



**Exhibit 2.4**  
**Implementation Plan – Mainframe Services**

VA-240322-PSLI - Mainframe Services

**COMMONWEALTH OF VIRGINIA**  
**VIRGINIA IT AGENCY (VITA)**  
**SUPPLIER STRATEGY AND PERFORMANCE DIVISION**

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## 1.0 Implementation Overview

Peraton has included an overview of the Implementation Plan describing its plan for how they will successfully implement the Services described in the Agreement that will take prior to the Commencement Date and what post-Commencement Date activities will be required to fully transfer all components of the Services from the Incumbent Supplier (e.g., assets, software licenses, operational documentation, and personnel).

### 1.1 Implementation Guiding Principles and Critical Success Factors

Peraton's Implementation and transition to the new contract will be seamless with no interruptions to VITA Mainframe operations. We propose a low-risk Implementation that will begin at the Effect Date and completed prior to Commencement Date. Since our Implementation activities under the new contract will run in parallel to our currently contract, VITA will move straight from steady-state operations on the current contract to steady-state operations under the new contract.

The foundation of our solution, including our approach to Implementation, is the proven combination of people, processes, and technology that has successfully delivered Mainframe Services to the Commonwealth of Virginia since 2017 under the current contract. Peraton will protect the key interests of the Commonwealth during implementation by leveraging our experience and knowledge gained over the past 6 years as the VITA Mainframe Service Tower Supplier, as well as our decades of experience performing contract transitions and implementations for government customers. As the incumbent, we are in a position to provide a seamless transition incorporating the following principles to develop and execute our Implementation Plan:

- Minimize cost of contract transition
- Minimize burden on VITA staff in terms of meetings, activities, and approvals.
- Continue current operations without interruption (no required knowledge transfer, staff changes, training required, nor infrastructure transitions).
- Implement minor changes to support new and evolved requirements.
- Improve service through technology refresh (new Mainframe CPU, new storage)

Our Implementation focuses on a limited number of key work streams, such as establishing new service-level reporting and measurement and updating billing and invoice data collection to support new requirements. Peraton also plans start a technology refresh of the Mainframe CPU and storage hardware during the Implementation period and continue through completion later in contract year one. Peraton will use our project management and execution methodologies in use under the current contract as we coordinate with the MSI to transition to service under the new contract. There are key factors contributing to successful implementation:

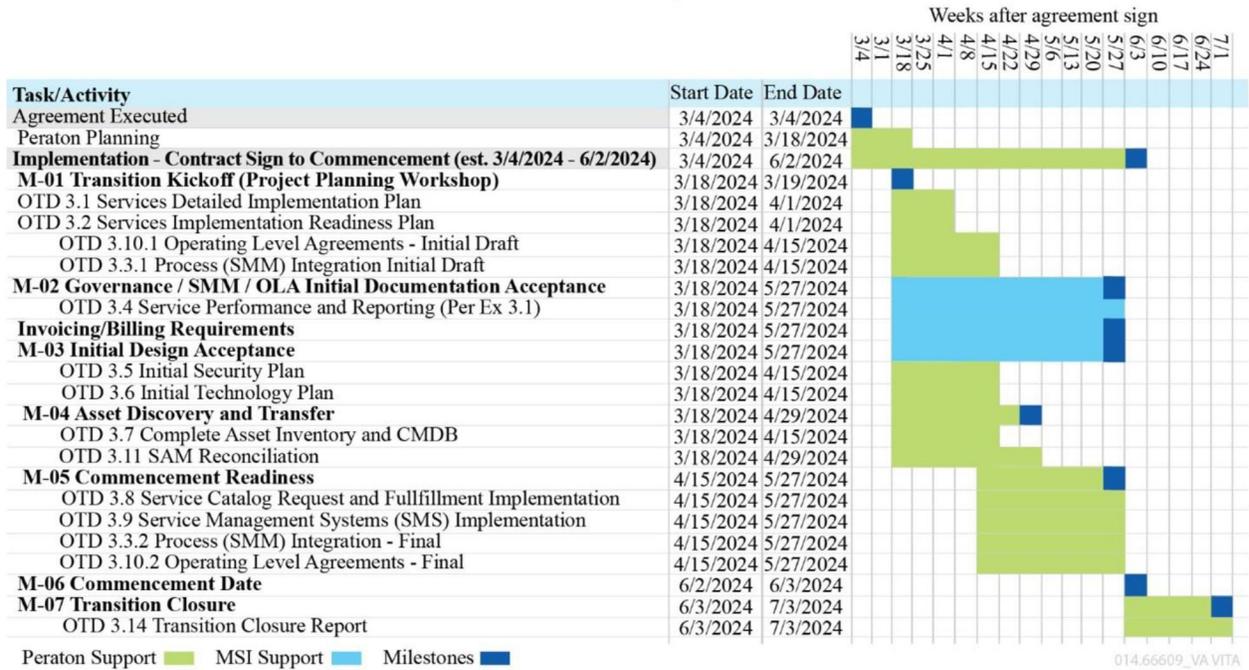
- Effective project execution and management; clear project goals and objectives.
- Focus on stable service delivery throughout implementation.
- Stakeholder engagement and proactive communication to align expectations and objectives leveraging relationships established during the current contract.
- Effective collaboration with MSI and Service Towers, VITA, and Commonwealth stakeholders to avoid schedule delays, minimize or eliminate unplanned operational impacts, and efficiently deploy resources.
- Continued alignment with Commonwealth business goals and IT strategies and the ability to identify, analyze, and respond quickly to changes within a dynamic environment.

### 1.2 Solution Timeline

As the incumbent, Peraton expects the transition to service delivery under the new contract to be seamless to end users. Our plan incorporates Milestones and One-Time Deliverables (OTD) identified in **Exhibit 2.4.1 (Implementation Milestones – Mainframe)** and assumes excluding OTDs for tasks that are complete and

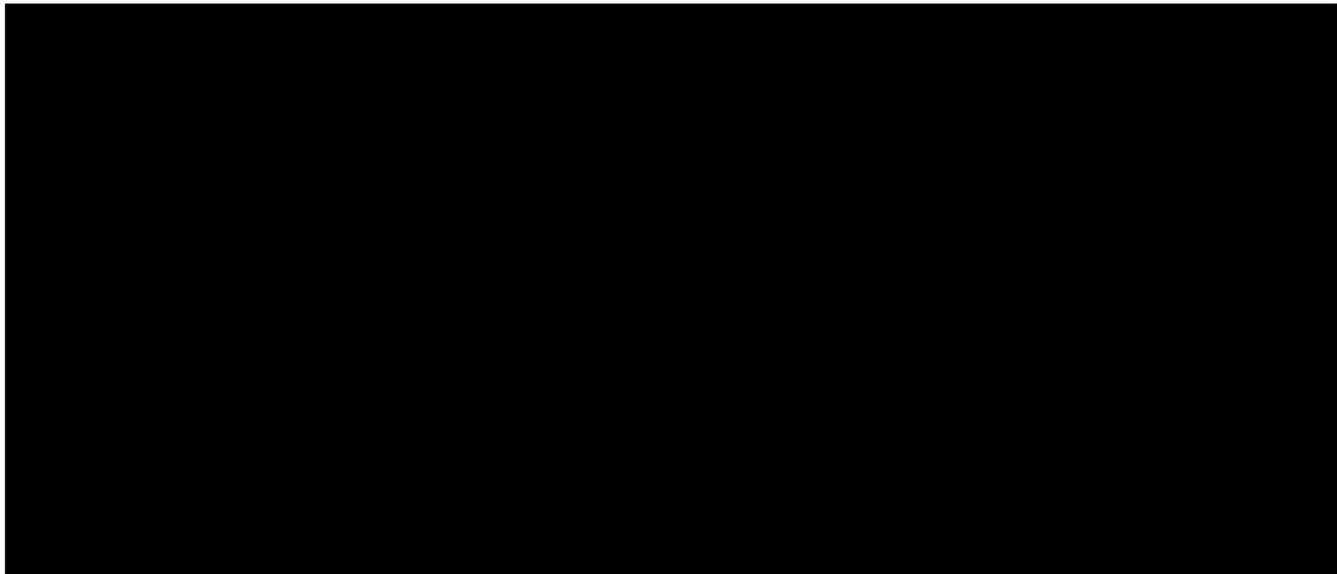


**Table 2: Mainframe Service Implementation Gantt View**



**M-08 Mainframe / Storage Refresh**

As depicted in **Table 3**, Peraton will install Mainframe CPU and Storage hardware and coordinate with Customers to perform a cutover and validate functionality during an agreed upon maintenance window. The estimated level of effort for impacted Customers is two to three Full Time Employees (FTE) over approximately 2-3 total days of planning and testing support.



Since Peraton has secured use of the current IP Addresses until the end of the contract term, no migration of IP Addresses will be required.

**Table 4: Circuit Diversity and SMF Log Conversion for MSS SIEM**



**M-09 Circuit Geographic Diversity – Mid-Atlantic Data Center (MDC)**

Peraton will reprovision dual MPLS circuits at the Mid-Atlantic Data Center (MDC) in Clarksville, VA with geographic diversity.

Implementation with estimated timelines:

- Submit order with carrier: (2 weeks)
  - An order will be submitted within two weeks of the target Effect Date (Start), currently assumed to be March 4, 2024. Further delays of the Effective Date beyond March 4, 2024, could impact the timeline to complete the Circuit Geographic Diversity implementation.
- Carrier provision: (15 weeks estimate from carrier)
  - Carrier performs circuit provisioning tasks for both circuits
  - Includes second circuit provisioned with alternate carrier to achieve diversity
- Milestone Circuits Provisioned: (Target 6/26/2024 assuming target Effect Date of 3/4/2024)
  - This Milestone marks the availability of geographically diverse circuits to be utilized to provide connectivity to the Peraton primary data center in Clarksville, VA
  - Peraton will provide documentation provided by carrier of completion of provisioning
- Cutover planning: (2 weeks)
  - Peraton will test circuits and plan cutover
- Cutover:
  - Peraton will perform cutover minimizing operational impact

**M-10 SMF Log Conversion for MSS SIEM**

VITA has chosen and Peraton will implement Option 1, “Converting SMF logs so they can be ingested by VITA Managed Security Service Provider SIEM”. See **Exhibit 2.3.1 (Solution - Mainframe Services)** for additional detail. Implementation key points and steps are below. [Error! Reference source not found.](#) and Table 4 for schedule dates.

Implementation key points:

- Peraton estimates a 3-month implementation duration starting “target Effect Date”, pending VITA confirmation to initiate, and targets completion by June 2, 2024.
- “target Effect Date” is assumed to be 3/4/2024. Further delays of the Effective Date beyond March 4, 2024, could impact the timeline to complete the SIEM Implementation due to the work involved to complete these activities by Peraton, VITA, and the MSS.
- Peraton assumes the SIEM solution is MSS AIsaac
- Successful implementation assumes support from MSS to plan and implement including SIEM solution configuration and network configuration as required.

Implementation with estimated durations:

- Planning (3 weeks)
  - Collaborate with MSS and VITA to determine requirements to deliver events to MSS AIsaac SIEM system:
    - Identify security data and events to be extracted from SMF logs.
    - Confirm desired format of the event data records.
    - Confirm timing and frequency of log forwarding, striving for near real time forwarding.
    - Assumes MSS and VITA availability to participate in planning meetings and confirm requirements for delivery of events from Vanguard Active Alerts (VAA) during this timeframe.
- Engineering and Design (3 weeks)
  - Determine network configuration including firewalls, ports, destination and source information.
  - Determine mainframe system configuration to capture required events.
  - Confirm Vanguard Active Alerts (VAA) configurations to support data capture and delivery.
  - MSS STS determine SIEM configuration and network changes required to support ingestion.
  - Assumes MSS availability to perform engineering and design tasks to prepare AIsaac and network configurations to support Mainframe event delivery during this timeframe.
  - Assumes MSS is able to develop a design for AIsaac that will satisfy requirements to successfully receive and ingest events from the Mainframe during this timeframe.
- Build and Implement (3 weeks)
  - Install and configure Vanguard Active Alerts (VAA) software on four LPARs.
  - Configure VAA to extract event data from Mainframe components and send to MSS SIEM from four LPARs.
  - Configure network components to enable data transmission (firewall rules).
  - MSS STS configure SIEM to receive and ingest event data from the Mainframe and perform any network changes.
  - Develop test plans and acceptance criteria.
  - Monitor Vanguard Active Alerts via Mainframe automation tools.
  - Monitor continual event receipt on MSS SIEM.
  - Assumes MSS availability to execute build and implementation tasks necessary to enable successful receipt and ingestion of events from the Mainframe into AIsaac during this timeframe.
  - Assumes MSS is able to implement the design for AIsaac to satisfy requirements to successfully receive and ingest events from the Mainframe during this timeframe.
- Testing (2 weeks)
  - Enable event capture and transmission and confirm event extraction on the Mainframe.
  - Execute test plans to include:
    - Confirm successful traversal of network path from Mainframe to MSS SIEM
    - Confirm successful ingestion and labeling of events within MSS SIEM
  - Assumes VITA and MSS will complete all of their pre-requisite planning, engineering, build, and implementation tasks to complete testing in this timeframe.
  - Assumes MSS is able to test, troubleshoot, and resolve ingestion of events from the Mainframe into AIsaac during this timeframe.
- Milestone - Acceptance (2 weeks)
  - Submit results of test plans to VITA for review. Test plan results will confirm receipt and ingestion of SMF log events from the Mainframe within the MSS SIEM.
  - Receive acceptance from VITA.
  - Assumes VITA, MSS, and Peraton completion of all pre-requisite planning, engineering, build, and implementation tasks to complete testing and evaluate acceptance in this timeframe.
  - Assumes VITA is able to evaluate acceptance and provide response within this timeframe.

### 1.3 Integration Points

#### Integration Points: Critical Information or Activities Needed

As the Incumbent Supplier, core integration into the VITA Platform has already been achieved and most of the Integration Points have minimal additional activities to perform or are not required at all. Peraton collaborates with the MSI to complete integrating new SLAs and invoicing/billing requirements under the new contract. **Table 5** describes to planned activities for each integration point.

**Table 5: Integration Points**

REF #	INTEGRATION POINT	CLOSURE CRITERIA	PERATON INTEGRATION PLANNING AND EXECUTION
1	Implementation Plan Integration	<ul style="list-style-type: none"> <li>VITA or its designee has successfully developed an interdependent master schedule based on the schedule that the STS has delivered</li> </ul>	<ul style="list-style-type: none"> <li>Peraton will provide an Integration schedule and work with VITA and the MSI to develop a master schedule of all Integration tasks</li> </ul>
2	Organization Mapping and Integration	<ul style="list-style-type: none"> <li>STS has provided an Org Chart with appropriate contacts. STS has provided a complete roster of all staff hired to support the delivery of services to VITA and the Commonwealth. By completing SMM Chapter 2.x, this is considered completed</li> </ul>	<ul style="list-style-type: none"> <li>Peraton will complete all updates to SMM Chapter 2 documents under the new contract</li> <li>As the incumbent, we expect to retain all current staff and will perform no hiring or staff onboarding</li> </ul>
3	Incumbent and current Staff Retention	<ul style="list-style-type: none"> <li>STS has developed a list of incumbents and current staff supporting in-scope services and have offered and received acceptance/rejection from that list of Incumbent Staff. STS has identified any additional staff needed</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is the incumbent and does not need to transition staff</li> </ul>
4	Knowledge Transfer	<ul style="list-style-type: none"> <li>STS has requested information from appropriate parties and identified and logged gaps included in obtaining the knowledge required to perform duties and confirms they are ready to assume service</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is the incumbent. Knowledge transfer is not required to assume service</li> </ul>
5	Service Management Manual Development	<ul style="list-style-type: none"> <li>STS has submitted and received VITA (PAG) approval on all required SMM chapters for Commencement</li> </ul>	<ul style="list-style-type: none"> <li>Peraton will update and submit for PAG approval all required SMM chapters for Commencement</li> </ul>
6	Service Management Systems (SMS) – Tools Integration	<ul style="list-style-type: none"> <li>STS has established connectivity with the appropriate tool sets and has tested and validated that all required functionality is available</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>As the incumbent, Peraton is already fully integrated with the SMS tools and prepared to continue service</li> </ul>
7	Governance	<ul style="list-style-type: none"> <li>VITA, or its designee, has established all operational forums, and STS has identified appropriate personnel to attend and agree with overall Governance standards</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is the incumbent and already participates in all required Governance forums</li> </ul>
8	SLA/OLA Development	<ul style="list-style-type: none"> <li>STS has agreed to and is able to operate by the SLAs its contract</li> <li>OLAs are agreed on between MSI and STS, and where necessary, OLAs have been agreed to with other STSs</li> </ul>	<ul style="list-style-type: none"> <li>Peraton will work with MSI to establish SLA measurement and reporting to support the new contract</li> <li>Peraton is the incumbent and already has OLAs in place where applicable or has received exceptions from VITA</li> <li>Peraton will review and update OLAs as necessary to support the new agreement</li> </ul>
9	Asset Discovery and Transfer	<ul style="list-style-type: none"> <li>Identified legacy tools, software, hardware, licensing, etc. that will be required for take-over and STS has taken ownership of those items.</li> <li>STS have been delivered all aligned hardware and software asset records and contracts documentation.</li> <li>STSs review and conduct gap analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Peraton is the incumbent. No hardware assets will need to be transferred</li> <li>Peraton will review software currently held by VITA, and in collaboration with VITA, will confirm transfers or VITA retentions needed to support the new agreement</li> </ul>

REF #	INTEGRATION POINT	CLOSURE CRITERIA	PERATON INTEGRATION PLANNING AND EXECUTION
		<ul style="list-style-type: none"> <li>STS formally transfer all assigned assets (VITA formal Contract Transfer Authorization Letter sent).</li> </ul>	
10	New Project Requests, Demand requests, and Requests for Solution	<ul style="list-style-type: none"> <li>Process and workflow are operational. STS has received guidance and training on how new requests will be submitted and their role in fulfillment of those requests.</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is the incumbent and is already familiar with VITA’s project, demand, and Request for Solution processes and will continue to support them.</li> </ul>
11	Ongoing Projects & Work Orders	<ul style="list-style-type: none"> <li>STS has received list of projects assigned to them, has reviewed, agreed on the assignments, and is prepared to assume responsibility for fulfillment at Commencement.</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is the incumbent and has knowledge of all ongoing projects</li> </ul>
12	Training	<ul style="list-style-type: none"> <li>STS has received all required training.</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is the incumbent and is up to date on training</li> </ul>
13	Invoicing / Billing Requirements	<ul style="list-style-type: none"> <li>STS has reached an agreed invoice/bill including billing triggers with VITA ITFM, and the processes in their SMM Chapters align with ITFM processes.</li> </ul>	<ul style="list-style-type: none"> <li>Peraton will work with VITA and the MSI to update ITFM to reflect the new agreement and update required SMM chapters</li> </ul>
14	Catalog Integration (Including SPLM)	<ul style="list-style-type: none"> <li>Existing catalog items have been successfully transitioned to STS. STS has reviewed and agreed upon catalog. All workflow associated with each service is completed.</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is incumbent. Catalog is in place</li> </ul>
15	Identity and Access Management Requirements	<ul style="list-style-type: none"> <li>STS has identified appropriate staff and ensured staff accounts have been created based on CSRM Standards and MOU requirements.</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is incumbent. Identity and access management processes and procedures are in place</li> </ul>
16	Service Desk and Scripts Automation	<ul style="list-style-type: none"> <li>STS has either provided or agreed to current service desk scripts and automation. STS has reviewed and understands the KSE Incident Management Process.</li> </ul>	<ul style="list-style-type: none"> <li>Peraton is incumbent and required service desk scripts are in place for the current contract</li> <li>Peraton will review and update scripts and automation as required to support the new contract</li> </ul>
17	Show and Track the Onboarding of Staff	<ul style="list-style-type: none"> <li>STS has accurate numbers of all staff required and appropriate levels of access for these staff. STS has reported on the progress of onboarding. STS has completed onboarding all staff, including provisioning them with the equipment needed to perform their functions.</li> </ul>	<ul style="list-style-type: none"> <li>INTEGRATION TASK NOT APPLICABLE</li> <li>Peraton is incumbent. Required personnel are already onboarded</li> </ul>
18	Finalize the Operational Level Agreements	<ul style="list-style-type: none"> <li>OLAs have been signed by the STSs.</li> </ul>	<ul style="list-style-type: none"> <li>Peraton will review and update OLAs where required</li> </ul>
19	Communication	<ul style="list-style-type: none"> <li>Complete development of new services communication plan with VITA Business Readiness based on STS enhancements post take-over.</li> </ul>	<ul style="list-style-type: none"> <li>Peraton will work with VITA Business Readiness to develop any required communication plan components to support implementation</li> </ul>

**Integration Points: Critical Assumptions and Availability Needed**

As the incumbent, successful continuation of Integration with the VITA MSI platform prior to service Commencement under the new contract will require minimal activity and depends on the following:

- The target Effect Date (Start) date by March 4, 2024, and in time to complete required activities to support new billing and new SLA measurement by Commencement Further delays of the Effective Date beyond March 4, 2024, could impact the timeline to complete Operational Milestones, Critical Deliverables, SLA reporting, and new billing in the Implementation Plan due to the work involved to complete these activities by Peraton, VITA, and the MSI. Should this occur, Peraton will work with VITA and the MSI to mutually agree on what can be completed prior to Commencement and what will be completed after Commencement and update the Implementation schedule to reflect that.

- MSI SMS subject matter experts (SME) will be available through Implementation to implement service level measurement and reporting.
- MSI ITFM SMEs will be available through Implementation to implement billing reporting and invoice generation.
- MSI SMS tools can be configured to support SLA measurement and reporting in agreement with terms of the Mainframe contract.
- MSI SMS tools can be configured to support billing and invoice measurement and reporting in agreement with terms of the Mainframe contract.
- Artifacts created, deliverables and tasks completed under current contract will not need to be repeated if not changed significantly.

### ITFM Bifurcated Billing Support

Peraton will provide billing that is bifurcated between the two remaining Mainframe customers (DMV and DSS) where all records in the data submitted to ITFM are coded as either DMV or DSS.

Our approach addresses billing according to the CPU Hour, Storage Tier 1, Storage Tier 2, and Software.

**CPU Hour (SRB and zIIP) billing:** For CPU hour billing, our approach from record review to the chargeback invoices is as follows:

- Review all records and attribute via UCODE to one of four buckets: DSS(765), DMV(154), “both” (requires a new or repurposed UCODE), or “neither” (use VITA - 136).
- For “neither”, research the usage and either assign to one of the categories or develop plan to eliminate.
- STS Invoice data: summation of all records for all UCODEs under RU.
- Chargeback Invoice data: separate by UCODE in ITFM, apportion “both” by agreed %, “neither” goes to VITA (136) until reassigned or eliminated.

**Storage Tier 1 billing:** Similarly, Storage Tier 1 includes the following activities:

- Review all records and attribute via UCODE to one of four buckets: DSS(765), DMV(154), “both” (requires a new or repurposed UCODE), or “neither” (use VITA - 136).
- For “neither”, research the usage and either assign to one of the categories or develop plan to eliminate.
- STS Invoice data: summation of all records for all UCODEs under RU.
- Chargeback Invoice data: separate by UCODE in ITFM, apportion “both” by agreed %, “neither” goes to VITA (136) until reassigned or eliminated.

**Storage Tier 2 billing:** Consistent with Storage Tier 1, the billing activities include:

- Review all records and attribute via UCODE to one of four buckets: DSS(765), DMV(154), “both” (requires a new or repurposed UCODE), or “neither” (use VITA - 136).
- For “neither”, research the usage and either assign to one of the categories or develop plan to eliminate.
- STS Invoice data: summation of all records for all UCODEs under RU.
- Chargeback Invoice data: separate by UCODE in ITFM, apportion “both” by agreed %, “neither” goes to VITA (136) until reassigned or eliminated.

**Software billing:** For software products, bifurcated billing activities includes:

- For each software product RU (vendor level) – DSS(765), DMV(154), “both” (requires a new or repurposed UCODE), or “neither” (use VITA - 136).
- For each “both”, review underlying products for assignment: DSS, DMV, “both” or “neither”.
- STS Invoice data: summation of all records for all UCODEs under RU by line.
- Chargeback Invoice data: separate by UCODE in ITFM system, apportion “both” by agreed %, “neither” goes to VITA (136) until reassigned or eliminated.

The implementation of bifurcated billing enables the streamlining of other billing data collection, this includes stopping collection and processing of separate CICS transaction data, Complete transaction data, and

DB2 transaction data. All this usage is captured within the started task data for the CICS regions, Software AG tasks and DB2 started tasks.

As we proceed with implementation of ITFM bifurcated billing support, decisions from VITA will be required for the following questions:

- How will resource records classified as “both” be apportioned? Examples include operating system components and support tasks such as password resets performed by the MSI Service Desk
- How will resource records classified as “neither” be resolved? Research may be required to determine business owner and decision to either decommission or assign will need to be made.
- Other decisions may arise during the review and apportionment of resource records.

## 1.4 Critical Dependencies and Assumptions

### Critical Dependencies and Assumptions: Critical Information Or Activities Needed

As the Incumbent Supplier, Peraton has no dependency on an existing supplier to achieve service transition. Successful implementation and transition on the Commencement Date depends on:

- Support from the MSI to establish measurement and reporting for new SLAs and billing Resource Units consistent with the terms of the new contract.
- Support from the MSI to implement billing triggers in the Information Technology Financial Management (ITFM) system including reaching agreement on data collection and delivery formats.

Successful completion of Mainframe and Storage Hardware Refresh depends on

- Customer participation to prepare for and validate successful implementation during the identified implementation windows.

### Critical Dependencies and Assumptions: Critical Assumptions

Successful completion of Peraton’s Implementation Plan and transition to a new service contract assumes:

- A new agreement is executed ahead of the Commencement Date and provides a sufficient window of time to implement measuring and reporting activities and support going live with new SLA measures and billing triggers on the Commencement Date.
- MSI’s Service Level Measurement system within Keystone Edge (KSE) will support measurement and reporting of Peraton service levels or measurement and reporting outside of KSE will be supported and accepted.

## 2.0 Implementation Plan

### 2.1 Implementation Approach and Methodology

Peraton Implementation focuses on minimizing operational impact and transitioning to the new contract as efficiently as possible. Our approach uses PMI Project Management Body of Knowledge (PMBOK) system of practices, methodologies, techniques, procedures, and rules as required following VITA’s existing ITSM processes. We collaborate with VITA and the MSI to assess all areas of integration and use existing Mainframe service elements to achieve commencement readiness as quickly as possible and consume only those resources that are necessary.

## 2.2 People, Skills and Training

As the incumbent, Peraton currently provides the services required and intends to retain the necessary resources and skills to achieve a smooth transition to the new contract.

One of the most important elements for creating a stable workforce for VITA is our program to “Recognize, Reward, and Retain” our employees. We offer our employees competitive salaries and benefits, with additional incentives for hard-to-find skills. At Peraton, we attract top talent in the IT industry, so it is important to provide them with rewarding, challenging jobs with ongoing performance appraisals and feedback and a strong development and long-term career plan to stay engaged. We provide challenging assignments, goals to reach, and rewards for attaining them. We conduct regular one-on-one meetings between the employee and their manager to discuss employee satisfaction and address any concerns. We conduct a corporate-wide annual employee satisfaction survey, review and assess employee feedback, and develop corporate initiatives to address concerns or implement improvement ideas our employees offer.

Also key to our active retention program is a culture of social responsibility and an inclusive environment. We promote social responsibility through a variety of programs in Virginia, such as serving as the presenting sponsor for the Relay for Life in Reston, providing volunteers for Operation Homefront’s Back-to-School Brigade in Springfield, providing volunteers for Wreaths Across America in Quantico National Cemetery in Quantico, and honoring veterans on Veterans Day through Soldiers’ Angels Home of the Brave program at VA hospitals in Richmond, Hampton, and Tuskegee. We maintain a Corporate Citizen website where employees can see the various activities Peraton supports and can join the activities most meaningful to them.

Through our Diversity, Equity, and Inclusion (DE&I) program, Peraton provides a diverse, collaborative, and inclusive environment for all employees. We treat each other with courtesy, dignity, and respect. We encourage diversity and inclusion, and promote the value generated from disparate backgrounds and experiences.

Whether working in the same physical location or working remotely, we use Microsoft Teams to collaborate and keep our employees engaged wherever they are located. Microsoft Teams enables collaboration, instant messages, group communication, meetings with screen sharing, and file and application sharing so employees feel engaged and included, even when working remotely.

These retention programs let our employees know how much we value them and help us retain a stable workforce for our customers. Peraton is recognized on Forbes 2022 America’s Best Employers for Diversity and 2022 America’s Best Large Employers. The Washington Post also recognized Peraton on its list of 2021 Top Workplaces; survey feedback from employees is the sole basis for determining the Top Workplaces.

## 2.3 Process Implementation

As the incumbent, Peraton currently aligns and adheres to all the VITA enterprise main processes: Incident, Change, Problem, Service Asset and Configuration, Service Catalog, Request for Solution, and Disaster Recovery/Business Continuity that are core to the continuity and quality of service delivery. Transition to the new contract will be seamless.

## 2.4 Implementation Assistance Support

As the Incumbent Supplier, Peraton’s implementation and transition to the new contract does not carry the risks we would have if we were faced with an Incumbent Supplier. All required personnel support is obtained from the Peraton pool of resources assigned to support the VITA Mainframe service and is under our control to manage. Peraton possesses all required critical information to deliver Mainframe service to the Commonwealth by virtue of being the Incumbent Supplier. Contingency plans regarding dependencies on an Incumbent Supplier are not required by virtue of Peraton being the Incumbent Supplier.

## 3.0 Other Implementation Elements

### 3.1 Roles and Governance Alignment

As the Incumbent Supplier, our Implementation activities are limited to the items outlined in Section 1.2 Solution Timeline. The structure that we propose to provide jurisdiction and manage over these limited Implementation activities is consistent with the governance model that we have in place on the current contract for status communication, risk and issue identification and escalation, and decision making.

Peraton will include status of implementation activities as part of the agenda at the regularly occurring Mainframe Service Tower Operational Forum and the Mainframe Platform Relationship Forum. Status updates will include accomplishments, upcoming activities, risks, issues, and decisions. Peraton will follow the existing governance process where we enter risks, issues, and decision points into the Governance Case register as proposed items and review them at the next Mainframe Service Tower Forum. With MSI and VITA agreement, we make items active and assign owners for response and resolution. We document progress within these items and escalate as necessary to increasing levels of governance until a resolution is reached.

The current governance structure, described above, fully aligns with the governance structure set forth in **Exhibit 1.2 (Governance Structure)** and has proven effective during the period of our current term of service delivery when issues such as challenges to z/OS upgrades, and supply chain issues impacted schedules for important initiatives. We raised the risks and issues in governance forums, tracked them as appropriate governance cases in the register, and collaborated with VITA and the MSI to reach decisions on the most appropriate mitigations and resolutions.

### 3.2 Communications Management

As the Incumbent Supplier, our Implementation activities, and the associated communications for those activities, is limited to the items outlined above in Section 1.2 Solution Timeline. Our approach to communicating information related to these activities is consistent with our current communications approach described in Section 3.1 above. This approach provides the most accurate and pertinent information across the program and makes certain that key decision-makers and stakeholders in the VITA organization are fully aware of progress as each work stream proceeds.

For each key business and technical area, Peraton has a team participating in necessary communications, and we work with VITA to ensure the appropriate individuals are engaged from the team included in the respective governance forums. This communication framework facilitates interaction among Peraton, VITA, the MSI, and key Agency stakeholders.

We propose continuing the following forums of communication. To minimize the impact to VITA personnel, we will add Implementation topics (status, schedule, deliverables) to the agenda of these existing communications.

- **Mainframe Service Tower Operational Governance Forum**
  - **Description:** Oversees, reviews, and manages operations for the Mainframe Service Tower.
  - **Attendees:** VITA Mainframe Service Tower Owner, other VITA personnel as required, MSI Supplier Manager (Chair), Mainframe STS Service Delivery Owner (Co-Chair), other STS personnel as required, other MSI personnel as required.
  - **Method/Mechanism:** Meeting (virtual and in person as desired)
  - **Schedule:** 2nd and 4th Wednesday of each month
- **Peraton Platform Relationship Forum**

- **Description:** Participants review platform operations and Customer experience for the VITA services program for all customers. This is the first point of escalation for issues that cannot be resolved in the Service Tower Forum.
  - **Attendees:** VITA Relationship Management Committee Chair (Chair), other VITA personnel as required, MSI Supplier Manager, Mainframe STS Account Executive, other STS personnel as required, other MSI personnel as required.
  - **Method/Mechanism:** Meeting (virtual and in person as desired)
  - **Schedule:** 3rd Wednesday of every other month; Recommend meeting every month during Implementation
- **Peraton Executive Alignment Meeting**
    - **Description:** Provide business oversight, ensure that the Commonwealth’s service delivery objectives are achieved, and serve as the final point of escalation for issues unresolved at lower levels.
    - **Attendees:** Commonwealth CIO, other VITA personnel as required, Peraton Executive, other Peraton personnel as required.
    - **Method/Mechanism:** Meeting (virtual and in person as desired)
    - **Schedule:** Quarterly or as needed

This communications model has been effective on the current contract and is effective in ensuring that VITA internal audiences are fully up to speed on Implementation activities. This communication plan provides the following essential elements during Implementation:

- Offer opportunities for two-way communication and feedback.
- Collect feedback from stakeholders and incorporate it for continual improvement.
- Provide information on potential emerging issues and mitigation plans.
- Initiate communication reporting aligned to VITA requirements and standards.

We look forward to working with VITA to incorporate feedback and finalize this communications plan at the beginning of Implementation.

### 3.3 Implementation Risk and Issue Management

As the Incumbent Supplier, our Implementation activities are limited to the items outlined above in Section 1.2 Solution Timeline. Peraton identifies, manages, and mitigates risks using our proven Risk and Issue Management process to identify events, threats, concerns, or conditions that could potentially prevent or delay achieving objectives. Our approach to risk and issue management targets early identification, impact evaluation, and classification followed by developing handling plans and continuous monitoring, evaluation, and communication until the risk is closed. We use Peraton’s proven International Organization for Standardization (ISO)-compliant and Capability Maturity Model Integration (CMMI)-compliant Risk and Opportunity Management process, tailored to the scope and complexity of the VITA Mainframe Services effort.

We will continue to use the VITA Risk and Issue Management approach used under the current contract to identify, analyze, and respond to any risks that may arise during our Implementation activities as shown in **Figure 1**. Because lessons learned minimize the likelihood of repeat occurrences of similar risks, our continual improvement loop supports risk avoidance for future actions.



**Figure 1: Peraton Risk Management Approach** – Our proven risk management approach identifies, tracks, and mitigates delivery risk, providing a smooth transition and continuity of services.

During Implementation, we will surface risks and issues in the Mainframe Service Tower Governance Forum by entering them into the Governance Case register and review as part of the standard agenda. Peraton will work with the VITA and MSI Service Tower Governance participants to analyze and prioritize identified risks and issues, assign owners, and develop appropriate responses. If a suitable response and resolution cannot be achieved at this level, we will escalate the Governance Case items, as described in Section 3.1 Roles and Governance Alignment, to the appropriate levels.

Throughout Implementation and during the contract period, we will participate in regular governance and project meetings, as outlined in the Communications Management Plan section below, making sure that all parties are aware of risks and issues and progress of mitigation actions.

Using this proven risk management approach adapted to VITA’s Governance Model, Peraton provides the following:

- Documented escalation path and accountability on risks, which enables proactive collaboration with VITA, the MSI, and other STSs.
- Leadership transparency of all risks and issues
- Process to review risks, identify and assign owners for resolution, track status and effectiveness of mitigations.
- Continual improvement integrated with the risk management approach to enhance future risk avoidance.

Currently identified risks associated with our Implementation activities, and mitigations for those risks, are outlined in **Table 6**. The included mitigations reflect lessons learned and experience from countless large, complex programs and implementations, as well as our years of experience working with VITA on the current contract.

**Table 6: Implementation Risks and Mitigation Plans**

RISK/ISSUE	RESPONSE/MITIGATION PLANS
Delayed award limits ability to establish SLAs before commencement	<ul style="list-style-type: none"> <li>■ Extend Implementation period past Commencement date</li> <li>■ Suspend new contract SLA measurement and reporting until Peraton, MSI, and VITA reach agreement on SLA measurement and reporting</li> </ul>
Delayed award limits ability to establish billing/invoice requirements before commencement	<ul style="list-style-type: none"> <li>■ Extend Implementation period past Commencement date</li> <li>■ Use mutually agreed RU estimates for invoicing until billing triggers/RUs are fully implemented</li> </ul>
Procurement delays could impact technology refresh schedules	<ul style="list-style-type: none"> <li>■ Project managers will work closely with hardware vendors to stay abreast of progress and identify any issues early</li> <li>■ Should supply chain issues arise, we will work with vendors to identify alternative components or solutions to minimize impacts to schedule</li> </ul>

### 3.4 Communications Management Plan

As the Incumbent Supplier, our Implementation activities, and the associated communications for those activities, is limited to the items outlined above in Section 1.2 Solution Timeline. Our approach to communicating information related to these activities is consistent with our current communications approach as described in Section 3.1 Roles and Governance Alignment. This approach provides the most accurate and pertinent information across the program and makes certain that the key decision-makers and stakeholders in the VITA organization are fully aware of progress as each work stream proceeds.

For each key business and technical area, Peraton has a team participating in necessary communications, and we work with VITA to ensure the appropriate individuals are engaged from the team included in the respective governance forums. This communication framework facilitates interaction among Peraton, VITA, the MSI, and key Agency stakeholders.

We propose continuing the following forums of communication. To minimize the impact to VITA personnel, we add Implementation topics (status, schedule, deliverables) to the agenda of these existing communications.

- **Mainframe Service Tower Operational Governance Forum**
  - **Description:** Oversees, reviews, and manages operations for the Mainframe Service Tower
  - **Attendees:** VITA Mainframe Service Tower Owner, other VITA personnel as required, MSI Supplier Manager (Chair), Mainframe STS Service Delivery Owner (Co-Chair), other STS personnel as required, other MSI personnel as required
  - **Method/Mechanism:** Meeting (virtual and in person as desired)
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- **Peraton Platform Relationship Forum**
  - **Description:** Participants review the platform operations and Customer experience for the VITA services program for all customers. This is the first point of escalation for issues that cannot be resolved in the Service Tower Forum
  - **Attendees:** VITA Relationship Management Committee Chair (Chair), other VITA personnel as required, MSI Supplier Manager, Mainframe STS Account Executive, other STS personnel as required, other MSI personnel as required
  - **Method/Mechanism:** Meeting (virtual and in person as desired)
  - **Schedule:** 3rd Wednesday of every other month; Recommend meeting every month during Implementation
- **Peraton Executive Alignment Meeting**
  - **Description:** Provide business oversight, ensure that the Commonwealth's service delivery objectives are achieved, and serve as the final point of escalation for issues unresolved at lower levels
  - **Attendees:** Commonwealth CIO, other VITA personnel as required, Peraton Executive, other Peraton personnel as required
  - **Method/Mechanism:** Meeting (virtual and in person as desired)
  - **Schedule:** Quarterly or as needed

This communications model has been effective on the current contract for years and is effective in ensuring that VITA internal audiences are fully up to speed on Implementation activities. This communication plan provides the following essential elements during the Implementation:

- Offers opportunities for two-way communication and feedback.
- Collects feedback from stakeholders and incorporate it for continual improvement.
- Provides information on potential emerging issues and mitigation plans.
- Initiates communication reporting aligned to VITA requirements and standards.

We look forward to working with VITA to incorporate feedback and finalize this communications plan at the beginning of Implementation.

### 3.5 Quality Management Plan

Peraton will continue using our current quality management approach during Implementation. We will integrate QC and QA techniques into our services to maintain consistently high levels of quality and obtain the data needed to assess our performance, process capability, and continual improvement. Our quality management approach focuses on specific quality levels and standards to meet cost, schedule, and performance; the necessary resources and practices supporting the quality assurance effort; and our feedback process to improve performance and prevent future problems. Quality techniques we apply include quality audits and assessments, deliverable inspection, peer reviews, structured improvement activities (SIA), and Customer surveys.

An important aspect of our approach is collecting measurement data and its analysis to determine any resultant corrective, preventive, or process improvement actions, including collecting and analyzing the following:

- SLA achievement, including service management measures relating to incident, problem, and change performance objectives.
- Security incidents and trends
- Issues and problems: logged, resolved, mean time to recovery, and repeat incidents and problems.
- Customer/end-user survey results; stakeholder/communication issues: raised, resolved, and time to resolve.
- Program management reviews, deliverables, and milestones on time and accepted.
- Progress against agreed baselines for performance and cost
- Quality audits on time; number of QA non-conformance corrective actions: resolved on time and closed, escalated, and repeated in consecutive audits.
- Testing progress, results, deficiency resolution, and repeat deficiencies.
- Deployment rollbacks
- Team-managed deployments

Peraton will continue to provide all recurring critical deliverables using our current quality management approach and fully support the critical deliverable process as documented in the SMM. For the Implementation-related OTDs, we will also use our current quality management approach and develop each deliverable in accordance with the acceptance criteria outlined in **Exhibit 2.4.1 (Implementation Milestones)**. VITA and the MSI are engaged through the deliverable development process to obtain feedback as early as possible. We will conduct multiple reviews of each deliverable before delivering to VITA and follow the quality management approach, described in this Section 3.5 for all deliverables in **Exhibit 2.4.1 (Implementation Plan)**.

### **3.6 Organizational Change Management Plan**

Having a comprehensive Organizational Change Management (OCM) strategy is critical when implementing a new solution, system, process, and approaches so that the user community can embrace and implement these new elements. As discussed throughout this section, Peraton is the Incumbent Supplier, and our Implementation will be seamless to VITA. The limited Implementation activities that we will perform, outlined above in Section 1.2 Solution Timeline, will not result in changes to processes, approaches, tools, or user-facing systems. Upon completing our Implementation, business will continue as usual for VITA. As such, no training or OCM is required since there are no substantive operational, process or culture changes to resist. While our Implementation activities include the Hardware Refresh, which will require VITA and Customer engagement, it will not require any fundamental process or culture change. We will however make sure that there is extensive communication regarding these, and all, Implementation activities, in accordance with our Communication Plan, as described in Section 3.4 Communications Management Plan, so that VITA is well informed and prepared for these activities.

While we do not anticipate any specific OCM activities, we note that Peraton has over 40 years of OCM experience. On other engagements where we have transitioned in from an incumbent supplier, we have executed comprehensive OCM. In such cases, the OCM we executed includes assessing potential resistance by the user community, a structured approach to overcoming that resistance via “over-communication”, focus groups, training, one-on-one sessions to address specific concerns. Another critical element was full engagement and support of the client’s leadership team and stakeholders, working as “champions” of the new operating model. As such, we are fully prepared for any OCM requirement that may arise.

### **3.7 Additional Information**

Peraton has no additional information regarding our Implementation Plan beyond what is covered in the sections above.