relationship Manager (VRM - Dedicated Role or PM Function):** May be a dedicated role for critical vendors or part of the PM function. Responsible for the day-to-day relationship health, operational coordination, performance monitoring against SLAs, first point of escalation for operational issues with that specific vendor.
- **Technical Leads (NYCPS & Vendor):** Responsible for technical oversight of vendor deliverables within their domain, validating technical compliance, managing technical dependencies, participating in technical reviews and issue resolution.
- **Security Lead / Team (NYCPS):** Responsible for vendor security assessments (pre- and post-contract), validating vendor compliance with security requirements (RFP Attachment 1A/1B, GovCloud standards), reviewing security incident responses from vendors.
- **QA Lead (NYCPS):** Responsible for defining acceptance criteria for vendor deliverables, overseeing testing (including UAT) involving vendor components, tracking defects related to vendor deliverables.
- **Logistics Coordinator (NYCPS/Vendor):** Manages hardware procurement, inventory, distribution, installation scheduling, and RMA processes involving hardware vendors and SBCs.

- **Legal Counsel (NYCPS OLS):** Provides guidance on contract terms, compliance, disputes, and enforcement of remedies.
- **Steering Committee:** Provides oversight for critical vendor relationships, approves major vendor-related changes or expenditures, serves as the final escalation point for unresolved vendor disputes or performance issues.

A clear RACI matrix covering key vendor management activities (e.g., SLA Monitoring, Invoice Approval, Performance Review, Escalation Handling, Contract Modification) will be documented in Confluence.

III. Vendor & External Party Lifecycle Management

We will apply a structured process to each stage of engaging external parties.

A. Stage 1: Sourcing, Due Diligence & Procurement

1. Needs Definition & Requirements Finalization

Implementation How-To:

1. Ensure requirements for any externally provided service/product (including those from subcontractors of the main vendor) are clearly defined, measurable, and documented within the overall project requirements (Jira/Confluence).
2. Explicitly document security, compliance (FERPA, NY Ed Law 2-d, GovCloud), data privacy, accessibility (WCAG), and performance requirements applicable to the vendor/service.
3. Define clear acceptance criteria for vendor deliverables.

Responsibility: PM, PO, Tech Leads, Security Lead, Compliance Officer.

2. Market Research & Vendor Identification

Implementation How-To:

1. Conduct market research to identify potential suppliers for required hardware, software licenses, or

specialized services (if not covered by primary vendor).

2. Leverage existing NYCPS approved vendor lists, state contracts (OGS), and procurement portals where applicable and compliant.

Responsibility: Procurement Liaison, PM.

3. Formal Procurement Process (RFP/RFQ/Sole Source Justification)

Implementation How-To:

1. Strictly adhere to NYCPS procurement policies and thresholds for competitive bidding vs. other procurement methods. Document all justifications.
2. Develop comprehensive RFP/RFQ documents including detailed requirements, mandatory compliance clauses (Security, Privacy, Accessibility, Insurance, etc.), defined deliverables, SLAs, evaluation criteria, and standard contract terms.
3. Involve Legal (OLS) and Procurement early in drafting solicitation documents.
4. Conduct fair and transparent evaluation processes based on pre-defined scoring criteria.

Responsibility: Procurement Liaison, PM, Contract Manager, Evaluation Committee Members, Legal.

4. Rigorous Vendor Due Diligence

Implementation How-To:

- 1. Financial Viability:** Obtain and review financial statements (audited preferred) or creditworthiness reports to assess stability (required by RFP for primary vendor, strongly recommended for critical subs).**
- 2. Past Performance:** Conduct thorough reference checks (minimum 3 required by RFP). Check NYC PASSPort/VENDEX for past performance cautions with the City. Review performance on any previous NYCPS contracts.**
- 3. Security Posture Assessment (Mandatory):**
 - Require completion of **NYCPS Information Security Requirements** checklist (RFP Attachments 1A, 1B) and potentially a standardized questionnaire (e.g., CAIQ Lite, SIG Lite) prior to contract award.****

- **Review vendor's security policies, procedures, and relevant certifications (e.g., SOC 2 Type II, ISO 27001 - especially if vendor hosts data).**
- **Conduct interviews with vendor security personnel if necessary.**
- **Assess ability to meet specific GovCloud security requirements if vendor systems interact directly.**
- **Document assessment findings and required remediations.**

4. Compliance Check: Verify vendor's stated ability to comply with FERPA, NY Ed Law 2-d, WCAG, etc. Review relevant policies/documentation.**

5. Business Continuity/Disaster Recovery (BCDR): Review vendor's BCDR plan documentation (required by RFP 3.27) for adequacy, especially for critical service providers.**

Responsibility: PM, Security Team, Compliance Officer, Finance Liaison, Procurement Liaison.

Governance Gate: Vendor selection requires positive outcome from due diligence checks, especially security and financial stability. Documented approval required before proceeding to contract.

B. Stage 2: Contracting & Formal Onboarding

1. Contract Negotiation & Finalization

Implementation How-To:

1. Negotiate final contract terms, ensuring inclusion of:

- **Precise Scope of Work (SOW) / Deliverables list.**
- **Measurable Service Level Agreements (SLAs) with defined metrics, measurement methods, reporting frequency, and associated remedies/penalties (e.g., service credits, liquidated damages - must be reasonable and justifiable).**

- **NYCPS Standard Terms & Conditions, Security Requirements, Data Privacy Agreements (including specific clauses for FERPA/NY Ed Law 2-d, data ownership, breach notification).**
- **Detailed requirements for Performance Monitoring and Reporting (access to data/APIs).**
- **Clear definition of roles, responsibilities, and Points of Contact (POCs).**
- **Change Management process alignment.**
- **Risk Management and issue escalation procedures.**
- **Audit rights for NYCPS.**
- **Intellectual Property rights clarification.**
- **Confidentiality obligations.**

- **Termination clauses (for cause and convenience).**
- **Insurance requirements (as per RFP Appendix A2).**
- **Offboarding/Disengagement requirements (data return/destruction, knowledge transfer).**

2. Involve NYCPS Legal (OLS) throughout the negotiation process.

3. Ensure all final contract documents are formally executed by authorized signatories and stored centrally (e.g., NYCPS contract management system, secure SharePoint).

4. Process contract for registration with NYC Comptroller.

Responsibility: Contract Manager, Procurement Liaison, Legal (OLS), PM, Vendor Legal/Contracts.

2. Formal Vendor Onboarding

Implementation How-To:

1. Conduct a dedicated **Vendor Kick-Off****

Meeting after contract execution:**

- **Reiterate project goals, scope, timeline.**
- **Introduce key NYCPS team members and counterparts at the vendor.**
- **Formally establish designated POCs on both sides for different functions (Overall, Technical, Security, Billing, Support). Document in Confluence.**
- **Review contractual obligations, deliverables, SLAs, and milestones.**
- **Review and confirm understanding of the ****Communication Plan**** (meeting cadence, reporting requirements, escalation paths).**
- **Review ****Security & Compliance**** requirements (data handling, access controls, incident reporting).**

- **Review ****Change Management**** and ****Risk Management**** processes.**
- **Review ****Invoice Submission and Approval**** process.**
- **Review ****Support & Escalation**** procedures.**
- **Agree on initial next steps and schedule for first deliverables/reviews.**

2. Provide vendor personnel with a tailored **Vendor Onboarding Pack**** (via secure Confluence space or email):**

- **Links to relevant project documentation (Roadmap, High-Level Architecture, Comms Plan, relevant NYCPS policies).**
- **Contact List for key NYCPS POCs.**
- **Instructions for accessing required tools (e.g., guest access to specific Jira boards/Confluence spaces,**

**secure file transfer endpoints) -
follow least privilege principle.**

- **Summary of key process requirements (Reporting, Change Mgmt, Security Incident Reporting).**

3. Process required **Security Clearances**** (e.g., PETS fingerprinting) for any vendor personnel needing access to NYCPS facilities, sensitive data, or unsupervised student contact, ***before*** granting access. Track clearance status.**

4. Grant necessary system/tool access based on approved requests and least privilege. Maintain records of vendor personnel access.

Responsibility: NYCPS PM (Lead), Contract Manager, Security Team (Clearance/Access), Vendor PM, Key Vendor Personnel.

C. Stage 3: Ongoing Management, Collaboration & Communication

1. Regular Performance & Status Reviews

Implementation How-To:

1. Conduct **Weekly Operational Sync Meetings between NYCPS VRM/PM/Tech Lead and Vendor PM/Tech Lead for each critical vendor.**

- ****Agenda Template:** Review action items, progress on current deliverables/tasks (link to Jira), upcoming activities/dependencies, blockers/issues, performance against operational KPIs/SLAs (briefly), immediate risks.**
- ****Documentation:** Minutes with action items tracked in Jira/Confluence.**

2. Conduct **Monthly/Quarterly Vendor Performance Reviews (aligned with MBR cycle).**

- ****Audience:** NYCPS PM, VRM, Contract Manager, Key Leads**

**(Tech, QA, Sec), Vendor PM,
Vendor Account Manager/Exec.**

- ****Agenda Template:** Review Vendor Scorecard (KPIs vs. SLAs), deliverable status against contract/SOW, budget/invoice status, summary of issues/escalations during the period, risk review, relationship health, strategic alignment, upcoming priorities.**
- ****Documentation:** Formal meeting minutes and reviewed Vendor Scorecard stored in Confluence.**

**Responsibility: VRM/NYCPS PM (Scheduling/Facilitating),
Vendor PM, Relevant Leads.**

2. Deliverable Tracking & Acceptance

Implementation How-To:

1. **Track all formal vendor deliverables (hardware shipments, software releases/patches,**

documentation, reports) against agreed-upon timelines defined in SOWs/Project Plan using Jira/ADO.

2. Define clear, measurable **Acceptance Criteria**** for each deliverable ***in the SOW/Work Order***.**

3. Implement a formal **Deliverable Acceptance Process:******

- Vendor submits deliverable with accompanying documentation/release notes.**
- NYCPS (designated lead - e.g., Tech Lead for code, QA Lead for test results, Logistics Lead for hardware) performs review/testing against acceptance criteria within a defined timeframe (e.g., 5-10 business days).**
- Provide formal written acceptance or rejection (with detailed reasons/required fixes) via email and update Jira status.**

- **Track rework and resubmission cycles.**

4. Invoice approval is contingent upon formal acceptance of associated deliverables.

Responsibility: NYCPS PM (Oversees process), Designated NYCPS Leads (Performing review/testing), Vendor PM (Ensuring timely submission).

Governance Gate: Formal, documented acceptance required for all major vendor deliverables before associated payment or next phase proceeds.

3. Communication Channels

Implementation How-To:

- 1. Establish ****Designated Points of Contact (POCs)**** on both NYCPS and vendor sides for different functions (Overall Relationship, Technical, Security, Billing, Support Escalation). Maintain an up-to-date contact list in Confluence.**
- 2. Utilize ****Scheduled Meetings**** (Weekly Syncs, Monthly/Quarterly Reviews) for structured performance and status discussions.**
- 3. Use ****Email**** for formal communication (contractual notices, deliverable**

acceptance/rejection, escalation documentation).

4. Use ****Jira/ADO**** for tracking specific tasks, issues, risks, and change requests assigned to or impacting vendors.
5. Use shared ****Slack/Teams Channels**** (if appropriate and security permits) for ***informal***, quick operational coordination or questions between designated technical POCs. Avoid making critical decisions solely in chat.

Responsibility: PMs (Establishing channels), All POCs (Using appropriate channels).

D. Stage 4: Performance Monitoring, Reporting & Automation

1. Define Contractual SLAs & KPIs

Implementation How-To:

1. Ensure SLAs and KPIs are explicitly defined, measurable, achievable, relevant, and time-

**bound (SMART) within the contract/SOW for
each vendor.**

2. Examples:

- ****Hardware Vendor:** On-time delivery rate (%), Device failure rate (DOA %), RMA turnaround time (days).**
- ****Software Vendor (if hosting):** System Uptime/Availability (%), API Response Time P95 (ms), Incident Response Time (minutes per severity), Patching Compliance (%).**
- ****Primary Solution Vendor (General):** Deliverable acceptance rate (%), On-time milestone completion (%), Support ticket response/resolution time SLAs, Critical/High defect density post-release.**
- ****SBCs (related to system usage):** Device online rate**

(%), Ridership scan compliance rate (%), Timely response to OPT communications. (Note: Enforcing these requires careful contract structure with SBCs, potentially separate from this vendor contract).

3. Define clear measurement methods, reporting frequency (e.g., monthly), data sources, and calculation formulas *in the contract*.

Responsibility: Contract Manager, PM, Tech Leads, QA Lead, Security Lead (During contracting).

2. Automate Data Collection for Monitoring

Automation is key to objective, timely performance monitoring and reducing manual reporting effort.

Implementation How-To:

1. ****Ticketing System Integration:**** Implement mandatory API integration between NYCPS ticketing system (Jira Service Management/ServiceNow) and critical vendor ticketing systems (especially primary solution vendor, hardware support). Automatically sync

ticket status, timestamps (creation, response, resolution) to calculate response/resolution time SLAs.

2. ****Monitoring Tool Integration:**** If vendor hosts components, require secure access (read-only preferred) to relevant monitoring dashboards/APIs (e.g., CloudWatch metrics via cross-account roles, Datadog API) to track uptime, performance SLAs automatically.
3. ****CI/CD & Test Reports:**** Extract deliverable status, test pass rates, security scan results relevant to vendor code/components directly from GitLab CI/CD pipeline logs/APIs/artifacts.
4. ****Log Analysis:**** Set up automated parsing (CloudWatch Logs Insights queries, Glue jobs) for specific vendor-related events or error patterns if direct integration isn't possible.
5. ****Manual Data Entry (Minimized):**** For KPIs not easily automated (e.g., qualitative assessment from reviews, specific delivery confirmations), establish clear process for VRM/PM/Leads to input data regularly into the central tracking system/scorecard template.

Responsibility: DevOps/SRE Team (API/Tool Integration), PM/VRM (Defining automation requirements), QA/Security (Integrating test/scan results).

3. Vendor Scorecards & Reporting

Implementation How-To:

- 1. Develop a standardized **Vendor Performance Scorecard Template** (e.g., in Confluence using macros, or Excel/QuickSight).**
- 2. Scorecard Sections:**
 - **Vendor Info & Contract Details**
 - **Reporting Period**
 - **Overall Performance Summary (RAG status, key highlights/concerns)**
 - **KPI Dashboard (Table/Charts showing Target vs. Actual for each contractual SLA/KPI, Trend over time)**
 - **Deliverable Status (On-time, Accepted, Rejected, Pending)**
 - **Issue/Escalation Summary (Count/status of open high-priority issues)**

- **Risk Summary (Key vendor-related risks)**
- **Financial Summary (Budget vs. Actual for vendor spend - optional)**
- **Qualitative Feedback / Relationship Health**
- **Action Items from Previous Review**

3. Automate population of KPI data from integrated tools/scripts where possible.

4. VRM/PM completes qualitative sections and analysis.

5. Review scorecard during Monthly/Quarterly Vendor Performance Reviews. Archive scorecard versions in Confluence.

Responsibility: VRM/PM (Compilation & Analysis), DevOps/Data Team (Automation Support).

E. Stage 5: Vendor Risk, Issue & Escalation Management

1. Proactive Vendor Risk Management

Vendor dependencies represent a significant risk category.

Implementation How-To:

- 1. Integrate vendor-related risks into the main Project Risk Register (Jira/ADO) using specific labels/categories (e.g., `vendor-performance`, `vendor-dependency`, `vendor-security`, `vendor-financial`).**
- 2. During Risk Identification, specifically brainstorm risks related to each critical vendor (e.g., vendor bankruptcy, deliverable delays, security breach at vendor, critical dependency failure, key personnel loss at vendor).**
- 3. Assess Probability & Impact (P*I) for vendor risks, considering impact on the overall TMS project.**
- 4. Develop specific ****Response Plans:******
 - ****Mitigation:**** Enhanced monitoring, regular technical deep dives, requesting BCDR plan validation, ensuring robust**

contractual remedies, building in buffer time for vendor deliverables.

- ****Contingency:** Identify alternative suppliers/solutions *in advance* where feasible (dual-sourcing for critical hardware?), define steps to take if a vendor fails critically (e.g., invoking contract termination, engaging backup vendor, internal team taking over if source code escrow triggered - if applicable).**

5. Assign Risk Owners for key vendor risks. Monitor actively during weekly/monthly reviews.

Responsibility: PM, Risk Owners, Vendor PMs (Providing input), Steering Committee (Accepting residual strategic vendor risks).

2. Issue Tracking & Resolution

Implementation How-To:

1. Track all operational issues, bugs, or performance problems related to vendor products/services using dedicated issue types or components in Jira/ADO.
2. Utilize integrated ticketing systems (where possible) or defined email/portal processes for formally reporting issues *to* the vendor, referencing contractual support SLAs.
3. Track vendor response and resolution times against SLAs within Jira/NYCPS ticketing system.
4. NYCPS VRM/PM monitors open vendor issues, prioritizes critical items with the vendor POC, and facilitates resolution.

Responsibility: All Team Members (Identifying/Reporting), VRM/PM (Tracking/Prioritizing), Vendor Support/PM (Resolving).

3. Formal Escalation Matrix & Process

Implementation How-To:

1. Document a clear, multi-level ****Vendor Escalation Matrix**** for performance issues, SLA breaches, unresolved critical issues, or

contractual disputes. Store in Confluence, share with vendor.

2. **Escalation Levels (Example):**

- ****Level 1 (Operational):****
NYCPS Technical POC / VRM <-> Vendor Operational POC / Support Lead. (Focus: Resolve specific technical/operational issues within SLAs). Trigger: Issue unresolved within SLA L1 time, minor recurrent SLA misses.
- ****Level 2 (Management):****
NYCPS PM <-> Vendor PM / Account Manager. (Focus: Persistent operational issues, multiple SLA breaches, deliverable delays, resource concerns). Trigger: L1 unable to resolve, pattern of SLA breaches, deliverable milestone missed by > X days.
- ****Level 3 (Contractual/Relationship):****
NYCPS Contract Manager /

Senior PM <-> Vendor Account Executive / Senior Manager. (Focus: Significant contractual non-compliance, major performance failures, unresolved L2 escalations, discussion of invoking contractual remedies). Trigger: L2 unable to resolve, significant pattern of failure, potential need for formal corrective action plan or penalties.

- ****Level 4 (Executive):** NYCPs Steering Committee / Sponsor <-> Vendor Executive Leadership. (Focus: Critical relationship breakdown, major contractual disputes, consideration of contract termination, unresolved strategic risks). Trigger: L3 unable to resolve, critical project impact requires executive intervention.**

- 3. **Process:** Escalations must be documented (email, Jira ticket update) referencing specific issues, SLA breaches, or contract clauses. Each level has a defined timeframe for response and resolution attempts before escalating further. Involve NYCPS Legal as appropriate, especially at Level 3/4.**

Responsibility: PM/VRM (Managing process), Contract Manager, Steering Committee, Legal (Handling escalations).

4. Contractual Remedies & Performance Improvement Plans

Implementation How-To:

- 1. Monitor performance against contractual SLAs via scorecards and automated data.**
- 2. If SLAs are breached consistently or significantly, follow the defined contractual process for remedies:**
 - Issue formal written notice of breach to vendor, citing specific data/evidence and contract clause.**

- **Allow vendor the contractually defined cure period (if applicable).**
- **If uncured, formally request Corrective Action Plan (CAP) from vendor with specific actions, timelines, and metrics for improvement.**
- **If CAP is required, track vendor progress against the CAP meticulously.**
- **If CAP fails or breach is severe/uncured, invoke contractual penalties (service credits, liquidated damages) or initiate termination procedures following legal/contractual guidelines.**

3. Document all notices, CAPs, penalty applications, and related communication rigorously.

Responsibility: Contract Manager, PM, Legal (OLS), Steering Committee (Major decisions).

Strict adherence to contractual notice periods, cure processes, and documentation requirements is essential when managing non-performance and invoking remedies.

F. Stage 6: Offboarding & Contract Closure

1. Planning & Transition

Implementation How-To:

- 1. Initiate offboarding process well in advance of contract end date or termination notice effective date.**
- 2. Review contractual disengagement clauses and the vendor's submitted Disengagement Plan (RFP requirement).**
- 3. Develop detailed ****Transition Plan**** if services are moving to another vendor or in-house: define knowledge transfer scope, data migration/handover requirements, schedule, responsibilities.**

2. Knowledge Transfer & Data Handover/Destruction

Implementation How-To:

- 1. Conduct scheduled knowledge transfer sessions covering system architecture, operations, maintenance procedures, known issues/workarounds. Record sessions if possible.**
- 2. Ensure vendor delivers all required documentation (technical, operational, user guides) in agreed formats and stores it in the designated NYCPS repository (Confluence/SharePoint).**
- 3. Execute data handover: Vendor provides final data export in agreed format (e.g., database backup, S3 export). NYCPS team validates completeness and usability.**
- 4. Execute data destruction: Vendor securely deletes/destroys all NYCPS data (including PII) from their systems (production, non-**

production, backups) according to contractual requirements and NYCPS policy.

5. ****Mandatory:**** Obtain formal, written ****Certificate of Data Destruction**** from the vendor, signed by an authorized representative, confirming destruction methods and completion.

Responsibility: Vendor (Providing KT/Data/Destruction), NYCPS Tech Leads/SMEs (Receiving KT/Validating Data), PM (Overseeing), Security/Compliance (Verifying Destruction Cert).

Verification of data destruction is critical for privacy compliance (FERPA, NY Ed Law 2-d). Retain the Certificate of Data Destruction.

3. Access Revocation

Implementation How-To:

1. Use a comprehensive ****Vendor Offboarding Checklist**** (see template concept below).
2. On or before the final day of service, systematically revoke ***all*** access for ***all*** vendor personnel:
 - AWS IAM users/roles.

- **GitLab/Jira/Confluence accounts.**
- **Slack/Teams guest access.**
- **VPN or network access.**
- **Physical access badges (if any).**
- **Access to any shared folders or NYCPS systems.**

3. Security team confirms revocation via checklist sign-off. Maintain audit logs of access removal.

Responsibility: Security Team, IT/Network Team, Application Admins, PM (Ensuring completion).

Timely and complete access revocation is a critical security control.

4. Contract Closure & Final Payments

Implementation How-To:

- 1. Verify completion and acceptance of all final deliverables.**
- 2. Reconcile all invoices against approved deliverables and POs. Identify any outstanding**

payments or required credits/penalties based on final SLA performance.

- 3. Process final payment upon confirmation of all obligations met (including data destruction certification).**
- 4. Conduct a project close-out review / lessons learned session specifically regarding the vendor relationship.**
- 5. Formally close out contract records in NYCPS systems. Archive all contract documentation, performance reports, scorecards, and closure documents securely for the required retention period.**

Responsibility: Contract Manager, Finance Liaison, PM, Legal (if needed).

5. Vendor Offboarding Checklist Template (Conceptual)

Vendor Offboarding Checklist – Sentry Management Solutions
– [Contract #]

- ☐ **Final Deliverables Accepted (Link to Acceptance Forms): []**
- ☐ **Knowledge Transfer Sessions Completed (Dates/Attendees): []**
- ☐ **Final Documentation Received & Verified: []**

- ☐ Final Data Export Received & Validated: []
 - ☐ Certificate of Data Destruction Received & Approved: []
 - ☐ Access Revoked – AWS IAM: [] (Verified By: _____ Date: _____)
 - ☐ Access Revoked – GitLab: [] (Verified By: _____ Date: _____)
 - ☐ Access Revoked – Jira/Confluence: [] (Verified By: _____ Date: _____)
 - ☐ Access Revoked – Slack/Teams: [] (Verified By: _____ Date: _____)
 - ☐ Access Revoked – VPN/Network: [] (Verified By: _____ Date: _____)
 - ☐ Access Revoked – Other Systems: [Specify _____] [] (Verified By: _____ Date: _____)
 - ☐ Physical Assets Returned (If Applicable): []
 - ☐ Final Invoice Reconciled & Approved for Payment: []
 - ☐ Contract Closure Documentation Filed: []
- Overall Offboarding Complete & Signed Off By: _____ (NYCPS PM/Contract Mgr) Date: _____

IX. Conclusion: Ensuring Partnership Success & Accountability

This hyper-detailed Vendor and External Party Management Strategy establishes the rigorous framework required to effectively manage the complex ecosystem of suppliers, contractors, and partners essential to the NYCPS TMS project's success. By implementing these prescriptive processes for sourcing, onboarding, performance monitoring (leveraging automation and data), communication, risk management, issue escalation, and offboarding, we create a system of **transparency, accountability, and proactive control. This structured approach minimizes risks associated with external dependencies, ensures vendors deliver against contractual obligations and SLAs, facilitates compliance, and fosters collaborative relationships focused on achieving NYCPS's strategic objectives. Strict adherence to this plan is critical for mitigating risks inherent in large-scale government procurements and ensuring the successful, on-budget, on-schedule delivery of a high-quality Transportation Management System.**