Virginia Information Technologies Agency

VITA

Exhibit 2.4

Implementation Plan

VA-170822-SAIC

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

11751 MEADOWVILLE LANE
CHESTER, VIRGINIA 23836

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1.0 IMPLEMENTATION OVERVIEW

SAIC's Implementation Plan, structured to successfully implement our complete Multisourcing Service Integrator (MSI) solution and to implement MSI services, is detailed in the following sections. We explain our approach and methodology for selecting the right people; implementing the right processes and tools; define our process for knowledge transfer and for verifying our operational readiness; and present an initial draft timeline associated with full commencement of MSI services.

SAIC's Implementation Services are designed to ensure successful deployment of our overall solution for providing MSI Services to the Virginia Information Technologies Agency (VITA) and the Commonwealth of Virginia (COVA). SAIC's MSI Management Approach, as summarized in **Figure1.0-1**, centers on the implementation of mature Program Management methodology, supported by a robust Service Management System (SMS), and processes aligned with the Information Technology Infrastructure Library (ITIL) process framework. The ITIL Process Lifecycle captures each required process in a continuous flow from strategy, through design, transition, and operations; with continual improvement activities that are a key driver for new service strategy initiatives or improvements to the MSI Program Management approach.
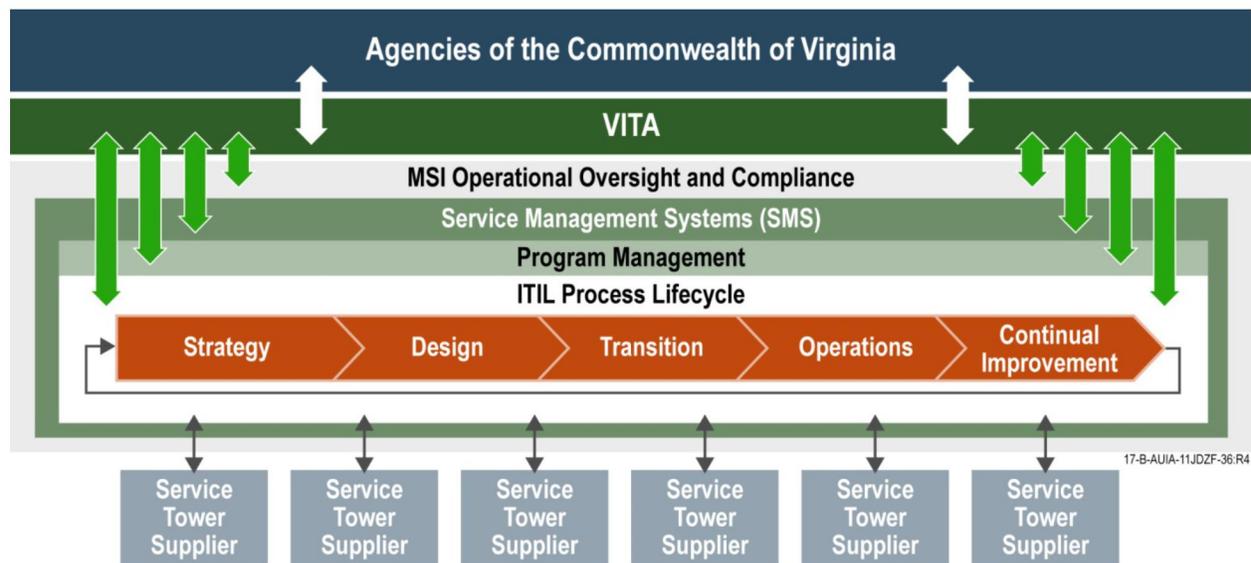
Figure 1.0-1. SAIC MSI Management Approach

Our MSI Program Management approach works in concert with the ITIL Process Lifecycle and proven Program Management processes based on the Project Management Institute's Project Management Body of Knowledge (PMBOK®). We provide MSI operational oversight and compliance by establishing a governance structure, which encourages communication and teamwork to manage risk, resolve problems at the lowest levels, and improve Customer satisfaction. SAIC will provide Customers with comprehensive project and project portfolio management that is fully integrated with the operation and continual improvement of all Information Technology (IT) services by following this management approach.

Our experience in delivering similar services has proven that a fully-integrated process automation capability is necessary for the success of a multivendor service delivery program. Our proposed SMS provide VITA, Customers, and the Service Tower Suppliers (STS) with a holistic workflow automation capability that enables fast and responsive service delivery.

SAIC's SMS (**Figure 1.0-2**) consists of five modules, the core of which is provided by SAIC's Keystone Edge™, a highly integrated platform providing comprehensive process and workflow automation for all

aspects of SAIC's MSI Services. It 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 via the Service Portal.
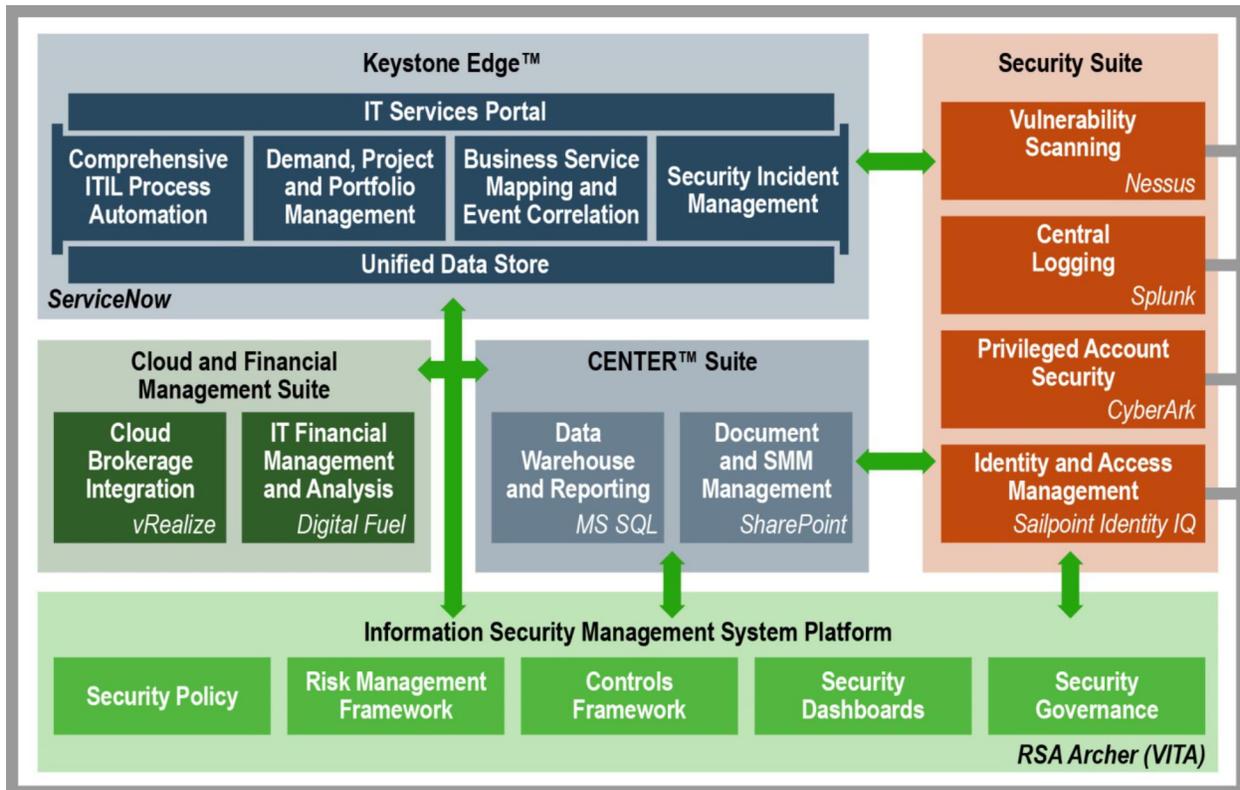
Figure 1.0-2. SAIC's SMS, Consisting of Keystone Edge and Integrated SMS Components, Provides Integrated Automated Capability Supporting Program Management and All ITIL Life-Cycle Phases

We integrate the core platform, Keystone Edge, with four additional service-specific components: the Collaborative Enterprise Navigational Toolset Environment and Repository (CENTER), the Cloud and Financial Management Suite, the Integrated Security Management Suite (ISMS), and the Security Suite.

The CENTER suite provides:
◆ Document Management and Repository
◆ Data Warehouse and Reporting

The Cloud and Financial Management Suite provides:
◆ Cloud Brokerage Integration via VRealize
◆ IT Financial Management and Analysis via Digital Fuel

The ISMS supports our overall, National Institute of Standards and Technology (NIST)–aligned approach and includes:
◆ Integration with VITA's existing RSA Archer system for information security governance, risk, and compliance (GRC)
◆ Management and Automation for:
   — Security Policies
   — Risk Management Framework
   — Controls Framework
   — Security Dashboards

⎯ Security Governance

The Security Suite provides vulnerability scanning, central logging, privileged account security, and identity and access management and includes:

◆ Sailpoint IdentityIQ and CyberArk Privileged Account Security Solution Identity Access Management (IAM) combine to provide comprehensive identity and access management automation,

◆ Splunk for centralized logging, event correlation, and security data analytics, and

◆ Nessus for automated scanning against a wide variety of standards, threats, and vulnerabilities.

SAIC has developed integrations between Keystone Edge and each platform extension to provide seamless operation of the full SMS. The SMS solution provides all 24 of the SMS components defined in Exhibit 2.1 and will enable SAIC to meet all of VITA's SMS requirements.

SAIC's SMS solution will provide VITA with a marketplace of choices via our easy-to-use Service Catalog, offer faster and more responsive service fulfillment, and enable access to newer technology for its Customers and STS. SAIC, focused on VITA's mission, offers a solution that will lead to efficient, effective, and innovative new processes and services for VITA.

1.1 Implementation Guiding Principles and Critical Success Factors

SAIC's implementation approach and methodology for establishing VITA MSI services is built on years of experience with other similar customers and complex IT programs. It will be guided by the following principles:

◆ Understanding VITA's mission, process strengths and weaknesses

◆ Efficient use of VITA, Customer, and STSs' time

◆ Effective, low-risk, no-impact implementation

◆ Respect for the priorities of the Commonwealth

Understanding VITA's Mission, Process Strengths and Weaknesses

SAIC has a vested interest to see the COVA succeed just as we have done for the County of Orange, CA, and other customers. As both corporate and individual residents of Virginia, we have a stake in VITA's mission, can apply expertise and technology that is both appropriate and required to make VITA successful, and, ultimately, make the Commonwealth a benchmark for other states to emulate. SAIC understands that the Customers have unique and specific interests, missions, and circumstances that must be embodied in all the work, processes, and tools that are executed and established as we move forward in the partnership. To ensure we fully understand VITA's mission and those unique requirements, SAIC will conduct an Innovation Forum and a User Experience & Design Process Workshop early in the implementation to gather the information we need to effectively and efficiently drive and guide our implementation process; program management approach and policies; and service design and delivery. The Forum and Workshop are described below.

Innovation Forum. Innovation-as-a-service is a structured workshop engagement program designed to manage innovation for organizations. Through a highly interactive workshop, led by our highly experienced team member EY, the SAIC Team will assist VITA in identifying areas for innovation, discuss how to align those innovations with the delivery mission of the Customer, and focus on innovations that have a real possibility for impacting the delivery of service to Users. Portfolio management use cases will be implemented to track and monitor the delivery of innovation to the Customers and to track the benefit those innovations provide to VITA.

User Experience & Design Process Workshop. The workshop is designed to engage various technical VITA and Customer representatives, including individuals with knowledge of current-state systems and processes. The workshop will highlight and document predominant User behaviors, primary use cases, language and semantic nuances, and other contextual information critical to designing an intuitive and

efficient user experience. SAIC Team member, CapTech, specializes in leveraging this collaborative approach for defining customer needs and then specifically tailoring solutions to meet those requirements.

Efficient Use of Stakeholder's Time

SAIC acknowledges that methodologies to capture information and knowledge can take an extraordinary amount of Commonwealth employees' time. We also know that the more recent trend in government employees' workload is to "double-hat" and "triple-hat" employees with additional, unique responsibilities. SAIC's mission is to reduce the time employees spend interacting with IT. We will achieve this reduction by implementing processes and tools that:

1) Are more intuitive for the User, thus reducing the amount of time needed for learning and training and, ultimately, for executing their tasks
2) Require less customization time for each Customer, freeing up support personnel to focus on priority tasking
3) Are more productive and flexible in their output, allowing each user to generate information that is most relevant to his or her needs

Getting to this end state will require the efficient use of VITA and Customer staff time. SAIC will ensure experienced and senior SAIC managers conduct the information-gathering sessions and implementation activities in a manner that uses the least amount of time and achieves the desired results. SAIC will use templates and questionnaires, enhanced from prior MSI implementations, that capture the needed information the first time. With VITA and Customer collaboration, assistance, and participation upfront, SAIC can reduce staff workload throughout the implementation.

Effective, Low Risk, No-Impact Implementation

Effective implementation of the IT service platform is essential to meeting VITA's known business case and for improving innovation and service to the Customers. The Commonwealth can be confident that SAIC's 47 years of experience in managing a broad scope of implementations, and those lessons learned will be brought to the table in our ITIL framework. SAIC has significant experience and knowledge of what works and what does not work. To effectively manage costs and minimize schedule and delivery risk, SAIC will use an agile approach where we demonstrate progress weekly, take corrective actions early, and make all processes and progress transparent to VITA and the Commonwealth. Our dedicated team has previously executed non-disruptive implementations similar to this one. Our processes, how we schedule tasks, our level of testing, and the knowledge transfer and training programs we use are designed to have no impact on VITA and Customer business operations. In addition, our implementation is executed by an experienced leadership team using these proven processes in full cooperation with VITA and Customers. SAIC's Implementation model reduces risks to, and protects the key interests of, VITA and the Commonwealth, and establishes a solid foundation for program execution.

Respect the Priorities of the Commonwealth

Probably the greatest responsibility of the Commonwealth is to serve its people and the economy. SAIC understands this and has made it a priority to 1) establish our operating base in Richmond, 2) build a new Integrated Services Management Center (ISMC) in southwest Virginia, 3) retain Incumbent Supplier personnel when appropriate and when they fit into our managed services model, and 4) hire residents of the Commonwealth for vacant positions.

Incumbent Supplier hires help to ensure continuity of business and knowledge, through the implementation period to the steady state and provide another means of reducing risk.

We summarize the critical success factors of our methodology that address VITA's key interests as they relate to our service integration delivery model for VITA in **Figure 1.1-1**.

SAIC Approach to Addressing VITA's Key Interest	
Critical Success Factors	**Benefit to VITA**
Key Interest: Mission Alignment	
Innovation Forum User Experience & Design Process Workshop	◆ Confirms SAIC's understanding of VITA and Customers' missions and priorities ◆ Documents what works and what does not work ◆ Sets the foundation for implementation priorities; SAIC, VITA, and Customer interactions and communications; and the look, feel, and efficiency of new tools and processes
Detailed inclusive Communications Plan and encompassing Organizational Change Management Plan	◆ Provides transparent processes, early course corrections possible ◆ Offers visibility into frequent progress tracking and reporting ◆ Enables positive progress and VITA and Customer satisfaction ◆ Ensures organized, structured communications with VITA management, Customers, new and existing suppliers, and, when needed, the Users
Key Interest: No Impact on Operations; Minimal Disruptions	
Detailed Implementation Plan and Schedule; Best Practices followed for all processes	◆ Ensures rigorous, predictable processes planned in advance; coordinated and updated weekly ◆ Incorporates new service delivery model and appropriately enforces rigor in processes ◆ Provides an adaptable and flexible approach, with all details identified and mapped out, to address complexities that are likely to arise
Mutually developed Risk Analyses and Mitigation Plans	◆ Risks identified and considered early ◆ Pre-planned options for variations in events and assumptions
Dedicated, experienced Implementation Team	◆ Provides fully accountable team structure led by the SAIC Account Executive and directed by our experienced Implementation Project Executive ◆ Offers lessons learned from implementations in environments similar to VITA ◆ Leverages dedicated attention to details and success as 86% of the Implementation Team will continue into steady-state operations
Key Interest: Low Risk and On Schedule	
Proven knowledge transfer (KT) processes and experience with high Incumbent Supplier capture	◆ Reduces risk through a multistep KT approach that validates proposed implementation strategies with VITA and Customers ◆ Identifies program gaps and closure actions ◆ Reduces risks to go-live success as a result of high Incumbent Supplier capture
Detailed implementation schedule mutually coordinated	◆ Ensures efforts are coordinated and communicated with VITA weekly ◆ Allows for early time management planning to prevent schedule slip ◆ Integrates with existing change schedules and VITA events to avoid extra risks to events that are already planned and approved
Comprehensive risk management starts pre-award and through steady state	◆ Allows for swift mitigation actions to ensure minimal impact ◆ Enables wide-reaching risk identification and associated mitigations using a collaborative approach

Figure 1.1-1. Critical Success Factors and Benefits of SAIC's Methodology (continued)

SAIC's implementation methodology first factors in proactively capturing the missions of VITA and its Customers to develop a detailed Implementation Plan to set up our MSI model. Our experienced team will be sensitive to efficient use of VITA, Customer, and Incumbent Supplier staff time and will prioritize interactions and activities to efficiently capture knowledge and minimize the time burden. SAIC executes an effective, low-risk Implementation to ensure no impact on operations while changing and innovating

VITA's business. In support of the Commonwealth, SAIC will retain and hire local residents as appropriate.

1.2   Solution Timeline

SAIC's proposed Implementation Timeline is 9 months to MSI Commencement after the start of Implementation. IT Financial Management services has an additional 3 months of activities required for final implementation, with full implementation in month 12. This is a high-level representation of the activities required to implement SAIC's MSI solution. We have structured our timeline to minimize impacts on VITA and the Customers. Our solution revolves around early involvement of our service delivery team. They will execute the implementation activities and then remain engaged as part of our steady-state delivery organization. This continuity offers a direct benefit to VITA by minimizing risk.

The MSI Commencement Date is expected to be October 1, 2018.

Our Implementation Plan also includes integration of Waves 1, 2, and 3 STS implementations into our MSI model in the overall timeline. During MSI Implementation, we will start integrating other suppliers. Any STS that have commenced services at least 90 days before MSI Commencement will be on boarded to the Managed Environment as part of the MSI Implementation. Onboarding any remaining STS will be completed by our steady-state organization. We will use our STS onboarding process because commencement of these services will occur after the MSI Service Commencement. For a "Simultaneous Commencement" of all remaining STS, SAIC will require: 1) Three (3) months of Module #1 "Implementation Foundation" to provide for a minimum MSI implementation duration of 12 months; 2) MSI Commencement to be scheduled a minimum of 30 days prior to the "Simultaneous Commencement"; 3) Required table-top walk through for the "Simultaneous Commencement" at least once 60 days prior to the "Simultaneous Commencement." SAIC will configure the SMS tool set with an industry-standard automated interface to the Incumbent Supplier's system for exchanging selected data between the two systems before the MSI Service Commencement. We believe this is the most efficient solution to ensure information remains "in sync" between the Incumbent Supplier (old state) and SAIC in our MSI role (new state) until the commencement of all STS from all of the procurement waves.

Our timeline also accounts for the implementation and modernization activities required to fully meet the Request for Proposal (RFP) requirements for Program and Architectural Implementation and IT Financial Management Services. SAIC will deliver a robust and modern solution for these areas that elevates the level of services received by VITA (and its customers), while also taking into account the criticality of those Program Management Office (PMO) and financial systems.

The parties recognize that VITA requires some flexibility to postpone the Commencement Date based on Incumbent transition and readiness of new STSs for integration into the Managed Environment. The parties further recognize that delays in the Commencement Date, other than those caused by the acts or omissions of SAIC, may result in additional Charges to VITA for additional monthly module run rates for Implementation Foundation and other Modules for which implementation activities have begun as shown in Exhibit 2.4.1. No other Charges shall apply as a result of a delay in the Commencement Date. The parties will work in good faith to agree on applicable Charges for a delay in the Commencement Date if VITA has not notified SAIC of the delay prior to the start of implementation activities for applicable Modules.

Additional details on the implementation accomplishments, proposed milestones and the commencement of the associated services can be found in Exhibit 2.4.1.

SAIC's overall timeline and the associated milestones are designed to provide VITA with most of the benefits within the proposed timeframe, while still accounting for the longer term and more complex change activities associated with the entirety of VITA's MSI requirements. SAIC recognizes that there

remains some uncertainty within VITA in finalizing the exact timelines associated with the remainder of the Wave 2 and all of the Wave 3 procurements and their associated subsequent implementations. We have designed our Implementation timeline to have the flexibility to accommodate this potential fluctuation in schedule, providing VITA with the capability to better align the commencement dates of the STSs.

The Implementation timeline provided in Exhibit 2.4.1 can be "elongated," in effect shifting the MSI Commencement to a later date, to potentially better align with VITA's complete disentanglement from the Incumbent Supplier and/or the incoming Wave 2 and 3 commencement dates.

Also, to maximize the potential value to the Commonwealth during this potentially extended implementation period, SAIC segmented our Implementation activities into three categories, as follows:

◆ **Foundational**: Activities that are available to begin as soon as implementation begins and may continue throughout the entire Implementation timeframe. The Implementation Foundation Module is required to support all Implementation activities. The DART Module can be acquired optionally at VITA's direction. These are the activities and associated personnel that provide the *foundation* for all remaining activities.

◆ **Implementation Modules**: "Modules" of services that can float within the overall extended timeline and "go live" prior to full MSI Commencement, providing distinct value to the Commonwealth.

◆ **Commencement**: All remaining "modules" of service that are best suited to have their "go live" date align with full MSI Commencement. These modules are dependent on the completion of key tasks in other modules/work streams.

Figure 1.2-1 depicts these three categories and the associated activities for each area within SAIC's overall Implementation Plan.

Figure 1.2-1. Example of a Modular Implementation Approach

If VITA desires for an Implementation Module to begin early, VITA will give SAIC reasonable notice within the timeframe agreed to in the Project Plan.

Details regarding the value proposition and the associated tasks and deliverables for each of the "modules" identified in the Foundational and Implementation Modules categories are presented in Section 4.0, Additional Information about Modules.

1.3   Critical Dependencies and Assumptions

Exhibit 2.4.1 (Implementation Milestones) includes certain "Dependencies" for each Milestone. Items identified as Dependencies from the Incumbent Supplier or Customers represent the tasks, resources, or materials expected to facilitate a smooth implementation process. Notwithstanding anything to the contrary, only Dependencies marked with an asterisk in Exhibit 2.4.1 (Implementation Milestones) are prerequisite to SAIC's performance of implementation activities for the associated Implementation Milestone.

SAIC's approach to implementation activities focuses on the participation of all involved parties, including representatives from VITA, Customers, and Incumbent Supplier. Our experience shows that engaging and collaborating with all such entities contributes to successful execution of the implementation of services. Early engagement of the parties focuses on a clear definition of roles, agreed-on levels and timing of participation, types of activities requiring participation, and identification of any potential external impacts on schedules.

The primary responsibility of the Incumbent Supplier and the SAIC Team during the implementation period is to ensure that VITA services are not disrupted due to implementation activities. To reduce the possibility of disruptions to ongoing activities, our implementation process minimizes the dependencies required of the Incumbent Supplier, but maximizes the transfer of knowledge.

Critical VITA Supported Activities
Identify the Implementation team's reciprocal points of contact with whom they will work where VITA dependencies exist
Provide timing for required decisions and approvals, and any schedule conflicts (e.g., key/critical business freeze periods), early in Implementation (e.g., planned absences of decision-makers)
Provide current VITA policies that will be applicable to the overall implementation
Encourage and mandate Incumbent Suppliers' participation in the implementation process (see **Figure 1.3-3 and Exhibit 2.4.1**)
Provide and facilitate access to requested data for SAIC analysis; due diligence information, service management operational, process documentation, and project portfolio information, Expected documentation includes active and historical service desk tickets, SLA reports, call distribution records, SMS configuration files, knowledgebase articles, operational reports, legacy billing, passwords, policies and procedures, current project portfolio status, roadmap for enhancements and information related to technical strategy, architecture and mission.
Participate in KT activities, as scheduled, and engage in discussions related to future plans and desired tasks

Figure 1.3-1. The SAIC Team's Expectations of VITA During Implementation

Engagement by the Customers throughout the implementation period will enable SAIC to implement the MSI services in a manner that is most supportive of the Customers' missions. Communication regarding these important goals throughout the process will increase the adoption and overall customer satisfaction levels. **Exhibit 2.4.1** details the expectations of Customers required by SAIC during the MSI Implementation.

Critical Customer Supported Activities
Identify the Implementation team's reciprocal points of contact with whom they will work where Customer dependencies exist

Critical Customer Supported Activities
Provide information covering any potential schedule conflicts early in implementation (e.g., "busy" times for Customer personnel, freeze periods)
Provide any Customer-specific policies that will be applicable to the overall implementation (e.g., required clearances)
Participate in KT activities, as scheduled, and engage in discussions related to future plans and desired tasks

Figure 1.3-2. The SAIC Team's Expectations of Customers During Implementation

During implementation, our focus is on communications and collaboration with the Incumbent Supplier that begins immediately after the start of Implementation. We will have an initial coordination meeting to review the SAIC Team's Implementation schedule and align it with the Incumbent Supplier's disentanglement plan. This is a critical step to ensure a smooth, non-disruptive Implementation. The SAIC Team assumes that the activity and Incumbent Supplier environment management interactions under their existing agreement, such as change management, will occur in a manner that enables us to plan and coordinate KT interviews, observation activities, and the transfer of open items in a manner that does not impede operations. SAIC also assumes that the Incumbent Supplier will support having Incumbent Supplier staff resources meet with the Implementation team members. **Exhibit 2.4.1** details the actions desired of incumbent staff to facilitate efficient implementation.

Incumbent Supported Activities
Identify the Implementation team's reciprocal points of contact with whom they will work where Incumbent Supplier dependencies exist
Plan, coordinate, and communicate disentanglement activities that will impact the SAIC Implementation Plan
Communicate regularly with the SAIC Implementation Team beginning immediately after the kickoff meeting
Provide requested due diligence materials and documentation of procedures, processes, and so on a timely basis

Figure 1.3-3. The SAIC Team's Expectations of Incumbent Supplier During Implementation

In addition to the expectations listed in **Figures 1.3-1 through 1.3-3** for VITA, Customers, and Incumbent Suppliers, SAIC will manage the following critical requirements associated with our implementation of services:

◆ SAIC provides a cost benefit to VITA by housing portions of the MSI tool set in the VITA data center on servers and storage provided by the Incumbent Supplier or appropriate Service Tower Supplier (subject to other remaining Service Tower Supplier procurement timing); alternatively, SAIC is able to host these tools itself (via a private cloud service) on and interim or ongoing basis.

◆ SAIC will integrate to a VITA-owned (or other third party–owned) and managed Physical Access Control System to support Data Center access for SAIC and personnel.

◆ SAIC will have access to account and access control data (i.e., identity, account information, access rights, security policies) maintained in the various VITA, Incumbent Supplier, or Third Party–owned authoritative data sources (e.g., Microsoft Active Directory) and authentication systems

◆ SAIC will have access to, use of, and the ability to integrate with VITA's existing RSA Archer and RSA NetWitness systems, SOC Security Information Event Manager (SIEM), and existing licenses will be sufficient for all parties

◆ VITA and Customers will provide appropriate access to required systems in a timely manner

2.0 IMPLEMENTATION PLAN – GENERALLY

2.1 Implementation Approach and Methodology

SAIC fully understands VITA's objective to implement the MSI and new services while minimizing business disruption risk. SAIC has been successful in executing many large, complex implementations for

public-sector clients, which included the transfer of services from an incumbent supplier. Our proven approach and methodology are described below.

Approach

The SAIC Team's approach to Implementation activities is based on Project Management Institute (PMI) PMBOK best practices—initiate, plan, execute in a monitored and controlled environment, communicate, report, and close out (**Figure 2.1-1**). Our tailored, realistic implementation processes and strategies are completely transparent, proven, improved on and have delivered smooth, low-risk contract implementations (i.e., on schedule, with no disruption to operations, and with greater than 97% incumbent retention). Our experience in executing implementations of similar size, scope, and complexity has been with National Aeronautics and Space Administration (NASA), Federal Retirement Thrift Investment Board (FRTIB), and General Services Administration (GSA) IT Enterprise Operations Program (GEO).

Our Implementation Project Executive (IPE) and Implementation Project Manager (IPM) will lead SAIC's Implementation activities with the support of the Implementation Team members and technical support personnel. The SAIC Team will execute the following tasks within the initiate, plan, execute, communicate, and report "cycle" associated with our approach:

◆ Provide a detailed Implementation Plan with clearly defined roles, responsibilities, tasks, timelines and associated milestones, and required resources that will be the basis for communication, tracking, and planning
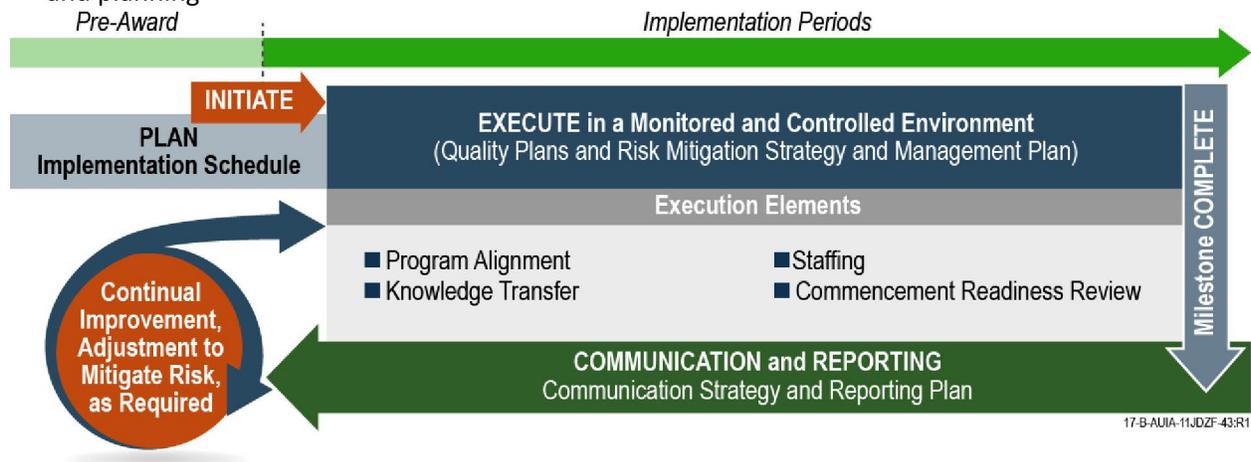
Figure 2.1-1. Our Repeatable Process and Continual Improvement Ensure Risks and Disruptions are Minimized and Schedule Is Met

◆ Communicate the Implementation Plan and obtain commitments from supporting personnel, including VITA and current suppliers, to fulfill the team's roles and responsibilities
◆ Quickly identify service delivery risks and develop mitigation strategies using our quantitative risk assessment methodology
◆ Transfer business and technical knowledge from the current Incumbent Supplier support staff
◆ Review Incumbent Supplier processes and procedures; identify and fill gaps
◆ Confirm Incumbent Supplier's documentation to ensure it supports the delivery of required services and service levels
◆ Stand up the tools and technology in support of the MSI services
◆ Hire new staff and select Incumbent Supplier staff; provide relevant training

◆ Provide appropriate training to VITA, Customer, Incumbent Supplier, and STS personnel on the use of SAIC tools and processes (methodology for training to be agreed on as part of Communications Plan development)

◆ Formally transfer responsibility for services delivery from the Incumbent Supplier

The components of our implementation approach, continually improved with lessons learned from each implementation activity, make our process successful. **Figure 2.1-2** summarizes each feature of our plan as well as highlights the benefits and success factors to VITA and the Commonwealth in terms of preparing for full performance under the new contract.

Features of the SAIC Team's Implementation Approach and Success Factors and Benefits for VITA	
Features	**Benefits and Success Factors**
Pre-Award Activities began long before release of the RFP and included our comprehensive review of documentation and research on the COVA, VITA, and Customers. We formalized teaming agreements with subcontractors that have strengths in managing services and have strong skills and experience in the services we are proposing to deploy. We prepared job descriptions to enhance communications for pre- and post-award staffing and recruiting, and identification of staff to fill open positions.	◆ Reduces risk ◆ Rapidly starts KT ◆ Identifies a team that brings best-of-the-best in specific systems expertise ◆ Ensures preparedness to fill open positions ◆ Demonstrates implementation success commitment
Detailed Implementation Schedule and Implementation Plan will be developed jointly with VITA on award.	◆ Final detailed plan and associated schedule provide evidence of the SAIC Team's understanding of timing for required actions, durations, and dependencies, to seamlessly complete a non-disruptive Implementation
Staffing Plan (Section 2.2) defines how we interview interested Incumbent Supplier personnel and staff each position to fulfill VITA requirements, offer Incumbent Supplier personnel incentives, treat Incumbent Supplier personnel with sensitivity by assigning recruiting staffing personnel for support during the application process, and staff any open positions not filled by Incumbent Supplier personnel with support staff and fully qualified personnel.	◆ Provides a comprehensive process that addresses the importance placed on hiring Incumbent Supplier personnel and how the SAIC Team recruits and hires non-Incumbent Supplier personnel for open positions ◆ Provides assurance that 100% of required staff are in place, on time, to provide the required services

Figure 2.1-2. Our plan elements ensure that we meet or exceed VITA expectations for implementation and jump-start the long-term success of the Commonwealth

KT (Section 2.2) Steps Are the Following: **Step 1:** Collect information and review. **Step 2:** Assess information maturity and completeness, and identify other KT needs. **Step 3:** Conduct information-gathering interviews, perform records and documents data collection, tour facilities, and perform ITIL Maturity Assessment. **Step 4:** Observe performance unobtrusively. **Step 5:** Identify gaps, gap resolution requirements, risks and mitigations; confirm continual service improvement recommendations; develop Commencement Readiness Review (CRR) checklists. **Step 6:** Implement training, risk mitigation, and gap closure actions. **Step 7:** Establish Surge Support team.	◆ Prepares for successful VITA services assumption ◆ Minimizes disruptions to business and operations

Features of the SAIC Team's Implementation Approach and Success Factors and Benefits for VITA	
Interim and Final Commencement Readiness Review Process (Section 2.1) defines a detailed, multistep approach for how we independently monitor and measure our readiness for every implementation to assume full VITA responsibilities and engage VITA in formal interim assessments and a final end-of-implementation review before receiving approval to proceed.	◆ Gives VITA confidence in our readiness during the pre- and post-commencement periods and at the final review of all service capabilities
Implementation Team (Section 3.1) includes committed and highly qualified Implementation management personnel, technical leaders, and the SAIC Team's program leadership.	◆ Provides confidence that Implementation will be executed by an experienced team that knows how to avoid disruptions to ongoing activities
Program Alignment (Section 3.1) describes our process for establishing the Project Management functions aligned with the overall program governance approach that aligns the Implementation's processes for communication, reporting, and risk management to the program; aligns SAIC and VITA processes; establishes the quality program and Quality Management Plan (QMP).	◆ Provides assurance that SAIC is fully prepared to manage the program after implementation through active collaboration, communication, and process transparency
Risk Management Plan (Section 3.2) includes risk identification and mitigation from pre-award through pre- and post-commencement.	◆ Provides transparency regarding issues and risks, their status, and our progress on implementing Mitigation Plans
Communication and Reporting Plan (Section 3.4) engages VITA leadership to avoid misunderstandings or potential impacts on the Implementation; defines how we and the Incumbent Supplier avoid information disconnects during implementation; engages Incumbent Suppliers for the first meetings (i.e., "Get to Know Us" introductory meetings), interviews, staff orientations, and other meetings; and provides communications to Users to effectively manage upcoming changes in services.	Ensures transparency of information for the Commonwealth stakeholders, Incumbent Supplier staff, and the Commonwealth's employees throughout pre- and post-commencement by using active two- way communication to minimize the possibility of disruptions ◆ Fosters an orderly VITA Service Desk and Integration Services startup while setting the tone for the SAIC Team's VITA program communications beyond the initial commencement

Figure 2.1-2. Our plan elements ensure that we meet or exceed VITA expectations for implementation and jump-start the long-term success of the Commonwealth (continued)

SAIC's proven implementation approach ensures that our plan is realistic and achievable. We use a well-designed Risk Management approach to ensure risks are identified early, anticipated, managed, and mitigated. Ninety percent (90%) of the SAIC Implementation team will stay in place after Commencement of the Services to ensure a smooth continuation into operations without disruption to the knowledge transferred.

Methodology

As a component of our Implementation approach, SAIC leverages a methodology that establishes a solid basis for long-term business relations, open collaboration, increased user satisfaction, and improved productivity for all parties. **Figure 2.1-3** provides a high-level view of our methodology. It includes project initiation, implementation, finalization, and post-implementation stabilization activities.

The SAIC methodology splits the implementation into three major tracks, Management, Staffing, and Technical, to ensure the proper focus is maintained throughout these important dimensions of the implementation. These tracks and phases apply to every Implementation of Services (e.g., Service Desk, Project Management Office, Business and Financial Services), and we will manage and carry them out in accordance with the detailed Implementation Plan for a given service area.

The **Management Track** will start before Implementation and will develop the comprehensive Implementation Plan that maps each activity to resources, milestones, and durations and identifies the relationships between activities. Joint reviews and collaboration of this plan, along with risk management activities and communications planning, are critical during the early stages of the initiation phase to achieve the Implementation mantra of "do no harm." In addition, the Management Track establishes relationships with project stakeholders from VITA, the Customers, and other suppliers to ensure open and frequent communication as well as to begin the process of gaining a complete understanding of VITA's Customers' requirements and the delivery of support services. These initial interactions serve as the foundation of our ongoing relationship with all parties throughout SAIC's engagement.

	Initiation	Implementation	Finalization	Stabilization
Management Track	Transition Plan Review	Project Governance	Commencement Readiness	OLA/SLA Verification
	Risk Planning	Agency/Vendor Relationships	Project Cutover	Quality Assurance
Staffing Track		Personnel Recruiting	Training	
	Positions	Interviews	Staffing Onboarding	Surge Support Ramp-Down
	Incumbent Assessment	Incumbent Capture	Surge Support Ramp-Up	
Technical Track	Environment Review	Knowledge Transfer (KT)	Parallel Support	Trending and Analysis
	Process Gap Analysis and Improvement		Reverse KT	Continuous Improvement

Implementation Plan Execution → Cutover → Operations

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Figure 2.1-3. SAIC Implementation Methodology

The **Staffing Track** is designed to ensure we have the right people with the right mix of experience and skills to successfully cut over and provide services. This track also leverages the critical information gathered during the KT activities, as described in Section 2.2, to ensure we have developed a robust training program for our delivery team.

The **Technical Track** covers all of the activities associated with gathering a comprehensive understanding of the VITA environment via due diligence, data analysis, and KT. This information is used to document support processes, train our personnel, and configure our toolsets. An important activity within this track is conducting a thorough review of the existing service management environment and processes. Additionally, this includes collecting and developing VITA's foundation data for use in the implementation of our service management toolset, to ensure ITIL processes are configured properly. SAIC will use Keystone Edge as the core of our SMS. This single, highly integrated platform provides

comprehensive process and workflow automation for all aspects of SAIC's MSI services. The powerful functionality of this platform is described in detail in Section 1.4 of Exhibit 2.3.1, Solution – MSI Services. The Keystone Edge platform also provides the primary service portal for access to all IT services and support from a single, highly customized, user-centric interface.

The Technical Track will gather the information necessary to implement four service-specific automation suites, fully integrated with the Keystone Edge platform:
◆ The CENTER Suite
◆ The Cloud and Financial Management Suite
◆ The Information Security Management System (ISMS) platform
◆ The Security Suite

SAIC's Implementation Methodology and Approach for Knowledge Transfer is designed to handle a wide range of incumbents—from those who are actively involved and participative in the transfer of services to those incumbents who are reluctant or uncooperative in their participation. Through our years of experience, SAIC has created numerous work products and techniques to assist with both scenarios. In the case of an uncooperative incumbent, the onus rests on SAIC to document our observations and interpretations of material and data we are given for review. We use our Commencement Readiness Review process to assure VITA and the Customers that we are prepared to assume MSI services.

Our methodology uses interim and final Commencement Readiness Reviews (CRR), which will incorporate requirements from the VITA Business Readiness process, for each service for which we will assume responsibility. **Figure 2.1-4** depicts this two-step process, which is used to validate our capability to VITA that SAIC is prepared to assume new and ongoing services without degradation. We provide checkpoints on our readiness preparations each week as part of our weekly status reports, defined as "continuous monitoring of implementation progress by VITA stakeholders." Internally, we conduct an interim CRR seven days before assumption of Services to ensure that we are prepared and ready for an external assessment. We execute a conclusive verification of our readiness through our final CRR process three days before the scheduled commencement date.
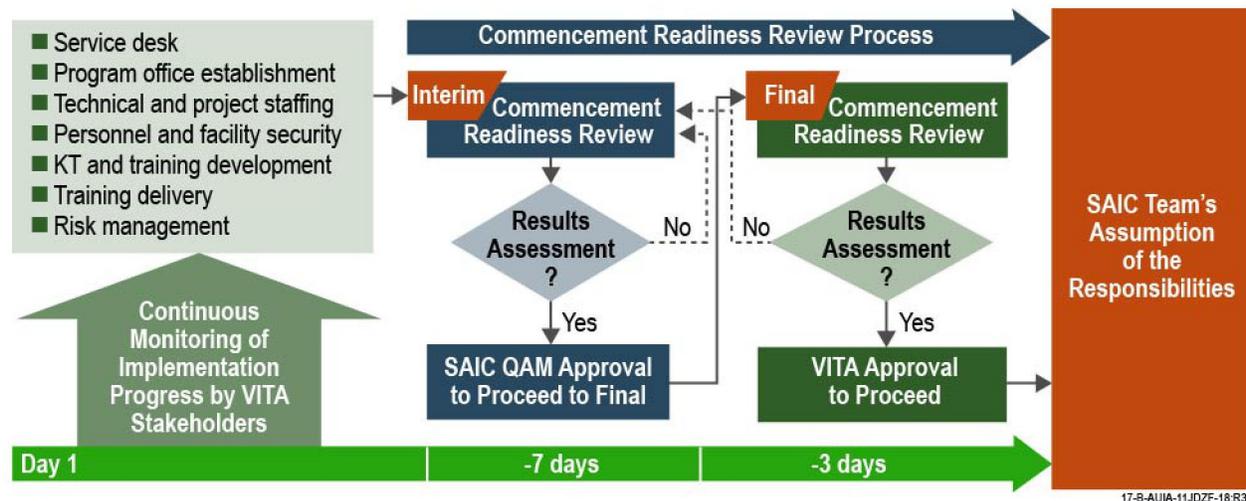

Figure 2.1-4. Our formal process that gives VITA confidence in SAIC's ability to assume full responsibility for each new and transferring capability

Figure 2.1-5 highlights the details of the interim and final CRR sessions.

Commencement Readiness Review Process	
Interim CRR: SAIC Team's internal stakeholders evaluate readiness	◆ Quality Assurance (QA) Manager coordinates assessment of readiness based on KT checklists, Incumbent Supplier retention, user acceptance testing results, independent verification and validation, certifications, etc. ◆ The appropriate leader (Account Manager, Project Executive, or Chief Technology Architect) provides proof of readiness ◆ QA Manager, Account Executive (AE), and Implementation Project Executive (IPE) judge subject readiness (if issues arise, corrective actions are taken) ◆ QA Manager validates completed corrective actions, and leads readiness reassessment. ◆ QA Manager documents results and declares interim readiness and coordinates the final with VITA stakeholders
Final CRR: VITA-designated stakeholders confirm commencement readiness	◆ QA Manager supports the final review ◆ VITA-designated stakeholders review readiness results and proof points from the interim as part of a formal readiness review presentation by the SAIC Team (if any issues arise in final, corrective actions are implemented, and interim is re-executed followed by a re-execution of final) ◆ VITA declares commencement readiness at the successful conclusion of final and provides the SAIC Team with the approval for assumption of responsibilities

Figure 2.1-5. The final CRR enables VITA stakeholders to validate our operational readiness

2.2   People, Skills and Training

SAIC realizes that knowledgeable and skilled personnel are a critical component for providing outstanding services. We also acknowledge that it is highly beneficial to keep or hire residents of the Commonwealth. The SAIC solution keeps the Service Desk in the same region to leverage the knowledge base and to minimize the impact on the local economy. Accordingly, the SAIC Team will ensure the effort is staffed with the "right people at the right time." The focus on people, skills, and training during implementation is two-fold: 1) identification and capture or retention of qualified, critical Incumbent Supplier personnel who meet the SAIC Team and VITA requirements in terms of knowledge, skills, abilities, certifications, and experience; and 2) recruitment of qualified non-Incumbent Supplier personnel with the required skills, certifications, and experience to fill any open positions not filled by Incumbent Supplier personnel and to infuse new talent. The SAIC Team continually maintains candidate pipelines that draw from multiple sources to identify qualified candidates. We correlate these pipelines against future demands, using our master schedule to ensure a sufficient number of qualified staff are available. Recognizing the need to specifically retain qualified Incumbent Supplier personnel, we offer preferential hiring, grants of seniority earned with the Incumbent Supplier, and quick-commit bonuses for Incumbent Supplier personnel with required certifications and other unique skills, to reduce performance risk.

The assignment of a dedicated IPE, IPM, and associated experienced management and technical team members is another critical facet of the overall success of Implementation planning to reduce risk in execution. Our dedicated management team has a significant effect on the KT efforts and skills and training of the post-commencement team, because 90% of the Implementation Team will continue to perform the technical team lead functions.

Based on our process and track record (**Figure 2.2-1**), SAIC is confident that we can successfully staff the VITA contract with the right personnel according to the solution timeline defined in Section 1.2.

Contracts	Retained Incumbents		Days to Complete
	Staff	**Percent**	

Contracts	Retained Incumbents		Days to
Unified NASA Information Technology Services (UNITeS)	1,090	96%	60
Department of State (DOS) Vanguard	690	95%	90
NASA Enterprise Application Service Technologies (EAST)	380	100%	90
DOE Oak Ridge Outsourcing	340	100%	60
Naval Supply Fleet Forces	196	100%	30
Federal Aviation Administration (FAA) IT Support Services	120	96%	45
Naval Supply Seaport-E	111	100%	30

Figure 2.2-1. SAIC's Successful Incumbent Staffing Track Record

For VITA, our Incumbent Supplier personnel recruiting actions are completed before each scheduled commencement, and recruiting and hiring of non-Incumbent Supplier personnel to fill any open positions are completed at least 15 to 30 business days before each commencement. Our Account Executive, IPE, and the IPM will be in place on Day One of award; the next priority will be the Account Manager, Project Executive, and the Chief Technology Architect; then the Technical Leads; and finally the rest of the Account Management Team as their expertise is needed. During the initial and continuing execution of the VITA contract, recruiting and staffing will remain critical to program success; therefore, the program will retain dedicated recruiters and human resources professionals familiar with the unique VITA staffing requirements.

Figure 2.2-2 defines our six-step staffing approach for attracting, recruiting, hiring, screening, addressing personnel investigations, onboarding, and training staff. We also have specifically selected subcontractor team members with similar recruiting, hiring, and retention practices, and we have already defined our concept of operations for staffing across our team. Our staffing activities are further defined as part of the detailed Implementation Plan and are based on all dependencies to ensure their completion at each commencement. This staffing approach is scalable and will be repeated as necessary throughout the SAIC engagement with VITA.

Step	Personnel Staffing Activities
1	**Pre-Award Planning:** ◆ Prepare initial staffing model and associated job descriptions ◆ Identify internal SAIC Team candidates to fill key positions or other open positions **Post-Award:** ◆ Communicate continuously with and recruit Incumbent Supplier personnel ◆ Recruit non-Incumbent Supplier personnel to fill open positions or to infuse new talent ◆ Launch the Implementation website to advertise open positions and receive expressions of interest from Incumbent Supplier personnel and non-Incumbent Supplier personnel
2	◆ Identify interested personnel who apply for positions ◆ Hold interviews with Incumbent Supplier personnel ◆ Interview selected non-Incumbent Supplier personnel to fill any openings
3	◆ Assess applicants and select staff ◆ Issue offers to fill open positions
4	◆ Note candidates that accept or reject offers ◆ Continue interview and selection tasks as need to complete staffing
5	◆ Onboard candidates ◆ Facilitate submission of complete, accurate security packages with all security-related forms as required
6	**For Incumbent Supplier Hires (Beginning Day One of Commencement):**

Step	Personnel Staffing Activities
	◆ Conduct SAIC Team-required training
	◆ Transfer or reissue access credentials and badges based on service assumption.
	For Non-Incumbent Supplier Hires (Begins 15 to 30 Days before Commencement):
	◆ Conduct SAIC Team-required training and orientation
	◆ Conduct SAIC-required and state-specific orientation and training
	◆ Facilitate issuance of access credentials and badges based on start day and service assumption
7 (Post-Commencement)	**Begin VITA Support as a Member of the SAIC Team:**
	◆ Continue VITA support activities
	◆ Provide dedicated support and assistance for benefit enrollment
	◆ Conduct 30-, 60-, and 90-day performance discussions
	Retain:
	◆ Ensure challenging and important work assignments
	◆ Recognize contributions
	◆ Ensure effective management and co-worker interfaces

Figure 2.2-2. Personnel Staffing Activities for Incumbents and New Staff

While new staff is hired with the required skills, certifications, and experience to be successful, we recognize that new staff need orientation and state-specific training, as noted in Step 6 of **Figure 2.2-2**. To meet this need, any new staff are on-boarded 15 to 30 days before our formal assumption of services to ensure that they are trained and prepared to meet performance requirements.

In addition to acquiring experienced staff, KT activities early in implementation are an important component of ensuring that the SAIC Implementation Team is well versed in the Commonwealth's business and support of VITA. Our robust KT process enables us to capture critical information regarding current processes and knowledge and then adopt or adapt to fit within our overall solution.

After contract award and before implementation start, we will deploy our Implementation Team to begin our structured KT activities with VITA and other Commonwealth stakeholders. Each component of our five-step KT approach, depicted in **Figure 2.2-3**, is described in **Figure 2.2-4**. To ensure KT-related activities do not disrupt ongoing operational functions, SAIC reviews KT Plans with the Incumbent Supplier. KT sets the foundation for training in two ways: 1) through the time the team spends shadowing processes and gathering information, and 2) from what the team learns, SAIC develops new training for the new staff. We work collaboratively with all VITA stakeholders and the Incumbent Supplier to schedule KT activities, especially those that may involve the Incumbent Supplier leadership and staff.

Figure 2.2-3. The SAIC's KT process facilitates steady-state preparation

KT Steps and Actions

Step 1: Collect Information and Review
- ◆ Gain required access to VITA support systems
- ◆ Gain electronic or hard-copy access to copies of standard operating procedures, processes, and documentation such as:
  - — Master schedule, identified risks and mitigations, open requests for work not yet started, the most current records and documents inventory and any discrepancy reports, existing contract management items, technical direction and plans, system and equipment maintenance reports, maintenance contracts, software licenses, Disaster Recovery and Continuity of Operations Plan, Security Plans and Incident Response Plan, audits and penetration tests, customer satisfaction reports and surveys, security policies, security baselines, security procedures, security controls, results of previous scans, approved exceptions, and exception process, etc.
- ◆ Conduct Innovation Forum
- ◆ Conduct User Experience and Design Process Workshop

Step 2: Assess Information Maturity and Completeness and Identify Other KT Needs
- ◆ Assess quality and completeness of documentation from Step 1
- ◆ Tailor questionnaires and survey tools to facilitate interviews and further discussions regarding VITA requirements
- ◆ Review the KT process and overall schedule with the Incumbent Supplier and adjust KT actions, if warranted
- ◆ Identify any issues with the most current records, documents, and inventories
- ◆ Validate tailored questionnaires and surveys with VITA stakeholders
- ◆ Prepare for inventory actions with appropriate notifications

Step 3: Conduct Information-Gathering Interviews, Perform Records and Documents Inventories, and Perform Assessments
- ◆ Coordinate information-gathering sessions with VITA stakeholders and the Incumbent Supplier
- ◆ Review activities and validate operational requirements and other information
- ◆ Identify in-process work and planned or requested work that is not started
- ◆ Assess historical and current performance metrics
- ◆ Assess opportunities for process improvements
- ◆ Perform an ITIL Maturity Assessment and IT Financial Management Assessment
- ◆ Review risks and mitigation actions identified by the Incumbent Supplier
- ◆ Conduct an inventory of records and documents after 30-day advance organizational notification
- ◆ Prepare checklists for shadowing and observation activities

Step 4: Observe Performance Unobtrusively
- ◆ Schedule and conduct shadowing and observation of selected activities (e.g., planning sessions, planning and requirements-gathering meetings, testing services activities, training preparation, release management meetings, change request meetings, Technology Readiness Review) with the focus on not disrupting ongoing work of the Incumbent Supplier
- ◆ Complete checklists and document findings
- ◆ SAIC encourages its Implementation Team to request opportunities to reverse roles with the Incumbent Supplier as they see fit and we determine that hands-on is an effective means of learning

KT Steps and Actions
Step 5: Identify Gaps, Gap Resolution Requirements, Risks, and Mitigations; Confirm Continual Service Improvement Recommendations; Develop Service Assumption Plan
◆ Identify gaps between actual performance and documentation performance
◆ Identify gap closure actions related to operations
◆ Develop Operational Assumption Plans
◆ Document risks and mitigation strategies as part of risk management
◆ Define the process for transferring any in-process activities and technical configuration management items to the SAIC Team before commencement
◆ Plan continual service improvement recommendations in concert with VITA and plan implementation actions
◆ Validate Step 5 findings with VITA stakeholders
Step 6: Implement Training, Risk Mitigation, and Gap Closure Actions
◆ Customize training for new hires and prepare training for new tools and services
◆ Continue working risk mitigations and prepare and plan for follow-on actions and rework
◆ Begin taking actions on gap closures
Step 7: Establish Surge Support Team
◆ Add temporary SAIC support personnel to perform tasks while contract personnel are in training and to assist with hands-on training

Figure 2.2-4. Our KT process prepares us to train our personnel to assume services & operations (continued)

Our proven KT process facilitates the capture of institutional knowledge for each service, system, and tool. From this capture we develop additional Training Plans for new staff and to improve employee performance in business operations.

SAIC's commitment to staffing does not end when VITA's entire support team is in place and operational. We acknowledge that once we have staffed and transferred knowledge to the delivery team, we must retain, grow, and nurture their skills to ensure the success of the program. SAIC believes training is an investment in retaining high-quality, motivated personnel. SAIC encourages professional development and supports our employees in their initiatives to keep current with new technologies, tools, and environments. To ensure employees achieve work satisfaction and performance, SAIC management is conscientious of the needs and contributions of individual employees, and will encourage performance and professional growth. SAIC offers employees opportunities for professional growth via four methods:

◆ *Educational Resources.* We support a variety of on-demand, computer-based training that includes learning portals to technical training courses; technical certification paths, such as Microsoft, Cisco, and Oracle; professional certification paths, such as Project Management Professional (PMP), International Council on Systems Engineering (INCOSE) certification, and ITIL; Books 24x7® virtual reference library; and Books On the Go®, which makes books and references available from any web-enabled mobile device. SAIC's Learning and Development Team provides online access and formal classroom courses in project management, systems engineering, software processes, contracts, finance, administration, and other key areas. SAIC also has established relationships with colleges and universities, through a program called SAIC Education Alliance, offering degrees and academic certificates in areas of study that support SAIC and our customers. SAIC Education Alliance schools offer discounted tuition rates to SAIC employees.

◆ *Leadership Development.* SAIC offers additional courses focusing on leadership and development. We offer an internally developed management development program called Leadership Effectiveness and Development (iLEAD), which familiarizes managers with SAIC-specific policies, processes, and practices related to people management; leadership development courses (e.g., Leadership Essentials, which is a blended online and classroom program designed for frontline leaders);

Leadership 365, an online, self-paced program for new and aspiring leaders; and monthly forums, such as the SAIC Leadership Forum, on topics of interest to new and seasoned managers.

◆ *Tuition Assistance.* The SAIC Tuition Assistance Policy provides an opportunity for employees to apply for tuition reimbursement for course work or degree programs at accredited colleges and universities that will contribute to the employee's skill or level of knowledge. In addition, SAIC supports employees sharing their technical knowledge with others through industry and professional organizations, conferences, events, meetings, and similar forums and communities of practice.

◆ *Communities of Practice and Other Techniques.* SAIC has 33 technical communities of practice (TCoPs) in areas such as data science (including data management, analytics, and visualization), systems engineering, cybersecurity, test engineering, and modeling and simulation. TCoPs share knowledge, provide training and lessons learned to solve important problems in their niche capabilities, discuss the latest industry best practices, and foster an environment of technical excellence. Our TCoPs enhance our ability to execute contracts to better serve customers. We also encourage participation in professional associations, tradeshows, and conferences to help employees stay current with industry best practices, emerging technologies, and new techniques. Additional informal training methods include monthly lunch and learn sessions, on-the-job training, internal and external seminars, cross-training, rotational assignments, and multitasking training to enhance employee interests and skills.

SAIC's approach to acquiring and retaining staff and ensuring team member's skills are continually maintained and enhanced is fundamental to our culture. We acknowledge that our people are our most valuable asset because our skilled workforce is what enables us to deliver to our customer base. SAIC's overall learning strategy is to provide our employees with a wide range of cost-effective, user-friendly, and easily accessible learning and development resources. Technical and soft skills training programs, certifications, and courseware are available online and in classroom settings. Through Continual Service Improvement and our in-house Training and Learning Development team we are constantly updating and making innovations. Additionally, SAIC employees have access to a host of internal forums and working groups that promote continued professional development, knowledge sharing, processes and procedures, and access to expertise from across the company. On a weekly basis, Lunch and Learn sessions are hosted and available to all employees covering a wide variety of topics, including project management, cyber security, and new technology. Through our internal OneSAIC portal and forums, employees will interact with others providing similar support and benefit from knowledge sharing. Internal development sessions also contribute to ongoing professional development requirements such as Professional Development Units (PDUs) for the Project Management Institute (PMI) range of certifications. We focus on working to retain and continually improve the skill levels of our personnel.

2.3   Process Implementation

A significant component of the SAIC Implementation for VITA and Customers will be the analysis, modernization, and enhancement of all IT processes currently in use in the ITISP to the ITIL-aligned processes, as described throughout in the Agreement. We will provide VITA, Customers, STS, and suppliers with an ITIL V3- aligned process implementation that uses Keystone Edge as its cornerstone for Service Desk management and ITIL process implementation. As part of our Implementation, Keystone Edge will be used for the core ITIL processes, as depicted in **Figure 2.3-1**.

The SAIC Team has a long history of very successful process implementations, including transferring processes and tools from an incumbent vendor to an SAIC Team using our proposed processes and systems. Throughout the process implementation activities, we will work closely with VITA to thoroughly understand how our ITIL-aligned processes support VITA and the Customers' mission and objectives. We will use our standard implementation procedures as a baseline methodology and will supplement as needed to meet the specific needs and desires of VITA. Throughout the Implementation, we will

continually focus on the timely and efficient execution of the processes as a part of our overall solution and will involve VITA and stakeholders in every step, to ensure our Implementation is fully visible and meets their requirements.

Our initial timeline for a large portion of the process implementation activities occurs within the first 180 days of the overall implementation. We will finalize our required staffing, mutually agree and set implementation plans with VITA, and conduct an ITIL Maturity Assessment. A certified ITIL Master, along with resources from SAIC's pool of hundreds of ITIL Experts, will design the contents of the Maturity Assessment, designed to:

◆ Determine the current level of process maturity within VITA's current environment
◆ Determine the desired level of process maturity within the ITISP
◆ Determine the gap between these two maturity levels
◆ Develop the plan to remediate the gap appropriately and then implement the processes within Keystone Edge.

The ultimate result of the activities necessary to bring the current processes to the desired maturity level will include a process set aligned to "Level 3–Defined" processes. The result will ensure that each process will be designed to reflect or contain the following elements:

◆ Culture
  — Focus is on VITA's mission
◆ Vision
  — Management commitment is evident
  — Feedback from stakeholders is activity sought
◆ People
  — Roles and responsibilities are clearly defined and agreed to for all ITISP participants
  — Regular training is evident
◆ Process
  — Processes are clearly defined and published
  — Continual Service Improvement is proactive
  — Processes are routinely tested for compliance
◆ Tools
  — Routine processes are automated
  — Performance is measured through a range of metrics

Once the assessment is complete, and the initial Keystone Edge processes have been stood up, we will implement the recommendations from the gap analysis. These tool configurations will be completed before the CRRs, based on the processes associated with a given commencement. Throughout this implementation period, VITA will be continuously apprised of the status, including sub-milestones, which will be identified to keep the implementation on track.

SAIC's service management process implementation approach is founded on the following:

◆ Retain VITA best practices identified during implementation
◆ Use SAIC lessons learned from similar state and government agencies, military, and commercial organizations and our United Solutions PAL methodology
◆ Implement industry and government best practices, frameworks, and standards
  — ITIL Service Strategy, Service Design, Service Transition, Service Operation, and Continual Service Improvement 2011
  — PMBOK
  — International Organization for Standardization (ISO) 20000 ITSM
  — ISO 9001 Quality Management

— NIST Special Publication 800-53 Security and Privacy Controls for Federal Information Systems and Organizations

◆ Employ Scrum methods, which encourages close collaboration.

The timing of the Implementation of processes is guided by a Service Management Implementation Road Map. This roadmap is updated regularly and continuously reviewed for change. **Figure 2.3-1** represents an example of a Service Management Implementation Road Map.

Figure 2.3-2 illustrates SAIC's "steady state" integrated service management solution regarding process implementation and alignment, designed to meet VITA and ITISP requirements. The main processes that SAIC believes are core to the continuity and quality of service delivery are shown within each of their respective ITIL Life Cycle Functional areas.
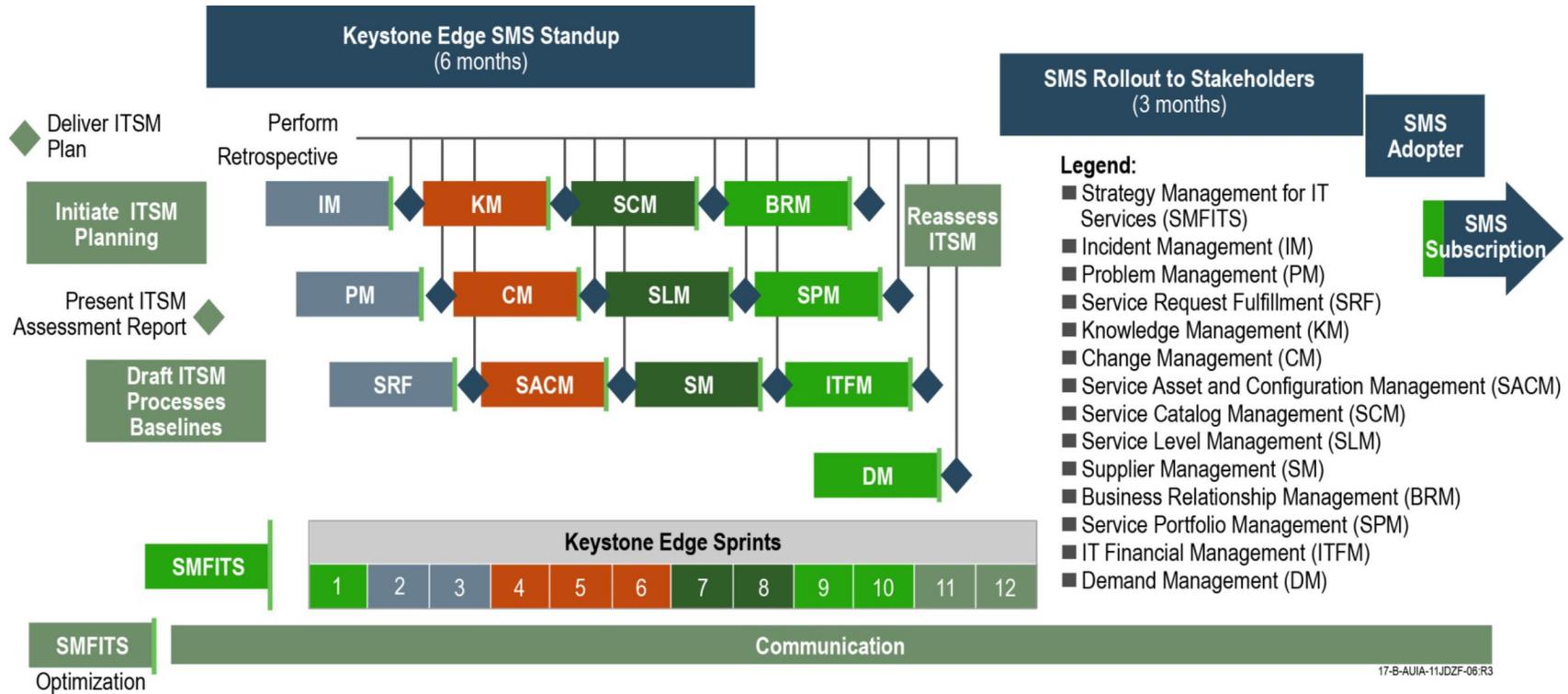
Figure 2.3-1. Example of a Service Management Implementation Road Map
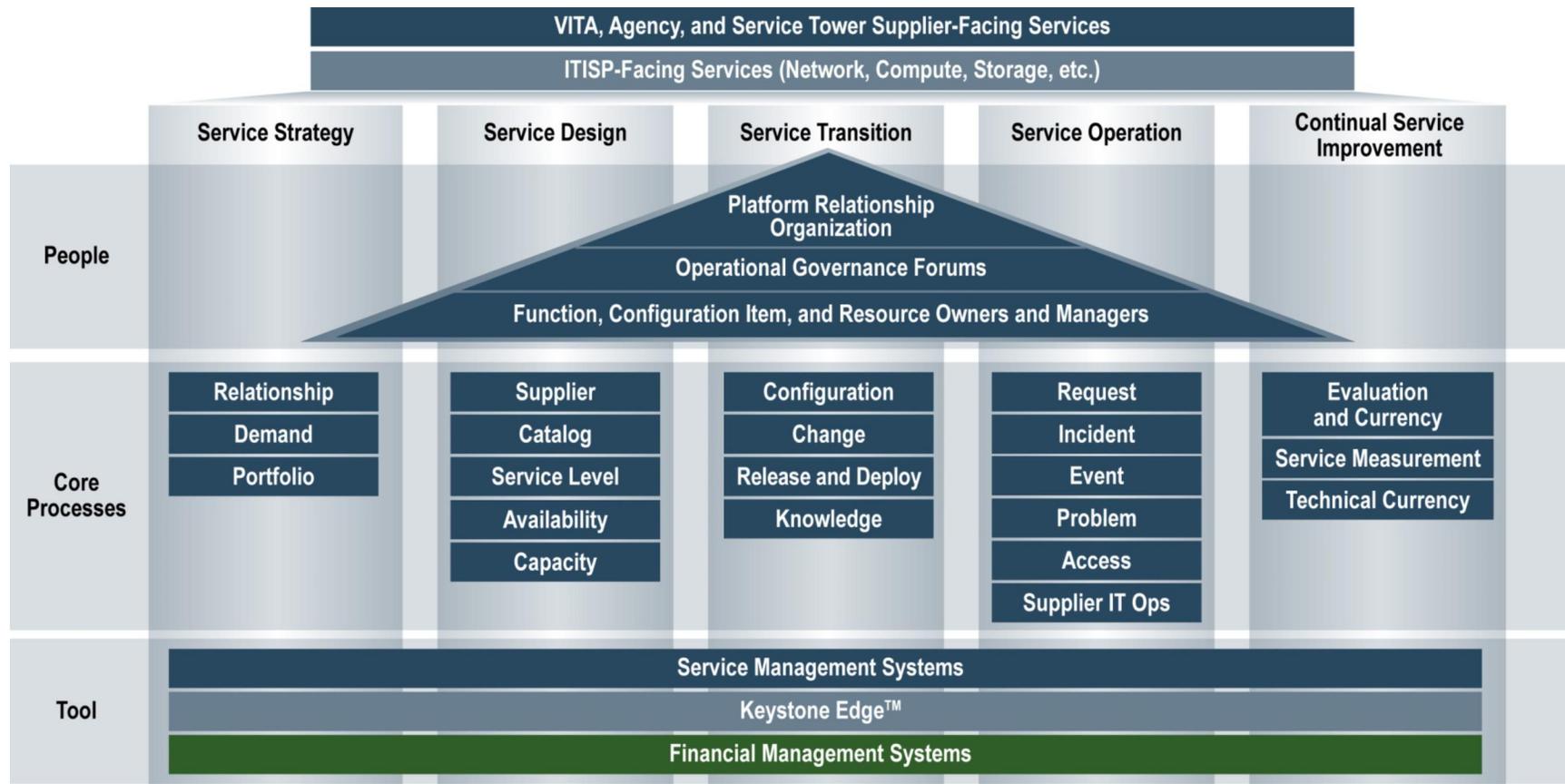
Figure 2.3-2. Comprehensive Service Management Approach

Processes within the Service Design, Service Transition, and Service Operation ITIL functional areas are aligned with the commencement of services associated with Operations Modules Implementation. The commencement of services associated with Program and Architectural Implementation Modules contain the core processes included in the Service Strategy and the Continual Service Improvement functional areas.

The SAIC Team's Integrated Services Management Center (ISMC), a provider of services to more than two dozen of SAIC customers like VITA, is ISO 20000 ITSM certified, an indication of our high maturity in IT Service Management.

ITIL-certified staff in the PMO coordinate the adoption of policies and procedures that are relevant to the VITA environment to ensure uniformity across all Services. We develop these policies and procedures around any that already exist and that VITA would like to continue using to best serve the VITA operations.

As part of the PMO establishment, the SAIC Team will consolidate all of the ITIL ISO 20000–defined processes into the SMM, which regulates MSI services, to ensure that we implement and streamline common processes across all services in a manner that is transparent to VITA. We will establish a baseline for all agreed-on processes and procedures and keep it under configuration management subject to the program wide change-control processes for documentation. As specified in ISO 20000, using the ITIL framework, the SAIC Team uses the Plan-Do-Check-Act methodology for the service management processes to ensure we develop and continually improve consistent processes over time as described in Section 3.5 below.

In alignment with our guiding principle of "no impact implementation," SAIC will leverage the following facets of our Implementation approach to ensure minimal disruption to services during Implementation and throughout our engagement with VITA:

◆ The SAIC Team's experience has shown us that of equal importance to raising process maturity is raising organizational maturity. As part of our assessment process, SAIC evaluates the organization and how the new process best ties into the governance process, before changing each individual process area.
◆ CRRs are used to ensure VITA and the SAIC Team are ready for go-live
◆ Lessons learned are conducted and applied at the end of each individual process and tool implementation
◆ Monthly service and service management process *reporting*, quarterly service and service management process reviews, and annual service and service management process internal *audits* are conducted to ensure all requirements are being met.

SAIC's expertise in the ITIL framework and our experience in implementing comprehensive service management processes for our customers will satisfy VITA's goals and associated requirements. Our interactive methodology will ensure that VITA's organization and all impacted areas are engaged throughout the implementation.

2.4   Implementation Assistance Support

SAIC's proven implementation approach and associated methodologies incorporate frequent and open communication among all involved parties, from planning through execution, and are inclusive of the handover of services. Details regarding expectations of VITA, Customers, Incumbent Supplier, and STS personnel are addressed in Exhibit 2.4.1. Additional details follow.

VITA Personnel Support

Engagement with VITA personnel will be continuous through the Implementation. That engagement is expected to be at higher levels during the initial planning phase of the Implementation efforts and

during the commencement readiness cycles associated with the completion of each delivery milestone. We anticipate interaction with the following roles (and their associated staff) within VITA, as described in **Figure 2.4-1**, during the implementation.

VITA Personnel	Role and Interaction Areas	Average Hours/Week
Implementation Project Manager	Is main point of contact (POC) for SAIC regarding all implementation activities and project execution. See **Figure 1.3-1** and Exhibit 2.4.1 for a list of critical activities.	24
Platform Relationship Office	Provides overall guidance and linkages to the Customers of the Commonwealth to establish business relationships and understanding of Customers' missions and expectations; facilitates communications, data gathering, and KT, as necessary	8
Director of Service Management	Serves as resource for information regarding current Service Desk services, service management processes and procedures and SMS configuration and status of current services; facilitates data gathering and KT, as necessary	16
Service Desk Technical Lead	Assists with the KT and tools interface that affect the Service Desk (i.e., SMS configuration settings, CMDB asset data, KnowledgeBase articles)	16
Chief Information Security Officer	Serves as resource for information regarding VITA security policies, standards, guidelines, and regulatory requirements and status of current services and plans of actions and milestones; facilitates data gathering and KT, as necessary	8
Director Enterprise Management and Director of Technology Services	Serve as resources for information regarding VITA engineering and architecture standards; provides road map and status of current services; facilitates data gathering and KT, as necessary	8
Director Business Management	Serves as resource for information regarding IT financial services requirements and status of current services; facilitates data gathering and KT, as necessary	16
Director Customer Account Management	Facilitates relationships with Customers, communications, coordination, scheduling, data gathering, and KT, as necessary	8
VITA OCM Lead	Collaborate with SAIC's Implementation Project Executive to direct the work of the Implementation OCM team	2
VITA Contracts Lead	Serves as the primary resource and main point of contact (POC) for any questions surrounding the implementation requirements in the MSA and/or other contractual documents	2
Project Manager(s)	Resource for information on in-flight projects	4

Figure 2.4-1. VITA Personnel Support

Customer Personnel Support

Engagement with Customer personnel will be required during the Implementation period. Our Business Relationship Managers (BRM) will work in close collaboration with the VITA Customer Account Managers (CAMs) to obtain a comprehensive understanding of the following topics (at a minimum) from the appropriate Customer representatives:

◆ Business mission and drivers—what are the most important factors for a given Customer that drive IT services and requirements

⎯ Participation in a structured Innovation Forum designed to ensure the mission of the Customers is clearly understood and addressed in the SAIC solution
⎯ Participation in service catalog and portal design sessions
◆ In-flight projects (e.g., details regarding scope, schedule, status, POCs)
◆ Project road map and technology strategy
◆ Applicable policies, certification requirements, schedule drivers and limitations, etc.
◆ Scope of IT services held within the Customer versus VITA, including hosting locations.

We anticipate interaction with the following roles (and their associated staff) within Customer organizations, as described in **Figure 2.4-2**, during the implementation.

Customer Personnel	Role and Interaction Areas	Average Hours/Week
Customer Key Stakeholder - Implementation Management	Serves as main Customer point of contact for SAIC regarding all implementation activities and project execution	8
Customer Information Security Officer	Serves as resource for information regarding Customer security policies, standards, guidelines, and regulatory requirements and status of current services and plans of actions and milestones; facilitates data gathering and KT as necessary	4-8
Project Manager(s)	Serve as resources for information on Customer in-flight projects	4

Figure 2.4-2. Customer Personnel Support

Incumbent Supplier Personnel

Interaction and regular communication with Incumbent Supplier and STS will occur in our Implementation efforts. We will work with the Incumbent Supplier to schedule KT sessions, gather data and technical and process documentation, and communicate planning, status, and reporting information for the Implementation activities. There will be ongoing interaction with the Incumbent Implementation Project Manager as the main POC for all Implementation-related activities. Technical conversations and KT activities will involve Incumbent Supplier's technical personnel (e.g., Service Desk Manager, Service Desk Team Lead, SMS support personnel).

We also will engage with the Incumbent Supplier to implement industry-standard programmatic interfaces with our newly Implemented SMS and ensure the expectations regarding data feeds, timeliness, etc., are clearly understood and successfully Implemented.

We anticipate interaction with the following roles (and their associated staff) with the Incumbent Supplier, as described in **Figure 2.4-3**, during the Implementation.

Incumbent Personnel	Role and Interaction Areas	Average Hours/Week
Implementation Management/Disengagement Lead	Serves as main point of contact for SAIC regarding all implementation activities and project execution	8
Chief Security Architect / Information Security Officer	Serves as resource for information regarding status of current services and plans of actions and milestones; provides requested data and participates in KT, as necessary	8
IT Financial Lead/ Business Management	Serves as resource for information regarding status of current services and collection of historical financial data; provides requested historical data and participates in KT as necessary	16
Service Management/PMO Lead(s)	Serves as resource for information regarding SLA, SMM, PMO processes, project portfolio	16

Incumbent Personnel	Role and Interaction Areas	Average Hours/Week
Service Management Technical Lead	Assists with the KT and tools interface that affect the SMS (i.e., SMS configuration settings, eBonding options, CMDB asset data, Knowledge Base articles, etc.)	16
Service Desk Technical Lead	Serves as resource for information on Service Desk operations; provides requested data (e.g., call volumes, ticket data) and participates in KT, as necessary	16
Project Manager(s)	Serve as resources for information on in-flight projects	4

Figure 2.4-3. Incumbent Personnel Support (continued)

Service Tower Supplier Personnel

Depending on the timing associated with the commencement of services for the Wave 1 STS, SAIC will engage with these suppliers to:

◆ Train them on the use of the SAIC SMS and establish the required technical interfaces (data feeds)
◆ Set expectations associated with process compliance and associated measurement
◆ Define and agree, as a part of the governance process, Operating Level Agreement and Service-Level Agreement expectations

We anticipate interaction with the following roles (and their associated staff) with the Service Tower Suppliers (STS), as described in **Figure 2.4-4**, during the implementation.

Service Tower Supplier (STS) Personnel	Role and Interaction Areas	Average Hours/Week
Tempus Nova Implementation Management (Messaging)	Serves as main point of contact for SAIC regarding all Messaging implementation activities and project execution.	16
DXC Implementation Management (Mainframe)	Serves as main point of contact for SAIC regarding all Mainframe implementation activities and project execution.	16

Figure 2.4-4. Service Tower Supplier (STS) Personnel Support

Critical Information to Support Implementation

In addition to the above expectations, the following critical information is needed to support our implementation:

◆ Read access to the Incumbent Supplier management systems to review tool table structures, configuration information, ticket data, etc.
◆ Knowledgebase articles
◆ Full access to the current Policy and Procedures Manual
◆ Technical documentation and configuration requirements, etc.
◆ Customer-specific IT (general) and IT security policies and Business Continuity Plans
◆ Project portfolio information: VITA and Customers
◆ Project road map information: VITA, Customers, and Service Tower Suppliers
◆ Current IT standards (e.g., hardware, software, etc.)
◆ Engineering and architecture standards
◆ Any in-process contracting for IT services from third-party suppliers
◆ Existing directory services architecture
◆ Application identity and access management architecture
◆ User and identity information.

Additionally, an accurate and complete inventory of managed assets is a critical component to effective management and oversight of the ITISP. In addition to supporting accurate cost allocation and

billing, an accurate inventory is the foundation for service delivery activities focused on maintaining the quality and integrity of services provided, including security compliance, change management, and availability. SAIC's Keystone Edge system incorporates an advanced Service Asset and Configuration Management system that not only provides a database of devices and services under management but provides additional business value through key features:

◆ Relationships between assets
◆ Business Service Mapping
◆ Change Management Operational Parameters
◆ Communication and Notifications

With these combined features, our Asset Management solution provides the means to not only track assets as individual devices or software elements but also provides the structure and relationships required to put them into context of business outcomes. All assets required to support a given service, such as a web-based Human Resources Management System can be mapped together. This provides the ability to treat them as a group for purposes of communications for Change Management or outages, prioritization of Events and Incidents, and more effective management of services rather than components. This Business Service mapping is also the foundation of service-oriented dashboards that provide at-a-glance view of the health of critical services.

Our Implementation approach for this important information follows a multi-step process for initial population of this database to begin delivering value and accuracy on day one of Commencement of Services. The initial population of asset inventory activities are not shown in either of the draft implementation plans as they are contained with the Service Asset and Configuration Management (SACM) task.

The SACM task includes the following activities:
1. Receipt of current asset and CMDB information from the Incumbent Supplier
2. Electronic validation of assets
3. Reconciliation with Incumbent
4. Data import
5. Business Service Mapping and establishment of relationships.

We will accept existing information from the Incumbent Supplier in any industry-standard format including delimited data. A complete export of data from the existing system in a delimited format is sufficient along with the definitions of field names used to manage the data today.

Once in receipt of base asset data, the SAIC Team will begin our validation process. Validation of data is a critical step to ensure that the data loaded in to our Keystone Edge solution is up-to-date, accurate, and reflects the environment as it is today. Primary validation will be conducted electronically using our Tenable Nessus solution. This solution provides the ability to scan devices remotely to confirm that they are on the network and accessible, and to validate the Operating System running. These initial scans will focus on validation of the existence of the asset and matching the asset type, including function (for example, server or router) and type (Windows Server 2012, Cisco iOS). The performance of these scans will also require network access for our scanning tools. As part of their implementation, our team will follow the existing Change Management process to request and have implemented network and firewall rules to permit these validation scans to take place. Scanning will be performed during approved change windows, and will for the inventory purpose be limited to validation of the assets as described here. These scans are non-intrusive, and we have found this validation to be a critical best-practice step to initial inventory validation.

For the validation of software licenses and lists, SAIC will request supporting documentation from the Incumbent Supplier and will use this information to validate the existence, allocation and use of that

software and associated licenses. That validation may come from a variety of sources, most commonly reports from the software packages used by the Incumbent Supplier to manage the environment today such as Microsoft Systems Center Configuration Manager. In some cases, such as mainframe and UNIX environments, outputs from native system tools such as pkginfo may also be used where a management tool is not in place. SAIC Team will validate software by cross-referencing the data provided in the asset export with validating reports or information from the systems in place today.

The SAIC Team will, at VITA's approval, scan subnets to also discover assets in use that may be omitted from the data provided by the Incumbent Supplier and validate major software packages. Any discrepancies discovered, either in information provided or in devices discovered that were not originally reported, will be sent back to the Incumbent Supplier for additional validation. By combination of these two methods—scanning to validate data provided and optional discovery of unreported assets—we will develop a final agreed-to list of assets to be imported into the Keystone Edge service.

Once this initial reconciled data has been loaded, our team will work with Customer and VITA counterparts for validation of Business Service Mapping. This exercise will include identification and recording of approved change windows for assets and Business Services along with asset owners and communication requirements for each. This information is record in the Keystone Edge along with each asset and service and utilized for supporting processes such as Change and Incident Management to ensure the appropriate level of communication, approval, and collaboration for the ongoing management of assets and services.

Areas for Contingency Plans

SAIC will develop Contingency Plans associated with the following areas because these have been identified as items that would have an impact on the implementation activities if the support from the Incumbent Supplier is insufficient:
◆ Incumbent personnel do not provide support for data gathering and knowledge transfer activities
◆ Incumbent key personnel exit "early" and are not available to SAIC for KT
◆ Key processes and data elements are not captured in the Incumbent Supplier management systems
◆ Incumbent is unable to provide services and resources required for the implementation of SAIC SMS (e.g., hardware, data center space)
◆ Incumbent is unable to provide timely and sufficient network capacity to support the SAIC solution

Incumbent Assumptions

None at this time.

Potential Early Start VITA Activities

VITA is interested in being able to plan for and execute activities that will ensure an efficient implementation across all towers. This will allow VITA to "jumpstart" their engagement and associated workload as soon as possible. Exhibit 2.4.1, column H provides details regarding the dependencies on VITA, Customers and the Incumbent Supplier.

3.0 IMPLEMENTATION PLAN—SPECIFIC ELEMENTS

3.1   Roles and Governance Alignment

In support of the governance associated with the Implementation of Services, SAIC will establish a joint Implementation Management Office (IMO) to manage the Implementation. SAIC will establish a charter that includes the mission, roles, and responsibilities of the IMO. The IMO will create a mutually agreed on Implementation schedule, manage risk, deliver timely and effective communications, and provide realistic assessments of progress. During the initiation phase of the Implementation, the IMO will hold planning workshops and will refine Implementation plans and processes for each service area as well as for Project Management tracking and reporting.

The IMO will consist of the Account Executive (AE) and IPE from SAIC and the equivalent positions (i.e., with decision-making authority equivalent to the SAIC AE and IPE) from VITA; the SAIC and VITA IPMs; the appropriate Technical Managers (TMs); and other key stakeholders identified by VITA. This IMO team will be the focal point for managing all implementation activity.

As part of the IMO, we will establish an Implementation Management Committee (IMC) to provide oversight at the working level and resolve escalated issues during the Implementation. The IMC will consist of the SAIC and VITA AEs and IPEs, SAIC Account Manager, Project Executive, Chief Architect, and other stakeholders as defined by VITA. The SAIC IPE and VITA equivalent will meet with the IMC regularly to review status and resolve escalated issues. The IMC will hold meetings per an agreed schedule and will meet more frequently if the situation dictates.

The proposed SAIC–VITA Implementation structure includes our IMO will conform to VITA's ITISP Program and Commonwealth project and program management governance requirements. Our Implementation team and their respective roles and responsibilities are described in **Figure 3.1-1**. Similar roles for VITA personnel are described in Section 2.4, **Figure 2.4-1**.

**SAIC Implementation Team Members and Their Roles and Responsibilities
for Executing Implementation Elements**

All Implementation Team Members
◆ Participate in pre-award Implementation planning and preparation activities
◆ Establish working relationships with VITA leadership and stakeholders
◆ Support recruiting, staffing, and hiring activities for Incumbent Supplier and non-Incumbent Supplier staff
◆ Support the weekly update of the detailed Work Breakdown Structure (WBS) and development of the weekly implementation status reports
◆ Support KT process and ensure gaps are identified and closed
◆ Support training development and delivery activities
◆ Support implementation risk and issue identification and execution of mitigations
◆ Ensure the delivery of all reports and deliverables, as required
◆ Support or lead CRR Steps 1 and 2 and ensure any corrective actions are completed

SAIC Senior Managers and Subcontractor Leadership
◆ Participate in status meetings with VITA leadership at least once per month and as requested
◆ Interface with the SAIC IPE daily regarding Implementation status and risks and issues and weekly via in-process review meetings
◆ Address escalated problem resolution or risk mitigation issues expeditiously

**SAIC Implementation Team Members and Their Roles and Responsibilities
for Executing Implementation Elements**

Implementation Project Executive
◆ Manage pre-award and post-award Implementation activities using the detailed Implementation Plan
◆ Review the detailed Implementation Plan with VITA stakeholders and align with the Incumbent Supplier disentanglement plan
◆ Update and submit the detailed Implementation Plan, including all of its component plans (e.g., Communications, Organization Change, Quality Management plans), after the contract kickoff meeting
◆ Prepare communications as defined in the Communication Plan
◆ Escalate implementation risks, issues, and hurdles to SAIC Team AE or senior management to support mitigation
◆ Provide weekly Implementation status reports to SAIC Team senior managers and VITA leadership
◆ Ensure all facility access protocols are understood and followed by the Implementation team
◆ Ensure deliverables required during the Implementation are prepared for on-time submission
◆ Manage Implementation risk and issue identification and execution of mitigations and maintain the risk register
◆ Collaborate with the VITA OCM Lead to direct the activities of the OCM team

Implementation Project Manager
◆ Manage pre-award and post-award Implementation activities using the detailed Implementation Plan
◆ Provide weekly implementation status reports to SAIC Team senior managers and VITA leadership
◆ Ensure all facility access protocols are understood and followed by the Implementation team
◆ Ensure deliverables required during the Implementation are prepared for on-time submission
◆ Implementation Risk and Issue Management

Account Executive
◆ Participate in weekly status meetings with VITA and SAIC leadership
◆ Establish working relationships with all Customers and STS; develop and execute the Program Management Plan including SAIC's approach to organization structure, staffing, and succession planning.

Project Executive—PMO; Business Relationship Manager; IT Financial Manager
◆ Establish the business management functions
◆ Support the development of the Program Management Plan

Account Manager—Chief Operations Manager; Information Security Manager; Service Desk Manager
◆ Lead KT activities for each service area, identify gaps, and plan and execute gap closure actions
◆ Leverage functional subject matter experts (SMEs) to support activities to establish service area environments and perform assessments
◆ Define the process, in collaboration with stakeholders as designated by VITA, to transfer all in-process or open tickets

Chief Architect—Chief Security Architect; Continual Service Improvement Manager
◆ Support KT in relation to the validating proposed processes with the VITA stakeholders, identifying additional opportunities for VITA improvements, and assessing
◆ Create security plans for Southwest VA and secondary ISMC (Service Desk) environments in preparation for the Authority to Operate in these facilities
◆ Oversee all proposed service improvement initiatives
◆ Support SMEs in the assessment of in-process projects

**SAIC Implementation Team Members and Their Roles and Responsibilities
for Executing Implementation Elements**

Senior Functional Subject Matter Experts
◆ Support the gathering of institutional knowledge or KT activities, evaluating opportunities for improvement, and conducting an ITIL process assessment
◆ Assess current environment in preparation for engineering and service Implementation and migration activities
◆ Support development of security plans for Clintwood and Oak Ridge ISMC (Service Desk) environments
◆ Support the development and delivery of training for non-Incumbent Supplier personnel

Contract Manager
◆ Interface with the VITA Contracting Officer and other VITA leadership, as appropriate
◆ Handle or coordinate contract activities and delivery of reports and other deliverables

Quality Assurance Manager
◆ Interface with the Contract Manager and other VITA leadership regarding the quality program
◆ Establish the quality management system and prepare the draft of the QMP
◆ Establish metric reporting processes and monitor all deliverables
◆ Ensure that quality and QMP elements are an integral part of the new employee orientation for Incumbent Supplier personnel and training curriculum for non-Incumbent Supplier personnel

Staffing and Recruiting Lead
◆ Perform recruiting and staffing for Incumbent Supplier personnel and non-Incumbent Supplier personnel, as required
◆ Coordinate with subcontractors' staffing and recruiting managers to distribute appropriate candidate resumes submitted through the Hiring Portal
◆ Support the issuance of offers and monitor contingency completion
◆ Support onboarding and new employee orientation

Training Subject Matter Expert
◆ Develop training curriculum in support of the upcoming commencement and support training delivery
◆ Record training in the SAIC electronic Learning Management System (eLMS) for all staff members, including subcontractors

Corporate Resources
◆ Project Controller—Support the baselining, maintenance, and updating of the detailed schedule and manage charge numbers and invoicing
◆ Subcontract Management—Support subcontract finalization with our team members
◆ Asset Management and Logistics—Support inventory verification as part of the asset management
◆ Service Lines—Support staffing activities (recruiting, interviewing, screening, hiring, retaining)

Figure 3.1-1. The SAIC Implementation team has directed roles and responsibilities during implementation
(continued)

We expect to coordinate our implementation activities with the VITA Implementation Project Manager and the appropriate Incumbent Supplier personnel. Our management structure will ensure that VITA receives the highest level of visibility within SAIC, while placing full responsibility and authority for daily management of program execution, including staffing decisions and integration of the activities of all SAIC members, in the hands of the AE.

The IMO houses the oversight and administrative functions required to manage the Project and provides the following:
◆ Essential metrics required to monitor performance and compliance
◆ Forecasting to help manage costs and resources proactively
◆ Coordination of schedule

◆ Project control and reporting support.

Implementation Team Meetings

Following the initial kickoff meeting, the joint implementation teams will conduct regular meetings throughout the duration of the service implementation activities. These are the forums we will use to address progress, requests, issues, and risk mitigation planning through regularly scheduled reviews and open communication and that enable the SAIC and VITA Implementation team to address items as they arise.

The SAIC Implementation AE will conduct the following internal reviews:
◆ Implementation AE and Account Management tag-up conference call (initially daily, but may be adapted)
◆ Service Area Leads status reporting (weekly)
◆ Project financial reviews (monthly)
◆ Project in-progress review with SAIC senior executives (monthly)

The SAIC and VITA IPMs and other stakeholders as designated by VITA will conduct the following joint reviews:
◆ Status checks (daily)
◆ Progress review meeting (weekly)
◆ Risk review (every two weeks)
◆ Status report (weekly) to address the following:
  — Schedule review (at the milestone level)
  — Accomplishments and progress during the previous week
  — Issues and concerns
  — Plans and activities for the following week

Implementation Status Reporting

SAIC will provide VITA management with a weekly report covering the progress and status of the Implementation. The weekly reports will continue until all Implementation activities are complete and accepted by VITA. We will organize written reports by area and task, and our reports will contain the following information:
◆ Key responsible person
◆ Scheduled completion date
◆ Estimated actual completion date
◆ Actual completion date
◆ Completion status
◆ Key issues and comments.

We will develop the summary reports for meetings with senior management to help focus on critical information appropriate for decision-making and issue resolution. The Implementation Team will identify any information discovered by the team that may affect services or financials for review with VITA.

The SAIC IPM will be empowered to address the majority of issues or problems that might develop during the Implementation. In addition to the regularly scheduled reviews, the IPM can and will escalate issues to the IPE and ultimately the SAIC AE for resolution. The SAIC IPM also will provide ongoing status information to the IMC and escalate any issues or problems as required for resolution. Any issues that cannot be handled by the Implementation project governance (i.e., team or stakeholder meetings) or that require additional escalation or approvals will be brought forward to be addressed through VITA's

established ITISP Program Governance, which may include the Relationship Management Committee and the Platform Relationship forum once they are established.

Key Implementation Management Meetings

Figure 3.1-2 highlights the characteristics of key meetings relating to Implementation activities, and **Figure 3.1-3** details the objectives, documentation output, and audience for the weekly Implementation status meetings.

Implementation Meeting	Frequency	Attendees
Implementation Kickoff Team Meeting	Once	VITA, VITA-identified stakeholders and SAIC Implementation Team
Service Area–Specific Meetings	Multiple	SAIC Service Area Leads and other stakeholders as designated by VITA
Implementation Team Status Meetings	Weekly	VITA IPM, SAIC IPM, implementation team leaders, other stakeholders as designated by VITA and other implementation staff, as required
IMC Meetings	Weekly	VITA senior managers, SAIC AE, IPE, and IPM
Implementation Final Briefing	Once	VITA and SAIC senior management

Figure 3.1-2. Key Implementation Meeting Schedules

Weekly Implementation Status Meeting	
Attendees and Objectives	◆ Status implementation team ◆ Review project progress to plan ◆ Review and update Risk Mitigation Plan ◆ Review activity for coming weeks ◆ Identify and resolve issues and concerns
Documentation	◆ Status report and action list
Distribution	◆ Attendees and project team

Figure 3.1-3. SAIC Weekly Implementation Status Meeting

3.2   Risk and Issue Management Plan(s)

SAIC has developed a proactive risk and issue management approach that we will employ just prior to implementation and manage throughout the life of our engagement. We developed our risk management methodology based on years of support delivered to

> **SAIC's Risk Processes Are Highly Valued**
>
> Capital Planning and Investment Control awarded SAIC's risk management processes and artifacts a perfect score over a 36-month period.

customers such as NASA and the U.S. military with highly sensitive programs involving significant risks. We treat risk management as a continual, iterative, dynamic process that takes place during the life of the implementation project and continues through the overall contract engagement. A comprehensive risk management strategy must involve participation from the overall project team—including those responsible for planning, estimating, and implementing the work— and adjusting scope over time as requirements change.

Our Risk and Issue Management Plan describes the processes that we will use to identify, analyze, and develop mitigation and contingency plans; manage the risks associated with the Implementation Projects; track the specific risks and execution of contingency plans and mitigating actions, and track identified issues that impact the risk profile and execution of the implementation. Some factors considered when identifying project risks include contractual, organizational, technological, personnel

acquisition and retention, procurement and subcontracts, the size and complexity of the products or services, and customer acceptance of the products or services.

The Iterative Risk Management Process, **Figure 3.2-**1, outlines the cyclical process SAIC follows for assessment and ongoing management of risk. We describe highlights of major elements of the cycle in the following paragraphs.

Identify Risk. We will identify risks to individual tasks in risk logs, capture the owner of the risk, the period during which the risk is active, and the triggering event for the risk. Risk identification starts in the proposal phase and continues throughout the life of the project. Risks are defined in terms of 1) what might occur, 2) the impact if it does, and 3) the trigger to know when it might occur. The AE will have program stakeholders from all areas of the program participate in identifying and analyzing risks.

Figure 3.2-1. SAIC's Iterative Risk Management Process

The IPM is responsible for logging each risk and issue, assigning a unique identification number, and assigning an owner, who is responsible for analyzing and monitoring the risk/issue and may be responsible for leading or executing the response. We will document specific risks with contingency plans and mitigation actions in the Risk Register, which serves as a living record of the current risk information. Issues will be tracked and discussed as part of the Implementation governance model, leveraging our weekly Implementation status meeting structure and the associated escalation process.

Analyze Risk. The IPM will lead the affected stakeholder groups in an assessment of the probability of risk occurrence and the anticipated impact of risks identified in their area. Risk probabilities will be classified according to the following criteria: unmitigated probability or nearly certain (high), probable (medium), and possible (low).

Identify and Plan Risk Response and Mitigation Activities. The IPM, jointly with the Implementation team, will develop contingency plans for preventing, mitigating, or responding to the risks with input from affected stakeholders. Our plans will identify actions, milestones, the responsible party, and resource and budget estimates. High-priority risks have a high probability of occurrence and a large impact. The IPM, with the Implementation team, will develop plans for preventing or mitigating high-priority risks and risks with medium probability but large impact. Impacts may be financial or may affect other success factors, such as the technical feasibility or the project schedule.

Risk Monitoring and Control (Assess Post-Mitigation Risks, Implement Mitigation Activities, Track Risks). Any implementation project stakeholder (including VITA and Customer personnel) may identify a risk. The assigned risk owner, with assistance from the IPM, will monitor those risks to determine whether they are happening and how they may occur. We will periodically track and rate the status of each risk: Green (under control), Yellow (currently being addressed, outcome unknown), and Red (high danger of risk realization) and as risks are successfully mitigated or not realized they are then updated with a status of closed and archived.

We will review and document all risks and their status at least biweekly in a risk register (a tool for identifying, analyzing, and managing project risks). We will report on risks at each level of project reporting and discuss them at management meetings.

In addition to cost or schedule deviations identified through our project controls, we also encourage all Implementation participants, through our open communications policy, to identify any issues or problems that may increase management, technical, schedule, or cost risk at the earliest possible opportunity. Task participants are acutely aware of day-to-day progress, so we emphasize daily interactions among these participants and the AE. This approach reduces risk throughout all elements of the program.

SAIC typically will identify and assess risks in terms of the following areas:

Technical Risks. Technical risks represent the set of risks that arise in Projects with complex specifications, uncertain or conflicting requirements, new or unproved technologies, complex interfaces, irreplaceable components, high levels of reliability, operability, service levels, and so on.

Schedule Risks. Schedule risks represent the risks arising from issues derived from long-lead items, subcontract or external interfaces or dependencies, schedule constraints, little or no schedule float on the critical path, and resource availability.

Cost Risks. Cost risks include items such as the likelihood of variances between actual versus estimated and other rates and factors, including, quote validity, inflation, salaries, and other economic uncertainties.

Contractual Risks. Contractual risks include general issues around acceptance or non-acceptance, liability, indemnifications, termination, penalties, and warranties.

Programmatic Risks. Programmatic risks represent risks to the overall program. Examples of risks in this category include personnel quality, efficiency, tools, and communications.

Using our risk register, SAIC performs qualitative assessments of risk probability and impact. We prioritize all risks on this basis and will relate risks to direct work undertaken on the project, but we also will include external risks that may affect the project. The risk register is a dynamic list that we will update throughout the Implementation Project as aspects of risk change, as new risks arise, and as previously defined risks disappear.

The risk register is also used to create the Probability Impact Diagram (PID), which displays the combined probability of occurrence for a specific risk and the impact to the project should that risk occur. **Figure 3.2-2** illustrates the classification criteria for creating a PID for a representative program and can convey changes over time to key stakeholders.
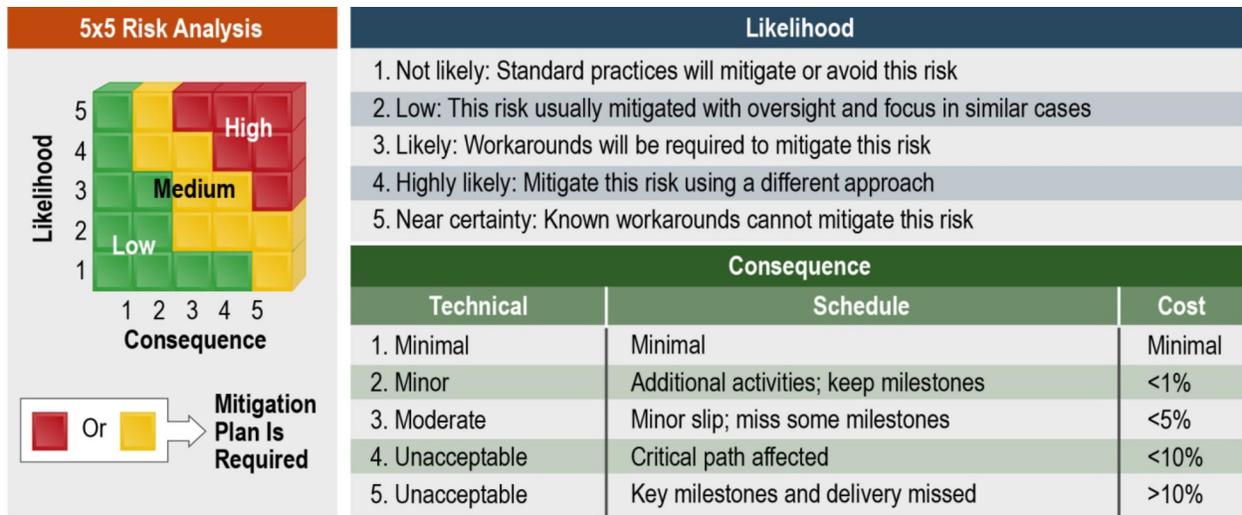
Figure 3.2-2. PID Classification Criteria

In addition to the risk register and PID tools, SAIC uses a project assessment methodology with the combined project team to subjectively gauge and monitor other areas of performance and risk in an effort to mitigate problems before they arise.

Taking into consideration the SAIC solution, the current Commonwealth environment, and our past experiences, we presently see these high-level implementation risks as being a factor for this implementation after reviewing the RFP. These risks, along with our mitigation approaches, are described in **Figure 3.2-3**.

Risk, Approach to Mitigate, and Current Status	Rating Color
Risk: SAIC's solution does not fully address the current "pain points" of VITA and the Customers, which impact the adoption of and participation in the new services, and customer satisfaction are not improved. **Mitigation:** 1) Conduct an Innovation Forum and User Experience and Design Process workshop early in the implementation with VITA and Customer personnel to ensure that the SAIC solution addresses and is designed to improve services in the areas that are important to the consumers of our solution. 2) Provide a mechanism for feedback during the Implementation of Services (e.g., have beta versions of the service portal and other technologies available for testing and associated feedback).	High Risk
Current Status: SAIC's Implementation Plan includes activities associated with ensuring the voice of the customer is considered throughout.	Low Risk
Risk: Our implementation activities may disrupt ongoing VITA activities. **Mitigation:** 1) Execute an Implementation Plan that includes actions required for engaging stakeholders. 2) Identify and document the status of all in-process activities as part of the KT process. 3) Work with the Incumbent Supplier to determine appropriate times to hold activities involving Incumbent Supplier staff. 4) Coordinate the Implementation Plan and Schedule with the Incumbent Supplier immediately after award to minimize any work disruption. 6) Leverage key personnel's knowledge of VITA.	Medium Risk
Current Status: Communications strategy and scheduled tasks address how the Incumbent Supplier and VITA stakeholders are engaged from Day One.	Low Risk

Risk, Approach to Mitigate, and Current Status	Rating Color
Risk: Retention of Incumbent Supplier staff may be lower than anticipated. **Mitigation:** 1) Immediately communicate to the Incumbent Supplier personnel SAIC's hiring intentions. 2) Follow the Communication Strategy and continually communicate with Incumbent Supplier personnel throughout Implementation so they are not unsure about their future employment status. 3) Continuously recruit and screen candidates pre-award, and during Implementation, ensure that candidates are identified and available to fill any openings. 4) Leverage our reach-back capabilities, if required. 5) Leverage SMEs from across our team and key personnel with knowledge of VITA to temporarily fill vacancies. 6) Hire any new staff, filling open positions no later than 15 days before commencements.	Medium Risk
Current Status: 1) Special incentives for Incumbent Supplier personnel are being considered. 2) SAIC Human Resources is preparing for recruiting of non-Incumbent Supplier personnel to join the SAIC Team. 3) The Communications Strategy is drafted.	Low Risk
Risk: Incumbent Supplier may delay the execution of implementation activities. **Mitigation:** 1) Implement the Communication Strategy elements related to the Incumbent Supplier. 2) Discuss with VITA and the Incumbent Supplier our approach to communicating regularly, performing KT, and resolving risks or problems. 3) Resolve issues collaboratively and expeditiously. 4) Regularly apprise VITA of issues and request assistance to resolve them as needed.	Medium Risk
Current Status: 1) Our Communication Strategy includes interfaces with the Incumbent Supplier. 2) Our robust KT Plan ensures data and process capture efforts are comprehensive. 3) Our ability to leverage SAIC's knowledge and processes from other customer engagements remediates any identified gaps.	Low Risk
Risk: VITA stakeholders may be uncertain about our readiness for operational assumption and be uncomfortable providing our authority to proceed at the commencement for a given service area. **Mitigation:** 1) SAIC and VITA will discuss and agree on the readiness criteria that must be met prior to the commencement of services. 2) The SAIC Implementation team will execute interim and final CRRs prior to each service commencement. 3) QA Manager, AE, and IPE review the CRR approach, proposed schedule, and identified timing and adjust processes to meet VITA's expectations.	Medium Risk
Current Status: Interim CRR processes are defined from previous engagements and can be easily adapted to the VITA engagement.	Low Risk

Figure 3.2-3. Preliminary Risks Identified for the VITA Implementation (continued)

As part of Implementation Project initiation, SAIC and VITA will agree on the details of the Implementation Plan. Using our risk management process, SAIC and VITA will jointly establish plans for risk identification, mitigation, communication, and service initiation. SAIC and VITA will work closely together to identify and qualify risks, assess those risks, and develop mitigation opportunities and work-arounds. SAIC and VITA will closely monitor those risks that represent significant issues should those occur; implement our process to ensure that risk items are monitored, updated, and communicated; and mitigate accordingly when appropriate. Adherence to this rigorous risk management process will ensure that we complete the program in an effective, non-disruptive manner in the required time frame.

3.3 Change and Configuration Management Plan

SAIC documents, manages, controls, and monitors all changes in the project scope, schedule, and key activities through our governance structure and associated activities. SAIC believes that a strong, collaborative governance process will enable VITA and SAIC to work together to manage such changes. For example, it will enable:

◆ Joint assessment and planning of the overall Implementation Plan to identify when key deliverables will be implemented and how their impacts flow through to the service requirements
◆ New services to be requested or existing services to be decommissioned
◆ Proposed changes to the service requirements to be brought forward by SAIC or VITA and their impact assessed and agreed upon.

Changes can be brought forward through the regularly scheduled Implementation Team meetings or Implementation stakeholder meetings associated with governance of the Implementation activities or through VITA's established ITISP program governance mechanisms. SAIC will work with VITA to assess the impact of proposed changes in a timely manner. We will identify any necessary changes to scope, schedule, tools and technologies and propose an approach to address the issues. Once agreed, the governance process will track the successful implementation of the revised arrangements. Changes that cause significant impact to the overall implementation efforts will require review and approval by the IMC. We will use a formal contract change-control process to ensure that we change contractual documents and schedules in a controlled, auditable manner.

3.4   Communications Management Plan

Communications among the SAIC and VITA Implementation project leadership, the project team (which includes all STS), VITA management, Incumbent Supplier personnel, Customers and Users are extremely important during execution. Communication is especially critical during the first few weeks of the Project, when requirements are more clearly defined and customer expectations are established. Accordingly, SAIC's approach to communications during the Implementation is to document all agreed communications in a formal, mutually agreed Communications Plan and track execution against this plan throughout the project.

The SAIC IPE will collaborate with VITA staff to finalize a Communications Plan (e.g., who contacts whom, subject, date) to ensure systematic and regular communications. Communication can be through vehicles such as formal reviews and telephone, email, and informal meetings. The IPE will also ensure that we track progress against this plan.

There will be in-depth discussions between the Implementation project leadership and their project management teams during the initiation phase of Implementation to establish the communication rules of engagement, which will be documented in the plan. Specific topics of the plan will include the following:

◆ Communications topics, methods, and frequency for discussions with VITA management, Customers, and the end-user community
◆ Problem reporting procedure and timeliness
◆ Informal progress reports
◆ Level of VITA-desired information detail
◆ User interfaces
◆ User training needs
◆ Project meeting ground rules

The Communications Plan guides our successful communications, and it will help our entire team obtain accurate, timely, useful information, ensuring that all participants are in agreement. The Communications Plan documents the tasks, mechanisms, events, responsibilities, and associated roles necessary for clear, timely communication during the implementation. The plan addresses communication to all Implementation stakeholders—from top-level management to Users. Meetings, reports, end-user communication vehicles, escalation paths, and meeting minutes documentation are all part of the Implementation Plan.

SAIC's primary focus for communications revolves around providing prompt, clear communications to provide VITA, Customers and the Incumbent Supplier with the right information at the right time. Detailed items to be included in the Communication Plan are as follows:

◆ Weekly technical status meeting schedule, attendees, and purpose
◆ Locations of relevant documentation and communications with associated access privileges
◆ Escalation path for implementation issues
◆ Implementation management model definitions
◆ Roles and responsibilities of key implementation staff
◆ Providers and receivers of reports along with the format and timing for delivery
◆ Implementation change process (via project governance)
◆ Service-model implementation approval process

Managing activities during the Implementation of Services requires crisp, timely communication between SAIC, VITA, Customers, and other stakeholder team members. Our Communication Plan will inform a broad range of stakeholders (including VITA, key Customer contacts, Incumbent Supplier staff members, and the Commonwealth's Users) through several communication modes according to their perspectives. **Figure 3.4-1** presents items our previous experience has demonstrated should be components of the Communications Plan associated with the execution of the Implementation Plan activities. These elements serve as the foundation of the items to be communicated during the execution of implementation activities. Additional items can be included based on specific VITA, Customer, and supplier requirements.

Communication Plan Components			
What	**Who (Target Stakeholders)**	**Why (Purpose)**	**When (Frequency)**
Key Interface Meetings			
Contract Award	◆ VITA leadership ◆ SAIC Team's AE, IPE, Contract Manager, Account Manager (AM), Project Executive, and Chief Technology Architect (CTA)	◆ Introduce VITA leadership and SAIC leadership ◆ Review contractual details ◆ Submit required deliverables	Once, as soon as possible after award announcement
Implementation Kickoff Meeting	◆ VITA leadership, stakeholders ◆ SAIC MSI Management Team and, SAIC Senior Corporate Management	◆ Review Implementation Plan and detailed schedule and identify areas requiring adjustment ◆ Gain approval to launch the Communications Plan, especially with Incumbent Supplier personnel ◆ Review the Implementation Risk Register ◆ Submit required deliverables	Once
Get to Know Us Session	◆ Impacted Incumbent Supplier personnel ◆ SAIC's Implementation Team, team member representatives	◆ Provide information on the Implementation, introduce SAIC Team leadership and team members, and enable Incumbent Supplier personnel to schedule face-to-face discussions ◆ Provide information regarding how to apply for positions with SAIC	Within the first month following the kickoff meeting

Communication Plan Components			
What	**Who (Target Stakeholders)**	**Why (Purpose)**	**When (Frequency)**
SAIC and Incumbent Supplier Coordination Meetings	◆ VITA Implementation Project Manager and Contracts Lead ◆ Incumbent Supplier AE (and Disentanglement Manager, if identified) ◆ SAIC Team AE, IPE, IPM, Contract Manager	◆ Introduce Incumbent Supplier leadership to the SAIC Team ◆ Review detailed schedule and adjust, if appropriate ◆ Review approach to KT ◆ Monitor status of KT and data requests and address issues as necessary	As soon as approved by VITA Contracts Lead Continuing (weekly) throughout the implementation or as requested by either party
KT Meetings	◆ Identified VITA stakeholders ◆ Incumbent Supplier delivery personnel ◆ SAIC Team managers, SMEs	◆ Gather existing information through discussions, interviews, and observation ◆ Resolve questions relative to gathered documentation and operational areas ◆ Identify in-process projects and plan for their transfer to the SAIC Team	Multiple meetings (prescheduled with VITA stakeholders and the Incumbent Supplier)
Tag-Up Meetings	◆ VITA stakeholders (invited) ◆ SAIC Implementation Team members	◆ Review implementation actions and schedule elements ◆ Highlight concerns and issues ◆ Identify risks and mitigations	Daily, at the start of business
Implementation Status Briefing and Interim CRR	◆ VITA stakeholders ◆ SAIC Team AE, IPE, IPM, Contract Manager, AM, PE, CTA	◆ Review overall Implementation status ◆ Review risk tracker and status of mitigation actions ◆ Highlight future weeks' key activities and deliverables ◆ Review updated Implementation schedule using percentage complete calculations and critical path and highlight any delays, the reason for the delay, and mitigation or recovery actions	Weekly
CRR Interim and Final Meetings	◆ VITA stakeholders, other designated invitees ◆ SAIC Implementation Team	◆ Interim—Ensure the SAIC Team is prepared for operational assumption ◆ Final—Provide VITA stakeholders with confidence that SAIC is ready to assume VITA activities	Scheduled for 7 and 3 days prior to service commencement for specific service areas
User Training	◆ VITA/Customer personnel ◆ Service Tower supplier (STS) personnel	◆ Provide appropriate training to VITA, Customer and Service Tower Supplier (STS) personnel on the use of SAIC tools and processes	Scheduled to begin prior to the commencement of services
Implementation Closeout Meeting	◆ VITA stakeholders ◆ SAIC Team's Contract Manager, AE, IPE, SAIC senior management	◆ Formally close the Implementation with the Final Status Report ◆ Discuss lessons learned	Scheduled following the end of Implementation

Figure 3.4-1. Communication Plan Components (continued)

With respect to communications with the User community, the SAIC Team will pay particular attention to assuming the operations of the Self-Service/Self-Help Portal and effectively distribute Service Desk contact information and capabilities just prior to and upon assumption of Services. We will also communicate information about our PMO services to the appropriate Customer personnel. We will

focus on ensuring the Customers are informed and prepared for the process of engaging with SAIC's service delivery organization. This may represent a change in how Users interact with the service delivery organization. In addition, SAIC will ensure that the Service Tower Suppliers are aware of how the new MSI services contract and Operating Level Agreements (OLAs) work, the new ITIL procedures, how to use the new tool, and the new rules of engagement.

To accomplish the goal of informing and preparing VITA, Customer, and Service Tower Supplier personnel on these changes, a training program (delivered in a live classroom setting, facilitated by an SAIC instructor, and recorded for electronic delivery via our Knowledge Management System) will be developed as a part of our overall Communications Plan.

Examples of these types of communications focused on Users and Customers are depicted in **Figure 3.4-2**.

Audience	Purpose of Communication	Key Message	Responsibility	Frequency
VITA Service Desk Users	Service desk implementation schedule	What is coming and what to expect—how to engage the Service Desk	SAIC and VITA IPM	Monthly
VITA Service Portal Users	Service portal implementation schedule	Upcoming portal functionality and improvements	SAIC and VITA IPM	Monthly
VITA Department Liaisons	Implementation key events and schedule	Commitment to the Implementation actions	SAIC IPM and VITA IPM	Monthly
Customers	Project management processes	How to engage with SAIC for project planning and execution	SAIC IPM and VITA IPM	Monthly

Figure 3.4-2. End-User Implementation Communications Plan Examples

Communications is a critical success factor for the implementation of new services. Ongoing interaction among the various team members engaged in implementation activities ensures everyone has a common understanding of the goals and associated schedule the team is working toward. Our Communications Plan ensures the right message is delivered to the appropriate audience during the implementation period and assists with meeting customer expectations and increasing overall satisfaction.

3.5   Quality Management Plan

SAIC's overall quality methodology is modeled on W. Edwards Deming's Plan-Do-Check-Act iterative four-stage model for continual improvement as shown in **Figure 3.5-**1. The Plan-Do-Check-Act model is a robust approach adopted by ITIL and the ISO 9001 (Quality) and ISO 20000 (IT service management) international standards and guides the SAIC Team through a successful implementation.

The SAIC Team's QMP incorporates a number of key quality activities during implementation that are designed to build quality into all deliverables and ensure that systems are ready to go-live at commencement.

SAIC's Implementation Plan ensures that we accomplish the Implementation within the approved schedule and validate completion with verifiable evidence. Inherent in the Implementation procedures and processes are elements that provide robust quality management (QM). These processes include reviews, plans, meetings, and readiness testing as indicated in **Figure 3.5-2**. Each of these processes has a QM component, and together they provide a robust methodology to ensure that we meet the Implementation objectives in a verifiable, measurable manner. The SAIC Team's quality team personnel, under the overall auspices of the Continual Service Improvement Manager, are responsible for auditing

our acceptance testing activities associated with the agreed Implementation Plan and the cutover of services.
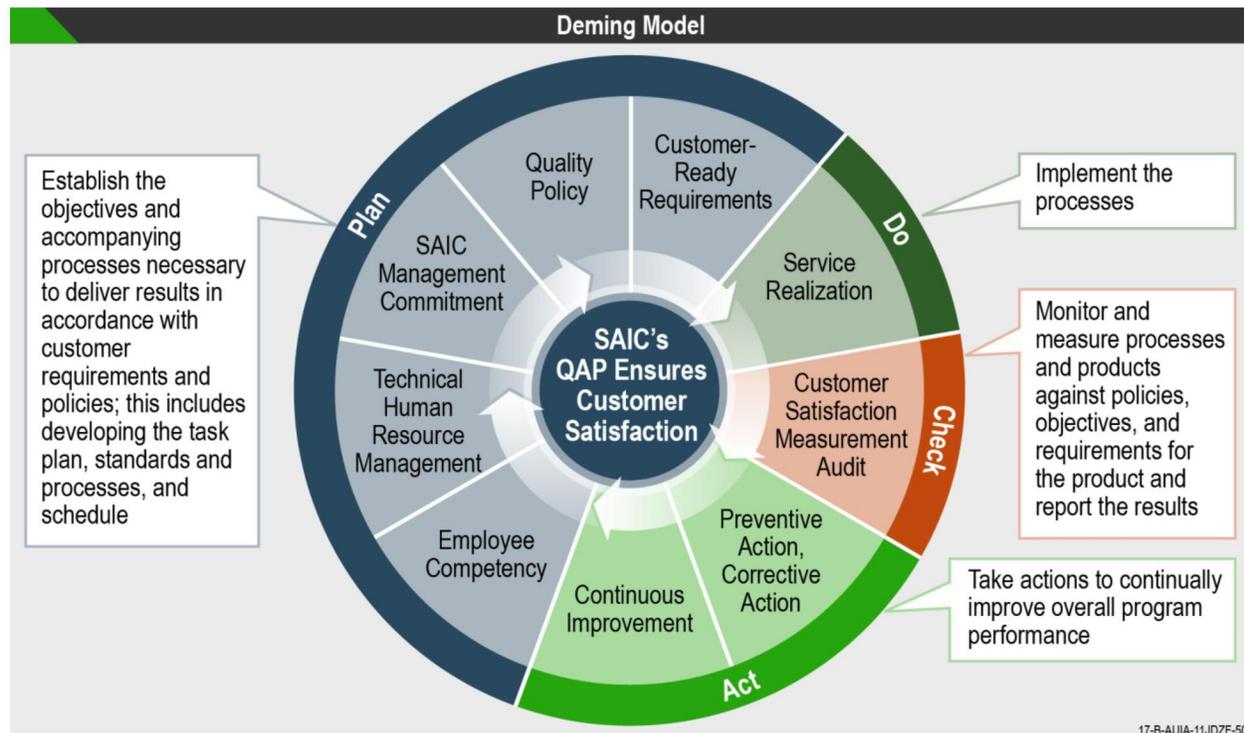
Figure 3.5-1. SAIC leverages the Deming Quality Model

Focused elements of the SAIC Team's quality processes incorporated into our Implementation efforts include the following:

◆ *Planning.* The SAIC Team develops an initial Implementation schedule that outlines the elements of the planned activities and their associated timelines. We create several supporting plans, such as the Implementation Management Plan, Risk Management Plan, and the Communication Plan, to round out the suite of project tools that support and directly affect QM. In addition to these top-level documents, we plan specific activities in cooperation with VITA and include written execution plans with associated timelines and required validation testing in support of operations readiness. We prepare these plans using a standardized format and review them with the project team, including VITA, before implementation. After we perform a readiness testing activity, the project team reviews results and lessons learned. These lessons learned are incorporated into plans and future activities to ensure that Continual Service Improvement (CSI) is fully supported.

◆ *Training.* We provide training on the processes and procedures used during the implementation activities, which have in their foundation our suite of ITIL production processes. All technical leadership staff are required to participate in this training. Other selected personnel are trained to ensure necessary knowledge ripples down to all personnel who need it.

◆ *Peer Review.* We prepare plans using a common format and display results using common formats appropriate to the specific task or test result. These plans are reviewed by other experts for content to ensure they use the best practices for the activity, as well as the approved practices of their respective companies or organization.

◆ *Testing.* The SAIC Team provides focused verification and validation for all systems, interfaces, and activities during Implementation. We create test plans for all created, installed, and modified

systems. All testing is against predefined acceptance criteria. We use Commencement Readiness Review checklists to verify that we are ready to go live at commencement.

The Continual Service Improvement (CSI) Manager will have clear visibility into all efforts during implementation. The CSI Manager will provide a level of governance for the Implementation process to ensure that all objectives of CSI and quality are met during implementation and that CSI and quality processes are fully operational for all production services at Commencement or Go Live Date and throughout the Implementation.

The SAIC Team's quality staff will engage in quality activities designed to directly support the validation of deliverables for the CRRs, including those depicted in **Figure 3.5-2**.

Quality Activity	Frequency	Benefits to VITA
Peer Reviews	As scheduled for each document developed and system component modified	Provides a second review of all created and changed text and code and reduces errors
Independent Verification and Validation (IV&V)	Scheduled as necessary for each system before go-live	Ensures that all systems meet VITA requirements
Corrective and Preventive Actions	As needed if errors or negative trends are found in systems	Ensures timely addressing of potential problems before they occur
Root Cause Analysis	As needed if reason for error or negative trending is not known	Identifies the reason for deviations from plan so that the error or negative trending can be prevented in the future
Technical Editing	As needed according to document deliverable schedule	Provides assurance that documentation conforms to VITA standards and specifications
Programmatic Tracking and Oversight	Continuously during implementation	Provides insight into budget and schedule status and regular status reports
Project Status Reviews	Weekly or more frequent	Provides timely oversight by management, which produces quick reactions to situations and potential issues, ensuring quality standards are met

Figure 3.5-2. Quality Activities During Implementation

3.6   Organizational Change Management Plan

User adoption of new collaborative business processes or collaboration systems and tools is critical to any project's success, yet change can be stressful, introducing significant risk to the Project. Implementing organization change management (OCM) services mitigate this risk and provide valuable services to ensure that various stakeholders are collaborating and enabling them to perform their jobs in the newly implemented MSI solution. OCM is the organized, systematic application of knowledge, tools, and resources of change that provide organizations with a key process to achieve their respective business strategies.[1] It is a proactive methodology of addressing the requirements of an organization and its key stakeholders in the adoption of change. OCM is most successful when all parties are actively engaged throughout the process. SAIC will provide information to VITA and the Customers detailing the implementation, associated benefits, timing, and other elements, but we must have assistance from VITA to ensure this information is distributed with the right message to the right people at the right time.

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[1] "Organizational Change Management in the State of Delaware," by Lynn Hersey-Miller, October 2005.

To assist VITA in being fully prepared to develop a framework for managing the effect of the new MSI business processes, changes in organizational structure and cultural changes within the enterprise, SAIC will conduct a 1-2 day MSI Kick-off Event, offsite, for VITA and SAIC leadership, and will include the following personnel:

◆ VITA CIO – for opening and close
◆ SAIC Executives – for opening and close
◆ VITA Executive Directors
◆ VITA Directors
◆ MSI Procurement Team (including VITA and Customer members, as available)
◆ SAIC Key Personnel

The objective of this session will be to assist in a comprehensive understanding of the new MSI model, including expectations regarding VITA roles and responsibilities and engagement with the MSI, establish stakeholder "buy in" across the VITA organization and develop a strategy for educating VITA employees about how their day-to-day work will change. In addition, SAIC will focus on jointly crafting the critical high-level message(s)/theme(s) to be communicated throughout the Implementation to ensure full adoption of the new services and ultimately ensure a high level of Customer satisfaction.

SAIC takes a comprehensive approach to OCM. SAIC has used this approach in state and county implementations, including support for the County of Orange, CA, and the city of Memphis, TN. Our strategy and methodology for VITA is multifaceted and includes the following:

◆ *Engaging early with the Customer* using our Innovation Forum and User Experience and Design Process workshop to ensure that we clearly understand the Customer requirements and current pain points so that our solution fully addresses these needs and is one that Customers want to engage with because the benefits are clearly tangible
  — The Innovation Forum is designed to allow for direct input on long-term business goals and areas to be targeted for innovation.
  — The User Experience & Design Process Workshop is an iterative engagement that focus on ensure the Keystone Edge Portal is delivering the "right" information to VITA and Customer staff in a manner that is easily consumable.

We believe each of these sessions are important components of the OCM process as we have found that implementing services with input from the Customer greatly enhances the change experience and the overall "adoption" of the modifications associated with the delivery of services. People want to use something they helped to develop and that they are confident brings them the benefits/outcomes that improve their experiences.

◆ *Tailoring our Communications Plan* to contain customized communications that clearly articulate the benefits of the SAIC solution, the timeline associated with Implementation of the various services, and that the timeline for the delivery of these communications is appropriate.

◆ *Developing and Executing a Resistance Mitigation Plan as one part of an overall OCM Plan* to identify, understand, and develop strategies to eliminate, reduce, and mitigate the various types of resistance that are encountered with any significant organizational change. We have found that using a plan that is focused solely on addressing the human side of resistance to change is a best practice to managing organizational change and promotes the understanding required to not only accomplish the desired change but to do so in a way that supports behavioral change, acceptance, and ultimately satisfaction amongst the stakeholders and user communities. Resistance Management spans interactions with VITA, the Incumbent Supplier, Service Tower Suppliers, Customers, Users, and any other individuals affected by organizational change.

◆ *Designing and delivering training* so that all impacted users are able to leverage the new technology and systems from Day One and quickly realize the benefits associated with the new service

◆ *Providing early views of changed services and tools* to an identified group of Users to collect their feedback on the interface and usability

Our OCM methodology involves three phases: preparing for change, managing change, and reinforcing change. Under this methodology, we develop a comprehensive OCM strategy (which will be documented in an Implementation project OCM plan) in collaboration with key VITA and Customer stakeholders and review and agree on the components in the early Project planning phases.

During the development of the OCM plan, SAIC and VITA will define an OCM team that will be comprised of key representatives from the MSI operational areas, the Implementation management team, SAIC training personnel and a cross-section of VITA and Customer stakeholders.

The OCM team will, on an ongoing basis, evaluate the impact and readiness to accept the changes associated with the MSI Implementation across the various organizations within the Commonwealth and will engage in a number of OCM team tasks, including the following:

◆ Preparing for change
— Performing change management risk and impact assessments
— Defining the Customer's change management strategy
— Preparing the change management team
— Developing the change sponsorship model
◆ Managing change
— Developing and executing individual change management plans and tasks
— Executing communications and training plans
— Measuring change readiness and adoption
◆ Reinforcing change
— Collecting, analyzing, and acting on feedback
— Diagnosing gaps and managing resistance
— Implementing corrective actions
— Celebrating success

The SAIC Implementation Project Executive will work hand-in-hand with the VITA OCM lead to direct this team and will be responsible for ensuring all communications related to organizational change are developed in accordance with established VITA policy. All communications will be approved in advance by VITA, and the actual delivery of all communications will be executed by VITA or a specific Customer based on the agreed communications matrix within the Communications Plan.

Throughout the Implementation, we leverage eight OCM best practices[2] which provide a framework and guiding principles for the OCM team and for the development of communications content.

These OCM best practices are as follows:
1. *Establishing a sense of urgency.* Articulate a reason for the change from the old to the new system.
2. *Create a guiding coalition.* Establish a team of trustworthy leaders who have credibility and authority to lead change.
3. *Develop a vision and strategy.* Help articulate where the organization is going and how it will get there.
4. *Communicate the change plan.* Explain what is happening, why, and when.
5. *Empower broad-based action.* Remove barriers to change, such as bureaucratic rules and processes.
6. *Generate short-term wins.* Set short milestones that focus on benefits and celebrate early successes.

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[2] "Leading Change, why transformation efforts fail," by John P. Kotter, 1994.

7. *Consolidate gains and produce more change.* Build on successes and institutionalize the change.
8. *Anchor new approaches in the culture.* Relentlessly communicate the success and benefits of the change, along with organizational and succession planning to ensure that the change becomes integrated with the culture.

Many stakeholders in a governmental environment share business objectives and processes; however, the way in which they accomplish their current work and the priorities for each business area are, in fact, often quite different. For this reason, our OCM process focuses on providing education, disseminating information, performing upfront planning, following up and checking on event status, and setting and managing a variety of stakeholder expectations.

An important element of the OCM program is the ongoing communication of change. Recognizing this, we establish the important link of OCM with our overall Communications Plan, which is designed to deliver the appropriate message regarding upcoming change to the appropriate audience at the correct time. **Figure 3.6-1** below provides a summary of the roles SAIC, VITA and Customer personnel will play in the execution of communications activities as a component of the OCM program:

Item	Who Provides Input/Develops	Comments
What Communications and/or training is required for a given set of Users	SAIC, VITA, and Customer	SAIC will provide suggested communications by agreed "user types" but will require input based on VITA/Customer knowledge of requirements and needs. Examples of communications include email distributions, informational portals, and recorded video updates.
When will the agreed Communications be delivered	SAIC, VITA, and Customer	SAIC will provide suggestions based on our previous implementations. Dates/frequency to be mutually agreed during planning. At a minimum, weekly status and communications will be made available.
Communications Materials	SAIC	Based on mutual decisions regarding who, appropriate content, and delivery methodology, SAIC will develop the actual Communications items. Our best practice for communications include direct notification such as email to key stakeholders supported with on-demand access to all communications material via web portal.
Delivery of Communications Materials	VITA/Customer personnel	SAIC will work with VITA and Customer staff to develop agreed delivery mechanisms, including email distribution lists for key stakeholders, broadcasts for general information, and access to on-demand information via web portal.
Training Sessions	SAIC	SAIC will provide agreed training sessions to select groups of Users. SAIC will also make available all applicable training materials for further distribution within the Commonwealth.

Figure 3.6-1. Summary of SAIC, VITA, and Customer Communications Roles in OCM Program (continued)

We leverage the ADKAR™ approach promulgated by Prosci's Change Management Learning Center and adopted by the National Association of State Chief Information Officers (NASCIO)[3] (see **Figure 3.6-2**).

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[3] For more information on the ADKAR change management and communications model, please see "Transforming Government Through Change Management," NASCIO white paper, available at www.nascio.org.
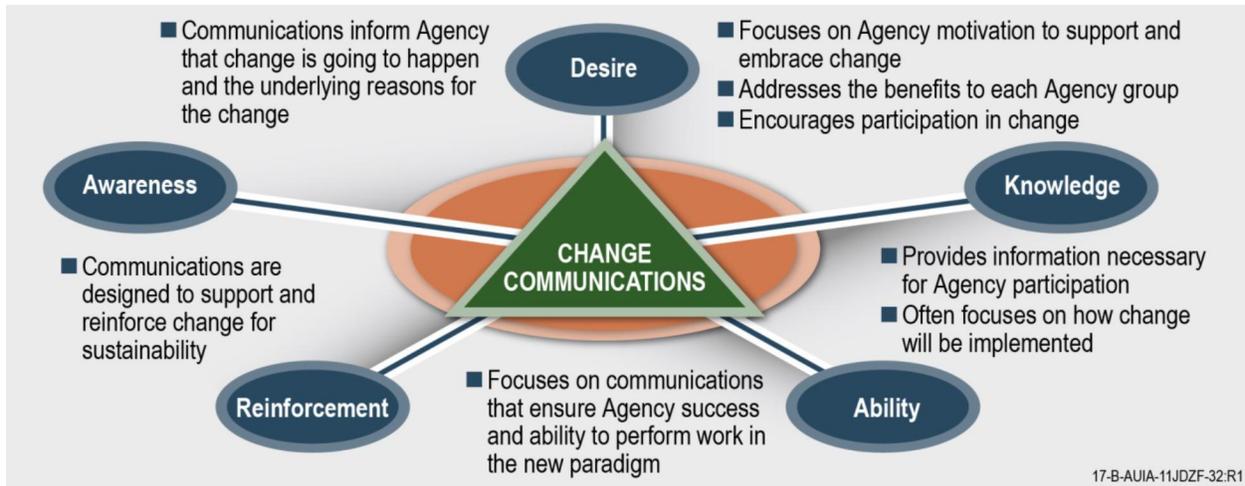
Figure 3.6-2. SAIC Follows the ADKAR Change Management and Communications Model

Because the ADKAR model is designed to reduce anxiety and build comfort for key stakeholders, it emphasizes the need for different types of communication with different purposes that support OCM. The basic types of communication areas are these:

◆ *Awareness* communication, which informs stakeholders that change is going to happen and the underlying reasons for the change

◆ *Desire* communication, which focuses on stakeholder motivation to support and embrace change by addressing individual and group stakeholder benefits

◆ *Knowledge* communication, which provides the information necessary for stakeholders to understand how change will happen

◆ *Ability* communication, which focuses on communication that ensures stakeholders have the necessary abilities and skills to be successful after the change has occurred

◆ *Reinforcement* communications, which are designed to support and reinforce change for sustainability

Change can be stressful, and it is human nature to resist it, particularly if the change is not expected or understood. So, User adoption of the new system and its policies and procedures is perhaps the single most important success factor for this implementation. Changes brought about by the new system will inevitably create some degree of anxiety. However, answering the following questions will help key stakeholders understand what is going on, why the changes are happening, and how to be successful in the changed environment, thus, helping to reduce anxiety and build comfort for key stakeholders:

◆ What is happening?

◆ What is in it for me?

◆ What will I do differently tomorrow?

◆ How do I prepare?

◆ How do I stay motivated?

4.0 ADDITIONAL INFORMATION ABOUT MODULES

SAIC designed our solution to provide for our Disentanglement Advisory and Recommendation Team (DART) to assist in expediting and managing disentanglement from the Incumbent Supplier and Implementation of services to other Service Tower Suppliers. In addition, as briefly described in Section 1.2, we segmented our Implementation, identifying "modules" of activities that will bring value early to the Commonwealth, which could Go Live prior to full MSI Commencement.

SAIC shall observe the following principles:

◆ Ensure that the activities in the elongated implementation will reduce risk, reduce the time to adopt the new model (if desired), and avoid overpayment for avoidable legacy services.

◆ Evaluate changes to the total ITISP implementation (MSI and all STS) in the context of optimizing the VITA business case for the Implementation.

◆ Identify new and value-added services early (e.g., Project Management services, Service Portal, IT Financial Management) that may be candidates for Go Live.

◆ Leverage the SAIC Disentanglement Advisory and Recommendation Team (DART) to provide in-depth advisory services for disentanglement and consultation regarding future procurements (details provided below), led by Dennis Nihiser.

4.1   Advisory Support for Incumbent Termination/Disentanglement

SAIC has planned for the DART team to support these activities during the implementation period. This team will address not only the MSI Implementation complexities, but also those associated with all waves of supplier integration and will assist VITA in planning and conducting the required disentanglement activities.

The DART team will be available to initiate activities within 30 days of contract signature. The team can continue through the entire Implementation period, but must be engaged for a minimum of 90 days. For each month of engagement, the DART team's activities will be subject to a monthly recurring fee, as detailed in Exhibit 4.1, 7A Modular Milestones.

The DART team will leverage Frank Crichton's extensive experience working with state government CIO offices in Hawaii and Utah assisting with vendor procurement planning, contract termination planning and the associated contract modifications and transition out activities. Our partners from EY will also bring expertise in these areas with personnel experienced in managing large, multiple vendor transitions and disengagement efforts. DART will also leverage a cross-section of resources (procurement specialists, negotiators, asset/license managers, solution architects, operational, financial, and organization and change management resources among others), as necessary. DART's focus is to create a specialized management and governance structure around the unwind project that is capable of dealing with the unique situations and mitigating the associated risks effectively. Thorough planning and information gathering is a foundational activity that enables the unwind team to proactively identify contractual and transition gaps and risks in each tower area.

During the planning and analysis phase, DART will analyze necessary documentation and propose a transition plan. DART will recommend which tools must be transferred, re-implemented, or purchased and which Customer-held software entitlements exist. Additionally, the team will propose what key data and documentation must be transferred; what Incumbent Supplier held software should be transferred based on the existing contractual licensing agreements; which equipment needs to be transferred or purchased; which third-party contracts and circuits are held on behalf of the VITA; and which in-flight projects are impacted.

Here is a representative list of best practices to address individual Implementation situations:

Observed Issues	Resolution
Balancing efforts between daily operational issues and Implementation activities; Incumbent Supplier resources will not join Implementation sessions, citing operational work	◆ Agree and negotiate additional Implementation efforts with Incumbent Supplier ◆ Block an agreed number of hours per day of dedicated SME time for Implementation efforts ◆ Negotiate and include these efforts as part of unwind agreement
Multi-skilled SMEs will not have	◆ As part of resource mapping, identify multi-skilled resources that need to

Observed Issues	Resolution
time for multiple supplier SMEs trying to schedule knowledge transfer sessions with the same person	provide knowledge transfer to multiple supplier teams ◆ Free up multi-skilled resources from operational activities and get commitment from Incumbent Supplier for additional daily Implementation efforts ◆ Educate suppliers to consolidate knowledge transfer sessions where possible to ensure there is no repetition of sessions on the same technical knowledge
Not providing documentation citing intellectual property (IP) rights, delay in providing documentation to new supplier, withholding information	◆ Negotiate document sharing as part of unwind project; ensure that legal and IP rights are explicitly discussed and agreed to; collate all available documentation before starting knowledge transfer sessions ◆ Ensure that supplier SMEs study all documents and familiarize themselves with the Commonwealth infrastructure and only ask relevant questions ◆ Set expectations and negotiate with Incumbent Supplier to ensure accountability to provide all required documentation in Implementation, but also require the new supplier to study all provided documentation through self-study (otherwise new suppliers will often log not having documentation as Implementation risk/issue and request waivers)
Incumbent resources will not proactively provide all knowledge and share only the information requested by suppliers	◆ Ensure that supplier knowledge acquisition questionnaires are detailed and cover end-to-end knowledge needs ◆ As part of planning, set up detailed agenda for each knowledge transfer session ◆ Set up calendar invites at least a week in advance with defined agenda for each session ◆ Publish knowledge acquisition questionnaires in advance to Incumbent Supplier SMEs so that they are prepared for the session ◆ Identify VITA POCs that are part of knowledge acquisition sessions to ensure sessions are conducted in the right spirit
Not providing suppliers with access to Incumbent Supplier-managed delivery centers	◆ Negotiate the logistics for all knowledge transfer and secondary support sessions as part of unwind negotiations ◆ Ensure that logistics are managed appropriately and enable remote knowledge transfer sessions (WebEx) if certain resources are not available in person ◆ Negotiate recording option for knowledge transfer sessions where needed as part of unwind agreement
Delays in access provisioning for supplier resources and SMEs	◆ Negotiate SLA for user access management (specifically for bulk supplier user access management requests) as part of unwind agreement ◆ Where possible, ensure Commonwealth SMEs/leads have end-to-end access to all infrastructure and applications before starting the Implementation ◆ Prepare access tracker (list of all access needed for each supplier role) during preplanning phase

Based on our experience, we have found that detailed planning and analysis coupled with a clear negotiation strategy greatly reduces the risks associated with the unwind process and overall Implementation.

DART will be positioned to assist VITA throughout an extended implementation period to ensure disentanglement from the current vendor is accomplished as efficiently as possible. The DART's constant focus will be on reducing any potential impact to VITA's ongoing services and mitigating any risks

associated with the implementation of all STSs. In addition, we will provide opportunities for early implementation of value-added services.

4.2   Modules

Figure 4.2-1 outlines the "modules" SAIC has identified as Foundational and Implementation Modules. We present the associated activities and illustrates the value proposition for each module.

CATEGORY	MODULE	VALUE ADD FOR VITA
Foundational	Implementation Foundation	Provides the overall foundation for a successful Implementation—people, process tools, and facilities—to ensure all subsequent Implementation activities and associated deliverables are managed and executed with— ◆ Full understanding of the impacts associated with adjusting the timeline for the execution of a given deliverable and the dependencies on other deliverables ◆ The risk and associated mitigations associated with each deliverable ◆ The methodology for communicating the value and benefits of each deliverable
	DART	Enables in-depth advisory services that will assist VITA in addressing Incumbent Supplier implementation disentanglement activities, as well as any complexities associated with future waves of supplier integration; specifically the activities to identify, plan, facilitate, and execute the termination of selected services from the Incumbent Supplier prior to the end of the current contract. This acceleration of implementing services to the new MSI and new STSs provides the Commonwealth with an increased and improved level of services delivered at a more efficient price as soon as possible.
	Special Projects Management Support	Provides for project management services for pre-commencement implementation and transition of STSs that supplements the Services and Functions to be performed by SAIC's PMO.
Implementation Modules	IT Financial Management	Early implementation of ITFM for the Commonwealth provides the opportunity for a more expedient, accurate invoice, with improved reconciliation, enhanced reporting capabilities, and a comprehensive dispute resolution process. Additional benefits include transparency to all stakeholders and comprehensive information sharing to support management of budgets and cash flow analysis.

	Program Management Office	Provides the opportunity for SAIC to assume responsibility for the following from the Incumbent Supplier:
		◆ PM responsibility on all new projects and transfer of Incumbent Supplier-managed projects in progress via scalable PM support.
		◆ Proposal development
		◆ Full SMM support
		◆ Full support on ongoing programs
		◆ PM reporting in place for standard reports and dashboards
		◆ Governance support
		   — Reduction of lead-time for demand through service delivery
		   — Reduction of VITA administration and operations tasking allowing VITA to focus on long-term strategic planning and major issue resolution

CATEGORY	MODULE	VALUE ADD FOR VITA

Figure 4.2-1. Benefits to VITA of Foundational and Implementation Modules Items

CATEGORY	MODULE	VALUE ADD FOR VITA
Implementation Modules	Current State Assessments (ITIL Assessment, CyberSecurity Edge Assessment, Continual Service Improvement Assessment)	Provides a comprehensive overview of current state of assessment areas and gap analysis information to be utilized in developing support processes and tools to ensure SAIC's MSI solution fully meets VITA requirements
	Future State Assessments (IT Service Portal & Design Workshop, Innovation Forum)	Completion of the interactive, iterative engagements provides feedback from VITA and Customer personnel to ensure— ◆ The Service Portal is designed to deliver valuable information via a user-friendly interface ◆ The mission and business goals of VITA and the Customers are clearly understood and addressed by SAIC's MSI solution and areas for targeted innovation have been identified
	Service Portal and Service Catalog	Implementation of the Service Portal provides— ◆ Ability to accelerate the definition of and the organizational awareness of the broader range of services available under the new ITISP model and to communicate information and Implementation status to the overall community ◆ Establishes a foundation for allowing Users to easily consume status information, obtain access to reports, and request services Implementation of the Service Catalog provides VITA and Customers with— ◆ Transfer of the effort associated with operations and maintenance from VITA to SAIC ◆ Improved processes and reporting for Service Catalog maintenance and enhancement
	IT Architecture and Road Mapping	Integration with future suppliers into architecture approach and improves the selection of suppliers that are architecturally aligned
	Risk Management	Ability for MSI to assume responsibility for Security Risk Program activities, including risk assessments, risk identification, mitigation, and prevention
	Configuration Management Data Base	Implementation of configuration management services, including updated CMDB and initial Business Service Mappings, provides VITA with the capability to easily analyze and leverage asset data for assistance with Wave 3 procurement activities
	Business Relationship Management	Establishment of Business Relationship Management reduces the operational burden on VITA allowing the MSI to— ◆ Assume responsibility for day-to-day operational activities to enable CAMS to focus on strategic development ◆ Identify service improvement opportunities that support Customers to allow for incorporation into MSI services ◆ Incorporate Customer feedback on areas of service improvements

Figure 4.2-1. Benefits to VITA of Foundational and Implementation Modules Items

In addition to the activities and deliverables described below, and prior to completion of the final milestone associated with any module, SAIC will have submitted the portion(s) of the Service Management Manual appropriate for the Services associated with that module.

4.2.1 Implementation Foundation—Implementation Startup/Facilities

Activities:

1. Core management team is assembled to begin working with VITA on Implementation planning activities
2. Kickoff meeting scheduled and held
3. Team develops initial versions of the required plans for initial review with VITA
4. Team works with VITA to revise plans as required based on input and updates plans for delivery and VITA's approval of baseline versions
5. Richmond and Clintwood facilities are secured via contract agreements
6. Complete buildout of "office space" portion of Richmond facility to house VITA personnel and SAIC Implementation team personnel
7. SMS architecture documented, reviewed, and approved by VITA
8. SMS tools acquired and stood up by technical team at "base" level (up and running)

Deliverables (one time and ongoing):

1. Management team is engaged with VITA and executing Implementation activities—ongoing
2. Kickoff Meeting minutes and slides—one time
3. Project Plan—one time, execution ongoing by team in item #1 of this Deliverables list
4. Communications Plan—one time, execution ongoing by team in item #1 of this Deliverables list
5. Organizational Change Management Plan – one time, execution ongoing by team in item #1 of this Deliverables list and OCM team
6. Risk Register and Risk and Issue Management Plan—one time, execution ongoing by team in item #1 of this Deliverables list
7. Implementation Quality Management Plan—one time, execution ongoing by team in item #1 of this Deliverables list
8. Richmond facility for VITA and SAIC Implementation personnel meets VITA-provided requirements and is ready for occupancy—ongoing once approved
9. Clintwood facility secured and available for Service Desk implementation activities—ongoing
10. SMS tools ready for configuration—ongoing O&M for keeping tools stood up and current

4.2.2 Disentanglement Advisory and Recommendation Team (DART)

Activities:

1. Develop management and governance structure to address Incumbent Supplier disentanglement activities
2. Create Advisory team ready for engagement with VITA
3. Develop disentanglement objectives, plans, and schedules
4. Create disentanglement tracking database and risk management tracker
5. Develop communication plan and escalation process

Deliverables:

1. Disentanglement plan and schedules
2. Personnel dedicated to disentanglement
3. Escalation process
4. Termination Assistance Plan

4.2.3 IT Financial Management

Activities:

1. Develop ITFM tool deployment plan and timeline
2. Conduct a gap analysis and develop associated action plan for VITA IT Cost Framework Definition, Cost Management Framework, and Cost Pool Information
3. Develop ITFM Governance, Showback/Chargeback, Cost Tracking and Management, and Cost Savings Opportunity, Cost Allocation process and models, and reports definition, including enterprise and chargeback invoices
4. Integrate ITFM technical system for Keystone Edge and Digital Fuel
5. Perform testing and user acceptance of technical systems

Deliverables:
1. ITFM Gap Analysis report
2. ITFM process documentation
3. Deployment plan task descriptions, milestones, and dependencies
4. Test documentation showing that interfaces have been defined, work as predicted, and have been verified
5. User acceptance testing of received budgeting, forecasting, and reporting request

4.2.4 Program Management Office
Activities:
1. Evaluate projects using scalable project management resources to determine the following:
    a. If any action must be taken with suppliers (STS and third-party contractors) due to schedule slips and providing resolutions where needed
    b. If projects are adhering to VITA and Commonwealth guidelines and, if not, providing necessary guidance
    c. If there are any new risks to be added to the risk assessment and mitigation scenarios developed
    d. If project artifacts need updating and making recommendations (e.g., Communications Plan, Risk Plan, Schedule)
2. Provide support on new proposal development:
    a. Assistance in developing statement of work or other relevant proposal documents and estimates and coordinating technical scope
    b. Identifying risks and developing mitigations
    c. Meeting coordination and reporting
    d. Assistance in evaluating RFP responses
3. Support Ongoing Programs support for risk management and disaster recovery preparation
4. Coordinate and collaborate with STS Project Managers to onboard and implement STS functionality
5. Evaluate VITA's Policies and Procedures Manual for adherence to new MSI model, new suppliers, and integration with SMS tools
6. Develop and supply necessary reports; identifying opportunities for moving reports online to new interactive dashboards on the SMS to improve Customer experience and reporting flexibility
7. Support BRMs with respect to project portfolio activities
8. Provide financial information related to PMO and project activities to support ITFM processes and chargeback

9. VITA will initiate and prioritize 'PMO Module' projects so that SAIC will provide:

    a. PM responsibility on all new projects and transition of incumbent-managed projects in progress via scalable PM support.
    b. Proposal development
    c. Full support on ongoing programs

    d.   PM reporting in place for standard reports and dashboard transitions

Deliverables:
1. Draft PM processes (for review and approval)
2. Risk management process
3. Proposals—PMO accepts and supports proposal development requests as needed
4. SMM update recommendations
5. Weekly Project Management Report
6. Project Management Performance Report
7. Quarterly Strategy Analysis Report (project data-related inputs)
8. Monthly and Weekly CSI Reports (project and program data-related inputs)

4.2.5 Current State Assessments
Activities:
1. Hold workshops with VITA and Customer personnel
2. Develop questionnaire, deployment, collection, and analysis of data
3. Build database and technical tools for data collection and analysis
4. Perform analysis of data for findings, process, procedures, etc.
5. Develop current-state baseline document and reports
6. Review and validation of current-state data and initial findings
7. Develop reports and presentations of current- state findings

Deliverables:
1. Current-state database and questionnaires
2. Baseline reports and presentations for- ITIL
3. Baseline reports and presentations for- CSI
4. Baseline reports and presentations for- CyberSecurity Edge

4.2.6 Future State Assessments
Activities:
1. Conduct User Experience and Design Process Workshop with VITA and Customer personnel
2. Conduct Innovation Workshop with VITA and Customer personnel

Deliverables:
1. End- user portal design documentation and roadmap and prototypes
2. Portal Value Assessment Report
3. Target Innovation Report

4.2.7 Service Portal and Service Catalog
Activities:
1. Establish non-production platform for Service Portal and Service Catalog development
2. Identify candidate Service Catalog items and Portal content for initial deployment
3. Perform preliminary review of candidate items and content for authorization, fulfillment requirements, and/or dependencies
4. Document recommended Service Catalog items and Portal content for initial deployment
5. Coordinate VITA review and approval of initial Service Catalog deployment list
6. Coordinate VITA review and approval of initial Portal content deployment list
7. Development cycle (per item):
    a.   Document item/content descriptive information
    b.   Document Service Catalog category or content location (page/block)
    c.   Document authorized requestors or groups (dependency analysis)

    d. Document approval/fulfillment tasks (dependency analysis)
    e. Document variable/data requirements
    f. Develop initial Service Catalog item or Portal content on non-production platform
    g. Develop initial item/content authorization, approval, fulfillment workflow
    h. Functional testing of item/content
    i. VITA review of item/content:
    j. Approve: prepare RFC for production deployment
      i. Remediate: iterate development cycle to remediate
      ii. Defer: VITA directs that item be deferred to post-Go Live implementation

8. Document production deployment requirements (necessary for an RFC)
9. Document Service Catalog or Portal change requirements (necessary for an RFC)
10. Coordinate VITA review and approval of deployment or change documentation for inclusion in the SMM.

Deliverables:

1. One Time:
    a. Documentation and analysis of candidate Service Catalog items
    b. Documentation of recommended items for initial deployment
    c. Development of approved, initial deployment Service Catalog items
    d. Documentation and analysis of candidate Portal components
    e. Documentation of recommended components for initial deployment
    f. Development of approved, initial deployment Portal components
    g. Demonstration of authorized user access to request each function, service, and/or component defined by the approved initial Service Catalog and Portal
    h. Functional demonstration of approved workflow (e.g., approvals, task creation/tracking/ resolution) for each function, service, and/or component as defined by the approved initial fulfillment process for the Service Catalog item or Portal content
    i. Approved SMM documentation for the governance and processes to affect change within the Service Catalog and Service Portal
2. Ongoing (Monthly):
    a. Maintenance and administration of the production and non-production platform
    b. Implementation of Service Catalog changes (subject to approved RFC and governance process)
    c. Implementation of Portal changes (subject to approved RFC and governance process)

4.2.8 IT Architecture and Roadmap

Activities:

1. Evaluation and analysis of Incumbent and VITA architecture team existing documentation related to the IT architecture process, including SMM processes; architecture templates; and access to the historical repository of approved IT architecture documentation, technology plans, IT strategic plan, and roadmap
2. Perform updates documentation and templates to reflect the MSI model and future process flow, including architecture templates and standard reports
3. Analyzes data to produce IT Architecture and Roadmap reports

Deliverables:

1. Strategy Analysis–Internal Strengths and Weaknesses —Quarterly Update/Annual Report
2. Strategy Analysis–External Opportunities and Threats —Quarterly Update/Annual Report
3. Strategy Analysis–Market Spaces —Quarterly Update/Annual Report
4. IT Technology Planning – Technology Advances —Quarterly Update/Annual Report
5. IT Technology Planning–Regulatory Issues and Changes —Quarterly Update/Annual Report

6. SAIC coordinates Architecture and Design activities with STSs

4.2.9 Risk Management
Activities:

1. Obtain access to VITA RSA Archer system
2. Review Incumbent Supplier-provided supporting documentation associated with risk management activities, including process documentation, compliance requirements and standards, existing action plans and plans of action and milestones (POAMs), security improvement initiatives, lists of existing controls, and operational reports on controls effectiveness and performance
3. Obtain compliance requirements and standards from Customers applicable to the ITISP
4. Update process documentation, templates, and report templates to reflect MSI model and future mode of operation
5. Update controls lists based on operational performance reports and provided compliance standards and requirements

Deliverables:

1. Provide initial risk assessments for ITISP
2. Provide POAMs based on risk assessment
3. Provide coordination for Customer and third-party risk assessment and audit activities; assistance to Customers in assessing and reporting on compliance status
4. Initial Security Plan —one time
5. Annual Security Plan —annual
6. Process Monitoring–Security Remediation Status Reports —monthly
7. Process Monitoring–Emerging Threats —weekly update, monthly update, quarterly update, annual in-depth
8. Process Monitoring–Risk Monitoring, Identification and Assessment —weekly update, monthly update, quarterly update, annual in-depth
9. Process Monitoring–Risk Mitigation Activities —weekly update, monthly update, quarterly update, annual in-depth
10. Process Monitoring–Formal Risk Assessment —monthly update, quarterly update, annual in-depth

4.2.10 Configuration Management Data Base (CMDB)
Activities:

1. Document standard asset categories, asset types, and minimum attributes developed
2. Create CMDB structure within Keystone Edge created
3. Receive and evaluate initial data export from Incumbent Supplier CMDB
4. Complete data mapping from existing fields and attributes to new standards
5. Complete data load from Incumbent Supplier data source
6. Integrate Customer asset information outside of the existing CMDB (provided in a standard format, e.g., CSV, delimited)
7. Obtain and verify access for SAIC Team to existing architecture documentation
8. Establish asset relationships and Business Service Mappings established for up to 50 initial business services

Deliverables:

1. Asset Management Report – Monthly, subject to data limitations (e.g., Incumbent Supplier data may not be refreshed during implementation period).
2. Technical Currency Report – Monthly, subject to data limitations (e.g., Incumbent Supplier data may not be refreshed during implementation period).
3. General asset reporting.

4.2.11 Business Relationship Management
Activities:
1. Provide access to service portal for Customer personnel to facilitate communications
2. Assume responsibility day-to-day operations activities from CAMS
3. Identify early service improvement opportunities that support Customers
4. Obtain Customers' feedback on areas for service improvement
5. BRMs work with STSs to establish relationships and trust and to communicate Customers' findings

Deliverables:
1. Meetings with Customers and CRM to develop relationships and gain knowledge; distribution of meeting minutes and follow-up deliverables
2. Development of communications plans
3. Documentation on Customers milestone timeframes, priority objectives, and projects
4. Provide ongoing support and communications to Customer personnel via service portal
5. Establish OLAs with STSs

4.3 Asset Inventory – Support of Wave 3 Procurements

SAIC's solution provides for the establishment of a comprehensive CMDB, which includes associated relationships of Configuration Items. The comprehensive CMDB ensures that an accurate and complete inventory of managed assets, and is a critical component for effective management and oversight of the ITISP. We recognize that this information is a vital component which will allow VITA to issue accurate RFP's for the Wave 3 services.

The methodology for the initial population and data validation are detailed in Section 2.4 – Implementation Assistance Support, Critical Information to Support Implementation. This describes our five steps for the initial population of the CMDB database and establishing the required relationships. Additionally, this activity may include a wall-to-wall physical inventory at VITA's request, to be provided and quoted optionally. If VITA elects to engage SAIC to perform a wall-to-wall physical inventory, SAIC shall ensure that performance of the inventory shall not delay the Commencement Date.

The process for "how" SAIC would approach these activities are generally described in Section 2.4 of this document. Additionally, there would be initial and ongoing dependencies on the Incumbent Supplier and requirements for technical interfaces throughout the remainder of the Implementation timeframe.

4.4 Fallback Scenario – Potential for Alternative Infrastructure Hosting

The Services Management System (SMS) solution includes production, test, development and disaster recovery components that will be hosted in the ITISP Data Center and the hosting provided by the designated ITISP provider. The SMS consists of five suites: Keystone Edge; CENTER Suite; Cloud and Financial Management Suite; Security Suite; Information Security Management System Platform. VITA has identified a risk that the Incumbent provider may be unable or unwilling to provide the required hosted systems.

The core of the SMS, Keystone Edge, is cloud-hosted and location independent.

At VITA's option, SAIC can provide an alternative 'private cloud hosting' solution that includes all necessary production, development and test platforms for:

CENTER Suite and Cloud & Financial Management Suite

For security considerations, the remaining suites (Security Suite and Information Security Management System Platform) shall be hosted within the Commonwealth data center

If VITA chooses this alternative, SAIC will provide a secure, private-cloud hosting infrastructure in a Virginia-based facility with ITISP-dedicated physical and virtual servers, storage, data backup and ongoing administrative services to support the hosted components. The solution provides infrastructure for these components in a high-availability configuration, capable of integration with ITISP-provided disaster recovery (DR) services if available. At VITA direction, SAIC is prepared to provide DR services for the production systems in this alternative solution at a secondary geographically isolated US based hosting facility.

This alternative would not require the Incumbent to provide any server/storage infrastructure or hosting for these components, but will require ITISP-provided network connectivity, network router, and support for establishing secure network paths (e.g., firewall and VPN configuration) from the ITISP network environment to our primary hosting facility, and to our DR facility should VITA select SAIC-provided DR services. SAIC also has offered various public and private cloud hosting options to accommodate unanticipated needs.