

Virginia Information Technologies Agency



Exhibit 2.3.2 Solution
Integration and Governance

VA-170822-SAIC

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

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1.0 INTRODUCTION

SAIC, headquartered in McLean, VA, is a leading technology integrator providing full life-cycle services and solutions in the technical, engineering, and enterprise Information Technology (IT) markets. SAIC's deep domain knowledge and customer relationships enable the delivery of systems engineering and integration offerings for large, complex government and commercial projects. SAIC serves customers in the U.S. federal government, state, local, and global commercial markets, specializing in providing a broad range of higher-end, differentiated technical capabilities.

SAIC was founded in 1969 by Dr. J. Robert Beyster, a former Los Alamos scientist, who wanted to create a research and engineering firm based on the principles of employee ownership to encourage innovation and accountability. More than four decades later, SAIC is a publicly traded company with approximately 15,000 employees who are still inspired by Dr. Beyster's dedication to customers and employees and his desire to make a difference in how engineering and science are applied to the public interest.

As a leading technology integrator, SAIC's integration and governance approach applies our rich understanding of our customers' missions and our knowledge and experience with the best and Latest Multisourcing Service Integrator (MSI) technologies and processes to meet our customers' most important challenges at all levels of government.

SAIC's integration and governance approach is designed to ensure that all parties in the Information Technology Infrastructure Services Program (ITISP) work to achieve the Virginia Information Technologies Agency's (VITA's) goals of maintaining and improving service quality; ensuring cost competitiveness now and in the future; and creating a highly visible, accountable platform view of service delivery. We achieve this by:

- ◆ Ensuring all parties understand their mutual obligations by integrating IT governance across the ITISP through Project Management Body of Knowledge (PMBOK®)-based management processes and our proven methodology for establishing service level agreement (SLAs) and Operating Level Agreements (OLAs)
- ◆ Ensuring service delivery is governed by integration of defined processes, consistently implemented by all parties, and measured by standardized automation to maintain accountability, guide corrective action, and promote collaboration to achieve VITA goals
- ◆ Using our Service Management Systems (SMS) to provide technical integration by automating Information Technology Infrastructure Library (ITIL) processes for consistent, unambiguous performance measurement that, when combined with assessment of new technologies, support improvement of Service Tower Suppliers (STs) also known as suppliers or their replacement with improved-technology, cost-competitive alternatives

SAIC's governance approach is implemented by an experienced, Virginia-based leadership team and Program Management Office (PMO) described in Exhibit 2.3.1, Section 2.0. All SAIC governance representatives were selected based on their experience in managing implementation and performance of IT solutions in complex environments. Our Executive Governance Body Representative, for example, is

SAIC's MSI Experience

- ◆ Vanguard 2.2.1 (U.S. Department of State). \$2.6 billion value; service delivery at 385 locations worldwide
- ◆ Mission Support IT Services (U.S. Department of Agriculture [USDA]). \$208 million value; develops and maintains USDA's risk management tools to support farmers; consistently exceed the 99.7% SLA
- ◆ U.S. Army Reserve Command Data Center (U.S. Army). \$72.2 million value; network, infrastructure, and life-cycle support at more than 100 locations
- ◆ County of Orange, CA. \$112 million value; supports 26 agencies in multi-vendor environment
- ◆ Unified NASA Information Technology Services (UNITeS) (National Aeronautics and Space Administration [NASA]). \$1.3 billion value; MSI for 21 service providers; transformed NASA's \$2.5 billion IT environment

now responsible for performance oversight of seven towers that include 36 contractors and provide more than \$3 billion in IT services. Our leadership team and PMO apply governance and program management methodologies and best practices from more than 40 years of SAIC corporate experience at all levels of government that are documented in our United Solutions™ process asset library (PAL). These best practices implement PMBOK principles consistent with the ITIL framework.

Our approach relies on providing one source of service delivery performance information from across the enterprise that establishes a single source of truth for all parties’ performance. This single source of truth, provided by our SMS, supports advanced data analysis and visualization that enables all parties of the ITISP to understand problems and their causes; identify responsible parties for corrective action; and prioritize highest-value opportunities for continual performance improvement. Data from our SMS is easily accessible and can be customized to meet the needs of every individual or Customer role for standard and ad hoc governance reviews and initiatives. The unambiguous, quantitative, and objective data from our SMS provides a common reference for all parties and promotes effective, fact-based decision-making in Relational and Operational Governance forums. The workflow capabilities of our SMS automate routing and approval of governance work products, reducing administrative time and stimulating work progress.

As the MSI, SAIC is supported by a team of four subcontractors: EY (formerly Ernst & Young); CapTech Ventures, Inc.; Summit Information Solutions, Inc.; and 1901 Group. **Figure 1.0-1** summarizes the specific capabilities our team members will apply to support SAIC’s integration and governance efforts.

Team Member	Core Capabilities	Rationale for Selection	Role for VITA
 <p>EY (formerly Ernst & Young)</p>	<ul style="list-style-type: none"> ◆ Advisory and financial management ◆ Benchmarking costs across service providers ◆ Government and private sector advisory services ◆ Strategy and policy ◆ Performance Improvement and Organizational change 	<ul style="list-style-type: none"> ◆ Deliver global experience and insight combined with local knowledge and understanding ◆ Ability to brainstorm with customers to specifically identify needs ◆ Can enhance visibility of financial data ◆ Corporate office in Richmond, VA 	<ul style="list-style-type: none"> ◆ IT Financial Management ◆ Innovation as a Service
 <p>CapTech Ventures, Inc. (CapTech)</p>	<ul style="list-style-type: none"> ◆ Driving evolutionary change through DevOps ◆ Developing services and Application Programming Interfaces (APIs) to enable modernization ◆ Enterprise integration/enterprise architecture ◆ Cloud strategy implementation/application 	<ul style="list-style-type: none"> ◆ Embraces a collaborative approach, defining specific customer needs and then tailoring solutions specifically for VITA MSI ◆ Expertise working with federal, state and local government agencies ◆ Corporate headquarters in Richmond, VA 	<ul style="list-style-type: none"> ◆ Application Development ◆ Supplements SAIC’s capabilities throughout the scope of work

Figure 1.0-1. SAIC’s Team Members Bring Capabilities To Support Our Integration and Governance Approach

Team Member	Core Capabilities	Rationale for Selection	Role for VITA
 <p>Summit Information Solutions, Inc.</p>	<ul style="list-style-type: none"> ◆ Systems Administration and Integration ◆ Evaluation and Recommendation ◆ Change Management ◆ Software Development ◆ Systems Engineering ◆ Cloud Services ◆ Strategic Planning ◆ Agile methodologies 	<ul style="list-style-type: none"> ◆ Small, Women-owned, and Minority-owned business enterprise as designated by Virginia DMBE ◆ Record of successful performance supporting highly relevant technical requirements ◆ Corporate headquarters in Richmond, VA 	<ul style="list-style-type: none"> ◆ Process Design ◆ Supplements SAIC’s capabilities throughout the scope of work
 <p>1901 Group, LLC</p>	<ul style="list-style-type: none"> ◆ IT Support Services (ITSS) capability in an “as-a-service” delivery model ◆ Capability, experience with SAIC SMS tools supported by trained personnel ◆ Surge capability from Federal Information Security Management Act of 2002 (FISMA) Moderate certified operations center 	<ul style="list-style-type: none"> ◆ Excellent past performance supporting contracts of similar size, scope and complexity ◆ Ability to offer highly innovative solutions through a “hybrid” IT operations approach ◆ SW Virginia staff provides customer-facing daily operations ◆ Corporate headquarters located in Blacksburg, VA 	<ul style="list-style-type: none"> ◆ Supplements SAIC’s capabilities throughout the scope of work

Figure 1.0-1. SAIC’s Team Members Bring Capabilities To Support Our Integration and Governance Approach (continued)

SAIC’s solution brings an experienced team to governance and oversight activities and further enables success through our process-based approach built on our decades of experience in services integration along with our highly automated technology solution. **Figure 1.0-1** outlines key features and benefits that the SAIC Team brings to integration and governance.

Feature	Key Benefits to VITA and the Commonwealth Agencies
Experienced leadership team applying standardized and consistent governance processes	<ul style="list-style-type: none"> ◆ Experienced personnel to lead, guide, and strengthen relationships in a multivendor environment. ◆ Clear paths of accountability and escalation provide rapid resolution of issues and problems. ◆ Effective management of multi-vendor environment provides seamless coordination of support services. ◆ Extensive IT governance experience improves effectiveness of Relational and Operational Governance processes and boards.
Solution that automates ITIL processes and provides consistent performance measurement to support governance and decision-making	<ul style="list-style-type: none"> ◆ Provides transparency, easy access from desktop and mobile devices to information, data analysis and visualizations necessary for performance management, decision support, and strategic planning. ◆ Workflows, integration, and automation replace traditionally manual tasks in governance and oversight, leading to improved efficiency and a focus on exception-based management. ◆ Consistent access to data for all parties promotes clear accountability and open collaboration.

Figure 1.0-2. The SAIC Team’s Approach To Integration and Governance Benefits VITA and Stakeholders

Feature	Key Benefits to VITA and the Commonwealth Agencies
Mature, process-based approach to governance and OLAs	<ul style="list-style-type: none"> ◆ Faster, more responsive processes available on Day One and used as a baseline for continual improvements based on customer satisfaction and service performance measurements. ◆ Robust, proven methodology for OLA development and management. ◆ Provides the necessary foundation for collaboration and accountability among the Service Tower Suppliers to achieve consistent, high-quality services.
Easy integration of new technologies to establish marketplace of choices	<ul style="list-style-type: none"> ◆ Standards-based approach allows new services and suppliers to quickly and effectively “plug in” to the support model, enabling customers to access the benefits of those services as quickly as possible.

Figure 1.0-2. The SAIC Team’s Approach To Integration and Governance (continued)

2.0 INTEGRATED SERVICES PLATFORM

SAIC's approach to integration and governance involves strong collaboration with VITA, Customers, and suppliers and consistent, objective measurement to achieve the Commonwealth's goals. SAIC will establish and continually foster an environment in which all participants—VITA, MSI, Customers, and suppliers—work together toward the common goal of providing efficient, high-value IT services for the Commonwealth. To accomplish this goal, our solution applies our experience with other clients at state, local, and federal levels of government to integrate services in four ways:

1. *IT Governance Integration.* Through the development and ongoing maintenance of OLAs for each service area, we clearly define what each participant must provide to, and receive from, all participants to achieve VITA and Customer objectives. At the highest level, OLAs specify the mechanisms, forums, and cadence by which participants communicate critical information and resolve management and operational challenges. OLAs also define each participant's role and obligations for the processes of IT service management; for example, that participants submit a Request for Change in a specific format, using a specific system, before implementing a change to the IT environment. At lower levels, OLAs specify the key metrics that will be used to measure a participant's performance, defining how and by whom these metrics will be collected, analyzed, and reported in a visible and accountable manner.
2. *Process Integration.* Effective process integration requires that all parties participate in each service process consistently using specified mechanisms and common interfaces. Process integration means, for example, that only one process is approved and used to record and evaluate requested changes, and only one process is approved and used to record, assign, and escalate Incidents in the environment. Participants will have different obligations within each process (per OLA), but the core principle is that all participants apply the same process in each service area.
3. *Technical Integration.* Our solution provides a common technology platform, the SMS summarized in Section 2.2 and described in detail in Exhibit 2.3.1, to provide process automation and a single source of truth to implement defined processes and objectively measure supplier performance and compliance with the specifications of governing agreements. Technical integration is supported through multiple mechanisms, including direct use of the SMS, and industry-standard protocols for system-to-system communications. To support optimal technical integration, our solution requires that the systems of suppliers and third parties that will integrate with our SMS support integration via industry standard, web services protocols.
4. *People Integration.* Processes and tools alone cannot provide Customer satisfaction. Only the interaction of people has the power to improve the perception of service to Customers. Our governance solution ensures people know their responsibility to:
 - ◆ Be accountable for every specific duty, task, or decision
 - ◆ Understand where authority resides and the power to influence behavior
 - ◆ Use appropriate lines of communication to exchange information quickly
 - ◆ Be empowered with official authority to act

These four aspects of integration ensure that all parties understand their obligations to each other, the specific processes they will use to achieve their common goal, and that all are supported by common automation to maximize the efficiency of activities that execute the processes. They define the mechanisms and cadence for collaboration. Through common processes and SMS tooling, they provide a system of record for consistent and objective measurement.

The availability of consistent measurement information to all participants provides VITA and its Customers with the distinct benefit of direct visibility and transparency over the entire program. Consistent measurement also allows each supplier to directly determine how it is being assessed for

compliance and performance and the degree to which each ITISP participant is providing required process inputs to suppliers. Common access to measurement and metrics fosters greater communications among suppliers, leading to more efficient resolution of issues at the operational level and continuous improvement of services at every level.

2.1 Overview

SAIC's MSI solution was designed to provide VITA with a seamless integration of ITISP Governance with technical and management processes and execution. As discussed in detail in Exhibit 2.3.1 and illustrated in **Figure 2.1-1**, our MSI solution implements mature ITIL-aligned service management processes with integrated program management supported by SMS process automation.

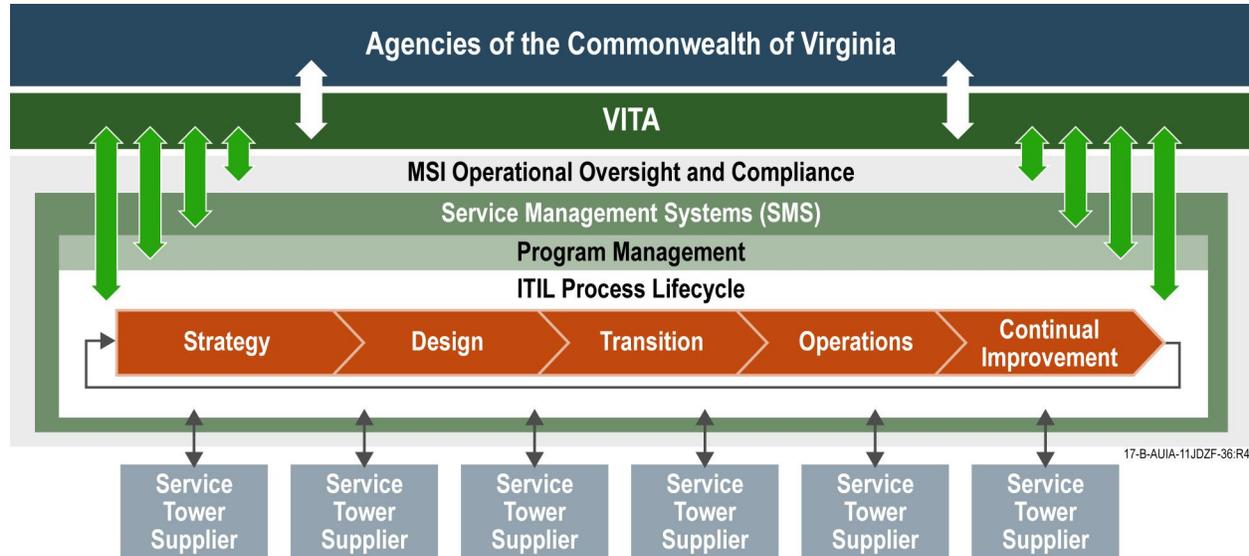


Figure 2.1-1. SAIC's MSI Integration and Governance Approach

Joint IT Operations Center

A critical success factor for rapidly deploying the solution outlined in **Figure 2.1-1**, is SAIC's ability to function as a single, one-face-to-the-Customer team that is efficient, responsive, and collaborative. A mature, proven approach to integration at the staff level is required for people in all roles across ITISP Governance, Program Management Office (PMO), Security, Finance, Service Delivery, etc. SAIC's people-focused approach to an on-site Joint IT Operations Center (JOC) provides the flexibility required for all personnel to respond collaboratively to daily demands, event response, priorities, and business changes in a way that promotes the quickest resolution to issues and Problems.

Working with VITA to establish proper triggers, thresholds, and responses, Keystone Edge workflow is built to enhance the interaction of all necessary stakeholders to an Incident or event trigger such as a demand request for new services, network outage, and application Project implementation.

With an on-site JOC, SAIC personnel will have face-to-face contact speeding communication; increasing overall SAIC personnel awareness of services, issues, requests; and increasing responsiveness to VITA with informed and valuable decision making. Bringing personnel together in a common working space benefits VITA by:

PMO

- ◆ Increasing trust as personnel become familiar with each other faster and ensuring early involvement of stakeholders
- ◆ Reducing lead-time from demand, to concept design, to Project execution, and service delivery

- ◆ Reducing in administrative tasking such as meeting planning, conference room conflicts, etc.

Security

- ◆ Creating a collaborative environment to enable rapid response mobilization to potentially threatening events and real cyber security Incidents
- ◆ Providing cyber Incident response team and threat resources a vehicle to efficiently and effectively communicate active threats, monitor, and measure cyber and security awareness among the suppliers
- ◆ Providing an ability to capture holistic and valuable operational data to use as input to risk management, security architecture and engineering for continual improvement

Service Tower Suppliers

- ◆ Providing enhanced command and control through informed and responsible representation from each of the suppliers in a single location
- ◆ Supporting a collaborative team environment and culture

Change Management

- ◆ Improving communication and participation in planning, implementation, and validation of changes to the Managed Environment

Financial Management

- ◆ Reducing SLA/OLA reaction time with greater face-to-face interaction that is enhanced by the Digital Fuel but resolved through human interaction

VITA

- ◆ Providing direct and immediate access to MSI services and personnel
- ◆ Providing office space for VITA to co-locate with MSI supplier if desired

Platform Relationship Office

VITA, as shown in **Figure 2.1-1**, through its Platform Relationship Office (PRO) has overall responsibility to oversee service performance, maintain relationships with the Customers, and manage contractual relationships with the MSI and other suppliers. VITA's relationships with and commitments to the Customers are enforced by the operational oversight and compliance provided by the MSI. SAIC, as the MSI, works under the direction of the VITA PRO to interface with the Customer to manage Customer satisfaction and align services with Customer needs. We will manage the operational performance of the suppliers by using our SMS to implement program management and provide service delivery through processes that automate the five phases of the ITIL process life cycle. We also will chair Operational Governance forums with the suppliers. The VITA PRO chairs the MSI Operational Governance forum.

At all times, VITA has visibility into and control over all of our MSI Services, including access to SLA and OLA data collected by the SMS. The suppliers also use our SMS to participate in the ITIL process life cycle, reporting through industry-standard interfaces and using their own tools without the MSI imposing additional reporting costs and burdens on their service delivery processes. The full integration of VITA, MSI, and suppliers sharing the same data from our system of record provides operational transparency and comprehensive access to IT services for all Customers.

2.2 Key Tenets of the Operating Model

Our solution fully aligns with, and directly supports, the five key tenets of the operating model defined by VITA in Exhibit 1.0. The principles we employ to implement these tenets are described in the following paragraphs.

Providing VITA and Its Customers a Marketplace of Choices

As the MSI, we are responsible for managing the entire Managed Environment, including the suppliers, in the provision of services for the benefit of the Commonwealth, VITA, and its Customers (VITA Tenet No.

1). We bring the best practices of the IT marketplace to support the ITISP, and we have the flexibility to leverage the choices that the marketplace continually provides to improve efficiency, effectiveness, and Customer satisfaction. Specifically, our integration and governance approaches ensure that the ITISP is as efficient as possible by automating ITIL functions through our SMS and using PMBOK-based management principles and techniques, documented in our United Solutions PAL, which is based on more than four decades of IT experience at all levels of government.

We want VITA to be the preferred IT Provider for all Customers and organizations. To be that preferred choice, we must offer the marketplace's full range of choices to meet their needs. Within the ITIL-based service delivery framework, we must offer solutions that are tailored to their specific needs. A one-size-fits-all approach will send them elsewhere; our solution has the flexibility needed to adapt.

Our approach to performing the MSI function is designed to use stakeholder time efficiently. Our solution incorporates processes and tools that are intuitive for the User, and are more productive by giving all Users the capability to generate information most relevant to their needs. All aspects of our solution are designed to be easy to use, whether adding new services, requesting support, determining the performance of underlying systems, or assessing the effectiveness of IT spending. The performance data our solution provides are context sensitive, so that assessment and decision-making do not occur in isolation but consider the impact of changes to individual services on the entire ITISP.

From the beginning of the implementation phase through the entire engagement, we will define technology improvement paths in our technology road map and evolve the road map through our Innovation Forums, which encourage Customer participation. During Implementation, we will conduct our Innovation Forum, Continual Improvement Assessment, ITIL Assessment, CyberSecurity Edge Assessment, and IT Service Portal Design Workshop to engage with Customers and define initial roadmaps across the ITISP. The Innovation Forums use Innovation-as-a-Service, a structured, interactive workshop engagement methodology that will identify areas for innovation, align innovation to VITA's mission, and determine the likelihood that service delivery will be improved. We will track delivery of innovations to the Customers and their effectiveness through ongoing governance forums including the Relationship Management Committee and the Customer Operations Meetings. Through these techniques, we will ensure that we bring the best technologies and capabilities the suppliers can offer, promoting access to the marketplace of innovative choices across the ITISP. We also will continually monitor developments in service delivery to provide VITA with alternatives, should existing suppliers lag behind benchmarks in state-of-the-art performance. We recognize that suppliers want to bring their best techniques forward to improve Customer satisfaction. As MSI, we will work with VITA to streamline processes and prevent obstacles to its doing so.

Ensuring a Highly Responsive ITISP

To provide direction and facilitate discharge of end-to-end obligations and ensure that services are performed in a consistent and integrated manner for harmonious service delivery (VITA Tenet No. 2), our SMS is designed to ensure that performance data captured at all levels of the infrastructure are brought forward, analyzed, and visualized to determine a true picture of how the ITISP is operating. We recognize that the suppliers are expert in delivering their specialized functions, and we allow them to employ their best practices and tools for performance measurement. Our OLA approach uses this data while imposing minimal transaction costs on data collection. The integrated performance picture our SMS provides ensures that we can be responsive to Customer demand. Consistent with VITA Tenet No. 3, we will provide a flexible, team-oriented approach to service delivery that adapts to changes in daily processes and procedures by documenting them and by determining and mitigating the impact of change on other processes. The accuracy of the performance data collected by our SMS ensures that we and the suppliers

focus on fixing the right problems together and that corrective actions are taken by accountable parties working in concert with the MSI and the ITISP.

Our SMS includes a sophisticated, highly automated workflow that provides step-by-step visibility into the status of requests, including questions for which supervisors require answers before approval. All aspects of requests, including their impact on other systems in the environment, are documented, updated, and fully traceable to all participants in the process.

The automated functions of our SMS are designed to provide the flexibility needed to enrich the interaction of people performing work for VITA and its Customers. By automating ticket assignment, workflow, and associated communications, we reduce the burden of behind the scenes administration and increase our responsiveness and personal interaction with Customers, improving Customer service and the User experience.

Built-In Cybersecurity

Because the type, sophistication, and frequency of attacks against IT systems at all levels of government are increasing, no IT system, including the IT infrastructure of the Commonwealth, is immune. Through our CyberSecurity Edge™ approach to cybersecurity, we will ensure that all ITISP systems employ defense-in-depth through security assessments by our expert staff and implementation of integrated, automated security controls in our SMS. Our solution is fully compliant with VITA, national, and international regulations, policies, standards, and guidelines. Our security team will monitor and validate the effectiveness of the Security Program Plan (SPP) and prepare action plans for VITA approval.

Visibility and Transparency

Our SMS provides end-to-end integration of all suppliers with the MSI using automated ITIL processes, giving VITA the consistent, standardized, and objective data needed for effective governance and to ensure that VITA receives maximum value for every IT dollar. Our SMS meets the objectives of VITA Tenet No. 4 by promoting data sharing and access to the maximum extent to allow VITA, suppliers, and other stakeholders to perform their functions in the easiest way possible.

To this end, we will comply with the common documents and document naming and numbering conventions mandated by VITA Tenets Nos. 4 and 5. In addition to these documents and other standardized reports, our SMS will produce custom visualizations that give all Users the data they need for consumption in a format and manner most useful to them individually. All the data needed are in the SMS, fully accessible to authorized Users with no need to ask someone to provide it, but we also provide skilled data and business analysts who can help Users find what they need and structure it for maximum usefulness.

Virginia First

SAIC is headquartered in McLean, VA. We are a Virginia-based company, and more SAIC employees live and work in Virginia than anywhere else. The success of the Commonwealth, and by extension VITA, affects us directly, and promoting and supporting these successes is in the best interest of our company and our employees. We see this engagement as an opportunity to make VITA successful and, ultimately, make the Commonwealth a benchmark for other states to emulate.

To support Virginia's economic development objectives, we will locate our Integrated Service Management Center (ISMC) Service Desk and call center in Southwestern Virginia to bring new jobs and new opportunities to the region. We will retain as many incumbent personnel who can contribute to our managed services model as possible. We are also giving preference to Virginia residents in staffing positions on this engagement. All of our team members have offices in the Commonwealth, and the two small businesses we have teamed with are headquartered in Virginia. We are an active member of the Virginia Chamber of Commerce, and we are working to help veterans who are Virginia residents or who

are discharged from service in Virginia to transition to the civilian workforce. Veterans make up a quarter of our staff, and we were honored to be ranked No. 6 by *Forbes* magazine for being among the nation’s “Top Employers for Veterans.”

We will continue to collaborate with Virginia’s state agencies and educational institutions to provide its students with an on-ramp for entry-level IT positions and internships, enlarging the work we have already done with George Mason University, the University of Virginia, Virginia Polytechnic Institute and State University, and other institutions across the Commonwealth.

Overview of the SMS That Will Support the Operating Model

Our solution is described in detail in Exhibit 2.3.1 and shown in **Figure 2.2-1**. The core of our SMS is SAIC’s Keystone Edge™, a highly integrated platform for ITSM based on the ServiceNow product suite that provides comprehensive process and workflow automation for all aspects of SAIC’s MSI services. We have implemented more than 100 customizations to data structures, process relationships, automated workflows, and advanced reporting to provide Customers with efficient, effective, and innovative IT service management. SAIC has deployed and currently uses Keystone Edge to support more than 35 clients at all levels of government, bringing those clients a responsive marketplace of choices through access to new technology and responsive services.

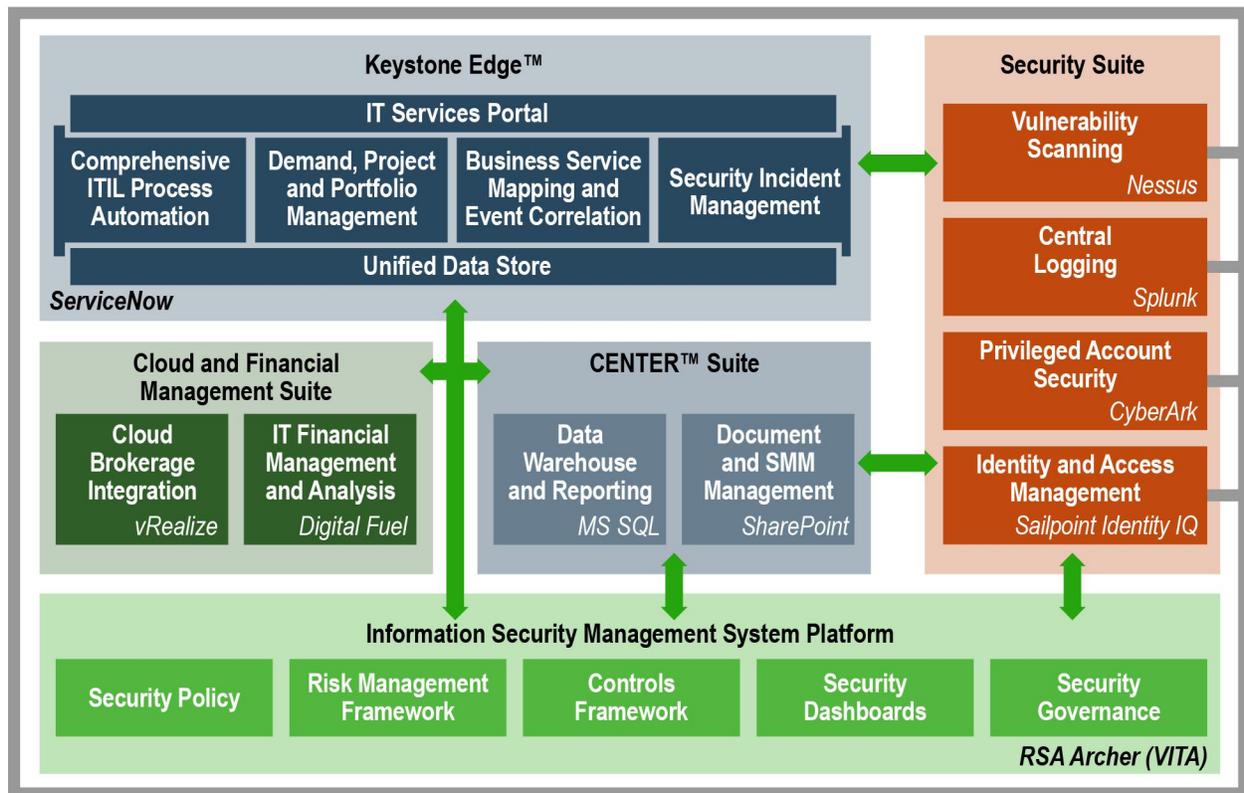


Figure 2.2-1. SAIC’s SMS Support Our Integration and Governance Approach

Our SMS automates the management of all Incidents, Service Requests, Problems, changes, and releases and hosts the Configuration Management Database (CMDB) and the ongoing performance of Service Asset and Configuration Management. Our SMS hosts our knowledge management system to provide all Customers with direct access to curated Knowledge Base articles and training materials for IT services, as well as authorized suppliers and third parties, to contribute knowledge and receive computer-based training in the use of the SMS and VITA-approved policies and procedures.

The SMS' Keystone Edge platform provides centralized automation to manage Projects and Project portfolios. Keystone Edge also provides full life-cycle support for the qualification, sizing, evaluation, and approval of demand requests that may ultimately result in chartered Projects, requests for change, or Service Requests. Applying the unified data store comprising our CMDB, Keystone Edge captures the relationships between Configuration Item(s) (CIs) to support visually mapping Business Services and correlating events from across suppliers and services. Keystone Edge provides a single source of truth regarding Projects and services, automation for service ordering and reporting, and flexible User interfaces that allow for customized dashboards and data analytics.

To complete SAIC's SMS solution, we integrate Keystone Edge with four service-specific automation suites: SAIC's Collaborative Enterprise Navigational Toolset and Repository (CENTER); Cloud and Financial Management; Information Security and Management System platform; and Security.

The SAIC CENTER suite provides:

- ◆ *Document Management and Repository.* This system will act as the primary document repository for the Service Management Manual (SMM) and for the publication and version control of all document artifacts related to ITISP services. It uses Microsoft SharePoint technologies with Keystone Edge-specific integrations and controls.
- ◆ *Data Warehouse and Reporting.* This CENTER component provides User-defined queries and ad hoc reporting capabilities of integrated process data to authorized Commonwealth Users. It permits defined reports to be saved for later re-use and/or retention under version control. It uses a Microsoft SQL Server instance and associated reporting services.

The Cloud and Financial Management suite provides:

- ◆ *Cloud Brokerage Integration.* Tools to provide advanced provisioning, monitoring, and control of cloud-based services are fully integrated in our SMS. These tools include tracking the performance and life cycle of authorized Commonwealth Software as a Service (SaaS), Platform as a Service (PaaS), and Infrastructure as a Service (IaaS) services. They are fully integrated with Keystone Edge through APIs and with a broad range of cloud service provider systems to provide direct provisioning workflow and integration with the virtualization and network infrastructure of the suppliers as authorized by VITA. Additional details regarding these components are described in Section 7.7 of Exhibit 2.3.1.
- ◆ *IT Financial Management.* Comprehensive tracking, allocation, analysis, and chargeback reporting of financial information related to consumption of IT services, including Project resource, Service Request, and Service Catalog consumption, are tracked and integrated into Keystone Edge with financial information exposed by VITA-retained financial systems. This automation provides Customers with direct, interactive access to IT service billing, forecasts, and budgetary comparisons. Additional details of this solution are described in Section 3.3 of Exhibit 2.3.1.

The **Information Security Management System** platform supports our overall National Institute of Standards and Technology (NIST)-aligned approach described in Section 4 of Exhibit 2.3.1. This system will integrate with VITA's existing RSA Archer system to provide information security governance, risk, and compliance (GRC) support. The system includes management and automation for security policies, the Risk Management Framework (RMF), the Controls Framework, security dashboards, and GRC using VITA's RSA Archer. The SAIC RMF is hosted on our SAIC CENTER suite. CENTER also provides a centralized location for risk and controls life-cycle management activities. It will contain risk registers, logs, risk assessments, controls, assessments of controls effectiveness, action plans, plans of action and milestones (POAMs), and other artifacts required to provide an end-to-end, policy-based security program across the Managed Environment. SAIC will integrate our security management automation components and processes bidirectionally with Archer to maximize the value of VITA's existing investment in this technology.

The **Security Suite** provides vulnerability scanning, central logging, privileged account security, and identity and access management. Our integrated tools provide comprehensive identity and access management automation for all MSI, Service Tower Supplier, and VITA-specified systems. They also provide integration and federation with external systems. This suite provides seamless and consistent control over User account management, rights, and access; a centralized logging service; correlation of events with other forms of actionable threat intelligence; security data analytics; and automated scanning against standards, threats, and vulnerabilities for a rapid approach to assessing gaps with applicable standards, including the Payment Card Industry Data Security Standard, Center for Internet Security standards, and Defense Information Systems Agency, Security Technical Information Guides.

SAIC has integrated Keystone Edge with the four suites to provide seamless operation of the full SMS. Platform and tool suites are fully integrated at the API level, with bidirectional data exchange leveraging industry-standard web services protocols. Implementing fully integrated SMS automation for access by Customers, VITA, and all Integrated Suppliers provides the system of record—the single source of truth—for measurement, analysis, and reporting of all service and supplier performance. SAIC’s solution implements active monitoring of all SLA key performance metrics in Keystone Edge. This enables continuous tracking, on-demand and scheduled reporting, and real-time notification and escalation of potential SLA compliance breaches to all authorized Commonwealth and supplier entities. This aspect of our automation encourages supplier collaboration to resolve operational issues before they rise to the level of SLA violations.

Common access to common processes, automation, and objective measurement data is the cornerstone of successful collaboration. As our approach enables each supplier to continuously see how its performance is being measured and how the suppliers on which it relies are meeting these obligations, all participants obtain a consistent view of what must be accomplished to meet the overarching goal of providing high-value, efficient IT services to the Commonwealth. Combined with fully defined roles and responsibilities through OLA development and maintenance under our approach to governance, each supplier knows what it must do to support, and what it can expect from, all other parties in the ITISP. Clearly defined roles and accessible, objective measurement information provide the most effective tool in pinpointing issues, unambiguously identifying responsible parties for corrective action, and promoting teamwork among participants.

As the MSI, SAIC continuously monitors OLA and process compliance to meet SLA obligations and identifies areas in which processes may be streamlined and improved. We also solicit this type of feedback from Customers, VITA, and suppliers to make rapid adjustments to processes and OLA, subject to the SMM change process described in Section 2.6. In our governance approach, the SMM becomes a repository of living documents to facilitate continuous improvement of all IT services. With version control and effective Change Management, the SMM ensures that existing and new suppliers can immediately reference the requirements of their roles, the inputs they receive, and the outputs they must provide for the ITISP’s benefit.

Our approach supports continual sharing of materials and information through our management of the SMM and the unified data store and reporting of the SMS. Our SMS is the core technical solution for our integration approach. Customers may use multiple channels to interact with the SMS. These channels include calls and emails to the Service Desk and direct access to the knowledge management system, Incident and services status, and Service Requests through the IT Services Portal. Customers also have access to dashboards and reporting in the Keystone Edge platform and the CENTER suite of the SMS for easy-to-consume, customized information about all aspects of ITISP services.

VITA and the suppliers also have direct access to use updated information in the SMS (subject to authorization controls). They also are given technical integrations into the Keystone Edge platform and

CENTER suite. These SMS components use industry-standard web services API to allow authorized entities to post events for correlation, provide hardware and software asset updates for incorporation into the CMDB, and perform bidirectional exchanges of Incident records for integrated Incident Management processes.

VITA is adopting the MSI model, in part, to ensure that it can more easily choose the best-value supplier for a particular service and be able to efficiently swap-out an underperforming supplier with a better solution. SAIC's approach fully supports these activities by providing integration with our SMS and through highly developed training and supplier onboarding processes. Our solution provides VITA with mature processes and automation that supports its selection of the highest-quality, best-value supplier. For example, a data network supplier qualified to provide the full range of services VITA requires will offer a solution that includes extensive network monitoring for faults, performance, and capacity and would likely include strong event correlation within the data network domain. Our SMS includes event correlation to associate events with Customer services and systems, relating events from server, storage, and network suppliers to the services they impact. Our solution provides a simple integration interface, allowing each supplier to send fault events and key capacity metrics directly into our SMS using Keystone Edge, as described in Exhibit 2.3.1. We do not need to monitor each network component as each supplier will provide a mature solution to perform that function, and transmit the information to our SMS. Consistent, automated notifications from the supplier systems foster communications across all parties, saving time and focusing response activities. Our approach benefits VITA and its Customers by enabling them to receive high-quality services from many suppliers while avoiding the costly, unnecessary complexity of duplicating monitoring systems.

2.2.1 Governance Framework

SAIC's solution is uniquely designed to continuously improve service quality through highly integrated process automation supporting structured collaboration among all Integrated Suppliers and provide immediately accessible performance and compliance reporting. This solution provides the highest levels of visibility and transparency of IT services performance, cost, consumption, and operations to VITA and all Customers as well as to each of the Integrated Suppliers. Moreover, our solution facilitates the rapid addition and de-provisioning of Service Tower Suppliers and their services creating a market place of choice that will drive cost competitiveness.

SAIC's approach to the Integrated Services Platform complies fully with VITA's ITISP Governance policy and approach, as defined in Exhibit 1.2. Our platform supports the distinction between Relational Governance and Operational Governance. Our governance framework, described in Section 3.2.1, includes:

- ◆ A structured engagement plan at every level of the organization, with well-defined face-offs, forums, and points of contact to maintain communication, feedback, and adaptability
- ◆ Delegation of defined levels of authority throughout the management chain to allow issues to be rapidly worked and resolved at the lowest possible level, with clear escalation paths for issues requiring senior oversight
- ◆ A comprehensive approach to monitoring and managing service performance across all suppliers
- ◆ Communication, accountability, and transparency
- ◆ Flexibility to provide multiple views based on role, interest, and organization
- ◆ Close alignment between the SAIC leadership team and the VITA PRO team to provide consistency from the Relational forums chaired by VITA to the Operational forums led by SAIC

Our approach to ITISP Governance clearly defines each participant's roles and responsibilities, including what inputs each must receive and the outputs each must provide. The governance approach and integrated process automation of our solution provide the platform view of IT services that greatly

simplifies the effort required to replace or introduce new suppliers and expand the marketplace of choices available to all Customers.

2.2.2 Services Documentation

SAIC will comply fully with the services documentation requirements defined by VITA. Our approach to services documentation management includes the CENTER suite of our SMS detailed in Exhibit 2.3.1. Our solutions for document classification and change control are described in Sections 2.5 and 2.6, respectively, of this document. We will implement a uniform classification system to provide document developers with standardized guidance. We also will employ CENTER's document management capabilities, which are fully integrated in our SMS. CENTER is a SharePoint-based system that retains and provides version control over all documents. Our storage construct will be similar to, and complementary with, the ITISP SMM.

2.3 Reserved

2.4 Reserved

2.5 Classification of Services Documents

VITA needs the MSI organizational structure to have common processes and policies that suppliers will follow. Services documents are more than a record of past events; they are tools people use to guide action through reading, searching, and reference. To increase the ability of people to reference them effectively, services documents must use a uniform classification system, and the content and presentation must be consistent. This ensures that there is a common, standardized framework for document developers to follow when creating the documents. It also supports a clear understanding by all stakeholders and suppliers as they work in concert to achieve the goals of VITA and its Customers. Keeping these documents up-to-date and easily accessible is paramount, and this is discussed in Section 2.6 of this document.

SAIC will define and establish a common document framework that supports these requirements and uses CENTER's document management capability. CENTER provides a highly structured, easily accessible, and flexible Document Data Store to house all documentation. It will retain, structure, and provide version control over all services documents.

Our storage construct will be similar to the ITISP SMM in terms of the organization of documents and categories. We will ensure that it adequately covers all the services that VITA provides to its Customers. More specifically, SAIC will ensure that documentation is:

- ◆ *Standardized.* Each document will have a defined template (e.g., a table with mandatory and some optional fields).
- ◆ *Accessible.* Documents will be managed in a centralized storage system with easy but secure access.
- ◆ *Informative.* Each document will be associated with additional attributes within CENTER (e.g., statuses such as "Current," "Pending VITA Review," "Submitted for Review," "Rejected—Requires Change").
- ◆ *Retained.* An area will be designated for retention of archived or historical documents with controls to prevent their accidental use or treatment as current documents. Documents will have appropriate and clear watermarks indicating same.
- ◆ *Traceable.* Each document will be subject to version control and traceability. Our software will automatically track who is accessing the document (e.g., when a document is checked out, checked in, modified, deleted, printed) so that we always have all versions of any document and can revert to a previous version if needed.
- ◆ *Classified Appropriately.* Each document will be reviewed and classified. When a discrepancy or disagreement (such as in the classification assigned) arises, it will be handled through consensus agreement. This ensures that the majority of the Users agree and that accessing and locating documents is more efficient.

Our approach to document classification includes three primary aspects:

- ◆ *Development of a classification hierarchical taxonomy.* During the implementation period, SAIC will analyze VITA’s Policy and Procedures Manual current hierarchy of document classifications, which will serve as the starting point for the ITISP SMM. We will then provide recommendations for expansion or refinement of this hierarchy to VITA for approval. Our previous experience suggests that documents will be minimally classified by ITIL service area of the SMM and the aforementioned attributes. Our solution provides flexibility in ensuring that the resulting system of classification meets VITA requirements now and in the future.
- ◆ *Implementation of the approved classification hierarchical taxonomy.* SAIC will implement the VITA-approved classification hierarchical taxonomy within the Document Data Store through two mechanisms:
 - We will require that all documents submitted to the SMM follow a document template pre-approved by VITA to ensure that each contains required data elements including classification
 - SAIC will implement classification fields in the metadata structure of CENTER’s SharePoint component. This will enable us to track and report on compliance with the approved classification system. This combination provides overview reports showing each document’s status and when it was last revised, as well as providing clear classification information in the document for easy consumption when viewing a single document in the SMM.
- ◆ *Refinement of the classification hierarchical taxonomy.* All changes to the classification hierarchical taxonomy will be subject to the document change process defined by VITA and implemented as described in Section 2.6.2.

Features and benefits of our document classification approach are summarized in **Figure 2.5-1**.

Features of SAIC’s Document Classification Approach	Benefits to VITA
Use of CENTER suite in SMS as Document Data Store to provide classification and version control of all documents	Implements VITA classification system with mature, SharePoint-based versioning and storage
Development, implementation, and refinement of classification hierarchical taxonomy	Provides VITA with a range of candidate improvements to the current SMM taxonomy; ensures implementation of standard document template that includes all required data elements

Figure 2.5-1. SAIC’s Document Classification Approach Improves Current Systems and Taxonomy For More Efficient Document Management

2.6 Document Control and Document Data Store

Document control and document data storage must be an integrated and automated process to the greatest extent possible to meet VITA’s integration and standardization goals. VITA stakeholders must always know that every document they reference for guidance or instruction is the most up-to-date, approved version. The document revision process must follow a strict procedure and schedule to ensure that revisions are completed and reviewed by required deadlines, all stakeholders participate as required and are cognizant of the proposed changes, and accepted revisions are centrally managed with appropriate security controls that allow easy access for authorized VITA stakeholders. Features and benefits of our approach are provided in **Figure 2.6-1**.

Features of SAIC’s Document Control and Data Store	Benefits to VITA
Standard, documented process for managing and versioning, including all supplier documentation (statements of work [SOW], metrics, processes)	Improved traceability of document changes and approvals; as-is documentation provides a better

Features of SAIC’s Document Control and Data Store	Benefits to VITA
	basis for implementing optimizations or other improvements
Changes to environment reflected in documentation	Improved ability to assess impacts of change across the ITISP
Centralized storage and access with role-based access controls	Improved document availability and security
Common, approved filing scheme with complete master records index	All documents organized the same way, facilitating easy retrieval when needed
Identify document handling procedures and metadata (e.g., minimum retention periods; special considerations for retention and disposal; security protocols; Personally Identifiable Information (PII) handling instructions; document ownership and authorities)	Helps VITA ensure that all documents are handled and disposed of according to regulation or statute and have clearly identified responsible parties
Internal reviews, audits, and corrective action plans	Maintains document integrity and determines ways to improve document processes
Workflow management, accountability, auditing, and management	Fully traceable audit trail for documentation changes and approvals

Figure 2.6-1. SAIC’s Document Control and Data Store Meet Accountability and Document-Specific Handling Requirements

The two main components of SAIC’s proposed solution are a centralized Document Data Store and a robust document control process that carefully adheres to VITA’s guidelines. These are discussed in the following sections.

2.6.1 Document Data Store

The Document Data Store will be accomplished using CENTER, which will be the primary document repository for the SMM as well as publication and version control of all document artifacts related to MSI services. CENTER is a web-based program management Portal that provides configuration management and knowledge management. SAIC also uses it for Project control, systems engineering, metrics collection, and risk management. CENTER supports real-time and asynchronous team collaboration, document sharing, and communication, enabling SAIC, our subcontractors, and VITA stakeholders to collaboratively monitor, manage, control, and execute essential document management activities. CENTER simplifies the Document Data Store process by providing distributed access to versioning and an exchange of proposed revisions during the document change process.

SAIC’s Experience

SAIC’s experience with document scanning and retention includes providing records digitization, management, and hosting services for Fort Belvoir Community Hospital, which entails providing documentation operations services for more than 15 million pages and more than 10 terabytes of storage for highly sensitive PII, medical data, and legal data for the hospital’s participants.

CENTER provides secure access to needed Project information and tools to enhance productivity and decision-making. SAIC applied our extensive experience developing and using integrated digital environments (IDEs) to design and develop CENTER. Our experience is reflected in the intuitive design of the Portal and User interface and in the use and skilled integration of carefully selected tools for consolidating, analyzing, tracking, displaying, and protecting Project and program data.

CENTER provides full text search capability, manages all file types, and is folder-based. All formally managed documents (organizational issuances and operational work instructions) will be identified using a standard naming schema that is based on VITA SMM guidelines.

SAIC understands that secure access is a critical concern for every Project and Customer. CENTER access is provided via an encrypted communications and only authorized Users with proper identification and valid passwords may access the Portal. Once inside CENTER, Users have access to materials on a role or group basis. Access is highly granular—contents can be protected down to the level of individual documents. Access to the CENTER Portal is role-based and enables all authorized ITISP participants to collaboratively monitor, manage, control, and execute essential Project activities. CENTER simplifies contractual compliance by providing distributed access to and exchange of technical and contractual data, thereby improving adherence to and visibility into schedule, budget, deliverables, and technical performance.

SAIC's approach to managing documents provides the features and benefits that are summarized in **Figure 2.6.1-1**.

Features of SAIC's Document Management Solution	Benefits to VITA
Standard platform and defined structure for managing documents and working files	Improved document control, standardization, and compliance with VITA regulations
Industry-standard security, access control, and accessibility	Improved security under centralized MSI document management
User-centric web interface for documentation management	Easy for VITA and Customer stakeholders to learn and use
Comprehensive records management and retention policies	All documents and records are retrievable electronically in seconds
Data restoration capability	Near-zero risk of data loss
Workflow management, accountability, auditing, and management	Fully traceable audit trail for documentation changes and approvals

Figure 2.6.1-1. Our Document Management Solution Promotes Effective Development and Retention

SAIC has used CENTER on multiple customer accounts to provide secure document storage, enable workflow, and improve collaboration. For example, during the transition of IT services from the incumbent provider to SAIC for the Judicial Council of California, we identified the need for a centralized data repository to replace the multitude of network shares and email documents in use. This requirement included secure, role-based access control and broad accessibility using the internal network and the Internet for customer, SAIC, and subcontractor staff. SAIC deployed CENTER to address these needs as part of our ITIL-based services implementation. CENTER enabled improvements to the Project Management Office by supporting streamlined and revised workflow for new Projects as well as life-cycle management and reporting for in-process Projects. Consolidation into a single document store and implementation of document development workflow improvements led to higher customer satisfaction based on transparency and access to information and also improved team collaboration. A notable improvement cited by customers was the ability to view all artifacts relating to Project Management activities during the full project life cycle, including requirements development, SOWs, schedules, status reports, and Project close-out reports. SAIC has used CENTER to deliver IT and Project Management office services for more than eight years to the Judicial Council of California and will apply this approach as VITA's MSI to promote transparency, access to data, and collaboration for VITA, Customers, and other suppliers.

2.6.2 Document Change

SAIC's holistic approach for managing documentation will bring the VITA Stakeholders under one umbrella structure for increasing User satisfaction, standardization, government compliance, and security.

The SAIC Team will manage all common and operational document changes, from inception to final resolution, following the required guidelines outlined in Exhibit 1, Section 6.2, by using our comprehensive

change management methodologies and supporting tools. Our processes ensure systematic evaluation, coordination, development, VITA approval or disapproval, and implementation of changes after establishment of a baseline. The vehicle for submitting proposed changes to the approved requirements baseline is the Change Request (CR) for common or operational documents. Operational documents will include all the documents that guide the operations of the MSI and the suppliers. They also include any Operating Level Agreements (OLAs).

Requests for common document changes will be initiated by either the suppliers or VITA and centrally managed by requests using our SMS. Strictly operational documents will follow an expedited process as it is VITA's desire to resolve operational matters at the lowest levels possible. Both common and operational document changes will follow the process in accordance with the SMM, including changes to the SMM itself.

The SAIC Team will use a change tracking system to record the progress of a CR as it proceeds through the change cycle. The Document Data Store and tracking capability will be a key component of this process, including meeting required turnaround dates established by VITA. The tracking capability is especially important for managing situations where a supplier or stakeholder does not agree to implement a particular change to a common document and the MSI must manage two versions of the common document. This situation may entail enforcing an ongoing restriction on a supplier from participating in certain governance or other processes related to the managed environment.

Features and benefits of our document change approach are listed in **Figure 2.6.2-1**.

Features of SAIC Document Change Solution	Benefits to VITA
Requests for Common Document changes made using SMS	Ensures traceability of all document CRs; Operational Documents are changed at the lowest level
Change tracking system in SMS to record date, change, and responsible party for all changes	Tracks the progress of a CR at all steps of the change cycle to ensure deadlines are met

Figure 2.6.2-1. SAIC's Document Change Solution Provides Full Traceability

3.0 GOVERNANCE FRAMEWORK

SAIC is a services and systems integrator with demonstrated successful performance providing high-value, complex, mission-focused IT solutions. We deliver solutions to federal government agencies, such as the U.S. Department of State, U.S. Central Command, U.S. Army, and NASA, and to state and local organizations, including the states of Hawaii, Tennessee, and Utah, the Judicial Council of California, and the County of Orange in California, that rely on effective governance in a multi-vendor environment to successfully deliver services and enable critical business processes. SAIC has a proven track record of collaborating with our customers to define, lead, and improve governance that makes best use of the capabilities of all provider organizations, aligns teams to a common customer mission, and provides a foundation for continual adaptation and change to remain business relevant and valuable. Our approach is dynamic, flexible, and adaptive, putting the customer viewpoint first and enabling responsiveness via our mature United Solutions PAL and SMS technology solution. United Solutions is SAIC's set of standards-based processes and implementation assets designed to enable flexibility to address the unique needs of any Project while adhering to high expectations for performance excellence and quality. The SMS, described in Section 2 of this document and detailed in Section 1 of Exhibit 2.3.1, provides transparency, access to information, and data needed for analysis and decision support for governance activities.

SAIC's Proven Governance Experience

- ◆ Extensive experience managing complex, multi-provider environments through effective governance
- ◆ Clients at all levels of government, including the U.S. Army, Navy, and Marine Corps; Departments of State and Homeland Security; NASA; and the states of California, Hawaii, and Utah

We understand the challenges that VITA and Customers face in successfully achieving their operational and strategic goals. Services, service performance, and support requirements vary greatly based on Customer missions, compliance and regulatory environments, and annual budget cycles. Customer requirements are also subject to continual evolution and change as laws, consumer demands, and technology advancements drive changes in the way we work, consume, and deliver IT services. Effective governance in a complex environment like that of the Commonwealth requires an approach that listens to the Customer voice first, while incorporating requirements at the enterprise level, and then managing delivery of those requirements across the various suppliers to deliver a seamless solution. From an enterprise perspective, VITA plays the unique and challenging role of providing enterprise infrastructure and standards while managing risk. As MSI, SAIC is key to VITA's success in this role.

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Our approach to ITISP Governance, as detailed in the following sections and depicted in **Figure 3.0-1**, is enabled by providing a single source of mission-critical data by using our SMS Keystone Edge, making data from across the enterprise and from multiple suppliers easily accessible, consumable, and customizable based on individual role, Customer, or need. This single source of truth, coupled with advanced data analysis and visualization, provides all parties involved in ITISP Governance with the ability to quickly drive to the exception-based, pressing issues and opportunities that bring the most value, and to enable this analysis anytime, anywhere, and at the speed of business. The automated capabilities of Keystone Edge provide distribution of information and analysis on a schedule- and event-driven basis and support dynamic responsiveness by providing workflow to complete governance reviews and tasks outside of scheduled meetings and events to speed the life cycle of ITISP Governance management and enable governance and other group meetings to focus on key issues. ITISP Governance needs to be adaptable, inclusive, and able to react in a time frame that addresses urgent operational issues while leaving time for strategic planning. To support these goals, we will implement a Governance Forum Portal in the Keystone Edge platform of our SMS to provide the reports, analytics, and visualizations Customers and suppliers require for effective governance, decision-making, and performance improvement.

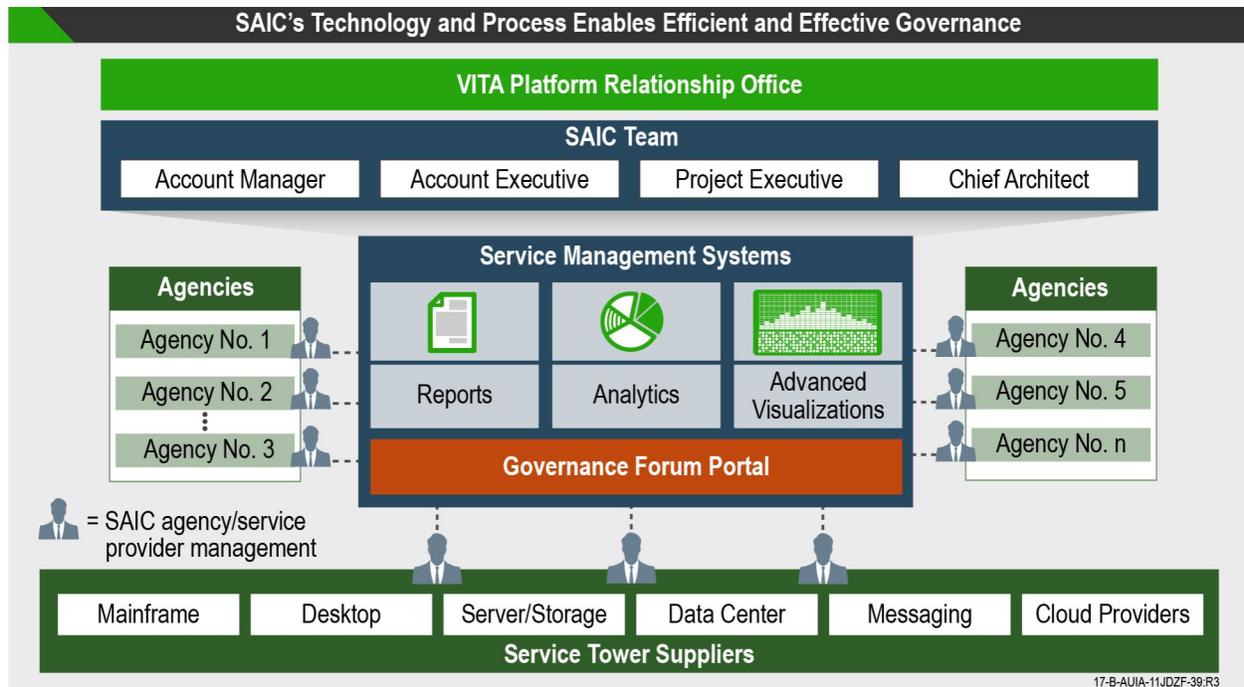


Figure 3.0-1. SAIC's Governance Approach Promotes Transparency, Enables Decision Support, and Meets The Individual Needs of Commonwealth Customers, VITA, and The Provider Communities

3.1 Purpose and Guiding Principles

Achieving organizational objectives to maintain and improve service quality, delivering services at market-competitive pricing now and in the future, and performing those services while being transparent, visible, and accountable depends on effective governance of service performance, strategic planning, and integration across the ITISP. During the implementation, SAIC's executive team will work with VITA PRO counterparts and other stakeholders to further refine the ITISP Governance approach to implement these objectives.

SAIC has more than four decades of experience performing programs where we interface with or coordinate the service performance of organizations with which we often compete. For example, we work with Northrop Grumman, Lockheed Martin, IBM, Verizon, AT&T, and other major suppliers to support complex customer environments for the U.S. Central Command, NASA, Department of State, and other federal, state, and local governments. Frequently, these multivendor environments also contain elements of customer delivery organizations. As MSI, we transcend badges and company boundaries to manage and promote engagement, integration, automation, and communication to maintain alignment with VITA's mission.

We also use the guiding principles of flexibility, transparency, and visibility to achieve mission and purpose. Our approach to governance is lightweight to avoid unnecessary data burdens on suppliers; adaptable to maintain agility in response to changing market opportunities and business needs; and transparent to provide the rapid communication, insight, and common understanding of the environment required for all participants to easily focus efforts on the most important issues and highest value opportunities. Our experience shows that the most successful governance programs permit data and decision-support information to be available automatically and to be easily consumable by participants at all levels of the governance process and at all skill levels. Areas that require attention should be obvious to Users. Our mature governance processes for managing complex multi-vendor environments, coupled with the automated reporting, dashboard, and visualization capabilities provided in the Keystone Edge

platform of our SMS, provide the foundation for our governance approach. Our approach provides the right people with the right information to reduce response time for routine decisions, providing sufficient face-to-face time for stakeholders to collaborate on making more complex decisions.

3.2 Governance Policy and Approach

The SAIC Team will support and enable VITA in its central role, providing strategic oversight and management of the ITISP. We will work to enable VITA’s success by ensuring decision-support information is fully available in real time and easily consumable through standard and Customer-specific reports, dashboards, and data visualization. Our data and business analysts are available to support development and maintenance of these tools and can provide guidance and insight into data use based on the variety of enterprise data collected. This open, transparent approach supports VITA’s central mission in overseeing the ITISP on behalf of the Commonwealth.

Governance success is predicated on effective decision-making, and that can only occur in a framework that provides clear roles and responsibilities for all participants and stakeholders. Working with the VITA PRO and representatives from the suppliers, we will define and lead Operational Governance forums required to manage end-to-end services. We provide recommendations for these forums in Section 3.4. Our recommendations are based on industry-standard ITIL and PMBOK best practices and proven in our experience base managing multi-vendor service delivery in complex environments. We will document roles, responsibilities, and supporting processes for these forums in the SMM as an output of transition activities. We will conduct regular reviews to incorporate lessons learned and to maintain currency and alignment with changing needs.

Our approach promotes results aligned with Customer mission. Our approach for Relational and Operational Governance forums promotes results aligned with VITA’s mission. We provide stakeholder enablement through information, clarity and completeness through role definition, and efficiency by driving toward exception-based governance. With a well-understood, robust model and complete visibility into data, VITA’s governance bodies can focus on priorities and evolve to exception-based decision-making. Relational Governance Forums will be led by VITA and co-chaired by the MSI; they will provide strategic oversight and seek to resolve escalated issues. The Operational Governance Forums will be established and led by SAIC and overseen by VITA; they will be grounded in ITIL processes and align with the MSI’s core functions. Our role in ITISP Governance forums is depicted in **Figure 3.2-1**. This matrix identifies who is responsible (R), accountable (A), consulted (C), and informed (I) for each forum.

Activity	VITA	Agencies	SAIC	Service Tower Providers
Lead Relational Governance Forums	A, R	C	I	I
Define Operational Governance Forums	A	C	R	C
Lead Operational Governance Forums	C	I	A, R	C
Provide Open and Transparent Access to Information	I	I	A, R	R
Incorporate Customer Feedback and Adapt to Needs	C	C	A, R	R

Figure 3.2-1. Well-defined Roles and Accountabilities Promote Effective Governance

Our approach to governance also promotes a lightweight implementation that has low impact on participants while still achieving the objectives of the forums. Governance agendas and topics will be published prior to scheduled meetings to allow attendees to prepare for those topics and also to assess if their direct participation is required. In addition to agendas, all presentations, artifacts, and meeting minutes will be available on the governance portal. Members who cannot attend a scheduled meeting will still have access to all materials used and produced in that forum. For all meetings, minutes will be prepared by the meeting Co-Chair and will include topics discussed, issues resolved and open action items with responsible person’s name and date to close action. Keystone Edge will also be used to improve

governance efficiency by leveraging workflow for the routing and approval of routine agenda items in advance of meetings. This allows the participants to focus on items that require group discussion or presentation. Where participants agree, large governance forums will also be split into subcommittees focusing on subsets of that forum's topics. This allows for easier scheduling of meetings with smaller groups and easier representation of individuals who have a stake in the specific topics. Subcommittees will record status, outputs, and results to the governance portal for archiving, notification, and collaboration with the larger forum audience.

3.2.1 Governance Framework Overview

SAIC's governance framework will be successful because it fully supports the VITA's governance policy and approach as defined in Exhibit 1.2 and provides:

- ◆ A structured engagement plan at every level of the organization, with well-defined face-offs, forums, and points of contact to maintain communication, feedback, and adaptability
- ◆ Delegation of defined levels of authority throughout the management chain to enable issues to be rapidly worked and resolved at the lowest possible level with clear escalation paths for those issues requiring senior oversight
- ◆ A comprehensive approach to monitoring and managing service performance across all suppliers
- ◆ Communication, accountability, and transparency
- ◆ Flexibility to provide a variety of views based on role, interest, and organization
- ◆ Close alignment between the SAIC leadership team and the VITA PRO team to provide consistency, from the Relational forums chaired by VITA to the Operational forums led by SAIC

3.2.2 Governance Framework

Our governance framework will implement a clear decision-making model and continuously analyze the success and challenges of the framework to identify opportunities for improvement, keeping pace with business and technology evolution. Our Executive Governance Body Representative will provide insight, guidance, and experience in governance from across some of SAIC's largest and most complex accounts to benefit the Commonwealth.

We will establish Customer representatives as leaders, guiding input into our Operational Governance approach. In addition to the ongoing participants defined in Section 3.2.3 and the SMM, SAIC also will assign subject matter experts (SMEs) to ITISP Governance committees as needed to resolve enterprise issues by engaging directly with VITA and Customers to develop satisfactory resolutions for their specific operational issues. The SME's charter will be to perform any necessary research; document the MSI perspective for issue resolution; and provide timely and accurate data, information, and responses to promote fast resolution of issues. SMEs will include individuals in technical and management roles across the ITISP with deep insight into the issues and functions within their respective areas and will work to provide governance body participants with the data and information required for decision-making. SMEs will be engaged based on the requirement for expert knowledge or ownership of a governance topic and may be proposed from any of the ITISP Governance forum participants. Issues that require technical investigation and resolution will be passed to the Problem Management group within the Joint Operations Center to be managed through Root Cause Analysis and completion as a Problem record. Open or lingering issues will have an owner assigned to follow through to resolution. SAIC also will be responsible for enabling and facilitating use of the issue management process, which also includes developing process improvement solutions to reduce the number of escalated issues and coordinate issue escalation when multiple suppliers are involved.

3.2.3 Governance Forums

Governance success is predicated on the right people with the right authority to make decisions. We chose our ITISP Governance representatives specifically for the depth, breadth, and relevance of their

experience in managing performance of IT solutions in complex environments. Our Executive Governance Body Representative, Account Executive, Account Manager, and Project Executive all have extensive experience in governance of state and local government IT programs with multi-vendor delivery. Our team uses SAIC’s ITIL- and PMBOK-based methodology to program governance, which we developed in delivering programs to customers in defense, federal civilian agencies, state and local entities, and commercial organizations.

Our governance approach delivers results, not bureaucracy. For example, for the Judicial Council of California, our team collaborated with key customer staff and an external sourcing advisor to refine a multi-tier governance approach spanning daily operations, monthly performance management, and quarterly strategy alignment. This process ensures performance is aligned with expectations at all levels, from individual programs to the enterprise chief information officer (CIO), by providing forums tailored to the needs and interests of all levels of participants. As a result, we and the council achieved high marks for customer satisfaction and engagement. Participants cited the meetings as effective, resulting in decisions and actions that directly supported their mission. Our program team will use similar approaches to ensure the same level of satisfaction and value to VITA, Customers, and suppliers.

Managing effective governance across multiple, hierarchical forums requires clear, effective communication and visibility across those forums and consistency in hand-offs and escalations. SAIC’s governance solution provides a foundation for success through centralization of document and artifact management via our SMS, which we more fully described in Exhibit 2.3.1, and through its enabling workflow capabilities. Our SMS will include an area for each ITISP Governance meeting on the Governance Forum Portal, with access rights based on role. These areas will provide a central location for the storage of key artifacts supporting governance, including reports, data analysis, business cases, meeting agendas, meeting minutes, and registers, such as risk, issue, and continual improvement. Maintenance of these artifacts in a consistent location that is up-to-date and accurate ensures participants will have the information they need, when they need it, to prepare, participate, and follow up on forum activities.

SAIC’s advanced workflow capabilities provided by Keystone Edge in our SMS also automate routing and approval of governance work products. This automation reduces time spent in meetings on administrative functions and enables participants to focus on topics of the most importance, while also providing a method of keeping the work moving between scheduled forum events. Electronic voting is also available, providing ease of use and an auditable record. SAIC will work with the VITA PRO to tailor technology capabilities to maximize the value and efficiencies of governance activities.

SAIC will staff ITISP Governance activities with accountable managers from across our program who have the authority and scope to fully represent all topics and issues at each governance level. **Figure 3.2.3-1** depicts how SAIC’s key leaders will align with the framework and establish ongoing working relationships with counterparts across the Managed Environment.

In addition to forum participation, SAIC will maintain regular daily and weekly interaction with key counterparts, scheduled at their convenience, to maintain open communications, alignment, and progress against the portfolio of Projects underway without increasing the workload of these individuals.

Governance Forum	Account Executive	Executive Governance Body Representative	Account Manager	Project Executive	PMO Manager	Chief Architect	Chief Information Security Architect	Business Relationship Managers
Executive Alignment Meeting	X	X						

Governance Forum	Account Executive	Executive Governance Body Representative	Account Manager	Project Executive	PMO Manager	Chief Architect	Chief Information Security Architect	Business Relationship Managers
Relationship Management Committee (RMC)	X	X	X	X	X	X	X	X
Risk Management Committee	X		X					X
Platform Relationship Meeting			X	X	X			X
Service Tower Meetings			X		X			
Customer Operations Meetings			X		X			X

Figure 3.2.3-1. SAIC’s Key Roles Provide Leadership and Input Across The Governance Forums

3.3 Relational Governance Forums

SAIC will support and enable the success of the Relational Governance Forums led by VITA, as defined in the SMM. SAIC’s approach is grounded on the principles of transparency, accountability, communication, customer engagement, and decision support based on deep data access and analysis. Highlights of our approach are detailed in the sections that follow.

Customer Satisfaction and Experience Drive Strategy and Success

- ◆ Open, transparent approach
- ◆ Detailed customer engagement plan
- ◆ Customer experience and outcome oriented

3.3.1 Relationship Management Committee (RMC)

While Customers are engaged at each level of ITISP Governance, the Relationship Management Committee (RMC) is the cornerstone of Customer involvement. The RMC is a leadership body providing general management and oversight to ensure the ITISP services, processes and practices are meeting Customer IT and business requirements. It will conduct a monthly Customer-oriented review of the performance of the Services, Customer experience and related governance program activities across the ITISP. In addition, plans and status of active Integrated Services Platform initiatives and on-going programs will be reviewed.

SAIC’s approach to support of the RMC reinforces and supports VITA’s stated goals and objectives of a Customer-oriented view of service performance, satisfaction and quality of experience, issues management, On-Going Programs, Projects, financial management, and service innovation. SAIC uses Customer satisfaction as a key measure of performance and as a way to identify areas for improvement across the Managed Environment. The efficiency, effectiveness, and enablement of the committee represents one of the most crucial means of driving strategy and services to maintain the success of the ITISP in meeting Customer needs.

VITA will chair the committee and our team’s participants will include the senior levels of our program management team, including our Account Executive, Executive Governance Body Representative, Business Relationship Managers (BRMs), Account Manager, Project Executive, and Chief Architect. Other supporting staff will be included to address specific meeting topics, questions, and presentations. Data, reports, and analyses presented will be tailored to participants and participant groups, including individual Customers as well as groups of Customers organized by committee. Our platform and approach provide information that is meaningful to the individual viewing it through the lens of the services that they consume, are important to them, and affect the success of their mission.

Our goal, enabled by our reporting, analysis, and visualization tools in Keystone Edge, is to provide information tailored to the requirements, interests, and points of view of each User. Critical Success Factors (CSF) will also be created, tailored, managed, and reported on a per-Customer and per-service basis. This Customer-focused approach provides meaningful use of collected measurements, metrics, and key performance indicators (KPIs) and then aggregates them into business-language performance monitoring to determine if Customer needs (from a User point of view) are being met. Where failures occur, or when trends or performance fall below expectations, MSI and supplier staff conduct detailed analysis into the supporting infrastructure and related failure points to quickly drive to root causes and corrective actions. This approach sets the stage for Customer-oriented assessment of ITISP performance by providing the detail required to address questions and issues while clearly identifying the underlying cause and the responsible party. The SAIC Team's governance extends beyond merely meeting the service objectives, toward engaging and delivering services that exceed Customer expectations and support effective use of ITISP technical resources.

Keystone Edge, part of our SMS, maintains metrics on every step of the support process, spanning Incident, Problem, Change, Asset, financial, Request, and Project Management from SAIC and all providers supporting the ITISP. As a result, we provide up-to-date, accurate, objective, and fully transparent access to the information that participants need to understand how the support processes operate and understand the level of service performance they are actually receiving. Our analysis will also identify bottlenecks, trends, and opportunities for improvement.

The Relationship Management Committee will also be the primary forum for governance and control of the Services Portal. Topics relating to the Portal addressed in this forum, with representation from VITA, Customers, and the STSs, include requests for enhancements and change; upgrade and release management; and feature additions to meet new business needs. This forum will also review Continual Service Improvement (CSI) recommendations along with Customer feedback to plan future Portal releases and updates.

Our Operational Governance forums, further detailed in Section 3.4, also contribute key inputs to the Relationship Management Committee. Our Chief Architect will perform technology and innovation functions, in part by chairing working groups that include suppliers and application support staff to develop architectures, designs, and road maps that take advantage of new technologies to reduce cost, increase functionality, improve the existing environment, and meet emerging Customer needs. These outputs, plans, and road maps will be published via our Document Store, accessible from our SMS, and summarized in presentations that support planning functions.

Customer satisfaction and experience lie at the heart of the success of the ITISP. To measure, achieve, and maintain Customer satisfaction, we provide the following elements as part of RMC topics:

- ◆ *Customer Satisfaction Surveys.* As part of Service Desk operations, Customer satisfaction surveys with individual Incident and request activities will be collected, aggregated, and analyzed. Analysis will include trending by location, technology area and suppliers, business service, and other categories as determined by need and request. The output of the Customer satisfaction surveys is a key input to the RMC discussions and service performance reviews, providing objectives means to assess the overall health of service delivery and satisfaction with services provided.
- ◆ *Customer Satisfaction Interviews.* Periodically, no less than biannually, SAIC executives will conduct direct, one-on-one Customer satisfaction interviews with key Customer representatives. These interviews are a standard part of SAIC program management and governance. They provide a vehicle for initiating more-detailed discussions that can provide additional insight into true levels of satisfaction and opportunities for improvement that Customers may suggest.

Coupled with the active engagement model that our BRMs bring, and working with the VITA PRO Customer Account Managers (CAMs), we will seek continual feedback from across the Customers and at various levels to maintain alignment and an open, clear understanding of how well services are meeting needs. We will also support VITA's Customer Experience Management Program as described in Exhibit 3.5. Only through relentless focus on understanding Customer experience and satisfaction can we identify the steps necessary to maintain high satisfaction and to plan and map strategies for the future.

3.3.2 Executive Alignment Meeting

The Executive Alignment Meeting is the forum through which the Commonwealth CIO will conduct formal engagements with Integrated Supplier executives on issues important to the overall health of the Platform. This meeting, to be held separately with each Integrated Supplier, will provide business oversight, ensure that the Commonwealth's Service delivery objectives are achieved and serve as the final point of escalation for issues unresolved at lower levels. Ultimately the CIO has responsibility for oversight of the strategic direction of the ITISP.

SAIC is committed to maintaining the ongoing health, performance, and quality of the relationship with VITA and Customers and will work with the VITA CIO to ensure Executive Alignment Meetings address the needs of all stakeholders, foster the strong partnerships for long-term success, and address strategic direction and decisions for the VITA Program.

SAIC's Executive Commitment Provides:

- ◆ Access to the full breadth and depth of SAIC's capabilities and experience
- ◆ Decision support, advice, and guidance
- ◆ Innovation and flexibility
- ◆ Issue resolution and escalation to the most senior levels of SAIC
- ◆ Performance commitment and audit assurance

Because our corporate headquarters is in McLean, VA, and because our company has committed to bring best practices and tools proven in supporting demanding federal customers to our state and local government business, serving VITA as the MSI fully aligns with SAIC's core mission. Our commitment extends from the MSI experts providing day-to-day support to the most senior leadership of SAIC. As proof of this commitment, we have formed an executive engagement team of senior executives to regularly participate in Executive Alignment Meetings and other forums to guide, support, and ensure the success of this engagement. At each Executive Alignment Meeting, at least two of the following four senior executives will attend in addition to our Account Executive and Executive Governance Body Representative:

- ◆ President, Global Markets and Missions
- ◆ Senior Vice President, Federal Civilian Agencies Customer Group
- ◆ Vice President, Operations
- ◆ Vice President, Programs

This senior leadership team will provide reach-back into SAIC's extensive experience base for valuable input, ideas, and innovation. In particular, our support of complex multi-vendor environments at all levels of government provides a relevant perspective for managing advanced IT services today and in the future, where security, compliance, and audit must be balanced with agility, flexibility, and functionality to achieve business success. Our executive commitment will help ensure that the full resources and capability of SAIC are available to VITA for the benefit of the Commonwealth, the Customers, and, ultimately, the citizens of the state. As with other forums, SAIC's SMS will provide the needed decision-support information required for effective understanding and communication of performance, issues, progress, and improvement activities.

When problems do arise, we commit to work with VITA, Customers, and other suppliers to resolve issues at the lowest possible level and with the speed required to maintain continuity and quality of services. When an issue arises at a level where it cannot be solved, the issue will be immediately passed to the next level of ITISP Governance and management for resolution. Our executive engagement team provides VITA with a clear path of communication to the highest level of accountable SAIC executives, underscoring our commitment to a strong and healthy partnership based on mutual success and alignment.

3.3.3 Platform Relationship Review

The Platform Relationship Review will have responsibility for protecting and enhancing the Platform by encouraging transparency and regular review of systemic or recurring issues. It will be conducted biennially (i.e., every other year) by an independent advisor or consultant, delivered to the Commonwealth CIO.

SAIC understands the value of an outside, independent review of the engagement, relationships, and performance of SAIC as the MSI and of the overall health of the ITISP and constituent suppliers. This perspective from industry is important in validating that services remain competitive with market offerings and meet the needs and objectives of the Commonwealth and in identifying and capturing recurring or systemic issues previously unidentified. With authorization of the Commonwealth CIO, the SAIC Team will work to support the efficiency and effectiveness of this review through timely and detailed access to information, reports, and other data from ourselves and other suppliers to ensure the success of the Platform Relationship Review.

3.4 Operational Governance Forums

Operational Governance is central to effectively managing the operations and performance of day-to-day service delivery across the managed environment. Success of the governance model rests largely on managing Operational Governance, including resolving issues and making decisions, at the lowest possible level. Thus, the vast majority of issues are resolved through interaction among VITA, the MSI, and the Service Tower Suppliers; Customers are included as appropriate. Using ITIL as a framework, and working with the VITA PRO, SAIC will define, manage, and lead Operational Governance forums to clearly define the decision rights and the decision-making mechanics that foster the desired performance from providers across the ITISP. To help understand, design, and communicate effective IT governance, we will implement a decision rights and accountability framework that answers these questions:

- ◆ What decisions must be made?
- ◆ Who will be making the decision?
- ◆ What information will the decision-maker possess?
- ◆ Who is accountable for the decision made?
- ◆ How is the outcome of the decision evaluated and measured?

Our approach to Operational Governance answers to these questions through definition of roles and responsibilities for participants; through workflow and processes documented in the SMM; and through enforcing accountability via transparency in the storage, communication, and distribution of data, information, and artifacts relating to the governance processes.

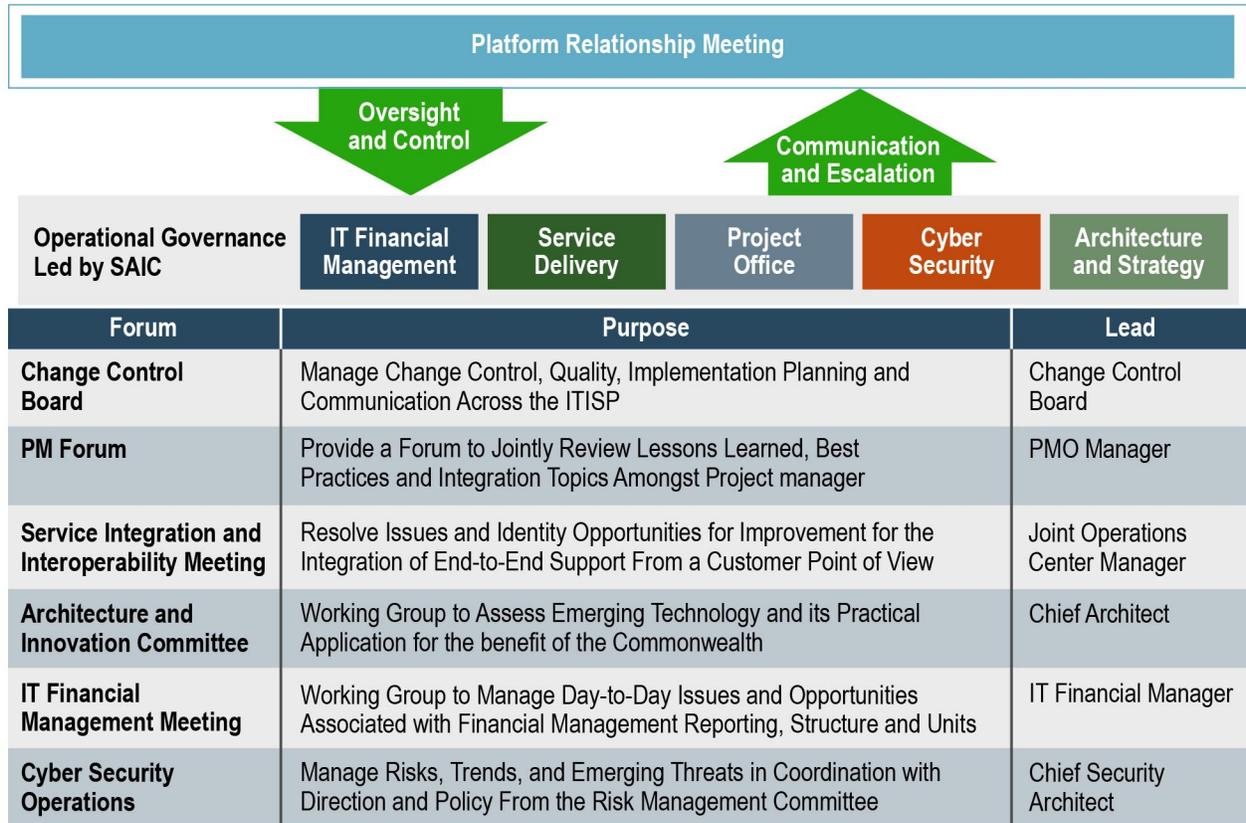
This approach provides for good management practice, with individuals who have the greatest knowledge of the situation empowered to act, and enables the governance forums to focus on escalated issues and strategic decision making. Customer inclusion will provide transparency into Platform operations, provide VITA with insight into issues that require escalation, and provide the MSI and Service Tower Suppliers with needed information about Customer business operations and requirements.

To enable VITA's role in overseeing the Agreement, VITA will interface with Customers and Integrated Suppliers on a variety of enterprise issues. On a daily basis, VITA management and technical staff will interface with Customers and Integrated Suppliers to answer questions about the Agreement, understand

and resolve issues, and facilitate communication and coordination. VITA will also have regular enterprise operations meetings with the MSI and appropriate Service Tower Supplier staff to manage the Agreement. SAIC will manage the cadence and reporting of these meetings as documented in the SMM, unless directed otherwise by VITA.

In addition to the Platform Relationship Meeting chaired by the VITA PRO Director (see Section 3.4.1), the SAIC Team will lead service delivery performance management through implementation of governance forums across five key performance areas: Service Delivery, IT Financial Management, Project Office, Cybersecurity, and Architecture and Strategy. These forums are structured to be effective working groups to address issues, concerns, and integrations and to manage the activities associated with daily operations and maintenance tasks. These forums have clear responsibilities and defined levels of decision-making authority. Issues requiring additional levels of authority or escalation will be elevated to the Platform Relationship Meeting for resolution. **Figure 3.4-1** summarizes examples of SAIC’s recommended Operational Governance forums addressing key aspects of managing the day-to-day environment.

These five Operational Governance Forums represent the SAIC-led forums for managing tactical and operational service delivery across the Service Tower Suppliers and are open to Customer and VITA staff for their optional participation. In the interests of efficiency, all agendas, artifacts, and meeting materials will also be posted for reference on the Governance Portal. Customer and VITA approval for forum topics from the Change Control Board will be required for proposed changes that fall outside of pre-approved operational parameters and change windows. Those changes may be reviewed by VITA and the impacted Customer representative via either direct participation in those meetings, or via electronic routing of the Request for Change with supporting detail.



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Figure 3.4-1. SAIC’s Proposed Operational Governance Forums Support VITA Governance Goals

3.4.1 Platform Relationship Meetings

Platform Relationship Meetings are the primary mechanism to oversee and manage day-to-day delivery activities. Participants in this meeting are responsible for reviewing the day-to-day service operations and Customer experience for the ITISP for all Customers. This meeting is the first point of escalation for issues that cannot be resolved in the other Operational Forums and will include participation of the Integrated Suppliers on a schedule as directed by VITA. In addition to performing as the meeting co-chair, as the MSI, the SAIC Team seeks to enable and enhance these meetings by supporting the VITA PRO in its role as chair and facilitating effective participation of suppliers in the following areas:

- ◆ *Information Access and Transparency.* Through our SMS, all participants will have full access to the breadth and depth of information required to analyze issues and problems, understand bottlenecks, and focus efforts quickly and accurately on steps that will have the most positive impact.
- ◆ *Electronic Enablement.* For most cases, our SMS will minimize the time required to address issues in meetings by providing reports, analysis, visualizations, and supporting detail prior to the meetings. Participants will be prepared in advance for all executive- and management-level discussions and decisions, which will minimize administrative and presentation times.
- ◆ *Automation through Workflow and Integrations.* We will also use the workflow capabilities of Keystone Edge, part of our SMS, to streamline work requiring routing, review, and approval. Our workflow capabilities will ensure all participants have access to up-to-date information about the progress of all work requests and will provide an audit trail for future reference. Results will be stored in the Document Data Store and accessible via the SMS for all authorized Users.

Finally, as part of the governance section of our SMS, we will maintain a CSI register within Keystone Edge, which will be used to track lessons learned, opportunities, and proposals for improvement. Approved proposals will move forward as managed Projects. They will be managed as part of the overall portfolio of active Projects, using SAIC's common set of Project Management life-cycle activities and processes to meet technical, cost, and schedule requirements by maintaining visibility, consistency, and quality of delivery.

3.4.2 Service Tower Meetings

Service Tower Meetings will perform a Service Tower-specific review of the performance of the Integrated Services Platform. There will be a separate meeting for each Integrated Supplier. The overall scope of the Service Tower Meetings is defined as the oversight, review, and management of service operations for each Service Tower. These meetings will occur weekly, as defined in the SMM and at other times as agreed to by VITA and SAIC.

The SAIC Team will lead Service Tower Meetings in coordination with the VITA PRO representative, except for the MSI Service Tower Meeting, in which SAIC will be a participant with VITA PRO chairing. Primary SAIC participants will include the Account Manager and Joint Operations Center Manager. Other accountable managers will be included as needed. SAIC's approach for Service Tower Meetings carries the automation, transparency, and enablement benefits described for the other meetings we will support. Our approach to these meetings focuses on three key areas for effective supplier management:

- ◆ Issue management
- ◆ Monitoring the performance of services
- ◆ OLAs

Issue Management

A robust and effective issue management approach is the foundation of continual improvement and ensures that the proper prioritization and urgency are placed on issues in alignment with Customer perception and need. SAIC will use our issue management approach to capture the full issue management

life cycle, from rapid initial identification through assessment and remediation, maintaining continual communication and visibility until each issue is resolved to the satisfaction of all stakeholders. A key means of facilitating issue management will be our implementation of an issue tracking system that gives visibility to all issues in Keystone Edge. Meeting attendees will then assign priorities to each issue and escalate unresolved issues to other committees for resolution.

The SAIC Team plays an important role for the VITA PRO, serving as the SME on technology, solutions, and feasibility. As needed, we will assign SMEs to support governance committees in resolving enterprise issues and to engage directly with Customers to develop satisfactory resolutions for their specific operational issues. The SMEs' charter will be to perform any necessary research; document the MSI perspective for issue resolution; and provide timely and accurate data, information, and responses to promote fast resolution of issues. SMEs will include individuals in technical and management roles across the program with insight into the issues and functions within their respective areas and will work to provide ITISP Governance body participants with the data and information required for decision making. SMEs will be engaged based on the requirement for knowledge or ownership of a governance topic and may be proposed from any of the ITISP Governance forum participants. Issues that require technical investigation and resolution will be passed to the Problem Management group within the Joint Operations Center to be managed through Root Cause Analysis and completion as a Problem record.

Monitoring of Performance of Services

SAIC will monitor performance at every level of the ITISP, developing appropriate feedback and analysis that enables each level of the program to validate performance and apply the information generated to sustain and identify opportunities for further improvement. We will use the metrics from the SMS, application logs and alerts, and Keystone Edge to track applications, systems, and call volume as a basis for initial data gathering and identification of service-related Incidents or Problems. MSI Team managers, including the Service Desk Manager and Chief Operations Manager, will use the results over time to establish baselines and benchmarks for trend analysis. Using a combination of collected data and trend analysis, program management will leverage the feedback and input to identify service and process improvements and, using our ITIL CSI process, establish a formal CSI register to prioritize, organize, and execute approved improvement plans.

The SAIC Team will leverage the tools and systems from other tower suppliers collecting data in the environment; introduce and leverage the capabilities of Keystone Edge to consolidate data; and provide access to program performance benchmarks, metrics, and KPIs through our SMS. This comprehensive approach will provide clear understanding and validation of our performance on the required service-level measurements.

Operating Level Agreements

The SAIC Team establishes and maintains concise, easily understood OLAs that document accountable lines of responsibility between the suppliers. SAIC's approach to negotiating and establishing OLAs follows our established processes and consists of the eight separate steps outlined in **Figure 3.4.2-1**. This process identifies and defines interface points and dependencies and includes periodic review, analyses, and adjustment of responsibilities to improve service delivery and promote accountability. We maintain a copy of each agreement and track and schedule reviews on our SMS to ensure they are up-to-date and accessible for all authorized parties. Our approach to interchanging information between the SAIC Team and each company will include face-to-face meetings, email exchanges, and document reviews for documents stored on the Portal site.

The following are essential elements that SAIC proposes as necessary to develop effective OLAs:

- ◆ **Objectives and Scope.** The objectives and scope clearly state the purpose of the OLA, which is not designed to be punitive but supports one or more IT services in the Service Catalog.
- ◆ **Services Covered.** The services covered state the specific services provided by each party involved, listing the deliverables for each party and what services each party will render to the other. This is not the same as the IT services covered under the objectives and scope.
- ◆ **Roles and Responsibilities.** For the agreed services covered, roles and responsibilities document which party has responsibility for each step in delivering the service.
- ◆ **Response Times.** The response times provide clear and unambiguous definitions of how long it will take the parties to respond. For example, if the OLA is between the Service Desk and the mainframe group, this section might include the definition of initial response to inquiry, time to review and evaluate, time to perform diagnostics, and other elements. These times also must align with the escalation times.
- ◆ **Prioritization and Escalation.** This section will probably be the most contentious to define because failure to perform can result in escalation. It is important to stress that the goal is not to finger-point or to make another group a scapegoat but to assure delivery of prompt service as agreed and acceleration of support for high-priority issues.
- ◆ **Quality.** The section describes the criteria for maintaining the highest standards of quality for deliverables between the parties. This is an important factor in decreasing the amount of rework to meet the response times and quality targets.
- ◆ **Reporting, Reviewing, and Auditing.** Any agreement requires oversight and reporting, and no agreement runs forever. This section clearly defines the duration of the OLA; when and under what conditions to review the OLA; and when, what, and to whom to report. This section includes KPIs so that the OLA owner can track performance and, if required, take action before breaches occur.
- ◆ **Control and Version Information.** The OLA should be under change management control.
- ◆ **Authorizations, Dates, and Signatures.** The OLA must have the authority to allow enforcement and indicate the effective date. This authority comes from the signatures of the various management levels.

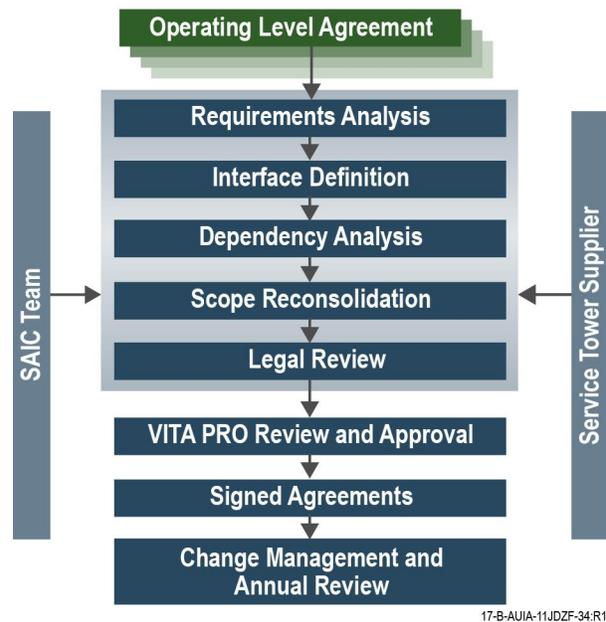


Figure 3.4.2-1. SAIC's Mature OLA Process Provides a Consistent Framework For All Providers

It is best if the OLA is signed by the management of both silos and then by the first common manager of both silo signatories.

- ◆ *Parties.* This section defines the parties (signers) of the OLA.
- ◆ *Appendixes.* The appendixes will include references to related documentation, procedures, definitions, and any other resources that make it easier to follow, understand, or maintain the OLA.

We will brief VITA regularly on the status of OLAs in the Platform Relationship Meetings and will include the status in the monthly program management report.

3.4.3 Customer Operations Meetings

At the core of successful services is a Customer base that is fully informed, satisfied with the quality and breadth of services, and engaged in a way that permits bidirectional discussion of needs, emerging technology and opportunities, and strategic alignment. Effective Customer engagement is essential to deliver the results that VITA and the Customers are seeking now and in the future. As a result, the Customer Operations Meetings are among the most important mechanisms in place for achieving and maintaining the health of the ITISP mission. The Customer Operations Meetings will be responsible for reviewing and collaborating on Customer business goals, in order to understand how IT supports business processes and enhances and continually improves the Customer experience. SAIC's regular participants will include the assigned BRMs; other SMEs and area leads will be engaged as needed to ensure full representation of topics at every Customer meeting and to make each session worthwhile for participants. As in our approach to other meetings outlined in earlier subsections, we will implement our standard approach that promotes information access and transparency, electronic enablement, and automation through workflow and integrations. Customer Operations Meetings will occur weekly to monthly with individual Customers, as documented in the SMM. Meetings will include Service Tower Supplier representatives as needed.

Customer Satisfaction is Essential to Success

- ◆ SAIC's approach includes a robust Customer Engagement Plan, including and outside of Customer Operations Meetings, to maintain a continual pulse of performance and needs.
- ◆ We will work with customer agencies to define, measure, and manage success factors that go beyond individual SLRs to ensure performance management delivers business outcomes.

SAIC's approach to Customer Operations and engagement includes a robust engagement plan to monitor to ensure that performance is meeting Customer needs. Our BRMs will work with Customer contacts to define, report, and manage CSFs representative of business success that depend on individual service level requirements (SLRs) and other metrics, but where those measurements alone may not be sufficient to portray true performance. In SAIC's view, a key aspect of the MSI role is to look beyond individual SLRs and enable measurement of true business outcomes, resulting in meaningful performance management and improved Customer satisfaction.

Communications and Engagement with Customers

Organizationally, SAIC will provide BRMs to work with the VITA PRO team to communicate and actively manage service delivery with Customers. In conjunction with the VITA PRO, BRMs act as account managers, conducting weekly operations meetings and providing status on Incidents, changes, transition, and Customer Projects. The BRM is the focal point and escalation point for Customer services and will work closely with the VITA PRO staff to represent services to Customers, allowing VITA CAMs to focus on strategic initiatives with their respective Customers. The BRMs will be proactive in monitoring and communicating issues affecting their respective Customers when they arise; understanding the business requirements of the Customer with which they interface; and understanding future strategy, direction, and priorities. In addition to periodic Service Desk surveys, SAIC will also conduct direct Customer satisfaction surveys and interviews. This feedback will be a basis for discussion and action at Customer

Operations Meetings and the other governance forums, providing a Customer view of the quality and performance of services.

Critical Success Factors

SAIC’s approach to delivering value to Customers goes beyond managing the performance and attainment of individual SLRs. Increasingly, in complex technology environments such as the ITISP, Business Services depend on a wide combination of supporting services to be ready and available to achieve the business outcome for which the service was designed. Individual SLR metrics measure various points along this path, but they often fail to address the larger view of determining if the Customer was able to accomplish the mission. SAIC’s approach maintains mission focus by defining, managing, and reporting these CSFs, working in conjunction with the VITA PRO and Customer representatives. These factors will:

- ◆ Address the needs and expectations of Customers
- ◆ Be specific and meaningful to each Customer
- ◆ Be straightforward, easy to understand, and directly aligned with each Customer’s mission

CSFs will aggregate any required number of SLRs, metrics, and other measurements to provide a meaningful business view of performance, as depicted in **Figure 3.4.3-1**. In addition, these data will be used for historic retrospectives of performance and predictive trending to address future Problems before they arise. These CSFs will help senior leadership easily assess and relate how ITISP services help meet Customer needs and contribute to mutual success. CSFs will be developed during initial Customer Engagement Meetings and subject to our standard approach for Continual Improvement to maintain relevancy.

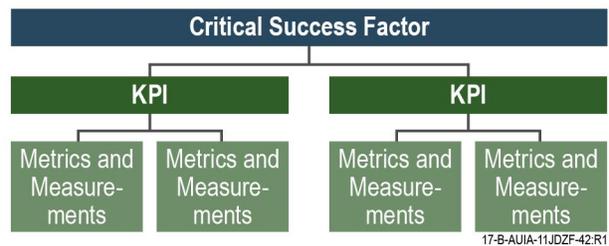


Figure 3.4.3-1. CSFs Go Beyond Individual SLRS To Measure The True Business Performance of Services Across The ITISP

3.5 Decision-Making

From the work SAIC has done supporting states across the country, such as Tennessee, Hawaii, California, and Utah, we realize that decision-making in a state environment can be challenging. The diversity of Customer needs, missions, and priorities, with varying funding sources and levels, can create obstacles that impede decision-making. SAIC created governance structures for data-driven decision-making in both Hawaii and Utah when legislation was passed to create state IT departments. This experience developing decision-driven governance structures similar to those of the Commonwealth has shown the need for a unified data repository and the ITIL-driven automated process tools that we have implemented in our SMS. Keystone Edge, as part of the SMS, provides searchable and customizable access to all information required to make decisions and is supplemented by BRMs visiting stakeholders face to face to understand their needs and help them use the data to make effective decisions. Our personnel have supported decision-making processes for agencies at all levels of government. With these techniques and resources, SAIC will work with VITA to develop and document in the SMM the formal issue escalation and resolution and strategic decision-making processes needed to effectively manage and govern the Managed Environment.

SAIC’s approach is to empower each level of management and delivery to provide the agile, efficient service delivery experience. For example, declaration of a Major Incident will be performed directly by the Service Desk without outside layers of management approval. As a result, the time to mobilize support teams and initiate communication is minimized. Our experience has shown an increase in Customer

satisfaction when such action is immediate and highly visible, and rapid engagement of support teams encourages Incident resolution as quickly as possible.

Each of SAIC's Key Personnel have clearly defined accountabilities and decision-making authority fully detailed in Exhibit 2.3.1, Section 1.

3.5.1 Escalation Process

By fostering open, consistent communication with VITA, SAIC's goal is to facilitate and resolve issues at the lowest level of ITISP Governance. To drive resolution of issues to the lowest levels, SAIC believes in consolidating all information pertaining to an issue in a single, central location and providing visibility into that location for all stakeholders. Escalations can be initiated through a variety of means, including a call to the Service Desk or directly to any of our key staff, including the Account Manager and Account Executive. SAIC tracks all issues in the Keystone Edge platform of our SMS through creation of an Issue ticket, which is designed to automate coordination and dissemination of information across stakeholders as designated by VITA's escalation process.

By using Keystone Edge, all stakeholders from VITA and Customers have a single point for issue-related data, ensuring everyone is working from the same validated, objective information. Keystone Edge supports access through mobile devices (Android, iOS) and on Windows and MacOS devices with internet access. This mobility enables VITA Customers and SAIC BRMs to have all the information necessary when they meet with Customer personnel, speeding the process of decision-making by facilitating the kind of informed and productive face-to-face interaction that resolves issues.

Keystone Edge enhances the escalation process through increased speed by mapping out issue resolution workflow for all personnel attending Platform Relationship Meetings. These workflow capabilities are used by the RMC if the issue cannot be resolved at a lower operational level. Keystone Edge is customizable to assign an issue number for tracking and can store all documents associated with the discussion and resolution of the issue. Documents, such as resolution papers, cost analysis, meeting minutes, and action item documentation, are saved as documents within the ticket, which reduces the time to locate and use information.

SAIC's support of issue resolution benefits VITA in centralizing information related to an issue so that all stakeholders have all the relevant information needed to make faster and better decisions. VITA has visibility into how long an issue is open, knows who is assigned to drive toward a decision, and has faster notification of issues through query and reporting. RMC members and Platform Relationship Meeting members have all the information they need before they meet to make meetings more productive.

3.5.2 Strategic Decision Process

Strategic decision support is based on open and transparent access to information and the opportunity for all parties to participate in the process. Our team will work with VITA, Customers, and the suppliers to provide the transparency and rapid access to information required for communication and collaboration for decision support. Keystone Edge can be customized to create the specific format requirements associated with strategic decision-making. Workflows are built into Keystone Edge to assist in coordination and distribution of necessary analysis material to designated personnel. When VITA determines that a new individual needs access to information and documents supporting a strategic decision, a simple request to the Service Desk by the VITA approver is all it takes to provide access for an individual. To assist in notification of meeting agendas and associated material, the Keystone Edge Event and Email notification module could, for example, forward all information to participants five to seven business days before a Platform Relationship Meeting. The data access and visualization capabilities of Keystone Edge and the use of BRMs to facilitate the human side of strategic decision-making provides Commonwealth personnel with the situational awareness to make the right decisions at the right time.

Using this approach, SAIC created the first enterprise policies for the State of Hawaii, consisting of 23 IT policies, 29 IT standards, and 28 supplemental support documents for execution of IT policies. SAIC, working with 14 department CIOs, deputy directors, and IT personnel, crafted and secured approval of these policies in 16 months. As a result, the State of Hawaii was able to realize economies of scale in procurement, saving an estimated \$500,000 in the first year, while also improving security posture because security services could be provisioned over fewer hardware platforms. These enterprise standards and policies also contributed to shortening the build of the state's new data center by an estimated six months because fewer agency-specific configurations for hosting and disaster recovery were required.

3.5.3 Documentation

For documentation support for meeting agendas, minutes, scribing of action items, and other required artifacts, SAIC will provide personnel to support all Co-Chair requirements. All documentation support, once approved for publication by the Co-Chair, will be posted in our SMS for any escalation or strategic decision tickets.