VIRGINIA
IT AGENCY

MSI SERVICES

BASELINE ASSESSMENT

Symbi
ecosystems

DECEMBER 1, 2022

CONTENTS

EXECUTIVE SUMMARY

Summarizes all sections of the Baseline Assessment Deliverable at a high level for executive leadership to understand the purpose of the deliverable.

MSI SERVICES BASELINE ASSESSMENT

Section	Description
Assessment Approach and Methodology	A description of the Baseline Assessment approach and methodology, including an overview of the process, key capabilities assessed, scoring scale, artifacts reviewed, and interviews conducted.
Strengths and Opportunities	An evaluation of the MSI program strengths and opportunities for improvement, summarized by capability and supported by key findings.
Baseline Assessment Findings	A detailed evaluation of each assessment criteria in the IT Capabilities Spectrum with a gap analysis of current state versus desired future state, supported by key findings.
MSI Sourcing Charter	An identification of the core team, executive steering committee, vision, and desired outcomes of the MSI program, and key milestones and dates.

Other Symbio Deliverables:

Deliverable	Description
Commercial Analysis (12/1)	Financial spend analysis, market pricing comparison, business model analysis
Acquisition Plan (12/15)	MSI scope and sourcing plan, requirements recommendations, revised base case, risk management, implementation roadmap
Governance Readiness (1/5 and TBD)	Current state assessment, MSI change impact assessment, recommendations and roadmap

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ASSESSMENT APPROACH AND METHODOLOGY

A description of the Baseline Assessment approach and methodology, including an overview of the process, key capabilities assessed, scoring scale, artifacts reviewed, and interviews conducted.

ASSESSMENT METHODOLOGY

Strategy Workshop & Interviews ➜

1 Define Vision — Capture executive vision, desired outcomes, and critical success factors
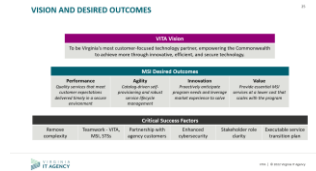
Artifacts, Workshop, Interviews ➜

2 Capture Current & Desired State — Capture current and desired maturity, critical areas of opportunity

3 Capture Opportunities — Capture specific pain points and opportunities

4 Gap Assessment — Analyze key opportunities, gaps, and inhibitors
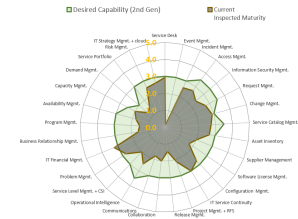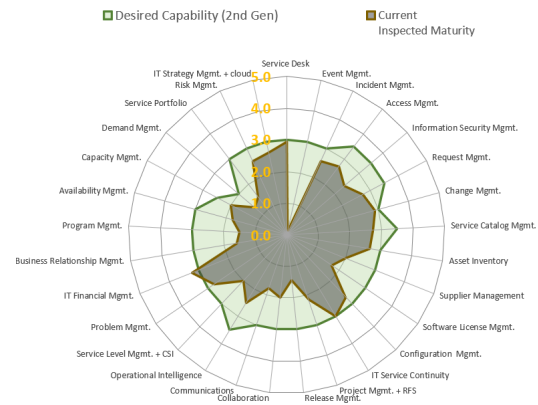

5 Recommendations — Strategic and tactical recommendations, prioritized MSI scope, and implementation considerations

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EVALUATION OF KEY CAPABILITIES TO IDENTIFY IMPROVEMENTS
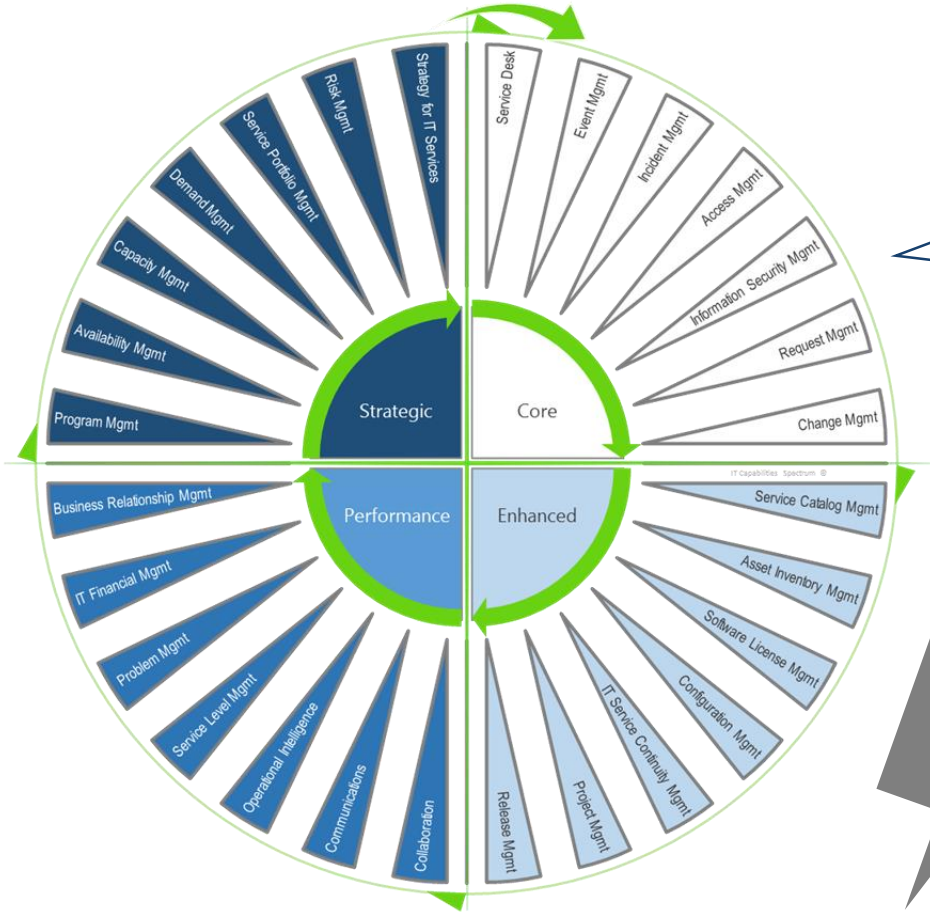
The Assessment is organized around the IT Capabilities Spectrum© - the critical capabilities required to deliver effective IT services. Starting at the top, moving clockwise, the Core capabilities should operate at the highest level of maturity, followed by Enhanced, Performance, and Strategic capabilities.

The current and desired target maturity is captured and scored for each IT capability, with the output reported on a radar chart used to identify and communicate MSI improvement opportunities.

The gaps and opportunities are identified and compiled into a decision matrix.

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ASSESSMENT CAPTURE METHOD

IT Capabilities Spectrum

The MSI was assessed on 29 cross-functional capabilities organized into a four-category priority spectrum.
An IT operation benefits from implementing and maturing capabilities in the order of the four assessment categories that build on each other.

Capabilities Assessed

Core	Enhanced	Performance	Strategic
Service Desk	Service Catalog Mgmt.	Collaboration	Program Mgmt.
Event Mgmt.	Asset Inventory	Communications	Availability Mgmt.
Incident Mgmt.	Supplier Mgmt.	Operational Intelligence	Capacity Mgmt.
Access Mgmt..	Software License Mgmt.	Service Level Mgmt.	Demand Mgmt.
InfoSec Mgmt.	Configuration Mgmt.	Problem Mgmt.	Service Portfolio Mgmt.
Request Mgmt.	IT Service Continuity	IT Financial Mgmt.	Risk Mgmt.
Change Mgmt.	Project Mgmt.	Business Relationship Mgmt.	Strategy Management for IT Services
	Release Mgmt.		

Capability Maturity Scale

All capabilities are scored on a Solution Maturity scale with 1 the lowest and 5 the highest and are scored based on process, supporting technology, and proof of execution.

1 Initial
- Starting point for new processes
- Undocumented, Ad hoc
- Chaotic, Reactive

2 Repeatable
- Process documented
- Some execution consistency
- Dependent on individuals

3 Defined
- Policies, processes, documented & approved
- Supporting tools in place
- Consistently executed
- Key measurements in place

4 Managed
- Established processes measured & controlled using quantitative methods
- Roles clearly understood
- Emphasis on quality, satisfaction & productivity
- Complete set of measures in place & reported

5 Optimized
- Emphasis on continuous improvement
- Processes mature & integrated
- Automated tools in place & effectively utilized
- Performance targets consistently achieved
- Resource capacity dedicated to optimization & improvement

Capability Maturity

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SURVEY AND INTERVIEWS

We conducted a survey and 25 interviews with 31 leaders and key stakeholders.

	Group	Interviewee	Date
1	VITA	Shabeen Vijayan	11/9/22
2	VITA	Nichole Bowman	11/9/22
3	VITA	Bob Osmond	11/9/22
4	VITA	Cynthia Cordova-Edwards	11/9/22
5	VITA	Naveen Abraham	11/9/22
6	VITA	Trudy Ellis	11/9/22
7	VITA	Brian Gagliardi	11/9/22
8	VITA	Matt Gill	11/9/22
9	VITA	Gwen Anderson	11/9/22
10	VITA	Tricia Harper	11/10/22
11	VITA	Melinda Stewart	11/10/22
12	VITA	Mike Watson	11/10/22
13	VITA	Victoria Harness	11/10/22
14	VITA	Chad Wirz	11/10/22

	Group	Interviewee	Date
15	VITA	Scott Jaeger	11/10/22
16	VITA	Mike Shaffer	11/18/22
17	Xerox	Joe Chambers	11/16/22
18	SAIC	Jim Love, Curtis Harshman	11/16/22
19	NTT	Eric Hills	11/16/22
20	Verizon	Mark Belzile	11/17/22
21	Atos	Darrell Raymond, Chad	11/17/22
22	Iron Bow	Scott Lindsey, Dana Parent	11/17/22
23	Peraton	Andrew Fraser, Chris Larson	11/17/22
24	Unisys	Jim Kirtley	11/17/22
25	Customers	Philip Anastasi, DJJ Lee Andrews, Treasury Paul Whitchurch, DBHDS	11/17/22

INSPECTED DATA

Objective: Inspect the current MSI processes, technology, staffing, alignment for level of maturity.

Inspection Area	MSI
Processes	
SMM	SMM - Sept 2022 Zip file
Technology	
Service Management ticketing	ServiceNow
Event Mgmt.	none
CMDB	ServiceNow + Digital Fuel
Automation	none
Software License Management (SWLC/SWLR)	DOTS Reports
Service Desk (call systems, IVR, chat)	DOTS Reports
Staffing	
PPM	Contract PPM. Current PPM not reported
Org Charts	SMM - Sept 2022 Zip file
Performance	
Operational Reports	No direct access to ServiceNow reports, reviewed with VITA user
SLA Reports	DOTS Reports
Financial Reports (supply, chargeback)	Digital Fuel

STRENGTHS AND OPPORTUNITIES

An evaluation of the MSI program strengths and opportunities for improvement, summarized by capability and supported by key findings.

MSI BASELINE ASSESSMENT – FRAMEWORK OBSERVATIONS

Vision and Desired Outcomes
- Challenging to make progress and innovate services when fighting fires to keep the lights on
- Recent focus on addressing inhibitors (e.g., SD WAN) is a positive step in providing services that make a difference for the Agencies

Contract Requirements and Governance
- Extensive, sometimes academic requirements distract from delivering primary service outcomes
- Volume of SLAs and shared SLAs has created unproductive overhead and operational friction

Solution

1st Gen Labor-Based Solution
- Current MSI solution leverages labor rather than software/automation
- Current size of MSI team not known; PPM reporting not provided
- No systematic SLA calculation or presentation with drill downs

Process-Centric
- Creating and managing academic processes, not enabling STSs to deliver outcomes
- Creating 2,200+ RCDs and Reports per year, many manually created, all must go through DOTS and require VITA attention

Hard-to-Find Information
- Available services, how well are services performing, how satisfied are customers
- Items intended to be a few clicks away are stored deep within platforms (e.g., ops reports, SLA performance in DOTS)

Operational Culture
- Program lacks collective North Star to incent teamwork with a focus on outcomes versus process adherence
- Unhealthy deal economics - complexity, lack of overall automation, and dependency on high-performing labor
- Lack of role clarity leading to finger pointing, self-preservation

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ASSESSMENT SUMMARY

|	Targeted Maturity Average	Inspected Maturity Average	Inspected Maturity to Targeted Maturity Gap
Average Ratings	3.0	2.2	-0.8

Strengths

o **Functional Operating Model:** The MSI is engaged, overall MSI solution is performing well for many of the current requirements, and, has a solid foundation to support future desired maturity

o **Best Performing Areas:** Key areas of strength are IT Financial Mgmt., Service Continuity, Service Desk, and cross-functional Change / Problem / Asset / Config / Incident Mgmt.

o **Key Enablers:** Capabilities that are underpinned with Technology (ServiceNow, Digital Fuel, Call Center) and are natively used by, or eBonded with STSs are working well

Opportunities

o **Requirements:** The existing requirements do not take advantage of current market capabilities

o **Labor-Driven Solution:** Capabilities with high dependencies on labor to lead and achieve desired outcomes need improvement (Supplier Mgmt., Project / Program Mgmt., Business Relationship Mgmt., Communications, Information Security)

o **Complex Solutions:** The operational value (speed, quality) of the MSI is pulled down by complicated solutions such as Service Portfolio Mgmt. (includes SPLM), Operational Reporting, Service Level Mgmt.

o **Missing Technical Solutions:** Several capabilities are missing all or part of the intended technical solution including Service Level Mgmt. (lacks system for calculations and reporting), Availability Mgmt., Event Management (lacks entire system), Software License Mgmt. (entire system), Collaboration (solution not intuitive)

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DESIRED VERSUS TARGETED CAPABILITY CRITERIA

- Overall, the MSI is performing cross-functional capabilities at a repeatable level, scoring an overall average of 2.2 out of a desired average capability score of 3.0.
- Current MSI's strengths are evenly distributed in the Core, Enhanced and Performance categories
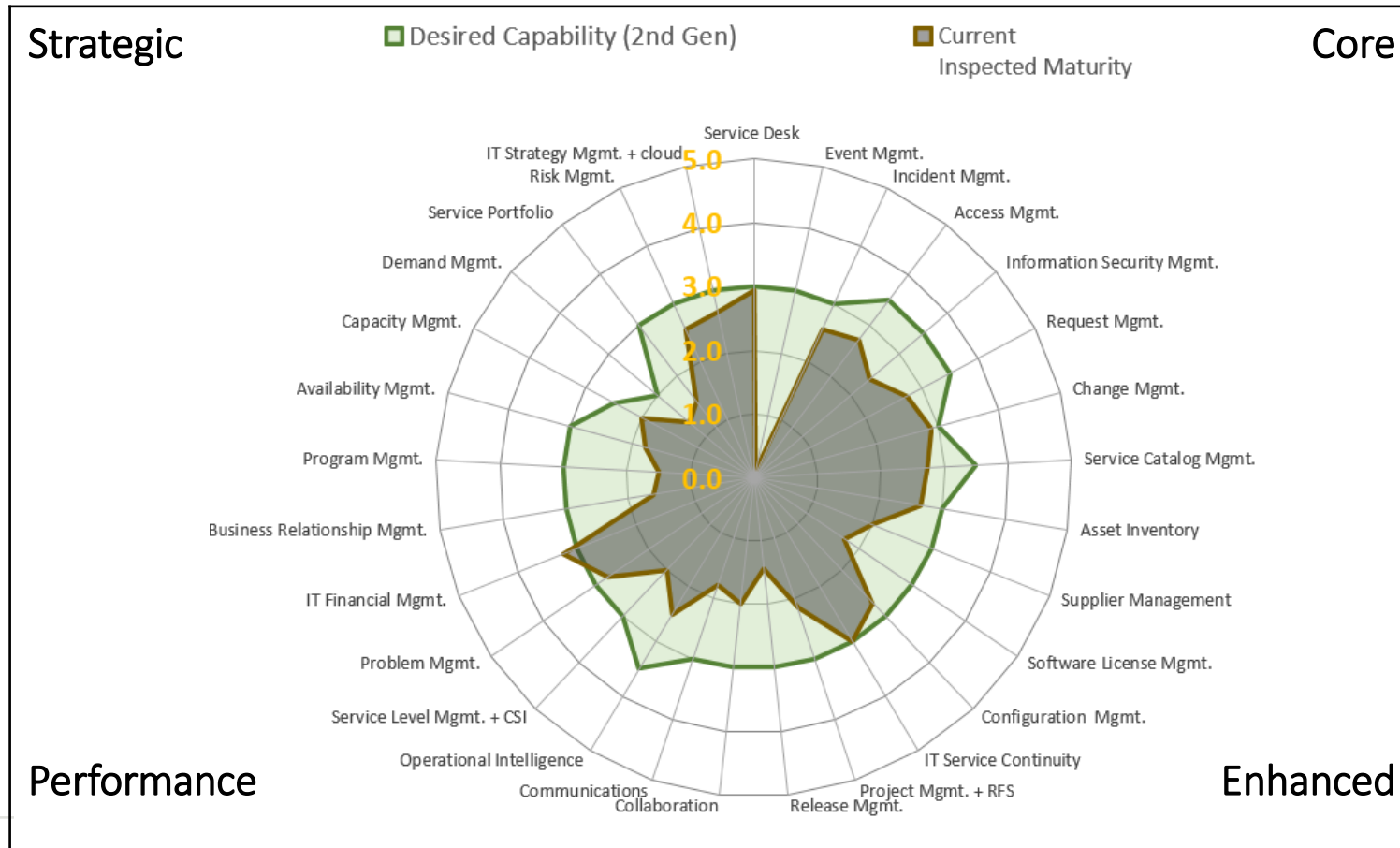
Category	Inspected - Desired Gap	Current Inspected Maturity	Desired Capability (2nd Gen)
Core	-0.9	2.3	3.2
Enhanced	-0.8	2.3	3.1
Performance	-0.8	2.3	3.1
Strategic	-0.9	1.9	2.8
Total	-0.8	2.2	3.0

Service Desk: "Overall does a great job. Too much reliance on email and manual processes. Lack of integration and automation."

Event Management: "The contract contemplates a highly proactive and integrated solution, which has not been realized."

Incident Management: "Still have concerns over misuse of the "On-Hold" capability as well as ticket bouncing, and tickets open over 30 days."

⭐ **Information Security:** "True leadership in this area for an overall coordinated effort and ownership of the process is needed."

+ Request Management: "Workflows do need updates, but overall, there is a catalog with developed workflows supporting it."

+ Change Management: "Change management has improved dramatically due to a change in management on the SAIC side."

Service Catalog: "The use of KSE has been helpful, but the logic and workflows of these items should be reviewed more frequently and validated."

Asset Management: "Process is overly manual, leading to inaccuracies based on human error in both request creation and fulfillment."

Configuration Management: "Hardware & Network related relationships have been documented in ServiceNow, but much of the effort has been manual."

+ IT Service Continuity: "Has achieved measurable success and progressive maturity as a functional capability over the past 3 years."

⭐ **Project Management:** "Many, many issues. Project manager versus project coordinator is #1. Ownership or managing project is #2."

Release Management: "Area of Improvement - process is not known to be documented and/or a consistent practice followed."
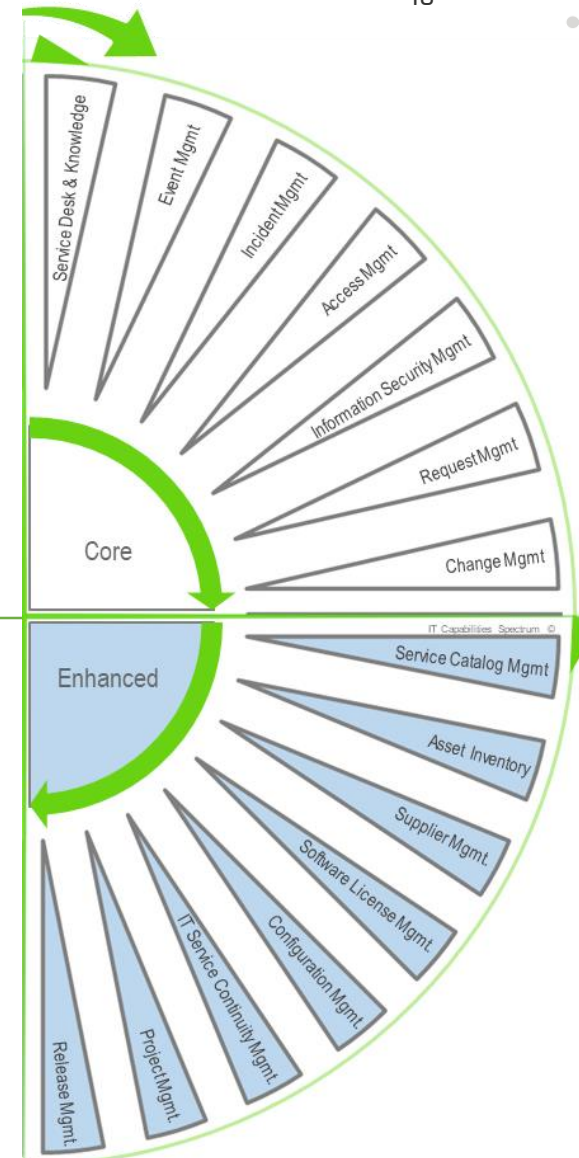
Strategy Management: "This is a KEY area that needs maturity to provide value for customers and save $ for the Commonwealth."

Risk Management: "This is more Security Risk Management than it is looking at the Overall Risk Mgt position. Viewed more as Vulnerability Mgt."

Service Portfolio Management: "Even with the improvements related to the agile method, it is still challenging to stand up services within a reasonable amount of time."

Demand Management: ""This area is lagging. Agency forecasting is non-existent, and insight to what agencies are planning on deploying is not in place."

Availability Management: "Availability is being measured based on incident tickets. This indicates a purely reactive approach."

Program Management: "Good with facilitation of meetings but little insight provided, MSI does not take leadership when things slow down."

Business Relationship Management: "Some issues with BRMs and CAMs for consistency in the message and coordination of work being performed."

+ IT Financial Management: "ITFM is very mature (managed) related to the services that are being provided in accordance with the contract."

Problem Management: "Lacking technical ability to assist in driving resolution of complex problems across multiple STS teams."

Service Level Management: ""Iron Bow has stood up processes outside of MSI to self-report SLAs where needed."

Communications: "MSI does a good job in communicating via forums, however, little to no communication is sent out making announcements of new items."

Collaboration: "Collaboration sites seem to exist only for deliverables to VITA, not agency and supplier needs."

BASELINE ASSESSMENT DETAIL FINDINGS

A detailed evaluation of each assessment criteria in the IT Capabilities Spectrum with a gap analysis of current state versus desired future state, supported by key findings.
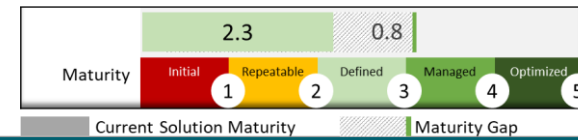
SUMMARY OF CORE SERVICES

Core - Targeted Maturity of 3.2

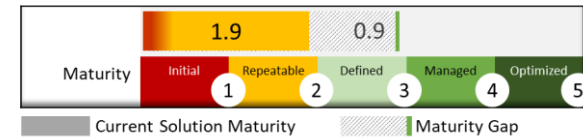| IT Capability	Inspected - Desired Gap	Current Inspected Maturity	Targeted Maturity (2nd Gen)	Findings
Service Desk	-0.1	2.9	3.0	1) Outside of password and access items, log and refer; OLMs appear to be suspended 2) Good satisfaction 3) Reports: good insight; weekly ops report/review; ticket-based reports in KSE; call center system - in RCD
Change Management	-0.1	2.9	3.0	1)Overall appears to be working well and being improved each month/quarter 2)Positives: VDN and MPS eBonding for INC, REQ, CHG, Asset 3)Negatives: Iron Bow swivel chairs with their Cherwell
Incident Management	-0.4	2.6	3.0	1) Positives: VDN and MPS eBonding for INC, REQ, CHG, Asset; bridges are opened and tracked. 2) Negatives: cross STS incidents lacking MSI leadership; Iron Bow swivel chairs with their Cherwell 3) Reports: Incident and Problem Reporting dashboards
Access Management	-0.8	2.7	3.5	1) SailPoint, Identity IQ & CyberArk Privileged Account Security Solution provide IAM automation for MSI, STS, and VITA-specified systems 2) Reports: couldn't find an intuitive "Onboarding" report in KSE, some info in the weekly Ops Report
Request Management	-0.8	2.7	3.5	1) Positives: VDN and MPS eBonding for INC, REQ, CHG, Asset 2) Negatives: Iron Bow swivel chairs with their Cherwell 3) Reports: one report for Request in Prod; lots of data, hard to decipher the story
Information Security Management	-1.1	2.4	3.5	1) Confusion on who is leading Info Sec - MSI or VITA; few SMMs have an A or R for MSI Per the 4.1.5.7 SMM, VITA to maintain a security incident response playbook that outlines the what and how; the MSS SOC will identify security incidents; tickets are managed in KSE and Archer 2) Reports: ops reports are manually created
Event Management	-2.9	0.1	3.0	1) No MSI Event Management system 2) For deliverables, the MSI is using Incidents as a proxy for Events, which was not the intent of the requirements (e.g., Event Management Tracking report shows Incidents)

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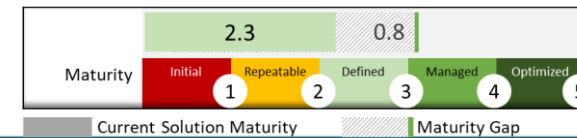
SUMMARY OF ENHANCED SERVICES

Enhanced - Targeted Maturity of 3.1

IT Capability	Inspected - Desired Gap	Current Inspected Maturity	Targeted Maturity (2nd Gen)	Findings
IT Service Continuity	0.0	3.0	3.0	1) Process appears thorough 2) Annual Disaster Recovery Test Plan deliverable packet include CMDB server list, DR exercise tracker, DR exercise plan, plan results
Configuration Management	-0.3	2.7	3.0	See Asset Inventory
Asset Inventory	-0.3	2.7	3.0	1) Federated CMDB not the single source of truth for all towers, with VZN and IB, no electronic interfaces 2) Positives: VDN and MPS ebonding for INC, REQ, CHG, Asset 3) Negatives: IB swivel chairs w/ Cherwell/SCCM CMDBs; includes a lot of old data (e.g., 2007 NG assets) 4) Reports: CMDB Completeness DB; CMDB Dashboard - CMDB View (good report)
Service Catalog Management	-0.8	2.7	3.5	1)Positives: From RITM to Story Creation, new items deployed in <30 days and form updates <11 days 2) Negatives: Based on interviews, dissatisfaction with MSI team capacity to process requests 2) Reports: ops reports / dashboards in KSE
Project Managment + RFS	-0.8	2.2	3.0	1) Negatives: Questions on value MSI provides; EUC RFS SMM process appears inefficient. 2) Reports: a lot of data on project demands, RFS, etc. but not that useful; RCD reports don't provide the top-down story on status, quality, and timeliness
Supplier Management	-1.0	2.0	3.0	1) Anecdotally, there is confusion on who is managing suppliers, VITA or MSI 2) MSI has 2,200+ RCDs/year, unlikely each provides relevant insight and drives VITA service objectives 3) Deliverables management is system-based (Center) but overbuilt. 4) Many RCD reports rely on Excel versus native KSE reports
Software License Management	-1.3	1.7	3.0	1)Reports: unable to find RCD Software Asset Management Reconciliation; no reports in KSE; manually managed rudimentary reports (e.g., Software Licensing - MSI – Quarterly, Unauthorized Software Report – MSI, Software Life - MSI – Quarterly)
Release Management	-1.6	1.4	3.0	1) Thorough SMM process; however, unable to find any KSE reports or other reports showing how the release concept is being pragmatically deployed or used 2) Per the SMM, the role of release manager is delegated to the MSI/STS project manager, which is reasonable

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SUMMARY OF PERFORMANCE SERVICES

Performance - Targeted Maturity of 3.1

IT Capability	Inspected - Desired Gap	Current Inspected Maturity	Targeted Maturity (2nd Gen)	Findings
IT Financial Management	0.2	3.2	3.0	1) Appears to be one of the better MSI service capabilities 2) VITA finance teams focus on specific invoice and chargeback outcomes, partnered with tailor-made technical solution, are key success factors
Problem Management	-0.2	2.8	3.0	1) Metrics are being reported 2) MSI problem management team effectiveness is difficult to discern – requires leadership to ensure actual root causes are identified and corrective actions managed to closure
Collaboration	-1.0	2.0	3.0	1) Information is hard to find. Don't know where to go for what (Center, KSE, DOTS) 2) Center portal is not intuitive, not actively managed, not a destination for sharing knowledge management items; artifacts in different places; hard to find SMMs
Operational Intelligence (reporting)	-1.0	2.5	3.5	1) Immense amount of data but very hard to find and answer questions; many reports are in DTO, which is difficult to navigate 2) Extensive report requirements, many easily found in KSE, some generated in Excel but should be KSE 3) KSE has reports and dashboards but many lack the ability to answer key questions
Service Level Management + CSI	-1.0	2.0	3.0	1) SLA complexity 2) No Service Level calculation and reporting system; suppliers don't see a breach until too late 3) No convenient way to view SLA detail transactions to prove if correct 4) Unable to find where OLMs are reported
Communications	-1.2	1.8	3.0	1) Unable to find enterprise-level communications (initiatives, direction, satisfaction, performance) 2) SMM 11.1 Customer Communications, appears academic, there are more VITA participants in the process than non-VITA
Business Relationship Management	-1.4	1.6	3.0	1) Confusion between CAMs and BRMs, value out of the combined spend is questionable 2) Difficult to execute given this is a human-oriented process across two organizations vs system-driven. 3) Relationship management requires resources with timely digital information, and skills to relate to agency CIO's

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SUMMARY OF STRATEGIC SERVICES

Strategic - Targeted Maturity of 2.8

IT Capability	Inspected - Desired Gap	Current Inspected Maturity	Targeted Maturity (2nd Gen)	Findings
Strategy Management	-0.3	2.7	3.0	1) MSI appears to be putting forth a lot of effort in generating required output (e.g., 12-month and 3-year plans and summaries) 2) Agencies report frustration with HARP, SSP, and tech plans (an annual 30 min call with the agency); however, MSI deliverable shows tech plans to be nine 1-hour in-person workshops with 37 agencies.
Risk Management	-0.4	2.6	3.0	1) RCD reports demonstrate the process is being executed, and cases are tracked. 2) Some Risk Management reports were un-retrievable in DOTS; potentially by design
Capacity Management	-0.5	2.0	2.5	1) Process is complex, ITIL academic focused 2) Capacity Analysis report appears to be STS oriented. MSI should be analyzing their solution capacity as well (e.g., performance of ServiceNow)
Demand Management	-0.7	1.3	2.0	1) Current process generates outputs based on RU consumption; should try to capture customer demands 2) Vague SOW requirements, don't set clear expectations; as such, generated output is of minimal value
Availability Management	-1.2	1.8	3.0	1) Without a technology-based SLA system for availability, the requirements not likely solutioned 2) Reviewed current and historical availability - MSI reports on Incidents "Indicating" availability issues report doesn't highlight where the issues are, or actions taken
Program Management	-1.5	1.5	3.0	1) Low value, confusion on when project management stops, and program management starts 2) Process exists but leverages Project Management 3) Unable to find Program Reports
Service Portfolio	-1.5	1.5	3.0	1) Very little reporting/insight into the progress of each initiative; high degree of frustration with process 2) SPLM process for New Services and New STS' is a challenge for the suppliers 3) Reports: while there are KSE reports, there is no simple view of the big picture SPLM lifecycle; minimal Portfolio list in Deliverables (Portfolio Pipeline Priorities)

MSI SOURCING CHARTER

An identification of the core team, executive steering committee, vision, and desired outcomes of the MSI program, and key milestones and dates.

VISION AND DESIRED OUTCOMES - PURPOSE

Vision

- Aspirational view of the future shared by all stakeholders

Desired Outcomes

- Provides clear decision-making criteria

- Focal point for the service provider RFP solution and proposal

- Primary message communicated to market and customers

- Foundation for performance model (SLAs, Critical Deliverables, Reporting)

- Overall measure of success

MSI DESIRED OUTCOMES

Desired Outcome	Description
Performance	*Quality services that meet customer expectations delivered timely in a secure environment* • Reliable, consistent service delivery that meets the business requirements of customers • Automated and streamlined processes that deliver services faster • A zero trust security model that provides protection and risk awareness • STSs enabled with workflow efficiency, actionable data, and effective coordination
Agility	*Catalog-driven self-provisioning and robust service lifecycle management* • Ability to onboard/offboard new employees, services, technology, and suppliers • Leadership, constant prioritization of needs, and communications to effectively address barriers
Innovation	*Proactively anticipate program needs and leverage market experience to solve* • Understand customer strategy and ensure VITA services meet business and tech needs • Leverage corporate capabilities to provide thought leadership and next-gen solutions • Support the Commonwealth efforts to modernize technology and leverage cloud services
Value	*Provide essential MSI services at a lower cost that scales with the program* • Reduce MSI service charges to fund new VITA services and capabilities • Leverage analytics to optimize spend and demonstrate value

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VISION AND DESIRED OUTCOMES

VITA Vision

To be Virginia's most customer-focused technology partner, empowering the Commonwealth to achieve more through innovative, efficient, and secure technology.

MSI Desired Outcomes

Performance	Agility	Innovation	Value
Quality services that meet customer expectations delivered timely in a secure environment	*Catalog-driven self-provisioning and robust service lifecycle management*	*Proactively anticipate program needs and leverage market experience to solve*	*Provide essential MSI services at a lower cost that scales with the program*

Critical Success Factors

Remove complexity	Teamwork - VITA, MSI, STSs	Partnership with agency customers	Enhanced cybersecurity	Stakeholder role clarity	Executable service transition plan

KEY MILESTONES AND DATES – STRAW MODEL

STRATEGY & PLANNING
(Nov 2022 – Jan 2023)

- Identify what matters, what needs attention, what's possible

DEVELOP REQUIREMENTS
(Feb 2023 – Apr 2023)

- Design operating, performance, and business models
- Develop requirements and draft RFP

Timeline Assumptions:

- SAIC contract terminates June 30, 2024
- RFP released by May 1, 2023
- 8-month procurement; 6-month transition

Other VITA Contract Term Dates:

- 6/2/2023: Mainframe
- 11/30/2023: EUS
- 11/30/2023 : MPS
- 12/2/2023: MSS
- 6/14/2024: VDN
- 11/30/2024: Server

SOURCING TRANSACTION(S)
(May 2023 – Dec 2023)

- Evaluate and clarify responses and facilitate due diligence and integration sessions to eliminate gaps and overlaps
- Iterative negotiations process to finalize solution, transition plan, terms, and business case

SERVICE TRANSITION
(Jan 2024 – Jun 2024)

- Winning Offeror deploys solution for July 1, 2024 go-live

STS CONTRACT ALIGNMENT

ORGANIZATIONAL CHANGE MANAGEMENT

SAIC

Contract Expiration

| 4Q22 | 1Q23 | 2Q23 | 3Q23 | 4Q23 | 1Q24 | 2Q24 |

Calendar Year Quarters

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MSI SOURCING GOVERNANCE

Steering Committee	Core Team
Purpose • Provide direction and guidance for the overall process, including executive stewardship and strategic direction, and act as an interface to Commonwealth leadership. **Responsibilities** • Establish the vision and desired outcomes of the program • Review scope, risks, and benefits with leadership • Gain authorization from leadership at each checkpoint • Define and manage approval process • Review and approve baseline model and assumptions • Determine down select of service providers • Review recommendations and evaluations from Core Team • Review and resolve key issues	**Purpose:** • Participates in all phases of the process to assess and recommend the overall best solution to meet the objectives of the program. **Responsibilities** • Ensure sourcing initiative aligns with strategy • Maintain control of the quality and effectiveness of information provided to the service providers • Assess the service provider's capacity and expertise to fulfill requirements and commitments • Ensure efficient allocation of risk • Ensure the agreement aligns interests of the state and service provider • Ensure the accuracy of financials and data • Set requirements and project manage sourcing tasks • Manage evaluation process and resourcing
Steering Committee Team Straw Model: Bob (CIO), Mike (CISO), Jason (CAO), Cynthia (CFO), Richard (CCEO), Naveen (CCIS), Melinda (CEES)	**Core Team** Straw Model: ?

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APPENDIX

Capability	Quote
Service Desk	"Overall does a great job. Too much reliance on email and manual processes. Lack of integration and automation." "First call resolution and proper ticket assignment could be improved."
Event Management	"The MSI is unable to provide the consolidated view that is needed. There is no recognition for this role by the MSI." "The contract contemplates a highly proactive and integrated solution, which has not been realized."
Incident Management	"Still have concerns over misuse of the "On-Hold" capability as well as ticket bouncing and tickets open over 30 days." "Management of P1 and P2 INC by JOC is most effective, but still relies heavily on STS participants to drive vs. MSI."
Access Management	"The time and process to get suppliers access to Commonwealth systems is currently not documented." "AAO team as part of VCCC does not have enough supporting automation and has had a consistent backlog."
InfoSec Management	"All suppliers have confusion on what needs to be done to meet the requirements." "True leadership in this area for an overall coordinated effort and ownership of the process is needed."
Request Management	"Workflows do need updates, but overall there is a catalog with developed workflows supporting it." "RFS process still evolving and customer #1 issue since contract commencement."
Change Management	"MSI has demonstrated growth/maturity over time to implement/manage the change process using the tools available." "Change management has improved dramatically due to a change in management on the SAIC side."

Capability	Quote
Service Catalog	"A simple request for a new Catalog Item or an update to an existing Item can take months to complete." "The use of KSE has been helpful, but the logic and workflows of these items should be reviewed more frequently and validated."
Asset Inventory	"Process is overly manual, leading to inaccuracies based on human error in both request creation and fulfillment." "There are tools which would greatly improve accuracy, reporting, and compliance that the MSI fails to utilize."
SW License Management	"We have challenges with a few license types, such as Microsoft. Others, such as mainframe, are mature." "It seems to me that a significant amount of the burden for License management resides with VITA." "The process has greatly improved. There are some issues with workflows from Active Directory to the user entitlements table within KSE."
Configuration Management	"Hardware & Network related relationships have been documented in ServiceNow, but much of the effort has been manual." "There are constant issues with back billing and disputes, both caused by issues with the CMDB data."
IT Service Continuity	"Has achieved measurable success and progressive maturity as a functional capability over the past 3 years." "Premise-based DR is fairly mature. Cloud is not."
Project Management	"Process seems to change daily, and the SAIC PMs are not held to the same standards as STS." "We need implementation-related SLAs and financial milestones to be tied to those SLAs." "Many, many issues. Project manager versus project coordinator is #1. Ownership or managing project is #2."
Release Management	"This process is basically included within the Change Process and reviewed based on the documented changes." "Area of Improvement - process is not known to be documented and/or a consistent practice followed."

SURVEY QUOTES – PERFORMANCE SERVICES

Capability	Quote
Collaboration	"The MSI has documents and conducts training, however the ability to get to data to see how you are doing is challenging." "Collaboration sites seem to exist only for deliverables to VITA, not agency and supplier needs."
Comms	"VITA's COMMS (Bus Readiness) is great on this; however, comms doesn't exist within the MSI." "MSI does a good job in communicating via forums, however, little to no communication is sent out making announcements of new items."
Operational Reporting	"Agency-specific views of certain reports is an area of opportunity. The reports called for in the contract are delivered." "There is no real research into what the numbers represent and the "analysis" is really just an observation."
Service Level Management	"Iron Bow has stood up processes outside of MSI to self-report SLAs where needed." "Lacking policy updates, work instruction updates, dependency on individuals." "Process is currently very manual. I have heard that the burden for calculations falls to VITA employees."
Problem Management	"Lacking technical ability to assist in driving resolution of complex problems across multiple STS teams." "Still too passive, need a bunch of hungry sleuths seeking improvements."
IT Financial Management	"ITFM is very mature (managed) related to the services that are being provided in accordance with the contract." "ITFM has not completed implementation. Migration to Apptio will finally provide VITA with full capabilities."
Business Relationship Management	"Some issues with BRMs and CAMs for consistency in the message and coordination of work being performed." "This is inconsistent, depends on individuals; BRMs are copy/paste in many areas, and some lack an understanding of the customers' business."

VIRGINIA IT AGENCY

SURVEY QUOTES – STRATEGIC SERVICES

Capability	Quote
Program Management	"Good with facilitation of meetings but little insight provided, MSI does not take leadership when things slow down." "Overall, the MSI does have the non-negotiable things in place, such as the SMM and KSE. However, I do not feel like they do much more than coordinate the efforts of this complex environment."
Availability Management	"There are few metrics to gauge performance as the availability is not consistently reported for all services or systems." "Availability is being measured based on incident tickets. This indicates a purely reactive approach."
Capacity Management	"Limited benefit to ITFM to support planning and forecasting." "It is unclear that the MSI undertakes this activity on a regular/repeatable basis."
Demand Management	"Interpreting what the actual ask from an agency is and bringing in the correct people/towers is often not complete." "This area is lagging. Agency forecasting is non-existent, and insight to what agencies are planning on deploying is not in place."
Service Portfolio	"Even with the improvements related to the agile method, it is still challenging to stand up services within a reasonable amount of time." "New service implementation is driven by supplier, overall service portfolio does not exist and is not tracked."
Risk Management	"This is more Security Risk Mgt, than it is looking at the Overall Risk Mgt position. Viewed more as Vulnerability Mgt." "Initially MSI was tracking enterprise level risks in risk register in Center...now Governance cases opened in KSE."
Strategy Management	"This is a KEY area that needs maturity to provide value for customers and save $ for the Commonwealth." "As an STS, we provide the required information but do not see where it goes from there and what value it adds."