![BAHWAN CYBERTEK]

Bahwan CyberTek – Technical Response to the Request for Proposal for Information Support Services

Solicitation Number – 710-24-020

Submitted to

State of Arkansas

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Chapter 1: Executive Summary

In this section we provide a concise overview of the proposal, outlining the main objectives, the proposed solution, and the expected outcomes. This section also highlights the key value adds that Bahwan CyberTek (BCT) will bring to The Arkansas Department of Human Services (DHS) to enhance the efficiency, effectiveness, and security of its application portfolio.

Bahwan CyberTek (BCT) is pleased to present our comprehensive response to the State of Arkansas' Department of Human Services (DHS) RFP for Information Support Services. BCT as a prime vendor has partnered with Weaver (sub-contractor) for this engagement. The proposed solution is designed to deliver robust, scalable, and future-proof IT services that will elevate DHS's operational efficiency and service delivery. Our approach integrates state-of-the-art technologies, industry best practices, and a deep understanding of DHS's unique needs to ensure that the agency can continue to serve the citizens of Arkansas effectively and efficiently.

Proposed Solution Overview

Our solution is centered around BCT's ███████████ Managed Service model, which is tailored to meet DHS's current and future requirements. The model employs the ██ ████████████████████████████—ensuring that DHS's IT infrastructure is not only optimized for present demands but also scalable and adaptable for future growth. Key components of our solution include:

- **Hyper Automation**: Leveraging advanced automation tools and AI-driven insights, our solution enhances operational efficiency and service quality while maintaining strict adherence to Service Level Agreements (SLAs). This ensures minimal human intervention, reducing errors and enabling faster issue resolution.
- **Integrated DevOps**: Our automated DevOps pipelines streamline the software development lifecycle, from continuous integration to deployment, ensuring rapid and reliable delivery of updates and new features.
- **AI-Powered Service Management**: The implementation of AIOps (Artificial Intelligence for IT Operations) ensures proactive monitoring and management of IT services, minimizing downtime and enhancing system reliability.
- **Comprehensive Support Services**: Our support model is designed to provide 24/7 service availability, covering all aspects of IT operations, from application maintenance to business intelligence and reporting.

BCT's Strengths and Capabilities

BCT brings a wealth of experience and proven capabilities to this engagement, making us an ideal partner for DHS. Our strengths include:

- **Proven Track Record in Public Sector**: BCT has extensive experience working with public sector organizations, providing tailored IT solutions that meet the unique challenges of government agencies. Our past engagements have consistently delivered value through improved service delivery and cost efficiencies. In addition, BCT is also partnering with Weaver a veteran in government consulting space to augment our domain capabilities.
- **Global Centers of Excellence (CoEs)**: We operate multiple Global CoEs that bring deep technical expertise and innovative solutions to our clients. These centers focus on key areas such as AI, automation, cloud computing, and cybersecurity, ensuring that DHS benefits from the latest technological advancements.
- **Emerging Tech Labs**: BCT understands DHS objective for technology excellence. We have made significant investments in creating cutting-edge technology labs which acts as an incubation center for our customer technology initiatives. We also bring in academic partnerships there by ensuring that we deliver elevated level of technology services.
- **Strong Governance Framework**: BCT's governance model is built on a foundation of transparency, accountability, and continuous improvement. Our three-layered governance structure (Strategic, Tactical, Operational) ensures that all aspects of the engagement are monitored and optimized for success.
- **High Staff Retention and Knowledge Management**: We recognize the importance of retaining key personnel and have implemented comprehensive knowledge management practices to ensure continuity and consistency in service delivery. BCT has a significant higher retention rate than industry standard and we pride in our ability to attract , nurture and retain high quality talent.

Value Delivered to DHS

BCT's proposed solution is designed to deliver significant value to DHS, both in terms of operational efficiency and long-term cost savings. Key benefits include:

- **Cost Optimization**: Our solution guarantees year-over-year reductions in IT operational costs through automation, efficient resource management, and strategic financial planning. We project a ▮▮▮▮▮▮▮ in operational costs by the end of Year 5.

- **Enhanced Service Reliability and Availability**: Through our AI-powered monitoring and automation tools, DHS will experience reduced system outages and faster response times, ensuring continuous availability of critical services.
- **Scalability and Flexibility**: Our approach is designed to scale with DHS's evolving needs, enabling the agency to quickly adapt to new challenges and opportunities without compromising service quality.
- **Technology Innovation**: By integrating cutting-edge technologies such as AI, machine learning, and cloud computing, BCT will help DHS stay at the forefront of digital transformation, ensuring that the agency can meet the future needs of Arkansas's citizens with confidence.

BCT is committed to partnering with the DHS to drive operational excellence and innovation. We look forward to the opportunity to work with DHS and contribute to the success of its objective and mission.

Chapter *2: Experience & Domain Expertise*

This section provides a comprehensive overview of our background, highlighting our extensive experience in the public sector. Additionally, we have included information about our subcontractor and how their expertise enhances our ability to meet the key requirements outlined by the Department of Homeland Security (DHS).
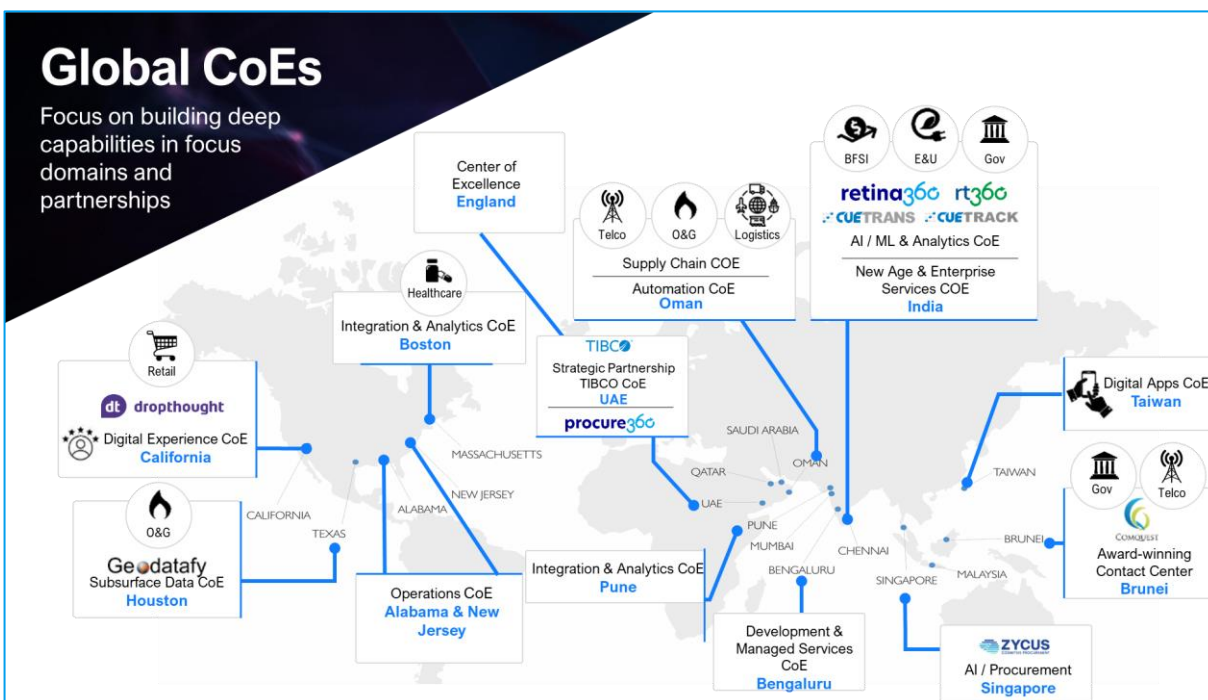
Bahwan CyberTek Overview and History

Established in 1999 and celebrating a quarter-century milestone, Bahwan CyberTek Inc. (BCT) has solidified its reputation as a premier provider of digital transformation solutions, extending its expertise to over 50 countries across diverse regions including North America, the Middle East, Africa, and Asia. Over these 25 years of evolution BCT has carved a niche as a formidable player in the technology sector with a core focus on building intellectual products and innovative solutions. BCT's journey as documented in three Stanford case studies is a testament to the fact that companies from the fringes of the world economy can become global players. The case study highlights various differentiators which make BCT unique in the competitive tech landscape notable among which is our ability to be Agile, Nimble, Scalable & Outcome driven which makes us the *"Right-Sized"* partner companies of all sizes including Fortune 500 organizations.

Pivotal to our growth and success has been our *three-in a box* business mode. BCT brings deep **technica**l, **domain** and **service delivery** capability to ensure we address complex business challenges. BCT's practice-oriented approach to Enterprise technologies such as ERP, CRM, EAM, HCM and cutting-edge technologies such as Cloud Computing, AI/ML, Blockchain, IoT etc. is honed by practitioner with decades of experience in the relevant field. Our commitment to technology innovation is demonstrated by our investments in emerging tech labs where we partner with our customers for co-creation of revolutionizing technology solutions in areas such as AR/VR, Autonomous Robotics, Quantum Computing etc. BCT carries deep domain expertise across key sectors such as Oil & Gas, Government, Retail, Healthcare & Lifesciences, Banking & Financial Services, Manufacturing, Energy & Utilities and Telecom with industry veterans and eco-system of partners who enable us tailor solutions to our customer needs. We have won numerous accolades and recognitions across the globe for innovative solutions that address key industry challenges including e-payment solutions, smart city technologies, virtual assist for citizens, digital democracy etc. Our unwavering commitment to excellence is by our attainment of CMMI Level 5 and certification in ISO 9001, ISO 14001, ISO 20000, and ISO 27001, which underscores our dedication to excellence in service delivery, environmental management, information security, and IT service management.

Global CoEs

With over 4500 resources and 100+ digital workers, BCT takes great pride in setting up multiple Global Centers of Excellence that develop extensive expertise in different areas and forge global partnerships. Leveraging our capacity to attract, nurture, and retain outstanding talent, we've strategically established CoE's in regions with access to the finest talent pools. Furthermore, BCT has strategic academic partnership with globally recognized institutes such as Stanford, Kellogg, University of Alabama, Anna University etc. which help us incubate tech labs for cutting edge technology innovations.

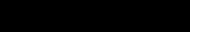| Office Location	Description
Natick, MA	Our North American headquarters serves as the central hub for our development initiatives in Healthcare, Life Sciences, and Retail sectors. Additionally, this location houses our onshore call center, which provides comprehensive customer service support for our major clients.
Edison, NJ	Houses our development & service delivery operations for Tri-State region
Birmingham, AL	Houses our development & service delivery operations for Southern region
Santa Clara, CA	Digital Center of Excellence focusing on various product innovation and solutions along with our Digital Labs for emerging technology solutions

Houston, TX	Houses our Oil and Gas Product Division and full-fledged development and service delivery facility along with onshore call center.

In addition to the human workforce, BCT also augments digital workforce for both repetitive tasks and complex problem-solving challenges through advanced digital capabilities. This synergy allows human workers to focus on strategic activities, improves efficiency, reduces errors, and lowers operational costs, fostering a more agile and productive organization. BCT stands out for its longevity in both employees and customers, positioning us as a preferred employer and partner respectively.

BCT's Experience in Public Sector

BCT has a strong presence in public sector/e-Government space and helped many governments worldwide to make a space for themselves in the list of the best e-governed cities of the world. BCT has played a pivotal role in large e-Government programs across multiple countries offering e-Payment, Integrated Payment Hub, Payment Aggregation, Integrated Revenue Management, Business Licensing, Citizen Services, Managed services of citizen contact center. With rich experience in implementation, upgrade and support our specialists conceptualize, develop, deliver and operate the best-in-class governance solutions which promote efficiency, transparency and enable "smart governance".

Drawing on our extensive international experience in regions such as US, Singapore, the Middle East, Brunei and India, where we have solved various challenges for large government entities, BCT is uniquely positioned to cross-pollinate insights and best practices across geographies. Our global expertise allows us to bring innovative solutions and proven strategies from diverse public sectors to our clients, ensuring that they benefit from a wealth of knowledge and experience. This cross-leveraging of our global experience not only enhances the effectiveness of our solutions but also ensures that our clients receive the most advanced and effective governance tools available, driving excellence and satisfaction in public administration.

Customers	Description
▮▮▮▮▮▮	BCT is engaged with ▮▮▮▮ to provide application managed services which includes core application development, application enhancement, cross functional services, service desk, infrastructure services, network and end user computing.
▮▮▮▮	BCT assisted ▮▮▮▮▮▮ and has worked with them since 2011 in architecture, installation and configuration, design, development, deployment and support of their core enterprise systems such as utility billing, GIS, and other applications by establishing a 'standards-based Middleware' platform and integrated the systems in a seamless manner

Customers	Description
██████████	BCT engaged with ████████████████ in delivering enterprise integration services for their core enterprise applications
██████	BCT assisted in the migration of database for ████████████████ Cerner Hospital Management System.
██████████	BCT has been engaged with the █████████████ Hospital System for many years and in several critical IT initiatives including application and infrastructure managed services, development, testing and quality assurance, production support, etc.
████████	BCT assisted the ███████████ in designing an enterprise integration architecture for seamlessly integrating all the City's Information Systems using a standards-based middleware platform.

BCT – Weaver Partnership

To further enhance and augment our public sector capability, BCT will be engaging Weaver as a consulting partner for this engagement. Founded in 1950, Weaver has been providing assurance and advisory services to government entities for more than seven decades.

About Weaver

With 21 offices from coast to coast, and more than 1,700 professionals, Weaver is committed to helping our government clients meet regulatory requirements, but they also bring a long-term perspective to help improve operations and services. By helping clients build mature, strategic processes and governance, they effectively address problems, flag potential issues such as fraud or loss, and achieve compliance.

#	Details
Company name	Weaver and Tidwell, L.L.P
Parent Company	N/A
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e-mail address	brett.nabors@weaver.com
Federal Tax ID Number	75-0786316
Telephone Number	713-850-8787

At Weaver, there are no "one-size-fits-all" solutions. We combine leading technical knowledge with specific industry experience to provide highly customized services tailored to each client's needs.

Industries
- Government
- Not-for-profit
- Higher Education
- Real Estate
- Construction
- Hospitality & Entertainment
- Health Care
- Professional Services
- Private Equity
- Insurance
- Technology
- Blockchain & Digital Assets
- Alternative Investments
- Financial Services
- Banking
- Manufacturing
- Distribution & Logistics
- Oil & Gas
- Energy Transition & Renewables

Services

Advisory Services
- Risk Advisory Services
- IT Advisory Services
- Digital Transformation & Automation
- Government Consulting Services
- Asset Management Consulting
- Accounting Advisory Services
- Transaction Advisory Services
- Valuation Services
- Forensic & Litigation Services
- Family Office Services

Assurance Services
- Audit, Review & Compilation
- Agreed-Upon Procedures
- Employee Benefit Plan Audit
- SOC Reporting
- Attestation Services
- IFRS Assessment & Conversion

Tax Services
- Federal Tax
- State & Local Tax
- International Tax
- Personal Client Services

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INSIDE public accounting fastest GROWING FIRMS 2023

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Their goal is to balance both high development with high performance to meet the long-term goals of everyone, team and our firm, and every person plays a part. Their core values drive everything they do at Weaver — the way they work, the way they operate and the way they serve their clients.

Weaver Overview: Government Focus

With more than 70 years of experience meeting the advisory and assurance needs of government entities, Weaver understands the complexities of your financial operations and the nuanced compliance requirements.

Weaver has in-depth knowledge of state and local government agencies' operations through years of experience performing engagements across numerous departments and over a variety of policies, processes and activities. They provide customized services and flexible, scalable, multidisciplinary teams.
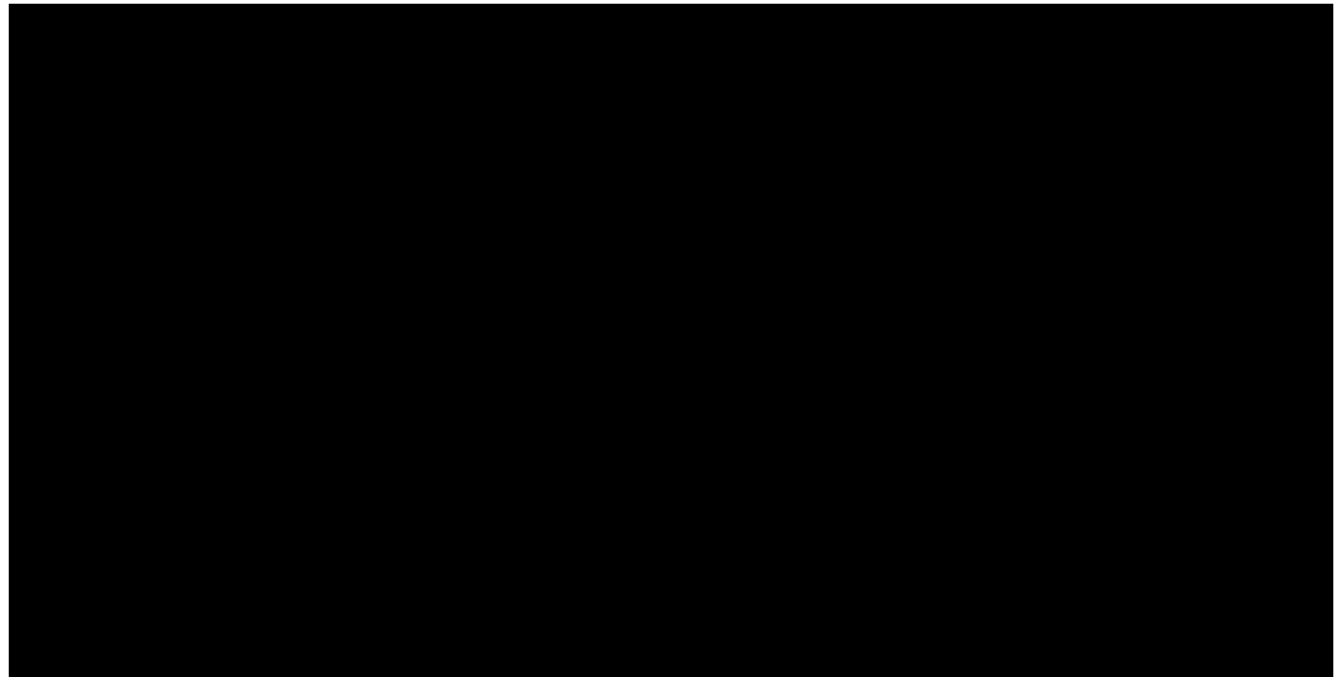
Weaver leaders participate in key standard-setting bodies, including the **American Institute of Certified Public Accountants' (AICPA's)** Council, State & Local Government Expert Panel and Government Audit Quality Centre (GAQC), and the **Government Finance Officers Association (GFOA)** Special Review Committee.

Chapter *3: Technology Expertise*

This section provides a comprehensive overview of technology areas that are critical for the success of this engagement.

We have detailed our expertise across the following areas:

- Managed Services
- Application Development Services
- Testing Services
- Data Management Services
- Analytics Services
- Digital Apps Services

Our Managed Services Capabilities

20 yrs. of deep Experience: BCT brings over two decades of experience working with public and private sectors across the globe for Managed IT services. Our customers have succeeded by leveraging - deep domain knowledge, flexible support models, tech partnerships, readily available frameworks, and an in-house expertise. Our stack of offerings is end to end for IT support and includes efforts made towards digitization initiatives, securing applications, AI, infrastructure, citizen commerce, automated vehicles adoption, smart cities, etc. with a 24/7/365 support with custom defined SLAs and models.

Mastery in Integrated IT Managed Services:

We transform or enable transformation for businesses through our unique combination of intellectual property and innovative business models. Because of this, Our Managed services clients see us as a transformation partner who understands the requirements and focus on improvement by automation, optimization of resources and commitment to delivery. We take immense pride in our track record of providing clients across various sectors with dependable, cost-effective, and scalable Managed Services. At the core of our offering is a commitment to optimizing performance, enhancing security, and ensuring uninterrupted business continuity.

Staying Relevant for Decades

BCT stays relevant for its customers and is justified by some of the longest standing relationships we have with our customers. Being responsive, Agile, and nimble helps us to innovate and transform continuously as per client needs.

Driving Excellence in Execution:

By bringing in engineering best practices led by Highly skilled Delivery Leaders, Excellence becomes a core DNA of the BCT Managed services offerings. The FFF model also lends to

centralization of key service lines like Service desk to Command enter, End user computing to Security and Operations, Datacentre operations to Network support, Automation to AI OPS. Rationalization of such leads to exemplary Operational savings as well as accelerated outcomes.

Enterprise Agility Assured:

The fabric of ▮▮▮▮▮▮▮ would be driving a culture of agility across the pillars of digital enablement, by adopting enterprise agile frameworks, through expertise and industry leading agile best practices. This would lead to predictable and faster go-to-market outcomes for ever-changing customer needs.

BCT offers Expanded services portfolio, Enhances practices and expertise, Cost efficiency, process efficiency & best practices, Scalability and Risk mitigation on a sustainable basis.

- Leveraging the thousands of man years of expertise in providing managed services, we built a solid ▮▮▮▮▮▮ framework for delivering highly efficient and cost-effective managed services to our customers, bringing in automation, best practices, standards, and governance.
- We are an SEI-CMMi Level 5 assessed organization for process maturity, a highest level in the industry. Being committed to the quality of deliverables means our customers achieve greater benefits with high quality services, best practices, and predictable outcome when they engage with us for their strategic and operational IT needs.
- Quality assurance and delivery control Mechanism. Being both entities of the consortium are CMMI Level 5 certified, delivering quality in deliverables will be the backbone of the services offered in both work packets.

BCT in Managed Services

BCT embarked on its managed services path 15 years ago and has since consistently enhanced its service delivery. BCT is now recognized as a partner for transformation rather than just a

delivery channel, evidenced by its enduring partnerships
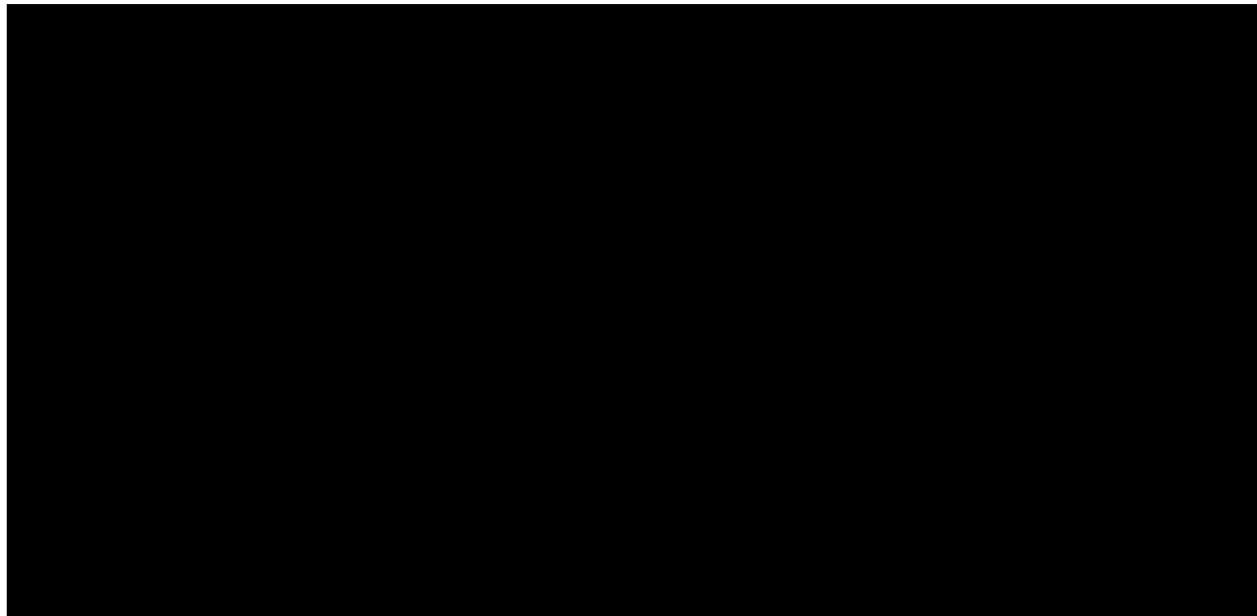
BCT believes on long-term partner relationships with our customers. This means, we don't just come; implement and leave the premises; but continue with our customers in their journey and help them manage, monitor, and maintain their mission critical environments using the 'Follow the Sun' approach. Our Strategic Managed and` Outsourced Services Practice operates on a 24/7 basis, helping global customers in keeping their applications highly available to business with increased and better user experience. Our dedicated team of 350+ professionals monitor, manage and maintain mission critical enterprise applications, infrastructure and technology stack including On Premise and Cloud environments on a 24/7 for customers. We help our customers manage their IT Portfolio and Assets on a 24/7 basis and have built a breadth of competencies encompassing the IT stack of enterprise.

Managed IT Services

- Managed Infrastructure Services
- Infrastructure Upgrades
- End to End Database Support
- Back up and DR
- Performance Tuning and Benchmarking
- System Health checks and Reviews
- End User Connectivity
- Capacity Management
- Mobility and MDM Support
- OS, Software Patching Support

Managed Application Support

- Application Services
  - Application Development
  - Application Management
  - Business Process Support
- Application Upgrades and Patching
- SaaS Application Support
- Batch Process Support
- Application Performance Management
- Proactive Monitoring and Availability
- Dev Ops and Automation services

Managed Cloud Services

- Managed Cloud Services
  - Oracle Cloud Services
  - AWS/Azure
- Cloud Computing support
- Managed Network
- Cloud Security and Data Management
- Infrastructure as a Service
- Infrastructure Testing services
- Cloud Migration and Consulting

Managed Network Services

- Switches, Routers Security
- Multi Factor Auth
- Firewall Management
- Threat Intelligence
- Network Asset management
- Network Protection and Management
- VOIP, SDWAN, Support
- 24 x 7 NOC
- Event Stream Processing Support

Managed Security Services

- Security Assessments
- SoC
- Managed SEIM
- Vulnerability Management
- Detection and Response
- Audits and Trainings
- Network Security services

Managed IT Helpdesk Services 24/7-

- Voice, Email, Chat Support with cognitive self help
- Remote Support for End user Computing
- Business Process Support
- Device Hardware Support
- O365 Management and support
- Software Support
- Asset and License management Support
- Major Incident Management
- Retail Store Support - PoS, Printer /scanner/Keypad
- User Administration

Through years of providing cutting-edge managed services, BCT has built practices—assets and accelerators—to maximize benefits for its clients. The practice development takes into account the following areas.
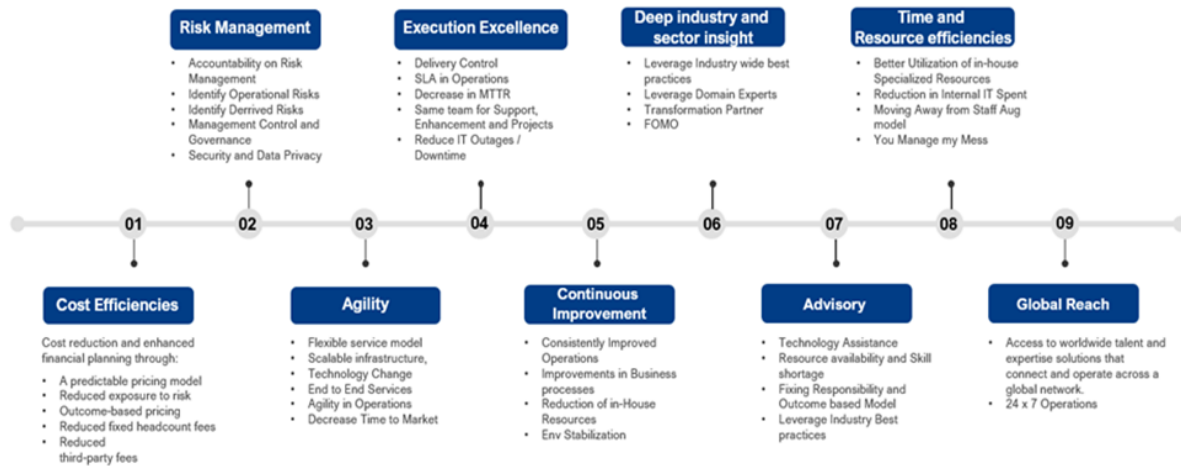
Why Managed Services Solution with BCT?

BCT is best suited for managed services because of its proven expertise, innovative solutions, and customer-centric approach. BCT has over 20 years of experience in delivering managed services to global clients across various industries and domains. BCT has a pool of certified and skilled professionals who can handle complex and dynamic business requirements with agility and efficiency. BCT also leverages its proprietary platforms and frameworks, such as BCT Intelligent Automation Platform (BIAP), BCT Application Modernization Framework (BAMF), and BCT Cloud Migration Accelerator (BCMA), to provide value-added services that enhance the performance, security, and scalability of the client's applications. BCT's managed services are aligned with the industry best practices and standards, such as ITIL, CMMI, ISO, and GDPR. BCT's managed services also offer flexible and transparent pricing models, customized SLAs, and proactive communication and reporting mechanisms that ensure customer satisfaction and trust. BCT is committed to ▮▮▮▮▮▮▮▮▮ service delivery that helps the clients achieve their business goals and stay ahead of the competition.

1. **Security first Approach**: We approach your IT infrastructure and applications with a security-first thinking, insulating your business from cyber-attacks and security lapses. In the unfortunate event of an attack, our MSP model tightens up defense and facilitates quick recovery, creating a strong differentiator for you in the market.

2. **Quality of Services**: Quality is top priority, and we believe in sustainable solutions, custom-made for your long-term needs. We offer MSP solutions in the domains of Security, Infrastructure, Network, SOC/ NOC, DevOps, Database Management, Application Servers, End user computing and Service desk Operations.

3. **Use** of Emerging technologies in AI & Automation: We're adept at emerging technologies—from multi-cloud environments to IoT, Blockchain and automation offerings—giving you the leading edge over competition.

4. **Futuristic outcome-based models**: Our award-winning ▮▮▮▮▮▮ solution for Managed services offer security, scalability and cost advantages and hinge more on XLAs, in addition to the traditional SLAs.

5. **Global Leader:** A leading global organization for provision of IT solutions and services. Bringing learning across the world and integrate in out ▮▮▮▮▮▮▮▮

6. **Dedicated Team**: for both Service Desk, Security, Network, infra support and End-user technical support to ensure that there is an effective Service Delivery Management.

7. **Global Technical Pool:** BCT has operations in OMAN, Qatar, Dubai, Abu Dhabi, Kuwait etc with more than 1250+ IT professionals engaged in transformation initiatives in GCC.

8. **ITSM & ITIL Expertise**: Experienced Professionals to provide consulting services for improvement of the processes, ITSM Policies and Business Models based on ITIL v4.

Application Managed Services (AMS)

Application Managed Services (AMS) focuses on outsourcing the management and maintenance of an organization's software applications to a third-party service provider. These services are designed to ensure that applications run efficiently, securely, and in line with the organization's business objectives. AMS providers offer a range of services, which can vary depending on the specific needs of the client. Here are some key aspects of Application Managed Services delivered by BCT.

Application Monitoring (Monitoring application performance, identifying issues, and taking steps to address them)	Application Maintenance (Regular updates and patches and resolving any application-related issues)	Application Support (Providing technical support to application users and addressing any issues or queries)	Application Development (Development of new applications and the enhancement and customization of existing ones)
Application Performance Monitoring	Reactive Maintenance	Application and Database Administrative Services	Application Strategy, Architecture and Planning
Database Performance and Locks	Corrective Maintenance	Data and Process Flow	Application Planning and Analysis
Access Management - JML	Problem Management	Application Services Documentation	Application Requirements Definition
Integration Monitoring	Preventive Maintenance	Application Training and Knowledge Transfer	Programming/Development
Batch Job Monitoring	Adaptive Maintenance	Functional Support "How do I?"	Enhancement and Change Management
Alert Management	Perfective Maintenance	Non-production Environment Support	Production Deployment Support
Data Management	Application Upgrade, Patching	Monitoring, Reporting and Review Services	ETL

Outcome based Service Delivery for AMS

- Fixed Enhancement hours per month enabling business to plan enhancements better.
- Structured Release Calendars - Major and Minor release for Risk management
- Integrated Release calendars working with Patching teams to minimize downtime.
- Structured reporting and Application assessment of landscape health
- Monthly SLA reporting and assessment of areas of improvement
- Improved Governance with focus on ageing tickets, service stabilization etc.
- Framework for applications onboarding.
- EOSL And Vulnerability management
- Certificate management

AMS Challenges- BCT addresses them with ▮▮▮▮▮▮▮ Service Delivery

License Management-Applications, Software
Continuous Risk reporting framework
Application Overview –Support Elements
Application relationship Management
Patching Management
Vulnerabilities Management-
Major Incident management- MIM and team integrator
Project to Support Transition-Passport
Enhancement management
Event Management by CommandCenter
End to End Program management View

Knowledge Management- Integrated One shop Stop
People / Relationships- IT Assets/ Application Assets
Proactive problem Management–Qualifying Areas Assessment
Structured Release Management
ITIL processes and Compliance
Automation –Path to Stabilize

BCT focuses on 4 key pillars for AMS- service delivery.

- Service Management – Manage standardized services as per KPI's, with continuous focus on preventive maintenance, Manage services.

Standardize Operations –

- Integrated program management
- Cross Functional
- Risk Based Management dashboards.

`Address Operational Challenges

- How do I Question and Functional Knowledge
- Integration and Data Consistency between applications
- Application Management- Relationship and Integrations
- Integrated Knowledge Management - One place for all Operational Data

- Business Application support

Business Interface – Shoulder to shoulder model with Key users, create the culture, if doesn't exist; talk business language.

Enhance Quality – Maintain standardization of template, continuously monitor quality and content on solutions (Root cause, Problems, trends, continuous improvement)

24 x 7 Event Management – Our CommandCenter as a service in Operations

Performance Management- Integrated team to analyse and rectify performance management issues.

- AI OPS and Process Integration – One global operating model, based on standard ITSM practices and simple for business.

Leverage Retail CoE

AI OPS for Application Alert Management and Log Management

Establish Operational processes for risk free operations.

- Integrated IT Support Services– One shop stops for all IT needs

End to End Operations

AIOps forms a foundational aspect of our Managed Services portfolio, fundamentally transforming how we deliver operational efficiencies and optimize IT management. By harnessing the power of artificial intelligence, AIOps enables us to automate crucial IT operations, integrating machine learning and big data to meticulously analyze the data produced by IT infrastructure. This capability facilitates predictive maintenance, anomaly detection, and real-time operational insights, leading to a marked reduction in downtime and expedited issue resolution. As a result, our services have not only become more reliable but also significantly more cost-effective. BCT will be accessing the Arkansas landscape and will be proposing the right tool sets and solutions for AI operations in

1. Application performance management
2. End to End Application monitoring
3. Expert Assist for "How Do I" questions
4. Work with Service desk team Sentiment analysis of call center calls and insights to Knowledge management artifacts promoting shift left.

Key Highlights of Our Comprehensive Managed Services Portfolio

- **Cost Optimization** - Achieve year-over-year reductions in IT operational costs through efficient resource management and strategic financial planning.

- **Scalability and Performance Optimization -** Enhance scalability of operations to support growth and expansion, coupled with optimized performance for reduced time to market.

- **IT Governance and Risk Management -** Employ a risk-managed approach to Managed Services, ensuring robust IT governance that aligns with enterprise risk strategies.

- **Technology Innovation and Digital Transformation -** Leverage Artificial Intelligence for IT Operations (AIOps) to drive operational efficiencies and support digital transformation initiatives.

- **Service Reliability and Availability -** Deliver faster response times and reduce system outages and downtime, ensuring high service reliability and continuous availability.

Application Development Capabilities

Application development is a multifaceted process that requires a blend of technical expertise, creativity, and strategic planning. BCT's core capabilities include the ability to design and implement robust software architectures, write efficient and maintainable code, integrate diverse technologies, and ensure that the application meets user needs and business objectives. Our application development capabilities encompass a wide range of services, ensuring that we provide end-to-end solutions that drive business growth and innovation.
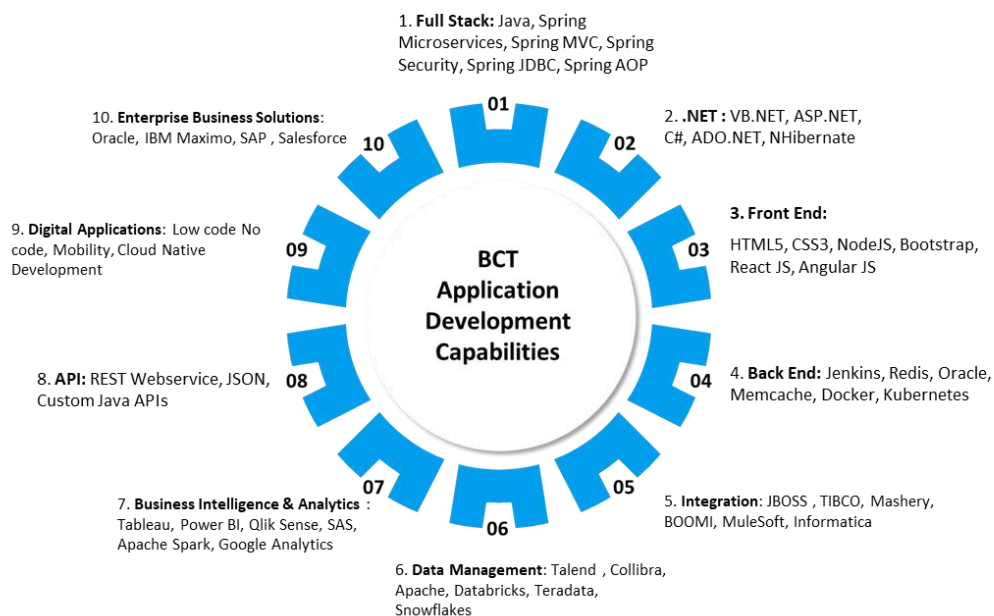
BCT also specializes in Polyglot application development and allows developers to choose the most suitable language for each specific task, optimizing for performance, scalability, and ease of maintenance. The ability to integrate and manage diverse technologies within a polyglot environment enhances flexibility and allows for the development of more sophisticated applications that can leverage the strengths of each language.

We also integrate modern code augmentation techniques and AI-powered tools like GitHub Copilot making the process more efficient, collaborative, and innovative. These tools extend the capabilities of development teams by offering intelligent code suggestions, automating repetitive tasks, and enforcing best practices, which leads to faster development cycles and higher-quality code.

Custom Application Development:

- We specialize in building custom applications that are designed to solve specific business challenges. Our solutions are tailored to align with our clients' strategic goals and operational requirements.

Mobile Application Development:

- Our expertise includes developing robust mobile applications across various platforms, including iOS, Android, and cross-platform solutions. We focus on creating user-friendly, high-performance apps that enhance customer engagement and business efficiency.

Web Application Development:

- We develop dynamic and responsive web applications using the latest technologies and frameworks. Our web solutions are designed to provide seamless user experiences and meet high standards of performance and security.

Cloud Application Development:

- Leveraging the power of cloud computing, we develop scalable and flexible cloud-based applications. Our cloud solutions enable businesses to achieve greater agility, reduce costs, and enhance operational efficiency.

Enterprise Application Integration:

- We offer integration services to ensure seamless communication and data exchange between different enterprise systems. Our integration solutions help in achieving a unified IT environment, improving business processes and decision-making.

Agile Development Methodologies:

- Our development process is rooted in agile methodologies, allowing us to deliver projects in iterative cycles. This approach ensures continuous improvement, faster time-to-market, and better alignment with client needs.

DevOps and Continuous Integration/Continuous Deployment (CI/CD):

- We implement DevOps practices and CI/CD pipelines to enhance collaboration, streamline development processes, and ensure continuous delivery of high-quality software.

User Experience (UX) and User Interface (UI) Design:

- We focus on creating intuitive and engaging user experiences through thoughtful UX/UI design. Our design practices ensure that our applications are not only functional but also aesthetically pleasing.

Maintenance and Support:

- Post-deployment, we provide ongoing maintenance and support services to ensure that our applications continue to perform optimally and adapt to evolving business needs.

AI-Led Testing Services

Our AI-Led Testing Center of Excellence (CoE) offers a comprehensive range of services designed to enhance quality assurance and engineering across the software development lifecycle. By combining QA/QE consulting, functional and automation testing, performance engineering, security testing, and IoT quality assurance, we provide end-to-end solutions that ensure software meets the highest standards of functionality, security, and performance. Our approach is reinforced by cutting-edge testing accelerators such as unified frameworks for automation, performance, and security testing, as well as advanced data testing solutions and real-time quality dashboards.

We leverage an extensive suite of tools to automate and streamline testing processes. These tools, combined with AI-driven insights and robotic process automation, enable us to deliver precise, efficient, and scalable testing solutions. With a strong focus on innovation, we operate dedicated R&D labs to continuously refine our methodologies and tools, ensuring that we remain at the forefront of quality engineering.

The AI-Led Testing Center of Excellence (TCoE) is built upon a robust framework that integrates key capabilities across five core domains to deliver exceptional quality and efficiency in software testing. Technology AI Enablers are integral to the TCoE, incorporating advanced tools, frameworks, and accelerators that leverage AI to optimize testing processes and outcomes. Governance and QA Controls play a crucial role in maintaining rigorous process adherence, setting guidelines, and ensuring compliance with security standards, creating a foundation for consistent and secure testing practices. These capabilities form a comprehensive and cohesive framework that empowers us to achieve superior quality in their software development initiatives.
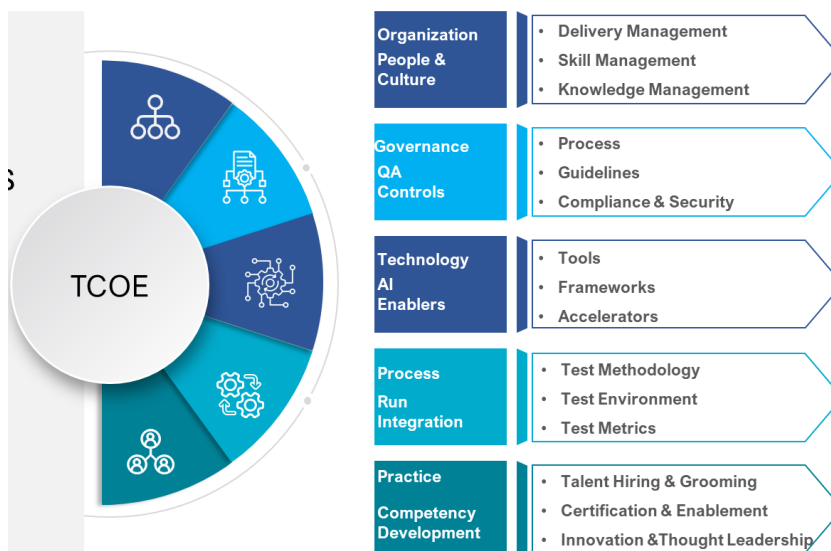
Organization - Fueled by People and Culture, harmonizes Delivery Management, Skill Management, and Knowledge Management to create a high-performing ensemble. Through empowered individuals, honed skills, and shared knowledge, this symphony of talent delivers project success.

Governance - Anchored in robust processes, clear guidelines, and diligent quality controls, ensures reliable and trustworthy AI-powered testing. By meticulously managing compliance, security, and regulations, this vigilant guardian safeguards against risk and propels your testing efforts towards ethical, accurate, and compliant outcomes.

Technology - Unleashes the power of AI, with cutting-edge tools, agile accelerators, and flexible frameworks. A**I-powered anomaly detection, predictive QA, and self-healing automation** accelerate and optimize testing enhancing scalability and cost-effectiveness. The AI engine will be driving your testing towards the future of efficiency and intelligence.

Process - Ensures optimal performance by orchestrating your QA journey from start to finish. Creates the stage, a stable and reliable platform   , setting the strategic direction where tests can be performed confidently. Through continuous iterations and feedback loops, the testing approach is refined, ensuring every performance resonates with quality and success.

People – Within a Testing Center of Excellence (CoE), prioritizing upskilling and cross-skilling initiatives is essential for maintaining competitiveness. We will start by assessing current skill levels and identifying gaps across automation, security, functional, and performance testing

domains. We will then develop a comprehensive training plan tailored to individual needs, encouraging employees to pursue certifications and explore diverse learning resources. We will also facilitate hands-on experience through real-world projects, fostering collaboration and knowledge sharing among team members. We will then provide ongoing support and mentorship to ensure employees continue to grow and adapt to evolving technologies and methodologies. By fostering a culture of continuous learning and development, we are confident that our associates will stay ahead of the curve and drive innovation in testing practices.

BCT's Cloud Practice

BCT experts are central to delivering comprehensive cloud solutions that are customized to meet client-specific needs. By offering full lifecycle training and certification across major cloud platforms, the organization ensures its team remains proficient in the latest technologies, supporting the growing demand for cloud expertise in the market.

Our cloud capabilities encompass a comprehensive range of services, from cloud migration and infrastructure management to scalable storage solutions and advanced security measures. We enable seamless integration with existing systems, ensuring high availability and performance. Our expertise in cloud technologies empowers businesses to optimize operations, reduce costs, and innovate with agility. We leverage our expertise to help unlock the full potential of Cloud, driving results that matter most to the customers.
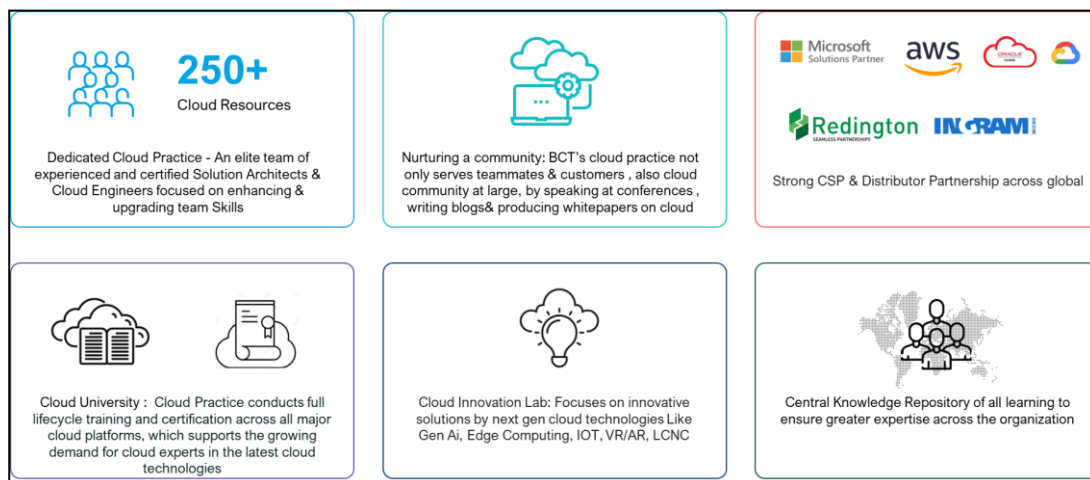
Our CloudOps and FinOps capabilities serve as powerful differentiators in optimizing a customer's cloud journey by seamlessly integrating operational excellence with financial discipline. Our Cloud Ops framework ensures continuous monitoring, automated management, and scalable architecture, which not only enhances the reliability and performance of cloud services but also optimizes resource allocation in real-time. This approach minimizes downtime, secures data, and continuously refines cloud workloads to achieve peak efficiency.

Complementing this, our FinOps capabilities provide real-time cost tracking, precise cost allocation, and strategic budgeting, allowing customers to gain deep visibility into their cloud spending and enforce financial accountability across their organization. By integrating operational excellence with financial discipline, we provide a holistic solution that drives both performance and cost efficiency. This synergy ensures that customers not only maximize their cloud investment but also maintain control over their cloud journey, enabling them to innovate without financial constraints. Our commitment to operational excellence and financial rigor ensures that our customers are well-positioned to thrive in the digital era.

Our approach to supporting scalability and manageability in large-scale cloud systems is deeply rooted in the principles of Infrastructure as Code (IaC), which allows us to automate, standardize, and streamline the deployment and management of cloud infrastructure. By leveraging IaC, we enable our customers to define their entire infrastructure through code, ensuring that their cloud environments are consistent, repeatable, and easily adjustable to meet evolving business needs. This approach not only reduces manual intervention and the risk of human error but also accelerates the provisioning process, making it easier to scale resources up or down based on demand.
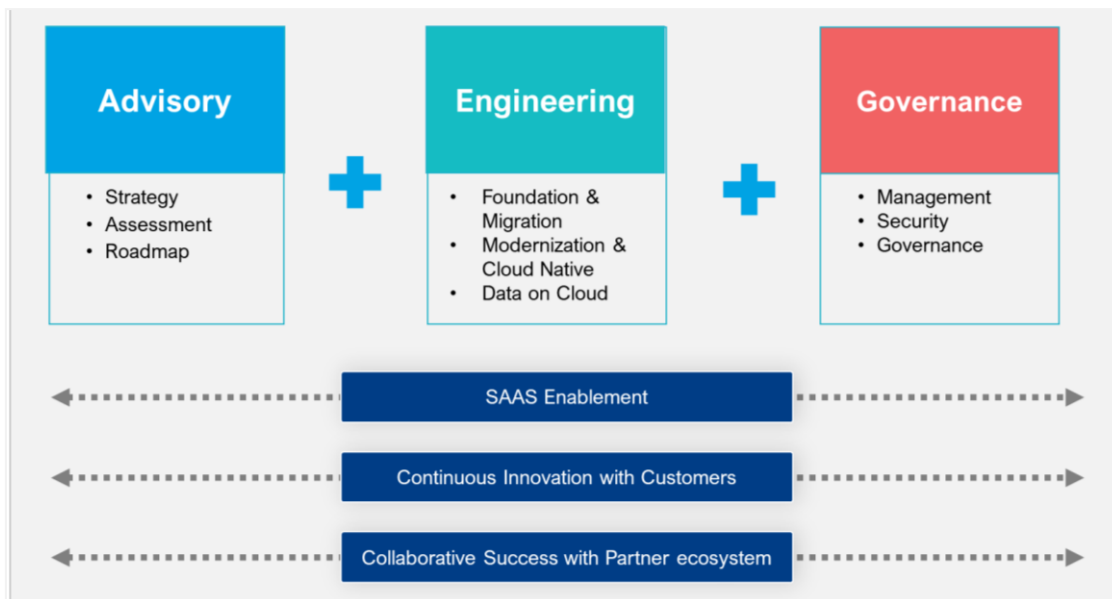

Our cloud security practice includes state-of-the-art threat detection and incident response services. These leverage artificial intelligence and machine learning to monitor cloud environments continuously, providing real-time alerts and automated responses to mitigate risks swiftly. Additionally, we offer tools and services for compliance and governance, enabling our clients to meet industry regulations like GDPR and HIPAA while maintaining a secure, compliant cloud infrastructure.

Our cloud practice is adept at standing up and supporting multi-cloud and hybrid cloud environments, leveraging a deep understanding of diverse cloud platforms and infrastructure. We seamlessly integrate public, private, and on-premises resources to create a unified, agile environment that maximizes the strengths of each platform. Our proactive approach to monitoring and maintenance ensures that our customer cloud ecosystems remain secure, compliant, and resilient, empowering them to innovate and grow. Our team of experts ensure workloads are optimized for performance, security, and cost-efficiency, regardless of where they reside. We tailor solutions to meet our customers' unique business needs, enabling them to capitalize on the flexibility and scalability of cloud technology while maintaining robust control over their infrastructure.

BCT Data Management Capabilities

BCT has been at the forefront of data management and analytics. Building best-in-class analytics products alongside our own internal IP has given us the unique understanding of crafting powerful analytic solutions for our customers. Our expertise extends beyond specific tools - we seamlessly integrate open-source frameworks with hyper-scaler analytics solutions to deliver adaptable analytics strategies.
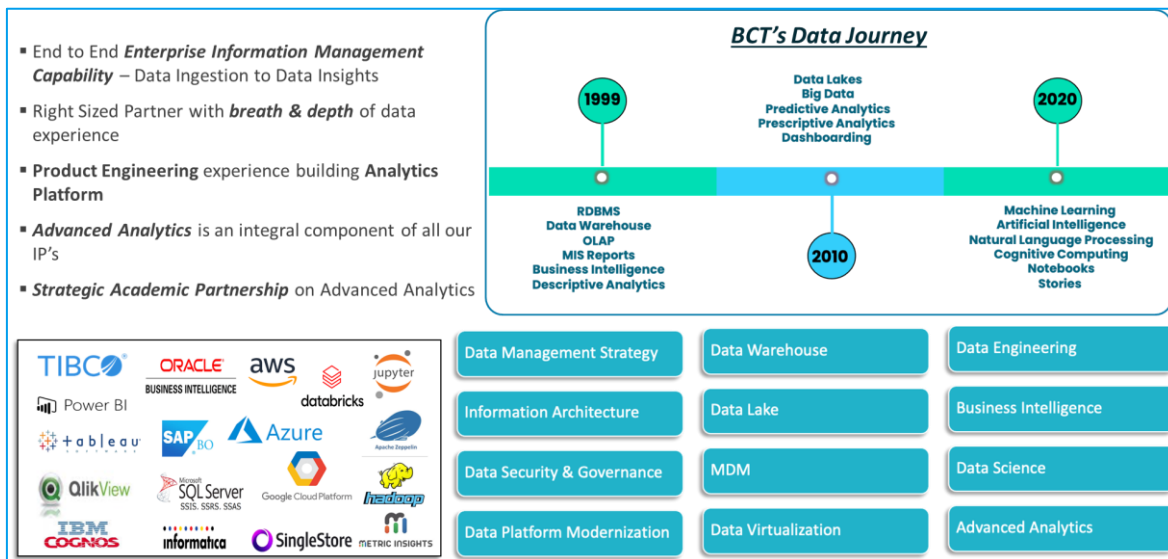

We boast extensive expertise in the development and management of robust data pipelines, effective ETL (Extract, Transform, Load) and ELT (Extract, Load, Transform) processes, and scalable data warehousing solutions. In the realm of Data Warehousing, we specialize in designing and implementing data warehousing solutions using both traditional (SQL Server, Oracle Database) and modern cloud-based platforms (Amazon Redshift, Google Big Query, Azure Synapse, Snowflake, Databricks etc.). Our architectural experience includes high concurrency and complex query capabilities, facilitating efficient data analysis and business intelligence.
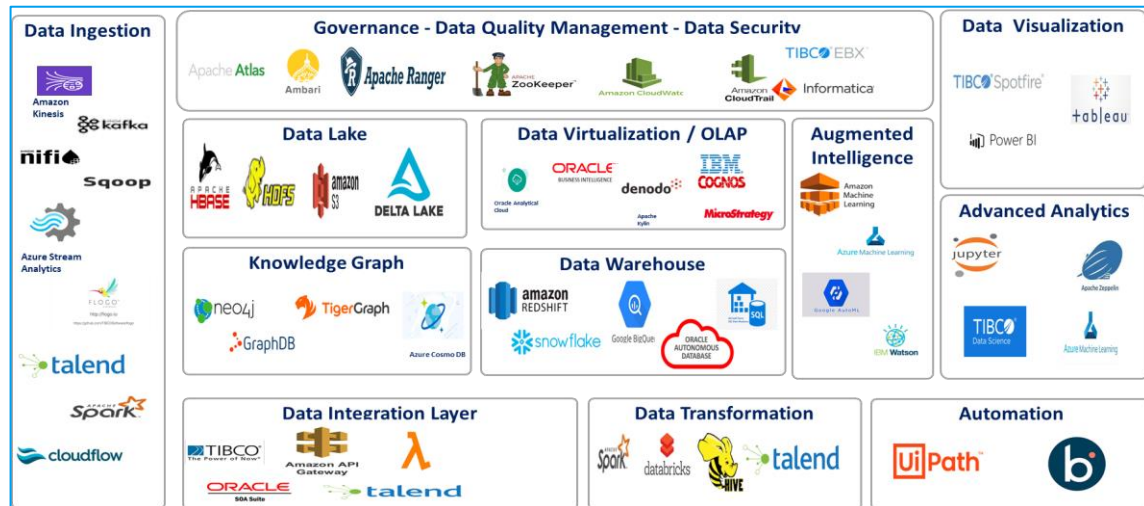
We have extensive experience working across the different phases of the Data pyramid from Data collection to deriving actionable insights
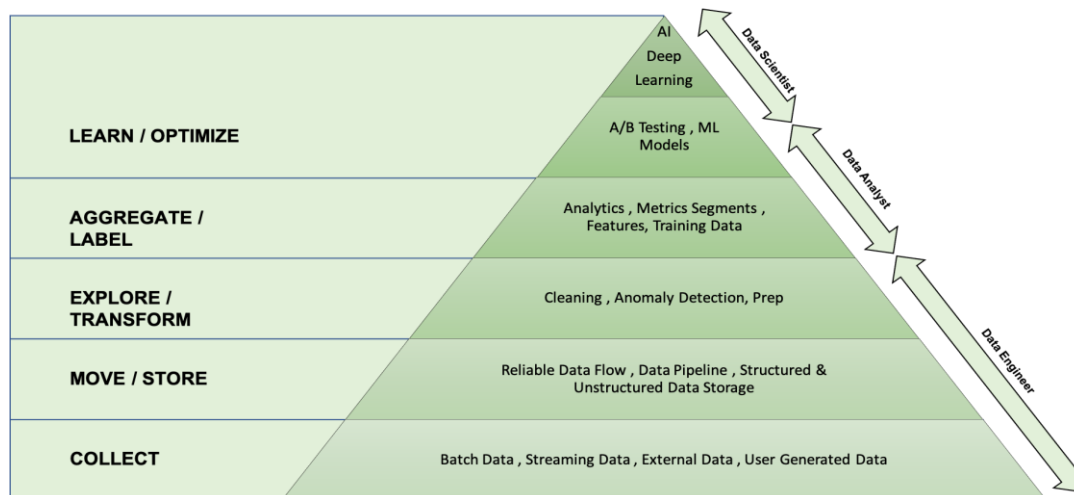

Transforming complex data into clear and actionable insights is part art and part science. Our capabilities in the field of reporting and data visualization extend across a wide range of platforms, from application-specific tools to advanced commercial reporting systems. Our approach combines technical skill with a deep understanding of visual storytelling. We leverage a broad spectrum of tools ranging from bespoke application-specific reporting software to industry-leading commercial platforms. This versatility enables us to tailor our solutions to meet the specific needs of each client, ensuring optimal compatibility and performance.
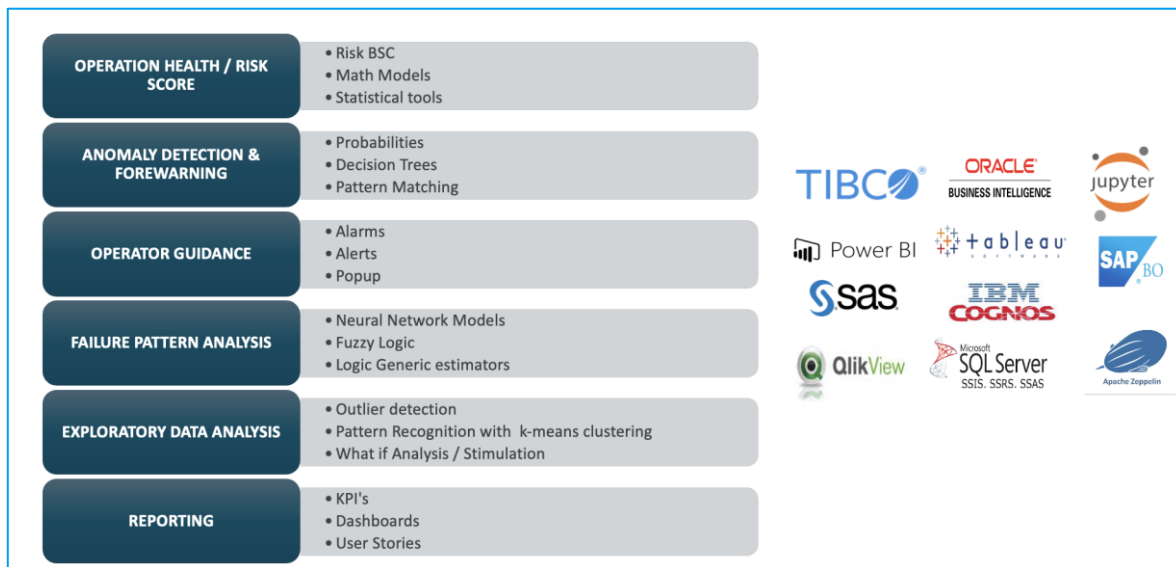
Through a combination of advanced tools, expert knowledge, and creative execution, we deliver superior reporting solutions that help our clients make informed decisions based on robust, visualized data.

Digital Applications Capabilities:

We offer a comprehensive suite of transformational digital application services. Our expertise spans mobile and web apps, no/low code app development, robotic process automation (RPA) and machine learning (ML), cloud services, and augmented and virtual reality (AR & VR). Each service is tailored to meet our client's unique needs, ensuring efficiency, scalability, and cutting-edge user experiences.
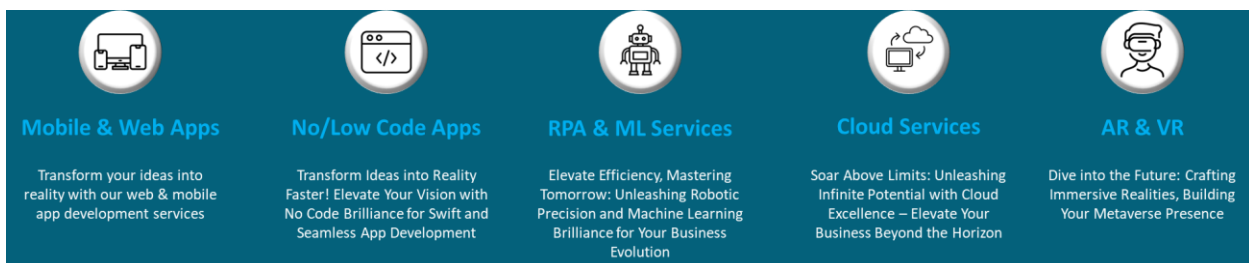
Mobile & Web Apps

Our mobile and web app development services bring your ideas to life with high-quality, user-friendly applications tailored to your business needs.

No/Low Code Apps

We enable rapid and seamless app development with our No/Low Code solutions, allowing you to turn concepts into reality swiftly and efficiently.

RPA & ML Services

Our RPA and ML services enhance operational efficiency and decision-making capabilities by integrating robotic precision and machine learning intelligence into your processes.

Cloud Services

We provide scalable and flexible cloud solutions that elevate your business operations, offering the reliability and performance needed for growth and innovation.

AR & VR

Our AR & VR services create immersive and interactive experiences, helping you build a strong presence in the metaverse and engage with your audience in new and exciting ways.

Outcome based- 7 Operational Improvements by Practice CoE

1. Structured processes for project to Support Transitions- Our Passport Process.
2. Value added Service- Automation for handling repeated issues.
3. Integrated Governance framework using FFF. Covering all aspects of ITIL with focus on Change, Release, project, and problem management
4. Structured reporting and assessment of landscape health – Vulnerability management, License management, and EOSL management
5. Monthly SLA reporting and assessment of areas of improvement- One Operational dashboard
6. Improved Governance with focus on ageing tickets, service stabilization etc.
7. CoE Services of MIM for priority incident management.

Chapter *4: Scope Understanding*

This section details our understanding of the services specified in the RFP and provides insights into our innovative solutions that have been proposed to meet and exceed the requirements of DHS. We have also detailed some of the key trends across the different towers and how we would leverage the same to delivery differentiated value to DHS

Our Understanding of the Scope

After a thorough review of the RFP, BCT understands that DHS requires support in four key areas. Our proposal provides a detailed approach for each area to ensure comprehensive service delivery and ongoing improvement. Below is a summary of our understanding of DHS's requirements for these four towers.

Application M&O	Application Enhancement
• Maintenance and Operations of 50 DHS applications • Inventory Management • Break-fix/Critical Fault/Corrective maintenance • Preventive and Perfective maintenance • Adaptive maintenance • User and System Documentation • Environment Management • Security • Disaster Recovery • System Audits • Tier 2 Application Support • Training • Data Discrepancies • Efficiency improvements	• Implement additional functionality to the existing applications • Building new applications • Enhancing/ Testing a solution • Implementing architectural changes to the solution • Includes more than 80 hours of developer effort and the resulting application must be warrantied at least for a year • Exact scope of the projects will be identified and agreed during the engagement stage

BI and Reporting	As Needed Staffing Services
• Track End users BI and reporting needs • Define/refine solution according to the business needs • Select appropriate technology • Development of the BI solutions • Documentation of the functional and technical design of each solution • Data migration and warehousing • Training of users and providing user manuals • Minimum of 12 Full time staff members must be assigned to provide the services	• Provide additional technical resources on as-needed basis • Must fulfill the requests via internal resource pool or procurement through subcontractors • Co-ordinate with the candidate or project teams • Administer billing activities • Responsible for end to end solutions • Report progress and costs of additional services on a monthly basis

A. Application Maintenance and Operations (M&O) of current DHS's Applications

BCT's approach to the ongoing operations and maintenance of approximately 70 DHS applications will encompass the following key areas:

Inventory Management

- Application Inventory: BCT will manage and maintain an accurate list of applications as outlined in Appendix 1.
- Portfolio Changes: As the portfolio of applications may evolve over the contract period, BCT will document and update any changes to the list of applications to reflect the current state.

Maintenance Types

- Break Fix/Critical Fault/Corrective Maintenance

Issue Resolution: Fix critical issues like crashes and data corruption

Implementation of Fixes: Perform coding, testing, and communication for issue resolution.

- Preventative and Perfective Maintenance
  - o Proactive Improvements: Enhance performance through code refactoring and module updates.
  - o Ongoing Maintenance: Regularly update and optimize to prevent future problems and increase overall performance.
- Adaptive Maintenance
  - o Environmental Adaptations: Modify applications for compatibility with software, environment and database updates.

- o   Revision Levels: Ensure software compatibility with N-1 revision levels for stability

- o   Documentation: User and System Documentation

- Updates: Regularly revise user manuals, desk guides, and system documentation.
- Maintenance: Keep documentation accurate and current, including updates to related websites

  - o   Security

- Access Management: Secure systems by managing user access and removing outdated IDs.
- Security Testing: Perform regular security testing, scans, and threat detection; update key security documents with DHS.

  - o   Environment Maintenance: Manage production, development, staging, UAT, and training environments while preventing impact on project timelines and production stability.

Disaster Recovery - Support and Planning: Assist in creating disaster recovery plans, support testing, and manage recovery operations.

System Audits: Support system audits to ensure compliance with standards.

Tier 2 Application Support

- BCT will provide Tier 2 support for in-scope applications, handling forwarded calls and addressing application-related issues.

B. Implement Enhancements (Application Development)

In addition to managing and operating existing applications, BCT will be tasked with implementing

various enhancements and developing new functionalities. This will include:

- Enhancements & Development: BCT will enhance existing applications, build new solutions, and make architectural adjustments.
- Project Management: For projects over 80 developer hours, BCT will use a Level of Effort (LOE) approach with fixed fee proposals.
- Proposal Includes: Basis for estimate, additional requirements, changes to maintenance costs, and ROI analysis.
- Efficiency: Improve development efficiency through automated testing and process enhancements.

C. Business Intelligence and Reporting

BCT will provide comprehensive BI and reporting solutions, including:

- Develop and Deploy BI Solutions: Create and implement BI solutions with data migration and user training.
- Staffing: Provide a minimum of 12 full-time staff members dedicated to BI and reporting tasks.
- Training: Offer end – user trainings and materials
- Billing: Costs associated with BI and reporting efforts will be billed monthly.

D. Additional As – Needed Services

Apart from M&O, Enhancements and BI reporting, DHS will request BCT for resources with specific skillsets as an additional service on a need basis.

Strategic Solution Alignment to DHS Goals & Objectives

Based on our review of the RFP, we have identified and summarized the objectives and goals of DHS as follows:

DHS Business Goals	BCT's Solution Alignment to Achieve Determined Goal
Stable Environment	███
Dedicated Teams	At BCT, we employ a ███████████ of Engagement to ensure flexibility and efficiency in our service delivery. Our core team is deployed to provide the essential services outlined in the scope of engagement, ensuring a consistent and high-quality delivery. Additionally, we maintain a pool of qualified resources that can be ramped up quickly to meet any increased demand

DHS Business Goals	BCT's Solution Alignment to Achieve Determined Goal
Cost Reduction and ROI	• ███████████████████████████ ████████████████████████████ █████████████████████████████ █ • BCT's solution levers of AI Ops and Automation coupled with experienced ████████ Enables with work with team in achieving productivity in efforts and cost.
Established SLAs	• Monthly Review of Operations. • Continuous real time dashboard of KPI operations. • Dropthought based feedback process for improving Cx
Scope Management	Scope Management – Scope Planning, Verification, WBS, Scope Change Control Hybrid Agile Methodology QA and Testing
Dedicated Data Analytics and Reporting team	BCT has end to end Data Analytics capabilities starting from Data Engineering to Data Visualization and Business Intelligence. Our team is comprised of qualified Data Analysts, Data Engineers and Reporting specialists. Our team is adept at managing the data lifecycle ensuring timely delivery
Access to Additional Technical Resources	Of this about 40% of the workforce are specialists working in several managed services engagements across the globe. BCT has Global presence managed services execution through its Delivery centers in 50+ countries including USA, Singapore, MENA, and India. Practices specialized in bringing in deep technology expertise play a crucial role for clients across various industries and domains to cross leverage best practices and operational synergies. The Delivery team for DHS will be comprised of talent groomed by these Practices.
Automation Strategy	BCT's Automation Center, a cornerstone of the FFF framework, offers a sophisticated ecosystem of cognitive bots and robotic process automation, seamlessly integrable into your current infrastructure. BCT has forged alliances with premier AI tools in the healthcare industry for Digital Assistants, Chatbots, Email

DHS Business Goals	BCT's Solution Alignment to Achieve Determined Goal
	resolution, and Automation orchestration layers. These tools will be utilized to automate processes within EHS's IT environment.
Improving ITIL Maturity Model	• Structured Incident Management Process • Reactive and Pro-active problem Management powered by AI and ML • Change Management • Release Management • Event Management • Knowledge Management and Documentation

Key Trends

BCT will leverage the key trends in AI and automation to transform our services, delivering unparalleled value to DHS.

- Cloud adoption: More and more organizations are moving their applications and data to the cloud, enabling greater scalability, agility, and cost-efficiency. BCT is a champion in cloud advocacy and has successfully helped clients migrate, manage, and optimize their cloud environments, ensuring security, compliance, and performance.

- Cybersecurity: As cyber threats become more sophisticated and frequent, organizations need to protect their IT assets and data from unauthorized access, breaches, and attacks. Our Cybersecurity services provide end-to-end protection, monitoring, and response, leveraging cutting edge

- Data Driven Operations: Data driven insights are revolutionizing the overall IT landscape and are increasingly used for optimization of business operations. Harnessing the power of data to provide valuable insights not only provides economic benefits to organization but is also becoming increasingly critical for enhanced customer delight. BCT specializes in end to end management of data assets, from integrating data silos to deriving actionable insights.

AIOps in AMS

- Proactive Issue resolution
- enhanced data analysis
- Intelligent incident management
- Minimized downtime

AI in Application Development

- Automated code generation
- Predictive maintenance,
- Smart debugging

AI BI

- Real-time insights
- Personalized dashboards
- Data-driven decision-making.

AI enhanced Staffing
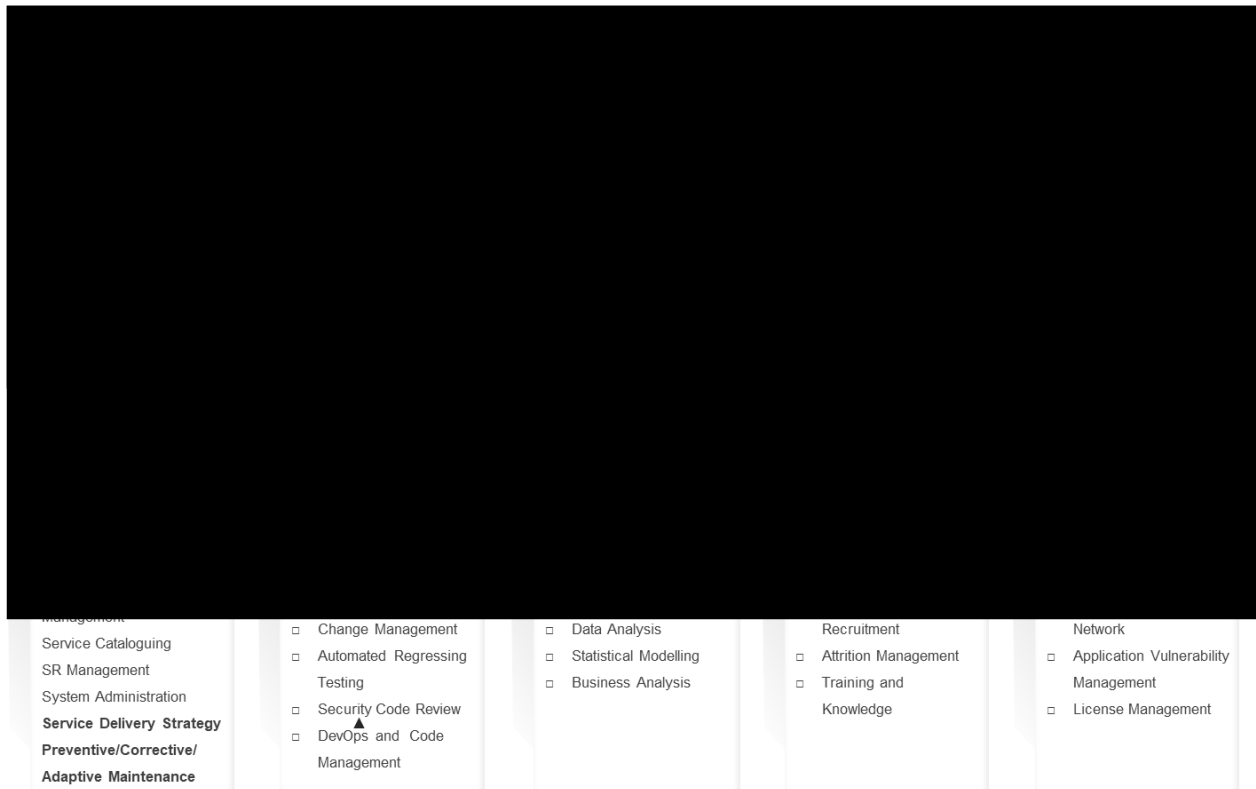
- Automated screening
- Bias reduction

BCT will leverage the latest advancements in AI/ML including GenAI to drive optimization and efficiency across all the four service areas requested by the DHS. By seamlessly integrating AI into the overall operations from streamlining application development to optimizing system performance and improving decision-making, we will transforms DHS service delivery into a more agile, responsive, and data-driven operation.

Chapter *5: Engagement Strategy*

This section details our understanding of the services specified in the RFP and provides insights into our innovative solutions that have been proposed to meet and exceed the requirements of DHS.

Modern IT is not just about deploying the latest technologies and tools, but also about transforming the way IT delivers value to the business. Modern IT requires agility, flexibility, scalability, innovation, and efficiency to meet the ever-changing demands of the digital era. Modern IT also faces complex challenges such as cybersecurity, data privacy, compliance, Integration, and governance. To cope with these challenges and achieve the desired outcomes, BCT has designed its ▮▮▮▮▮▮▮ Managed services model which provides end-to-end support for the entire IT lifecycle, from strategy and design to implementation and optimization.

- Reduce costs and risks by leveraging productivity benefits, economies of scale, standardized processes, and proven methodologies.
- Improve performance and quality by adopting best-in-class tools, frameworks, and metrics.
- Enhance agility and responsiveness by utilizing cloud, automation, and DevOps capabilities.
- Drive innovation and growth by accessing new technologies, skills, and insights.
- Align IT with business goals and expectations by focusing on value creation and customer satisfaction.

Management	☐ Change Management	☐ Data Analysis	Recruitment	Network
Service Cataloguing	☐ Automated Regressing	☐ Statistical Modelling	☐ Attrition Management	☐ Application Vulnerability
SR Management	Testing	☐ Business Analysis	☐ Training and	Management
System Administration	☐ Security Code Review		Knowledge	☐ License Management
Service Delivery Strategy	☐ DevOps and Code			
Preventive/Corrective/	Management			
Adaptive Maintenance				

BCT shall deploy right resources forming part of its overall solution delivery team, will initiate in a gradual manner the takeover process from the existing service provider.

Phase 1: Mobilization and Initial Assessment

The objective of this phase is to set the foundation for a successful transition by aligning with DHS stakeholders, gathering initial information, and preparing for detailed assessments.

This Due Diligence phase provides a structured discovery process for both BCT and DHS to verify BCT's further understanding of DHS's needs and validate the application portfolio-related assumptions made during Transition Planning. During this period, BCT interviews key DHS individuals according to the Due Diligence plan. The Due Diligence leader prepares a gap analysis report based on the analysis of data collected during discovery. DHS and BCT review and agree on the gap analysis report, which serves as the basis for the baseline Transition Plan in the signed contract.

There may be instances where some of the application landscape details that could potentially affect the service-level agreement (SLA) and delivery commitments might not be verified during Due Diligence. This could result in a special contractual agreement to perform these additional validations and assess their impact on the DHS-BCT agreement.

Activities:

- Project Kick-off: Initiate the transition with a kick-off meeting involving all relevant DHS stakeholders. This meeting will define objectives, deliverables, and timelines, and introduce key team members from both BCT and DHS.

- Stakeholder Interviews: BCT will conduct interviews with key DHS stakeholders to understand their needs, expectations, and any specific concerns. This helps in aligning the transition strategy with DHS's goals.

- Current State Analysis: Evaluate the current operational environment, including workflows, application performance, and existing support structures. Document any immediate pain points or areas for improvement.

- Initial Documentation Review: Examine existing documentation related to DHS's current applications and IT environment. This includes system architecture, application inventories, and any previous assessments or reports.

- Gap Analysis Report: The Due Diligence leader prepares a gap analysis report based on the analysis of data collected during discovery. DHS and BCT review and agree on the gap analysis report, which serves as the basis for the baseline Transition Plan in the signed contract.

- Resource Allocation: Assign project resources, including dedicated teams and tools for project management. Ensure all necessary systems for communication and task management are operational.

- Risk Assessment: Identify potential risks and issues that could impact the transition process. Develop a risk management plan with strategies to mitigate these risks.

- Project Plan Development: Formulate a comprehensive project plan that includes the transition phases, specific tasks, milestones, timelines, and success criteria. Establish key performance indicators (KPIs) to measure progress and success.

- Baseline Measurement: Set baseline metrics for application performance and support efficiency. This will serve as a reference point to measure improvements throughout the transition.

Deliverables:

- Kickoff Meeting Minutes

- Project Plan

- Gap Analysis Report

- Resource Allocation Document

- Initial Documentation Review Report

- Stakeholder Interviews Summary

- Current State Analysis Report

- Risk Management Plan

- Baseline Metrics Report

Entry and Exit Criteria

Entry Criteria	Exit Criteria
• Signed contract and project initiation agreement • Confirmation of project team and stakeholders • Access to existing documentation and systems • Kickoff meeting scheduled and attendees confirmed	• Project plan and schedule approved • Initial documentation review completed • Stakeholder interviews conducted and summarized • Current state analysis report delivered • Risk management plan established • Baseline metrics report prepared

Phase 2: Landscape Assessment and Code Takeover

Objective: To thoroughly assess the current application landscape, transition the codebase, and prepare for ongoing maintenance and enhancements.

As outlined in the RFP, the scope encompasses the maintenance of 70 applications listed in Appendix 1 – M&O Inventory, all of which are part of the DHS production environment. To ensure effective support delivery, it is crucial to align support resources according to the business criticality of these applications. Therefore, BCT will conduct a comprehensive analysis of the DHS applications to classify them into High, Medium, and Low (HML) business criticality categories.

BCT's ▮▮▮▮▮▮▮ Service Delivery Model is designed to align with the business-critical applications of DHS, minimizing risks and enhancing service levels. *As illustrated in the diagram below, BCT will assess all applications within the DHS landscape, categorizing them into High (Gold), Medium (Silver), and Low (Bronze) based on their business criticality.*
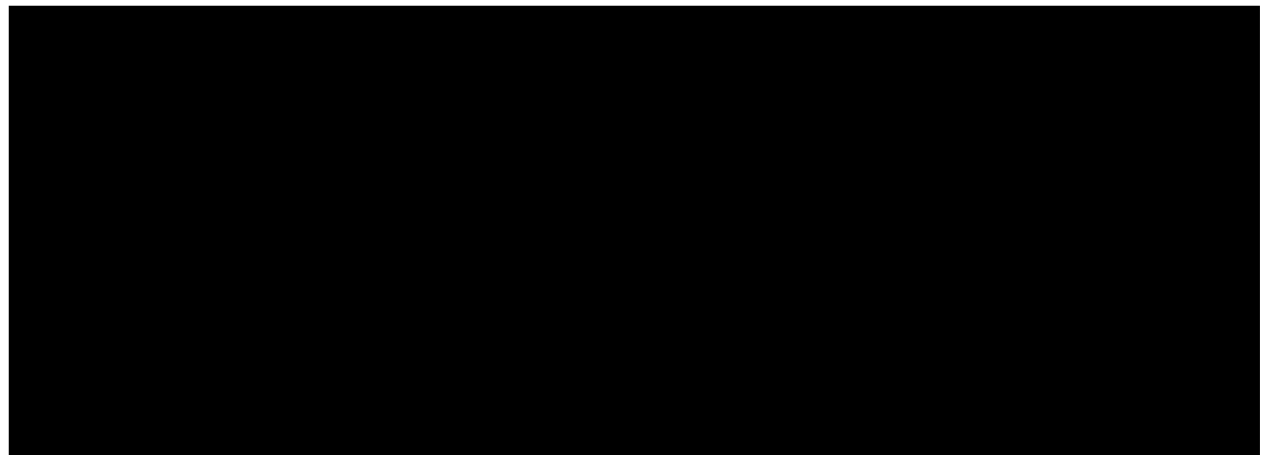
Application Portfolio Assessment

Our solution approach prioritizes key characteristics to ensure we are in alignment with what DHS seeks to achieve in the RFP. Looking at the Application landscape BCT has created a framework to assess the business criticality of applications. Based on this all applications are accessed and gold, silver, bronze classification is done. Sample is provided in the table below. *Similar categorization will be done during "Landscape Assessment"*

Framework for Application Criticality Assessment (Gold, Silver, Bronze)	
Components of Assessment	Score
Is COTS Solution	3
Business critical processes handled	5
No of Integrations	4
No of Business Users	3
Is Exposed to DHS Customers	5
No Of tickets reported	3
Support Model (On premise, SaaS, etc.)	3
Exposed to Revenue generation	3
Transaction Volume per day	2
Availability requirement	1
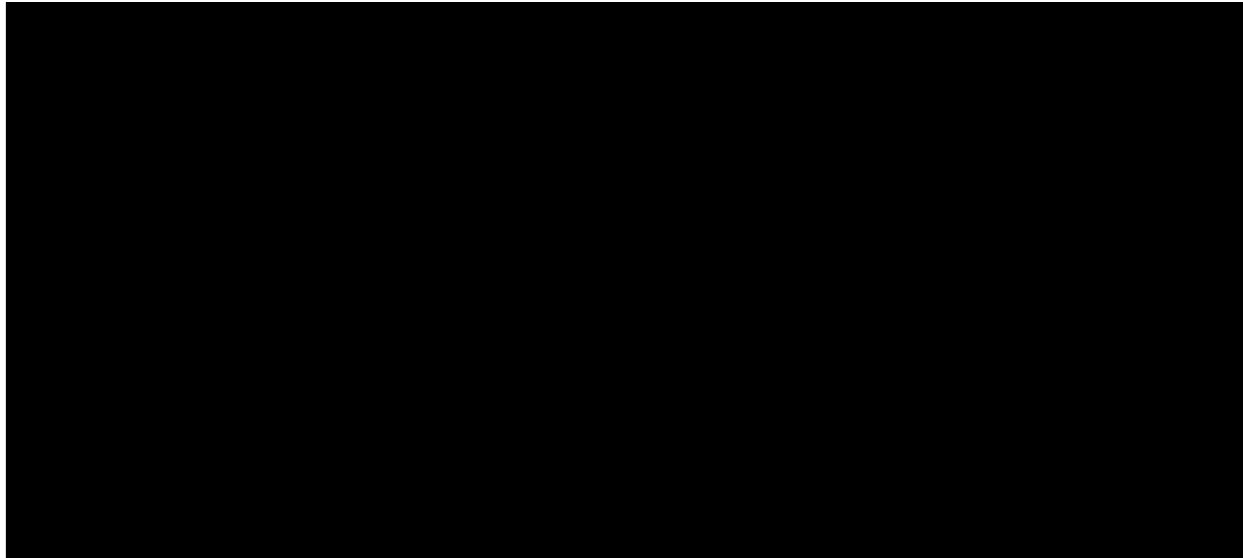
We have applied several solution levers targeting the "High" Business critical applications such as more onsite and domain specialists, pro-active monitoring, digital workers such as Chatbots and RPA. This helps us move from SLA Compliance to Service Level Experience (SLE).
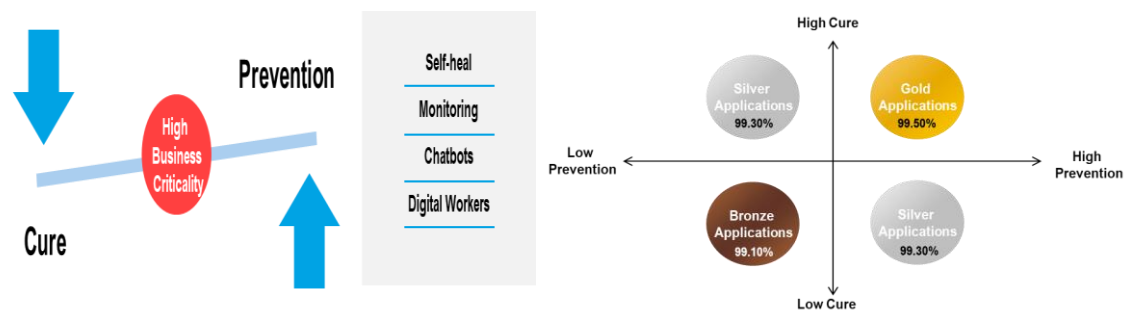
Based on the criticality Assessment, a list of solution levers is identified which will be the foundation of the Run services to DHS.

Criticality	Support Model Levers	Criticality	Support Model Levers	Criticality	Support Model Levers
High	Transformation Initiatives	Med	Transformation Initiatives	Low	Application Sustenance
High	Chat Bot Initiatives by Q1	Med	Chat Bot Initiatives by Q2	Low	P3 incidents only
High	Prioritized Transition Plan	Med	Onsite to Offshore-15:85	Low	EoSL -Case by Case
High	Onsite to Offshore-30:70	Med	Quarterly JML Audit	Low	Event Monitoring-High Level

High	Marked for Express Lane with Critical Ops framework	Med	Proactive Ticket monitoring	Low	DR -Once in 6 Months
High	JML Audit	Med	Silver level Event Monitoring	Low	UAT refresh- As per need
High	Monthly JML Audit	Med	Silver level App Server and Database monitoring	Low	Target Ticket reduction 5% YoY
High	Proactive Ticket monitoring	Med	Upgrade only for EoSL	Low	App will be supported 100% offshore
High	Gold level Event Monitoring	Med	DR -Once in 6 Months		
High	Grade 1 App Server and Database monitoring	Med	UAT refresh- once a Quarter		
High	Upgrade candidate	Med	Target Ticket reduction 5% YoY		
High	DR -Once in 3 Months				
High	UAT refresh- once a Quarter				
High	Quarterly Security Testing				
High	Command center Linkage for all Alerts 24 x 7 Monitoring				
High	Target Ticket reduction 10% YoY				
High	Focused Knowledge management				

Activities:

- Application Inventory and Assessment: Conduct a detailed assessment of the existing applications, including their functionality, performance, and any technical debt. Update the application inventory to reflect status.

- Code Review and Analysis: Perform a comprehensive review of the source code to identify issues related to quality, security, and maintainability. Highlight areas needing improvement or refactoring.

- Environment Assessment: Evaluate the development, staging, production, and testing environments to identify any discrepancies or configuration issues that could impact application performance or stability.

- Code Transition Plan: Develop a structured plan for transitioning the codebase from the current provider to BCT. This plan will address how to handle code updates, bug fixes, and enhancements during the transition.

- Knowledge Transfer: Facilitate sessions with the existing service provider to transfer critical knowledge about the applications, including customizations, configurations, and known issues. Document these details comprehensively.

- Infrastructure Review: Assess the supporting infrastructure, including hardware, software, and network components. Identify and address any upgrades or changes needed to support ongoing application maintenance.

- Documentation Update: Revise and update all relevant system and user documentation to reflect the current state and changes made during the transition.

- Implementation of Immediate Fixes: Address any critical issues discovered during the assessment that require urgent resolution. Implement temporary fixes or workarounds to stabilize applications.

- Transition Review and Reporting: Review the transition process to ensure that all objectives have been met. Provide a detailed report on the findings from the assessment and code transition, along with recommendations for further improvements.

Deliverables:

- Application Inventory and Assessment Report
- Code Review and Analysis Report
- Environment Assessment Report
- Code Transition Plan
- Knowledge Transfer Documentation
- Infrastructure Review Report
- Updated Documentation
- Immediate Fixes Report
- Transition Review and Final Report

Entry and Exit Criteria

Entry Criteria	Exit Criteria
• Mobilization phase completed • Access to the codebase, infrastructure, and application environments • Detailed application inventory and codebase available	• Application inventory and assessment report completed • Code review and analysis report delivered • Environment assessment report finalized • Code transition plan developed and approved • Knowledge transfer documentation completed • Immediate fixes report delivered • Transition review and final report completed

Phase 3: Cutover

Objective: To transition fully from the old support structure to the new setup, ensuring minimal disruption and a smooth handover of operations.

Activities:

- **Cutover Planning:** Develop a detailed cutover plan outlining the steps for switching from the existing support model to BCT's new model. This includes timing, resource allocation, and communication strategies.

- **Data Migration:** Migrate any necessary data or configurations to the new system as part of the cutover process. Ensure data integrity and accuracy during migration.

- **Final Validation:** Conduct final validation checks to ensure that all systems, applications, and processes are functioning correctly post-cutover. Address any issues promptly.

- **Communication:** Notify all stakeholders about the cutover schedule and provide updates throughout the process. Ensure that all users are aware of any changes or disruptions.

- **Support Readiness:** Confirm that BCT's support teams are fully prepared to handle any issues that arise immediately after cutover. Ensure that on-call support is available as needed.

Deliverables:

- Cutover Plan

- Data Migration Report
- Final Validation Report
- Stakeholder Communication Plan
- Support Readiness Confirmation

Entry and Exit Criteria

Entry Criteria	Exit Criteria
• Code takeover and transition phase completed • Final cutover plan developed and approved • Data migration strategy and tools ready • All stakeholder communications and readiness confirmed	• Cutover plan executed • Data migration completed and validated • Final validation report delivered • Stakeholder communication confirmed • Support team ready and briefed

Phase 4: Steady State Operations

Objective: To stabilize operations under the new support model, ensuring that all systems are running smoothly and meeting performance expectations.

Activities:

- Operational Stabilization: Monitor application performance and support activities closely to ensure stability. Address any initial issues that arise post-cutover.

- Performance Monitoring: Implement ongoing monitoring of system performance, application functionality, and support metrics to ensure alignment with SLAs and KPIs.

- Issue Resolution: Continue to resolve any issues or bugs that are reported. Maintain an effective process for handling incidents and problem management.

- Documentation and Training: Ensure that all documentation is up-to-date, and that end-users and support staff are adequately trained on new processes and systems.

- Stakeholder Feedback: Collect feedback from DHS stakeholders to identify any areas for improvement or additional support needs.

Deliverables:

- Operational Stabilization Report
- Performance Monitoring Report

- Issue Resolution Logs

- Updated Documentation and Training Materials

- Stakeholder Feedback Report

Entry and Exit Criteria

Entry Criteria	Exit Criteria
- Cutover phase completed successfully - System fully operational and stable - All initial issues resolved	- Operational stabilization report delivered - Performance monitoring reports established - Issue resolution logs maintained - Updated documentation and training materials provided - Stakeholder feedback collected and addressed

Phase 5 – Continuous Improvement

Objective: To continually enhance the support model, processes, and applications based on performance data and stakeholder feedback.

Activities:

- Performance Reviews: Conduct regular reviews of application performance, support efficiency, and process effectiveness. Use these reviews to identify areas for improvement.

- Process Optimization: Implement process improvements based on performance data and feedback. This may include automating repetitive tasks, refining workflows, or upgrading tools and technologies.

- Innovation and Enhancement: Identify opportunities for innovation and application enhancements. Propose new features or improvements to align with evolving needs and technologies.

- Ongoing Training: Provide ongoing training for staff and users to ensure they are equipped with the latest knowledge and skills. Update training materials as needed.

- Feedback Mechanism: Maintain a continuous feedback loop with stakeholders to ensure that their needs are being met and to gather insights for further improvements.

- Regular Reporting: Produce regular reports on performance metrics, improvement initiatives, and any changes to the support model. Share these reports with stakeholders to demonstrate progress and value.

Deliverables:

- Performance Review Reports

- Process Improvement Plan

- Innovation and Enhancement Proposals

- Ongoing Training Documentation

- Feedback Mechanism Summary

- Regular Reporting Reports

Entry and Exit Criteria

Entry Criteria	Exit Criteria
- Steady-state operations phase successfully completed - Performance monitoring in place	- Performance review reports delivered - Process improvement plan developed and approved - Innovation and enhancement proposals submitted - Ongoing training documentation provided - Feedback mechanisms established and summarized

Chapter *6: Solution Approach & Methodology*

In this section, we present a comprehensive overview of our solution approach and methodology, designed to address the specific challenges and objectives outlined in this proposal. Our strategy is rooted in a deep understanding of the needs outlined in the RFP, informed by extensive experience in handling such scenarios and industry best practices. Each step of our approach is meticulously planned to deliver optimal outcomes, aligning with the project goals and stakeholder expectations.

Accelerated transformation is critical for long-term competitive advantage, but it is not a set destination. By the time you get there, "there" has already moved on. BCT Managed services can assist you in constantly evolving your business activities to meet ever-changing aims while also meeting crucial milestones. Our ██████████ solutions extends far beyond the traditional paradigms of labor arbitrage and transactional services.

BCT understands Arkansas intends to transform from traditional way of working embracing industry best practices and processes. The solution offered has a significant emphasis on transformational initiatives, such as ITIL standardization, automation, AI Ops, and modernization of IT estate to keep up with times and pave the way to future. BCT believes Transition and transformation are the most critical phases of this engagement as it represents the first contact between BCT and DHS. Getting it right the first time is critical not only to minimize disruption to processes and people, but also to ensure that stakeholders are appropriately focused on the right deliverables.

services journey, BCT has proposed a transformation Phase (Mentioned earlier) where key initiatives like improving ITIL Maturity Model and creating a framework for Asset management and Service management.

2. Automation Powered Insights (Stabilize)- Automation will be analyzed from the perspective of Managed Service improvement and Business process improvements. Whilst Automation scenarios will be finalized for implementation during Transformation phase, BCT will work with DHS stakeholders in identifying Automation scenarios during transition phase.

3. Risk and Governance control (Sustain) – Operational and derived Risk management is critical for operational stability of DHS. BCT Management center team led by Service delivery Manager will work closely with DHS stakeholders in identifying and mitigating risks.

4. ████████████ Implementing AMS FFF Solution, utmost care will be taken by BCT Management center to customize it as per the needs of DHS. We understand that some processes need to be amended as per DHS's IT processes which will be addressed during the transformation phase.

5. Delivery Control (Stabilize to Sustain) - BCT has proposed a three-layered Governance layer for DHS -BCT Engagement. Strategic, Tactical and Operational. Governed by Captain's Table at Strategic level, finetuning the operating model will be considered and executed.

| #	Description
████	• Detect the early symptoms of incidents by log files, error messages from server landscape • Establish Monitoring and Alerting on Server and VM. • Analyze historical tickets and identify problem areas to promote knowledge articles ○ Fix recurring issues occurring in the Landscape • Workstation- Takeover Golden Image and maintain Persona based images • Establish Patching Processes • Build and deploy scripts to apply threshold for certain services (e.g., performance alerts, disk full, message queue) and eliminate recurring incidents. • Enrich KEDB & SOPs for application landscape - such that issues related to documents and associated time to ticket resolve can be reduced drastically.

#	Description
	• Promote SOP based operations
	• Establish Custom development process and tools
▮▮▮▮	• Implement ITIL process across Landscape
	• Train the users for the right categorization of incidents so that overall time to resolve can be significantly improved.
	• Guided resolution for Common errors
	• SOPs for Installation or Shifting of end-user devices.
	• Reports -Rationalization
	• Code management and Release Management
	• Field Service management rationalization-Identify pattern of issues and promote Preventive maintenance visits.
▮▮▮	• Improve utilization of applications by constantly training users
	• Improve monitoring of Endpoint security and Network operations
	• Undertake RCA for one time problem resolution.
	• Meraki and Access Points Standardization
	• Establish Governance and Control
	• Evaluate Application Alerts and conduct impact analysis.
▮▮▮	• Establish Technical Debt Management program
	• Establish Asset Management and Certificate management Process
	• Establish Vulnerability management Process
	• Explore Automation for end user devices

Transition to Transformation Roadmap for Arkansas:

This roadmap outlines a phased approach to service transformation, emphasizing value delivery and operational optimization. The transition to transformation Roadmap has been curated specifically for DHS and will be further enhanced and tailored post the due-diligence phase of the engagement.

End to End Solution Approach for Arkansas:
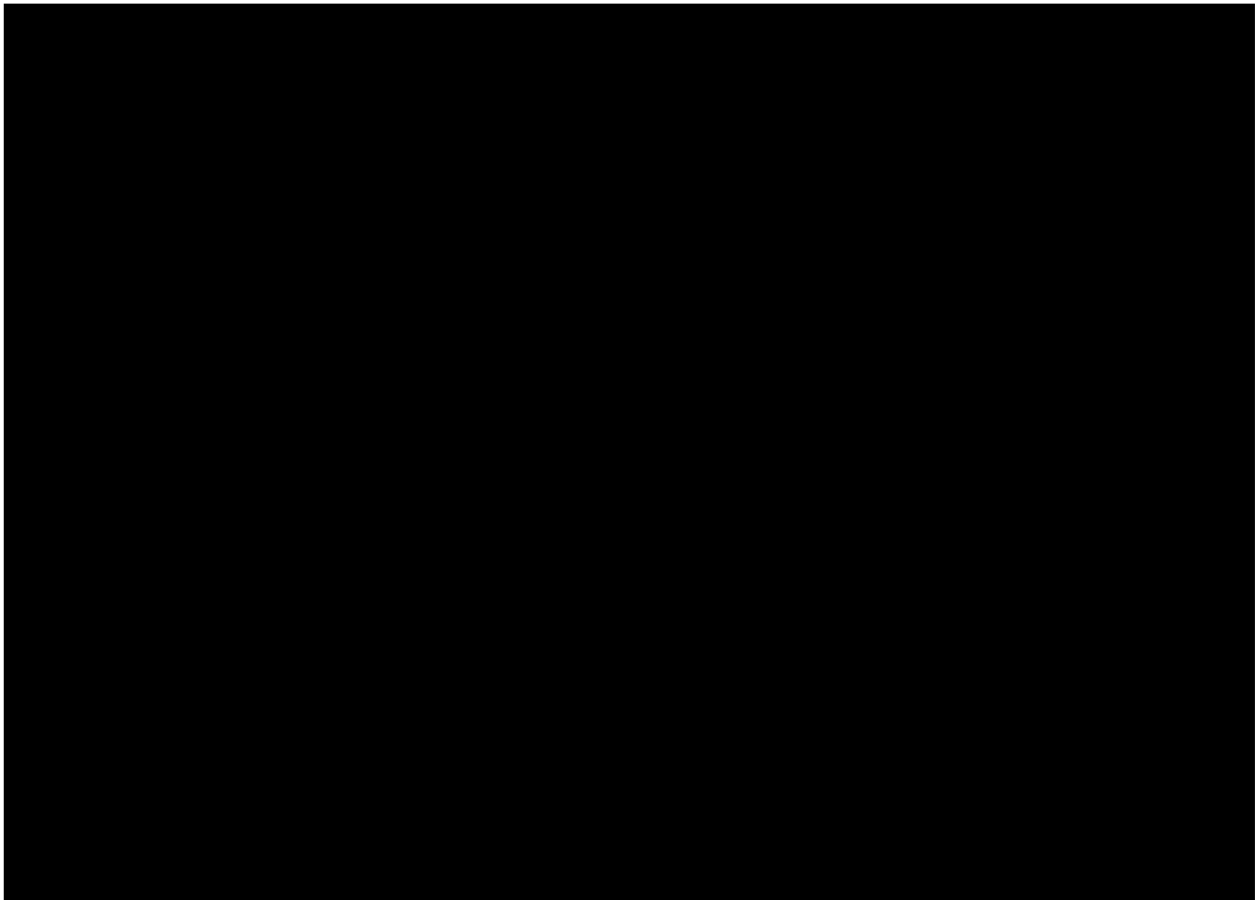
Management Center for Smarter Operations

The Management Center focuses on overarching governance, risk management, and control. It emphasizes project portfolio management and operational excellence to ensure that strategic initiatives are aligned with the organization's goals. By maintaining a strong governance framework, the Management Center helps mitigate risks and streamline operations for optimal performance.

The management center enables Governance, Risk and Compliance across the support landscape provisioning transparency in operations across Applications, Enhancements, data, information, Security and Program Management through operational and management dashboards to provide visibility into Governance- programs & budgets, Risks – Operational & derived, and Compliance.
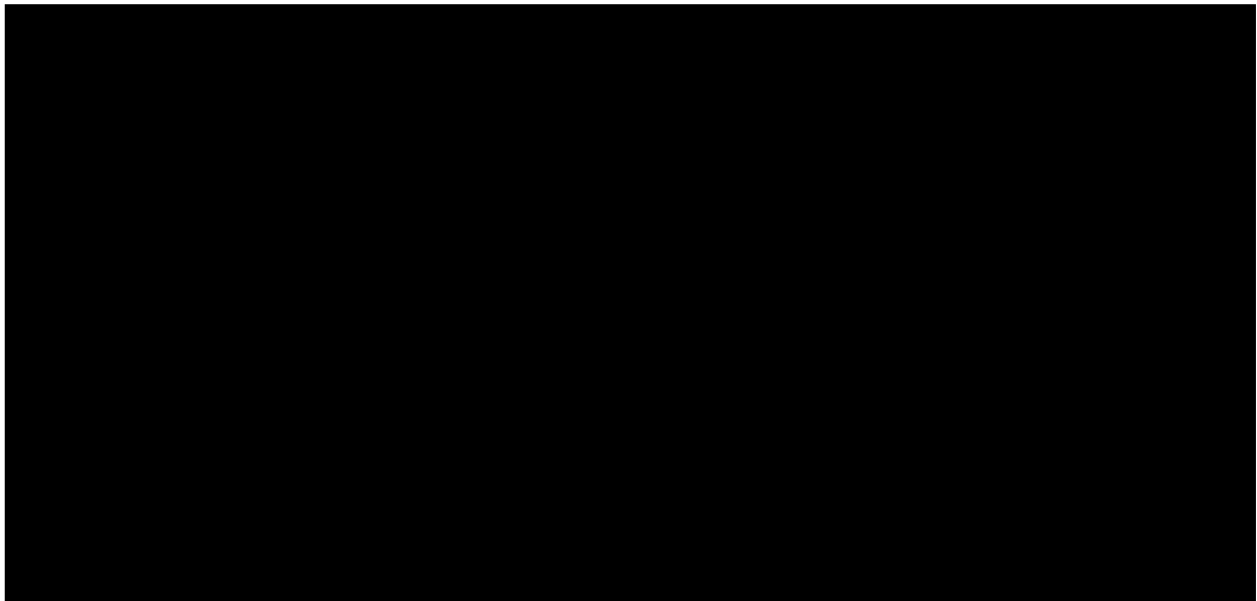
The following are the highlights of Management Center.

- End to End Governance Center
  - Tower Based Governance
  - Risk Governance, Delivery Control
- End to End Risk Management
  - Application Risk, Enhancement Risks
  - Risk Mitigation plan and Transparency
  - Vulnerability Tracking
- End to End Compliance management
  - ITIL Compliance, HSSE Compliance, Process Compliance
- Interfaces to Knowledge Management, Change Request Management, Program Governance

- Primarily used by Arkansas Functional and Development Team, Program Management and Governance Team, and Analytics Team

AD-AM Service Integration

This domain focuses on the seamless transition from development to operations, ensuring readiness and continuity. Key components include:

- **User Readiness**: Preparing end-users for new systems and processes.
- **Technology Readiness**: Ensuring the technological infrastructure is primed for deployment.
- **Ops Readiness**: Aligning operational teams with new changes.
- **Cutover**: Managing the transition from old to new systems smoothly.

Project to Ops Service Introduction

BCT is committed to stabilizing the support landscape by ensuring the seamless integration of projects.

The capacity of the support teams to effortlessly integrate projects into the landscape is what drives the stabilization of the support landscape. BCT has developed a passport program as part of the ▮▮▮▮▮▮▮▮▮▮▮ to lower induced risks. **Passport program** will ensure that the Managed service team and the Enhancements and Projects team work seamlessly. All the projects executed by the Projects team will be handed over to Managed services team through service introduction process and ensured knowledge transition is completed ahead of time.

Key Features of the Passport Program

- **Collaborative Working Model**: The program fosters a synergistic relationship between the Managed Services Team and the Projects Team. This collaboration ensures that all projects are seamlessly integrated into the managed services framework.
- **Service Introduction Process**: Every project executed by the Projects Team undergoes a thorough service introduction process. This process is crucial for ensuring that the Managed Services Team receives all necessary project details and resources.
- **Comprehensive Knowledge Transition**: Prior to any project handover, there is a concerted effort to complete all aspects of knowledge transition. This preparation guarantees that the Managed Services Team has all the information needed to support the project effectively.
- **Rigorous Readiness Assessment**: Before the introduction of any project into the support landscape, it undergoes a rigorous assessment covering several critical areas:
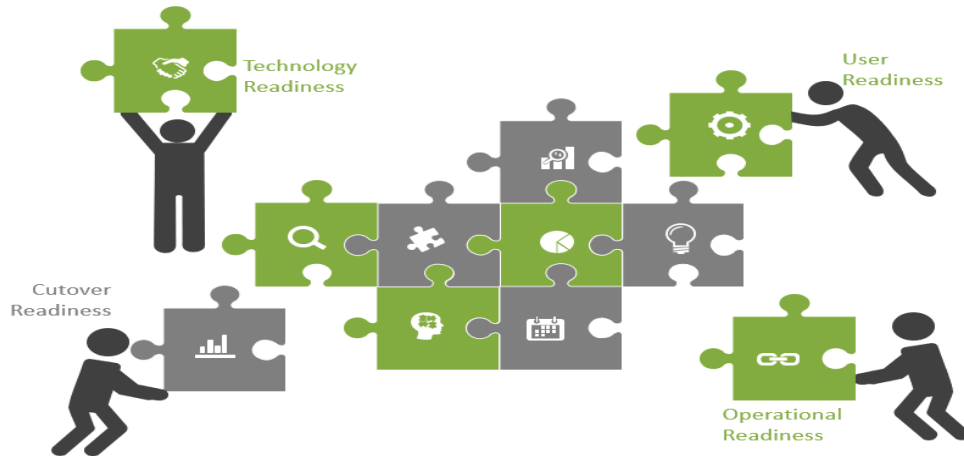
- Effective Transition-> Handover of Code and Processes
- Team Set up –Application Maintenance and Application Development
- AD teams' involvement in Transition
- Co-Existence of Project, Enhancement and Support Team
- Set up of the UAT and DEV (Development) instances from Codes taken over.
- Seamless Migration of Codes from Project to Support
- Structured Releases by Enhancement Team
- Integrated Testing for each release- Application Support team
- Move towards automated Deployment-Minimize Human Errors
- Promote Automation testing and Dev Ops
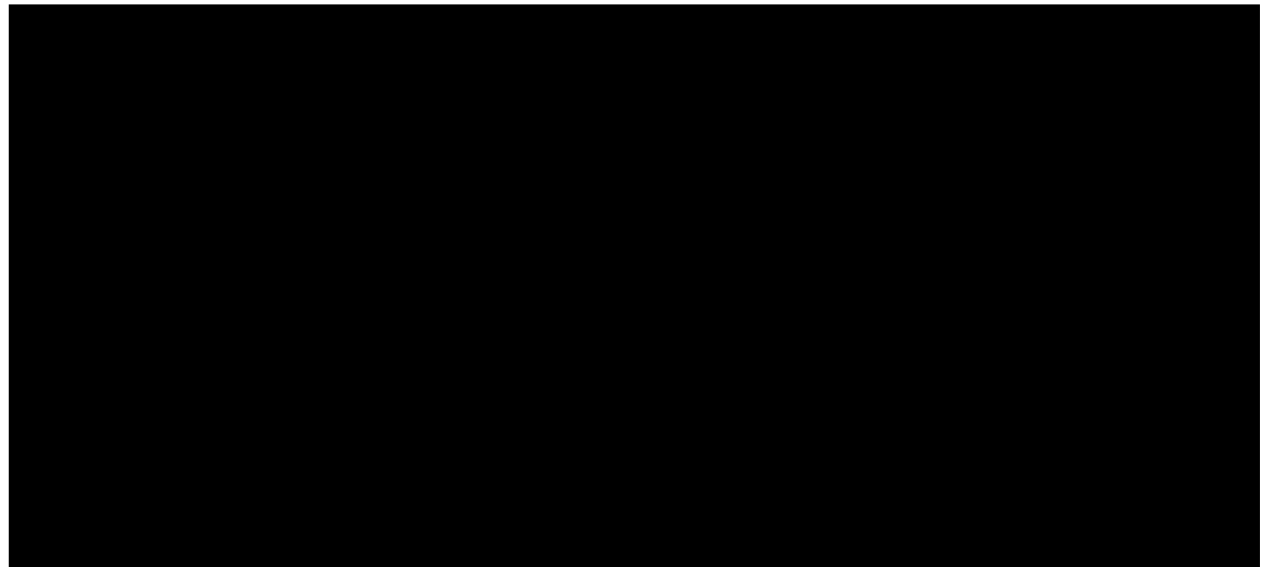
AI Ops Automation and Dev Ops for Development

AI Ops integrates cognitive and automated solutions to enhance operational efficiency. Key features include:

- **Cognitive Automation:** Leveraging AI for smarter decision-making.

- **Integrated Automation:** Streamlining processes through automation.

- **Gen AI in Operations:** Applying generative AI for innovative solutions.

- **Realtime Analysis and Historical Analysis:** Offering insights through continuous data evaluation.

- **Anomaly Detection and Analysis:** Identifying and mitigating irregularities.

- **Infra and Cloud:** Ensuring robust infrastructure and cloud management using AI/ML techniques

The Automation Center is focused on implementing advanced automated solutions to improve problem resolution and operational workflows. Key areas include:

- **Automated Remediation**: Rapidly addressing issues through automation.
- **Robotic Process Automation (RPA)**: Streamlining repetitive tasks.
- **Machine Learning on Problem Management**: Utilizing ML to enhance problem-solving.
- **Runbook Automation**: Automating standard operating procedures.

BCT understands the transformative power of AI and hyper automation in elevating productivity and quality within DHS's operations. Our commitment extends beyond mere automation (to a sophisticated hyper automation strategy, leveraging an advanced ecosystem of cognitive bots, AI, machine learning, and integrated automation framework. Here's how BCT's Hyper automation approach will drive value creation for DHS.

Our Hyper automation CoE is a mature ecosystem featuring a suite of cognitive bots and RPA tools, designed to seamlessly integrate with DHS's existing systems. The CoE prioritizes continuous improvement and year-on-year productivity gains through:

- **Strategic Task Identification:** We pinpoint repetitive tasks ripe for automation, ensuring a significant uplift in efficiency and service quality.

- **Facilitating 'Shift Left' Strategy:** By automating complex tasks, we enable less experienced staff to resolve issues more efficiently, effectively moving problem-solving closer to the customer.

- **Ready-to-Deploy Automation Cases:** Our platform hosts a repository of automation scenarios, tailored for quick deployment and scalability to meet DHS-specific requirements.

- **Developing Custom Scenarios:** In collaboration with DHS teams, we develop bespoke hyper automation scenarios that address unique operational challenges.
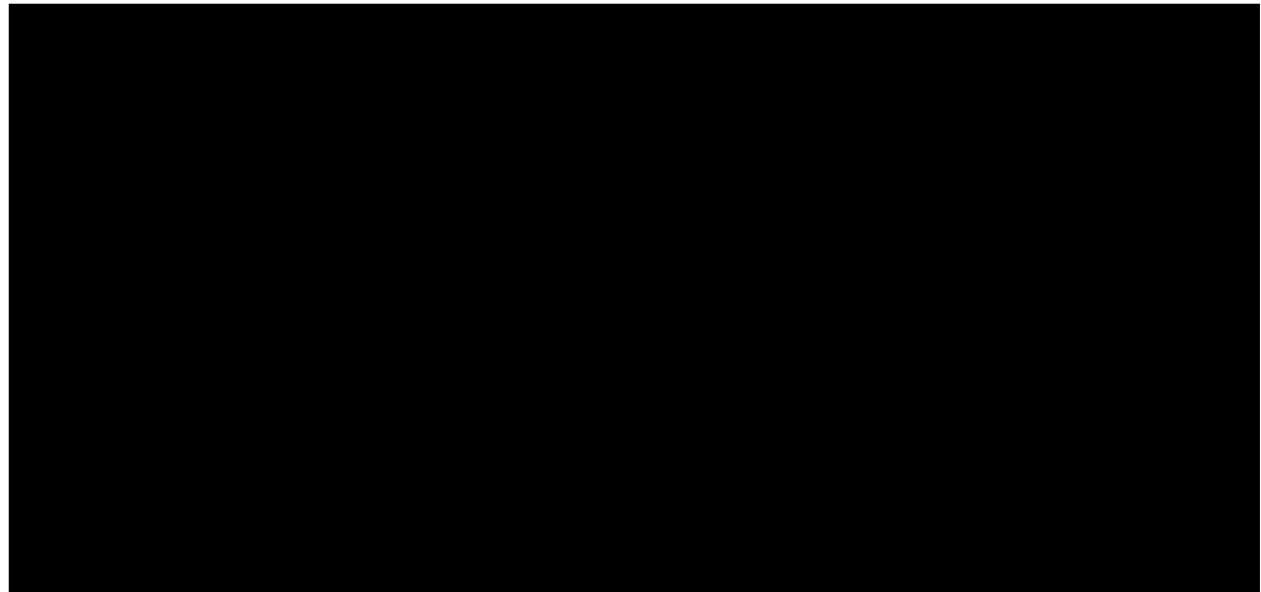
Value Creation and SLA Adherence:

The core objective of BCT's hyper automation strategy is value creation, which is twofold:

- **Elevating Service Quality:** By automating with precision, we enhance the overall quality of service, reducing errors, and improving throughput.
- **Maintaining Service Excellence:** Every automated process is designed to comply with and exceed the defined SLAs, ensuring that DHS experiences superior service delivery.

This approach paves way for ████████ support model integrating- Command center -> Hyper automation service line-> AI Ops.

In conclusion, BCT's hyper automation strategy is not just about automation but reimagining operational processes to be more resilient, efficient, and adaptive to change. By embracing hyper automation, DHS will set a new standard in operational excellence and customer satisfaction.

BCT will work with current investments of DHS for IT Automation Solution. BCT will work with Automation platform to conduct.

1. Daily health checks
2. Checks before start of Business.

BCT also recognizes that automating repeated tasks is a key factor in passing over productivity benefits to DHS. Our RPA team works closely with the support team in identifying continuous improvement initiatives there by achieving productivity gains year on year. BCT's Automation Center – brings a mature ecosystem of cognitive bots, and robotic process automation that can be plugged easily into your existing landscape. Our Automation Center will work closely with your

ecosystem to identify and automate tasks which can help improve the quality of service. The goal is Value Creation while adhering to SLA's.

DevOps

Automated DevOps pipelines are at the heart of modern Managed Services, providing a structured and efficient framework for continuous integration (CI) and continuous deployment (CD). These pipelines facilitate the swift movement of software changes through build, test, and production stages with minimal human intervention, enhancing both speed and precision in service delivery.   Automated DevOps pipelines ensure that new updates and features transition smoothly into support phases without service disruption. This seamless transition is critical for maintaining continuous service availability and customer satisfaction.
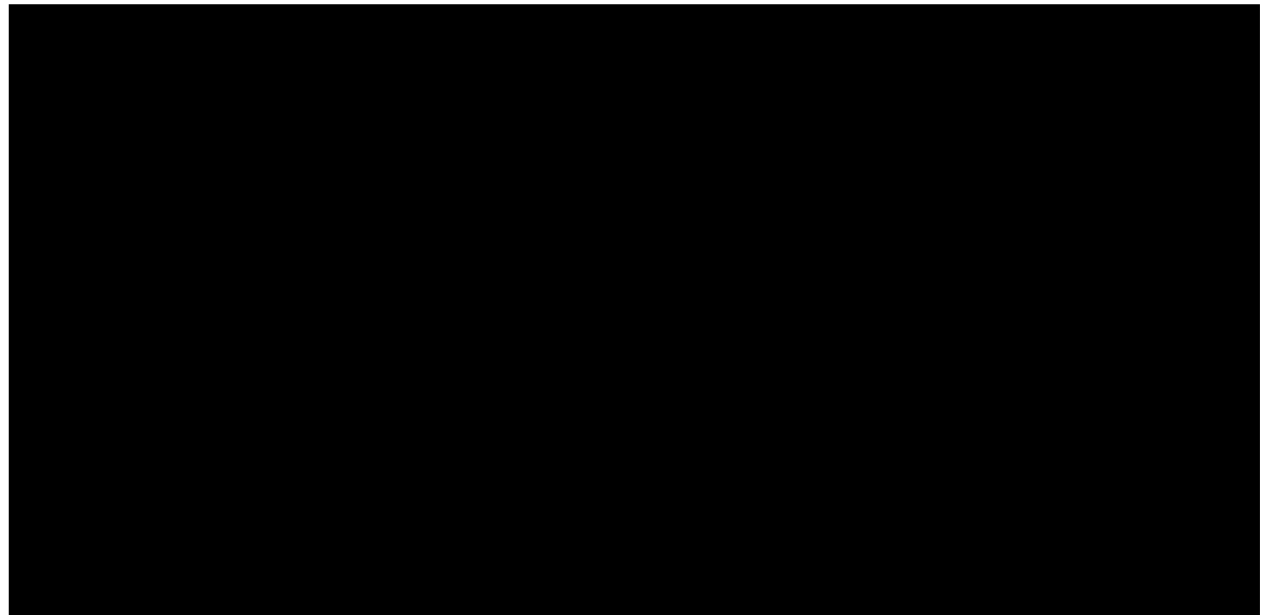
Key Features of DevOps in Managed Services:

- **Continuous Integration and Deployment**: By automating builds and deployments, services are kept in a perpetually deployable state, significantly reducing the time-to-market for new features and updates.

- **Real-Time Monitoring and Logging**: Continuous monitoring of applications and infrastructure helps in proactively identifying and resolving issues before they impact service quality, ensuring optimal performance and uptime.

- **Configuration Management**: Automated scripts ensure consistent environments across development, testing, and production, minimizing discrepancies and operational overhead.

4. Knowledge Management

BCT's approach to managed service operations emphasizes effective people and knowledge management, crucial for enhancing service delivery and operational standardization. We implement strategic upskilling and reskilling to sustain and standardize operations.

ITIL Engine

The ITIL Process Desk - is committed to creating a mature ITIL ecosystem for Arkansas teams to operate. The process desk encourages standardization, maintains clearly defined processes, and facilitates simple communication among the different service providers that make up the landscape. The goal is to make Arkansas comply with ITIL V4.0. As CMMi Level 5 companies, BCT and Weaver assure adherence and compliance with industry standard best practices, such as ITIL, in the delivery of our services.

The ITIL Engine ensures that IT service management aligns with industry best practices. Key functions include:

- **ITIL Process Management**: Adhering to ITIL standards for service management.
- **IT Operations Management (ITOM)**: Overseeing the efficiency and effectiveness of IT services.

The Process engine additionally enhances the standard practices through innovation and automation to boost their overall efficacy and efficiency. The fulfilment facility is accredited by ISO27001.

- Incident Management
  - Major Incident Management
- Problem Management
- Change Management
- Release Management – D&A
- SLA Measurement and Dashboarding
- Event Management
- Service Catalogue & Service Management
- Step by step plan to Improve ITIL process maturity. The Support model will provide 24x7x365 service window.
- BCT support team will adhere to the DHS standards and processes which are deployed for Application Maintenance and operations.
- In absence of an DHS mandated process for a particular activity, BCT Support team will continue to perform according to existing process.

- For the activities which need to be performed without available DHS standards or processes, BCT Support team will share BCT best practices or Industry best practices for the same with DHS to help DHS to develop the process or standards.
- All process changes will be routed to the DHS service owners before implementing the same BCT's support model is sustainable process driven, which ensures optimum efficiency and minimum downtime for the application portfolio.
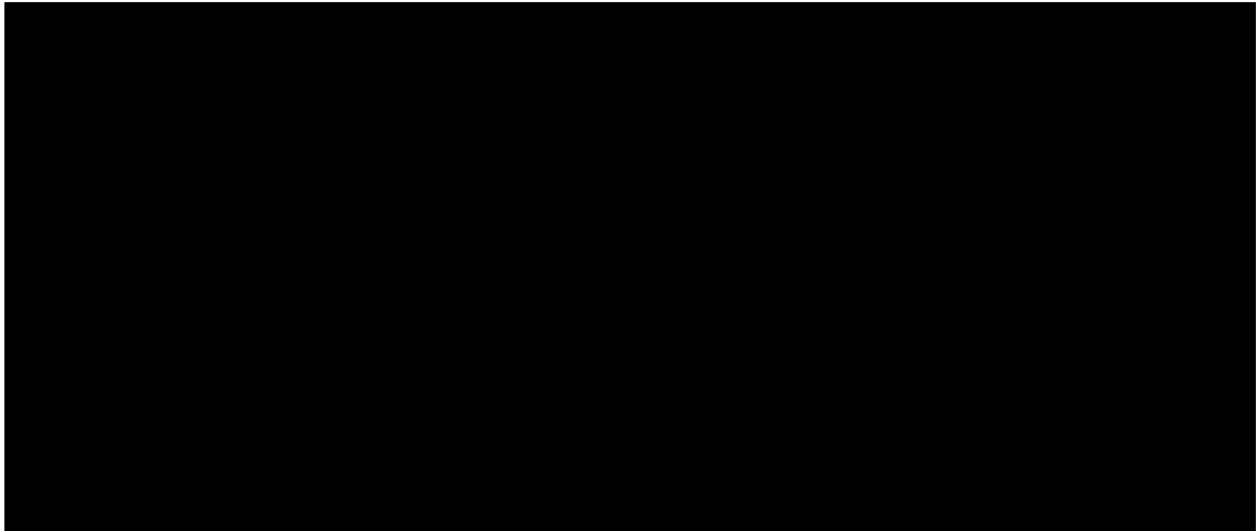
BCT will be conducting an ITIL assessment as a part of the engagement to understand and benchmark the ITIL Maturity model. The scope of work consists of the following:
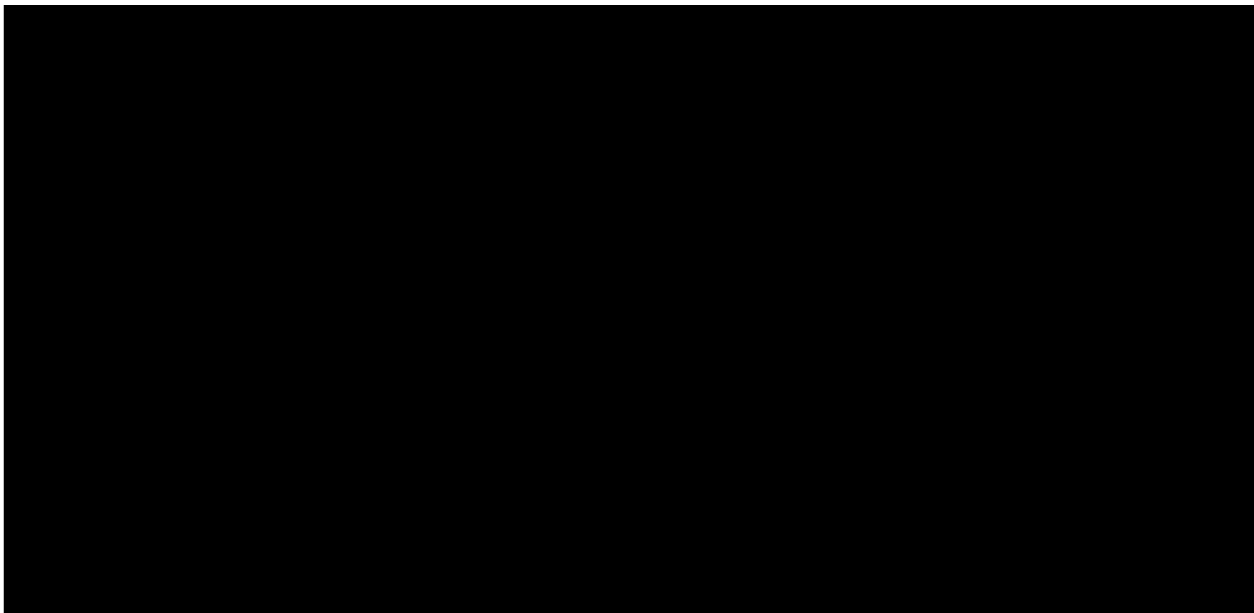
People - Knowledge Management

BCT has understood that one of the key problems faced by clients running Managed services is resource movement from account. BCT leadership is committed to retaining resources and believes Retaining Talent is key to success of managed service Engagement.

- BCT has one of the **highest staff-retention rates** in the industry. A key contributor is our culture of continuous learning, beyond the initial induction and integration support of our employees. Another retention strength is BCT's long tradition of forward-thinking employee wellbeing programs.
- Overall, BCT leaders commit to maintain a business culture that attracts, retains, and develops the best talent in our industry. We accomplish this by **improving the professional health** and vitality of our workforce through focus on **skills and career development**, diversity management, retention planning, proper personnel management and addressing issues affecting morale.
- BCT recognises that project-team continuity is important to our clients. We have extensive experience and success in retaining "key" and "critical" staff on all of our existing service contracts.
- BCT team has almost ███████████ ████████████████ ████████████████ ████████████████ ████████. Being a mid-size company, we believe in bringing in right talent for the job, retain talent to improve quality and promote **'Right First Time'** approach.
- Knowledge management as the centre of the managed service operations- Teams are trained in improving productivity through **Knowledge Ambidexterity** – Explore and Exploit Knowledge artifacts – logically link them to applications for Easy storage and retrieval.

The People-Knowledge Management domain emphasizes the development and utilization of organizational knowledge and human resources. Key aspects include:

- **Powered by Technology CoE**: Leveraging centers of excellence for technological advancements.
- **Enterprise Architecture**: Structuring IT architecture to support business goals.

- **Technical Services**: Providing specialized technical expertise.
- **AI Powered Staff Augmentation Services**: Enhancing workforce capabilities with AI.
- **Learning Academy**: Facilitating continuous learning and development.

Understanding the challenge of resource mobility in managed services, BCT is committed to retaining top talent, recognizing that consistent team composition is critical to our clients' success

- **High Retention Rates**: BCT boasts one of the highest staff-retention rates in the industry, supported by a culture of continuous learning and comprehensive employee well-being program.BCT team has almost ████████████████████████████████ ██

- Professional Development: We focus on skills and career development, diversity management, and retention planning, enhancing the professional health and vitality of our workforce

Key Focus Areas for Knowledge Management

- **Cross-Pollination of Best Practices:** Our CoE's oversee all engagements, promoting the exchange of best practices and tools across platforms.
- **Comprehensive Knowledge Repositories**: We uphold stringent data privacy and information security practices to facilitate the creation and maintenance of Knowledge Repositories, serving as essential pools of knowledge.
- **Bot Assist:** Harnessing the advanced capabilities of GenAI, we enable developed of sophisticated Assist Bots that draw upon the vast data within the knowledge repositories. These intelligent bots enable rapid and accurate access to information, expediting the resolution process and enhancing support team efficiency. By leveraging AI's analytical power, the bots provide recommended solutions, equipping support agents with immediate, data-driven guidance to address issues promptly.

Chapter *7: Solution Summary*

In this section, we present a detailed overview of the how we intend to support the Application Maintenance & Operations tower including our approach to application criticality assessment and application categorization.

Scope of Work Vs Solution Analysis		
	Requirements	Solution Alignment
1	The Contractor **must** maintain an inventory of all applications in the DHS portfolio	BCT will be using its IP product ▮▮▮▮ to manage the Application Inventory
2	The Contractor shall be responsible for the Status Quo Standard Operating Procedures, Legacy Rationalization. Requirements and Execution as outlined in Table 1 of the RFP, or any subsequent DHS approved versions thereof incorporated to any resulting contract.	BCT will be focused to create SOP and run books through transition. After assessment all Gaps will be addressed during transition.
3	Break Fix/Critical Fault /	Level 2 and Level 3 is in scope. The team will need to have code management and Release management access for defect fixing and roll out the changes to the project teams.
4	Corrective Maintenance: the Contractor **shall** be responsible for fixing failures (not functioning as designed) that cause a crash, hang-up, data loss or corruption, erroneous results or no work around for a major documented function. including associated analysis, design, coding, testing, communications, documentation, and implementation as well as issues encountered while keeping purchased application packages up and running.	BCT will be creating corrective maintenance SOPs for all areas of scope including critical Applications and databases. Noncritical Applications and Lights on applications will be maintained

Scope of Work Vs Solution Analysis		
	Requirements	Solution Alignment
5	Preventative and Perfective Maintenance The Contractor shall be responsible for improving performance and maintainability and proactively addressing latent defects and to find and eliminate errors before they can impact the business and performance of an application. The Contractor must make effort to improve application speed, reliability and/or reduce the ongoing support costs.	BCT will be creating preventive maintenance SOPs for all areas of scope including critical Applications and databases. All the checks will be managed and maintained throughout the lifecycle of program. Noncritical Applications and Lights on applications will be maintained
6	Adaptive Maintenance the Contractor **shall** be responsible for adapting the application to changes in the operating environment (e.g. required by infrastructure, operating system, Contractor, etc.) including associated communication and documentation.	Team will be responsible for Adaptive maintenance. Teams will access dependencies and will work with all stakeholders to create the relationship diagram of all applications in scope.
7	User Documentation the Contractor **shall** be responsible for maintaining existing user documentation. New documentation is part of project development.	Smarter D will be the common repository for all knowledge Management
8	System Documentation The Contractor shall be responsible for maintaining existing system documentation. New documentation is part of development. This includes maintaining and setting up system documentation related websites.	Smarter D will be the common repository for all knowledge Management
9	Security: The Contractor shall be responsible for securing, providing access, documenting, and authorization to systems.	In Scope of services
10	Maintain Production and Non- Production Environments The Contractor shall be responsible for maintaining a test environment. The test environment availability shall not impact project timelines	In Scope of services
11	System Audits The Contractor shall be responsible for supporting system audits.	BCT will be managing the audit logs of all the applications

Scope of Work Vs Solution Analysis	
Requirements	Solution Alignment
12	Training (Staff)- The Contractor shall be responsible for providing staff to train other development and support staff on a given system, language or tool. This includes: • Required formal and informal effort for development and Training	BCT has included this in scope. Periodic training plan will be released to Arkansas state
13	Provide Tier 2 Support for in scope applications. Calls may be forwarded to the Contractor for application support. This includes both incident and problem management.	BCT has included this in scope.
14	Training (Customer) The Contractor **shall** be responsible for assistance in proper use of the application and formal system training. Customer training **must** be provided by the Contractor as part of the M&O process whenever system changes are delivered. The Contractor **must** update materials and train DHS' training team on any system modifications that result from application M&O activities.	BCT has included this in scope.
15	Data Discrepancies The Contractor shall be responsible for assisting resolution of data issues where the data is the problem, not the associated code.	BCT has included this in scope.
16	Efficiency Improvements The Contractor must drive M&O costs towards best-in-class through improvements in application M&O processes and automation. The Contractor must launch strategic initiatives such as portfolio rationalization, application retirement, and cloud migration to achieve higher return on investment impact. These initiatives are considered to directly impact the scope of Applications M&O, though will be managed as projects, similar to projects	BCT has included this in scope.

Scope of Work Vs Solution Analysis	
Requirements	Solution Alignment
Disaster Recovery The Contractor shall be responsible for supporting DHS during disaster recovery. The Contractor shall be responsible for ensuring the disaster recovery environment is functioning. This includes: • Assisting in developing Disaster Recovery Plans • Assisting in Disaster Recovery Testing 17 • Assisting in the event of a disaster	BCT has included this in scope.

Chapter 8: *Solution for Application Maintenance & Operations*

In this section, we present a detailed overview of the how we intend to support the Application Maintenance & Operations tower including our approach to application criticality assessment and application categorization.

Tower 1. Application Maintenance - IT Operations Tier 2/Tier 3 Application Support

There are 4 key pillars to the support model.

Application Monitoring (Monitoring application performance, identifying issues, and taking steps to address them)	Application Maintenance (Regular updates and patches and resolving any application-related issues)	Application Support (Providing technical support to application users and addressing any issues or queries)	Application Development (Development of new applications and the enhancement and customization of existing ones)
Application Performance Monitoring	Reactive Maintenance	Application and Database Administrative Services	Application Strategy, Architecture and Planning
Database Performance and Locks	Corrective Maintenance	Data and Process Flow	Application Planning and Analysis
Access Management - JML	Problem Management	Application Services Documentation	Application Requirements Definition
Integration Monitoring	Preventive Maintenance	Application Training and Knowledge Transfer	Programming/Development
Batch Job Monitoring	Adaptive Maintenance	Functional Support "How do I?"	Enhancement and Change Management
Alert Management	Perfective Maintenance	Non-production Environment Support	Production Deployment Support
Data Management	Application Upgrade, Patching	Monitoring, Reporting and Review Services	ETL

- Setup of the 2nd line application support to cover bug fixes, minor code changes (excluding major feature development, devices compatibility changes and other activities which needs a 3rd line support intervention) patching upgrades, and modifications of DHS.
- Monitoring and providing health checks for performance, functionality and data quality with fixes provided or facilitated as applicable based on reports generated.
- Planning, coordination, and implementation of new software releases, by liaising with identified stakeholders in this process.
- Providing business analysis resources for information gathering required for the applications' fault resolutions, performance, and functionality enhancements.
- Providing dedicated business analysis support for maintaining and developing guidelines and performing Quality Control (QC) and testing of applications.
- Liaising and working with third party vendors for reporting and tracking issues to closure.
- Providing necessary documents and basic training content (confined to development and support activities and largely linked to SOPs and KBs developed) to stakeholders for usage of the applications.
- Identification and assistance in planning the application roadmaps.

- Maintaining code repositories using Microsoft TFS/DevOps for developed applications.
- Setup of performance review as agreed with CBIC stakeholders on a weekly, and monthly basis.
- Setup and review the defined application support and maintenance list every three (3) months.
- Review determining technologies and resource requirements with PMO and stakeholders as applicable.
- Adhere to security requirements, by ensuring vulnerabilities updates and security threats are controlled.
- Perform enhancements and development on existing applications (as per list provided by DHS) where the estimated effort per enhancement less than 80hours of development effort. The enhancement scope shall include feature addition, performance optimization, integration, UX upgrades and Application server and DB upgrades, based on a priority list and resource availability.

Application Criticality Assessment

BCT and Weaver will work with Arkansas to ensure the proper application assessments are done. This will be executed during Assessment phase along with Transition. Bringing in the expertise around managing applications, criticality assessment is the process of evaluating the importance of applications based on the importance the specific set of applications have based on their potential impact (but not restricted) on data, performance, infrastructure, and business operations, where this assessment will provide the Arkansas team to predict and monitor the impact of potential failures. BCT will provide the assessment for application criticality around:

Assessment	Detail
Risk Management	BCT will assess to prioritize resources and effort to mitigate known risks in the environment. This is including: • Application Failures • Technical Debt • Application Downtimes • Application end of life support • Security setup • Recovery Efforts
Application Compliance	BCT will help in identifying the regulatory requirements and industry standards and then implement appropriate security controls based on the assessment around the risk levels and stay compliant with the reviewed regulations and standards defined.

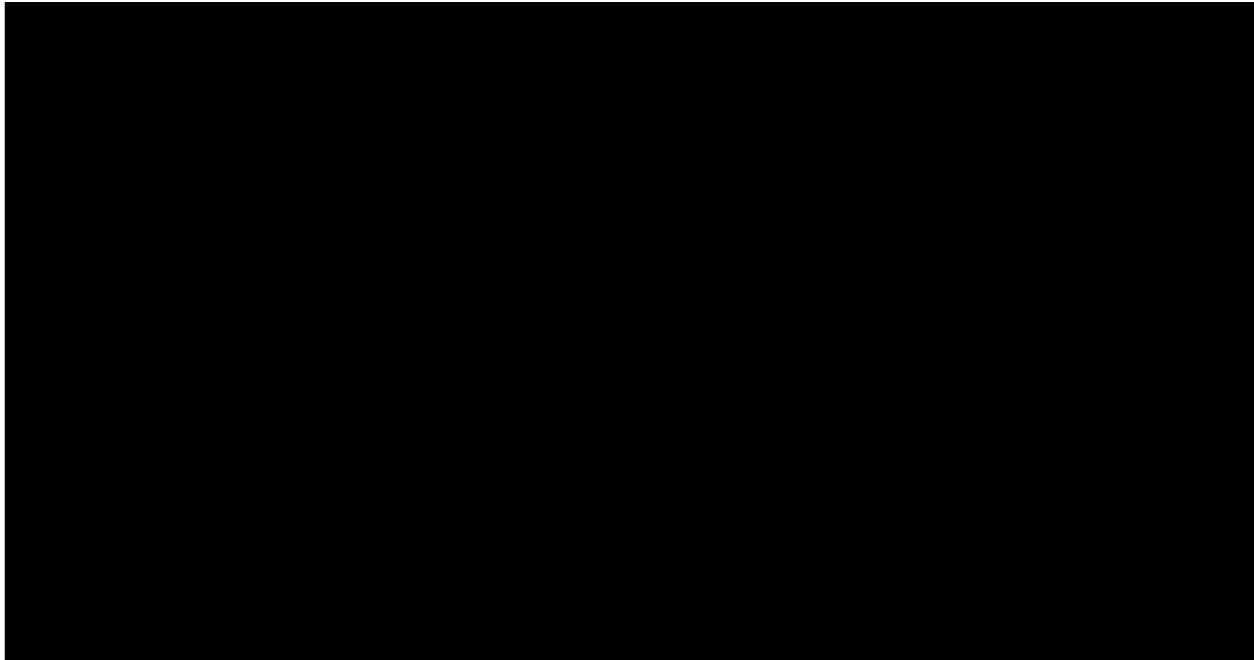|	
Resourcing	BCT's Critical application assessment will allow Arkansas for: • Optimizing resources. • Setting up necessary training programs. • Develop documents and setup repository of SOPs and KBs. • Assess and validate performance of resources. • Increase efficiency and effectiveness by continuous feedback mechanism.
Business Continuity	The critical assessment will allow BCT will provide Arkansas the details to work around ensuring the business operations is running in the event of a disaster or disruption by providing insights around: • Necessary DR setups available. • Hosting details and backup information. • Support mechanism to continue business operations. • Data Storage and setup information. • Recommendations around infrastructure changes. • Emergency Planning and DNS management
Budget Planning	BCT will collaborate with Arkansas to validate and prioritize critical application and ensure they are adequately protected and maintained by considering: • Budgeting for security • Budget allocations for Maintenance • Application Upgrades • Application development
Dependency Management	For critical applications, assessment will be conducted by BCT for Arkansas to ensure: • Identify known issues and provide solutions. • Building and training associates as applicable to resolve issues in a quick turnaround time. • Regularly track and plan around dependency resolution. • Introduce and emphasize an agile mindset for execution

Solution Approach -Based on Application Criticality

Critical applications in the Arkansas landscape will be primarily validated and listed and special attention and focus will be provided to ensure the applications are available and utilized as expected.

1. Critical Applications

2. Important Applications

3. Fix on Fail Applications.

Task	Critical Apps	Important Apps	Fix on Fall Apps
Coordination	High	Medium	Medium
Stay on Green	Yes	Yes	Yes
Defect Free Releases	Yes	Yes	As applicable and follows Release Management
User Management	Very High	High	Based on Priority
Event Management	Focused	Focused	Alert Based
Resource Availability for fixes and support and downtime	Focused Event Management to Eliminate	Focused Event Management to Eliminate	Business Hours support and priority based

BCT brings in the expertise and knowledge from the industry in managing multi scope application landscapes. Looking at the DHS landscape and the priorities BCT have produced a ███ solution for the scope of services given below, where the teams will the teams will work hand in hand with Arkansas service and governance team:

Scope	How Solution addresses them
Provide the necessary support and	The scope as part of the solutioning includes: • In-house developed applications • Power BI

Scope	How Solution addresses them
maintenance of applications	• COTS Applications • 3rd party applications
Expertise and Support in maintaining the Applications	BCT have considered with at most importance to bring in an agile based methodology to update, modify and handle scripts as required and available in the Arkansas environment. This includes: • 70 Mandatory applications
Validation of Scope and Assessment for applications	BCT will do the proper checks and set the phase gates before introduction of applications, including: • Validate scope (Partially and as required). • Support in estimation and creation feature set. • Provide assessment notes. • Technology Assessments • Support in road map for introduction and set phase gates for development. • Create Assumptions and Constraints and define the Risk list. • Supporting in setting up RACI and provide governance support. • Assess the environment for deployment.
Business Analysis	BCT will provide their expertise in business analysis for the supported applications in an agile way by: • Assessing the applications. • Providing insights against market trends. • Assess improvements in the applications. • Elicit and Manage requirements. • Document changes • Provide Solution performance improvements and modifications.
2nd Line Support	• Provision of the 2nd Line Support for covered applications includes fault diagnoses and resolutions, bug fixes, code changes, upgrades, and modifications. • Fulltime fault fixing, coding, testing, guardianship and advisory, Investigating, analysing, and resolving applications problems. • Reporting any problems associated with third party applications; ensure internal end-to-end problem ownership until resolved.
Monitoring	• Routinely monitoring of production applications for performance, functionality, and data quality. • Identify and resolve any interfaces problems.

Scope	How Solution addresses them
	• Jointly reviewing the performance on weekly and monthly basis. • Reviewing the defined application support and maintenance list every three (3) months and determining technologies and resource requirements.
Training	• Training and guarding internal stakeholders (users, IT Personnel, etc.) on usage of the applications

- Setup of the 2nd line application support to cover bug fixes, minor code changes (excluding major feature development, devices compatibility changes and other activities which need a 3rd line support intervention) patching upgrades, and modifications.
- Monitoring and providing health checks for performance, functionality and data quality with fixes provided or facilitated as applicable based on reports generated.
- Planning, coordination, and implementation of new software releases, by liaising with identified stakeholders in this process.
- Providing business analysis resources for information gathering required for the applications' fault resolutions, performance, and functionality enhancements.
- Providing dedicated business analysis support for maintaining and developing guidelines and performing Quality Control (QC) and testing of applications.
- Liaising and working with third party vendors for reporting and tracking issues to closure.
- Providing necessary documents and basic training content (confined to development and support activities and largely linked to SOPs and KBs developed) to stakeholders for usage of the applications.
- Identification and assistance in planning the application roadmaps.
- Maintaining code repositories using Microsoft TFS/DevOps for developed applications.
- Setup of performance review as agreed with Arkansas stakeholders on a weekly, and monthly basis.
- Setup and review the defined application support and maintenance list every three (3) months.
- Review determining technologies and resource requirements with PMO and stakeholders as applicable.
- Adhere to security requirements, by ensuring vulnerabilities updates and security threats are controlled.

Chapter 9: *Solution for Application Enhancements*

In this section, we present a detailed overview of the how we intend to support the Application Enhancement tower including our approach to project estimation and end to end project management.

Tower 2 – Application Enhancement

███████████████████████

BCT uses an excel based cognitive estimator tool for work in take. This tool likely helps in assessing the effort required for various tasks and streamlining the process of managing changes and upgrades to the DHS application.

- **Effort Estimation:** It can categorize tasks based on the level of effort needed, helping in resource allocation and scheduling.

- **Prioritization:** Based on the estimated effort needs, the complexity and impact of each task is evaluated enabling us to prioritize the work.

- **Documentation:** It can automate the creation of the Work Intake Document, ensuring all necessary details are captured accurately.

The tool's snapshot can be found below. BCT will be happy to collaborate with the client to use the tool that DHS is currently utilizing.

Name/Short Description	Work Item Type	Complexity	New/Modified	# of Units	Work Pkg	Scope	Line Item Adjustor	Total Hours	Total Days	Plan	Analyze	Design	Build	Test	Deploy	Change Management
App Maintenance	Module	Medium	New	1	WP1	In Scope	90%	0	0	0	0	0	0	0	0	0
Upgrades	Integrating_Applications	Medium	N/A	1	WP1	In Scope	90%	0	0	0	0	0	0	0	0	0
Enhancements	ETL-Manual	Medium	New	1	WP1	In Scope	90%	54	6	1.08	4.32	15.12	13.5	17.28	2.7	0
Modifications	Outbound_Interface	Medium	N/A	1	WP1	In Scope	80%	43.2	5	2.16	2.16	10.8	15.12	10.8	2.16	0
L1 ticket	configuration_objects2	High	N/A	1	WP1	In Scope	70%	22.4	2	0.336	2.24	3.808	5.376	9.184	1.456	0
	Custom	Medium	N/A	3	WP1	In Scope	80%	108	12	2.16	10.8	27	34.56	27	6.48	0
	Custom	Medium	N/A	3	WP1	In Scope	80%	108	12	2.16	10.8	27	34.56	27	6.48	0
	Reports	Low	Modified	5	WP1	In Scope	60%	120	13	1.2	10.8	36	48	18	6	0
	Inbound_Interface	High	N/A	1	WP1	In Scope	80%	43.2	5	2.16	2.16	10.8	15.12	10.8	2.16	0
	Reports	Low	New	5	WP1	In Scope	60%	270	30	2.7	24.3	81	108	40.5	13.5	0
								0	0	0	0	0	0	0	0	0
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								0	0	0	0	0	0	0	0	0

Total Actual: 768.8 | 85.4222222 | 13.956 | 67.58 | 211.528 | 274.236 | 160.564 | 40.936 | 0

Total Scope: 768.8 | 85.4222222 | 13.956 | 67.58 | 211.528 | 274.236 | 160.564 | 40.936 | 0

Scope	How Solution addresses them
Streamlining Application Development	BCT will support in the Arkansas landscape in streamlining the development, strictly around the existing application enhancements
Improvements in projects	BCT will drive improvements and increase flexibility, efficiency, effectiveness in running business projects and support in improving cost and quality as applicable. • Recommendation around cost optimization • Sunsetting of applications • Updates/ merge of applications • Introduction of solutions for quick application development • Code management • Code assessment and recommendations on best practices in code standards to be maintained
TFS and Code Management	• Managing and maintaining developed application codes using Microsoft TFS/DevOps.
New Release	• Planning, coordination, and implementation of new software releases. • Liaise with stakeholders such as Portfolio Consultants, Guardians, Custodians and Change Management party in this process. • Schedule changes accordingly while lessening impact to business
Business Analysis	• Information gathering required for the applications' fault resolutions, performance, and functionality enhancements.

Scope	How Solution addresses them
	• Maintenance and development of guidelines, performing Quality Control (QC) and testing of applications
Road Map	• Application roadmaps. • Alerting and Advising IM&T leadership, technology planners and infrastructure system engineers of any applications' technology changes and obsolesces
Updates	• Perform application server, security, and vulnerabilities updates

Small Enhancements	• Enhance and conduct minor developments for existing applications. The enhancement scope shall include but not limited to the following activities:
	  o Feature Additions: Introducing new features based on business requirements.
	  o Performance Optimization: Improving application speed, bug fixing, vulnerability and responsiveness.
	  o Integration: Integrating with other systems or services if required.
	  o User Experience (UX) Upgrades: Enhancing the user interface and overall user experience.
	  o Application servers and Data base upgrade.
	• These enhancements are estimated number of man-days as defined in RFP

BCT is committed to delivering high-quality enhancements and new functionalities support to DHS. Our approach is designed to provide value, efficiency and effectiveness in addressing your needs. As outlined in RFP, we will undertake following activities:

- Implement Additional Functionality: Enhance existing applications to meet new or updated requirements.

- Build New Applications: Develop new solutions to address emerging needs.

- Enhance/Test Solutions: Modify and test existing solutions to support broader State of Arkansas initiatives.

- Architectural Changes: Implement improvements to the application architecture to boost performance.

BCT will comply with the activities provided in SECTION 2.9.4 TASK 4 of this RFP. However, below is an overview of our approach to typical enhancements and minor developments. A detailed plan, including the timeline, deliverables, and pricing, will be provided once the scope is clearly defined.

To begin with, BCT will conduct a thorough requirement gathering to understand the specific needs for each project which requires more than 80 hours of work. This involves:

Requirement Analysis

- Stakeholder Meetings: Engaging with DHS and State of Arkansas representatives to define and prioritize requirements.
- Documentation Review: Assessing existing documentation and application functionality to identify gaps and areas for improvement.
- Scope Finalization: Getting a sign-off from DHS executives on the project scope

Development and Implementation

- Design and Development: Crafting detailed design documents, creating prototypes if necessary, and developing the required functionalities.
- Testing: Rigorous testing to ensure the quality and functionality of the new or enhanced applications.
- Deployment: Smooth deployment with minimal disruption to existing operations.

Maintenance and Support

Post-deployment, we offer ongoing support including

- Regular Maintenance: Routine updates, bug fixes, and performance enhancements.
- Help Desk Support: Providing technical support to end-users and addressing any issues promptly.

Timeline

We will adhere to the following general timeline for each project. This timeline will be adjusted based on the volume and criticality of scope.

- Initiation & Planning: 1-2 weeks
- Requirements Analysis: 2-3 weeks
- Development & Testing: 4-8 weeks (depending on complexity)
- Deployment & Training: 1-2 weeks
- Ongoing Support: Continuous as per agreed terms

Pricing

Our pricing structure will be based on:

- LOE Estimates: Detailed cost breakdown for development, testing, and implementation phases.
- Resource Allocation: Costs associated with the resources assigned to each project.

- M&O Costs: Ongoing costs for maintenance and support, based on projected usage and needs.

Our approach ensures that both existing and new applications will be managed effectively to meet the evolving needs of the Department of Homeland Security (DHS) and the State of Arkansas.

Chapter 10: *Solution for BI & Reporting*

In this section, we present a detailed overview of the how we intend to address the requirements for the BI & Reporting Tower

Tower 3 – BI and Reporting

To effectively meet the dynamic and evolving BI and reporting needs of DHS we propose a comprehensive methodology that ensures thorough capture, accurate tracking, and efficient implementation of BI and reporting requirements. Our approach leverages state-of-the-art tools and a collaborative process that aligns with DHS's goals of maintaining and enhancing the Enterprise Data Warehouse (EDW) and related BI solutions.

Phase	Task	Objective	Process/Tools and Technologies
Needs Assessment and Requirement Gathering	Initial Consultation and Requirement Workshops	Engage with key stakeholders and end-users across DHS to understand their current and future BI needs	Conduct workshops and interviews with department leads, end-users, and IT staff. Utilize structured questionnaires and use-case scenarios. Identify critical data sources, reporting frequency, KPIs, and compliance/legislative requirements
	Documentation of Requirements	Ensure that all requirements are clearly documented, validated, and approved by relevant stakeholders	Document requirements in a standardized format using tools like JIRA or Confluence. Validate and prioritize requirements based on business impact, regulatory urgency, and technical feasibility
Tracking and Collaboration Tools	Tracking and Management	Implement a robust system for tracking BI and reporting requests from inception to delivery	Use JIRA for managing the entire lifecycle of BI requests. Integrate Confluence with JIRA for comprehensive documentation and real-time collaboration. Track performance metrics of

Phase	Task	Objective	Process/Tools and Technologies
			reporting solutions such as Power BI Service
	Collaboration and Communication	Foster ongoing communication between the BI development team and end-users to ensure alignment and address evolving needs	Use Microsoft Teams as the primary communication platform. Create a centralized SharePoint repository for storing all BI-related documentation
BI Development and Solution Implementation	Development Lifecycle	Deliver high-quality, user-centric BI solutions that are timely, accurate, and aligned with DHS's objectives	Adopt an Agile development approach with iterative sprints. Develop prototypes or MVPs. Use ETL tools like Microsoft SQL Server Integration Services (SSIS) to integrate data into the EDW
	Testing and Validation	Ensure that all BI solutions are reliable, accurate, and meet the specified requirements	Conduct System Integration Testing (SIT) and User Acceptance Testing (UAT) to validate that the BI solutions meet expectations and perform as required
Migration and Deployment	Migration Strategy	Safely and efficiently migrate new BI solutions into production environments	Test all BI solutions in a staging environment. Migrate reports and dashboards incrementally. Perform thorough data validation post-migration
	Deployment and Go-Live	Deploy BI solutions in a controlled and systematic manner, ensuring minimal disruption to business operations	Implement a change management protocol. Provide training sessions for end-users and offer post-deployment support
Continuous Improvement and Feedback Loop	Ongoing Monitoring and Feedback	Continuously improve BI solutions based on user feedback and changing business needs	Regularly collect feedback through surveys. Use Power BI and other analytics tools to monitor the performance of reports and dashboards
	Regular Review Sessions	Keep the BI solutions aligned with the strategic goals of DHS	Conduct quarterly review meetings with key stakeholders. Adjust the BI

Phase	Task	Objective	Process/Tools and Technologies
			development roadmap based on review outcomes and emerging trends

Based on the tasks outlined in Section 2.5.3 of the RFP, we have proposed the following team structure
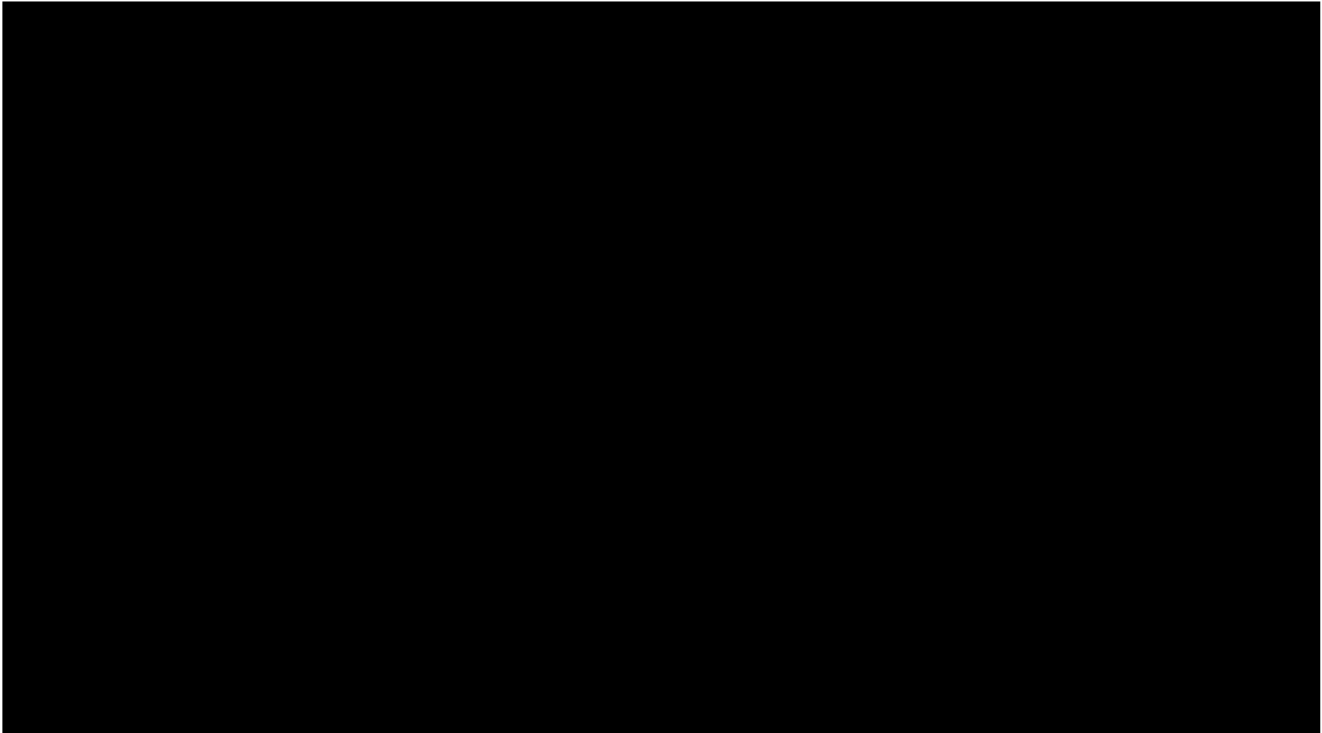
BCT commits to providing 12 full-time staff members to perform the tasks outlined in Section 2.5.3 of the RFP. BCT will comply with the activities provided in SECTION 2.9.5 TASK 5 of this RFP.

Chapter 11: *Solution for Additional as-needed services*

In this section, we present a detailed overview of the how we intend to address the requirements for As-Needed Services

Tower 4 – As-needed Services

Our approach to providing as-needed services for DHS is centered on flexibility, expertise, and alignment with DHS's strategic objectives. We bring extensive experience in application development on emerging technologies, strategic planning, and enterprise architecture, ensuring that DHS can rapidly adapt to technological advancements and evolving business needs. Our team of seasoned professionals is equipped to handle a diverse range of services, from integration expertise and business process reengineering to ITIL process consulting and advanced security assessments. We are committed to delivering tailored solutions that not only meet immediate requirements but also drive long-term value and efficiency across DHS's operations.

In addressing DHS's diverse needs, we will employ a structured approach that emphasizes collaboration, responsiveness, and continuous improvement. For each service request, we will provide a dedicated team with the relevant expertise, supported by robust processes and tools that ensure consistency and quality in delivery. Our methodology integrates benchmarking and analytics to optimize performance, with a strong focus on revenue optimization and risk management. We will establish clear Service Level Agreements (SLAs) to ensure accountability and transparency, regularly reviewing and adjusting our strategies to align with DHS's goals. This approach guarantees that DHS has access to the highest level of technical support, enabling them to achieve their mission effectively and efficiently.

To effectively meet the strategic goals of DHS, BCT's will employ a demand-based forecasting model to better understand and provision the resourcing requirement as needed. This begins with analysing the customer's projected resource needs over the next three months and forecast includes detailed information on required skills, project timelines, and volume of work. By understanding these requirements, we can plan our hiring and training processes to align perfectly with DHS's schedule.

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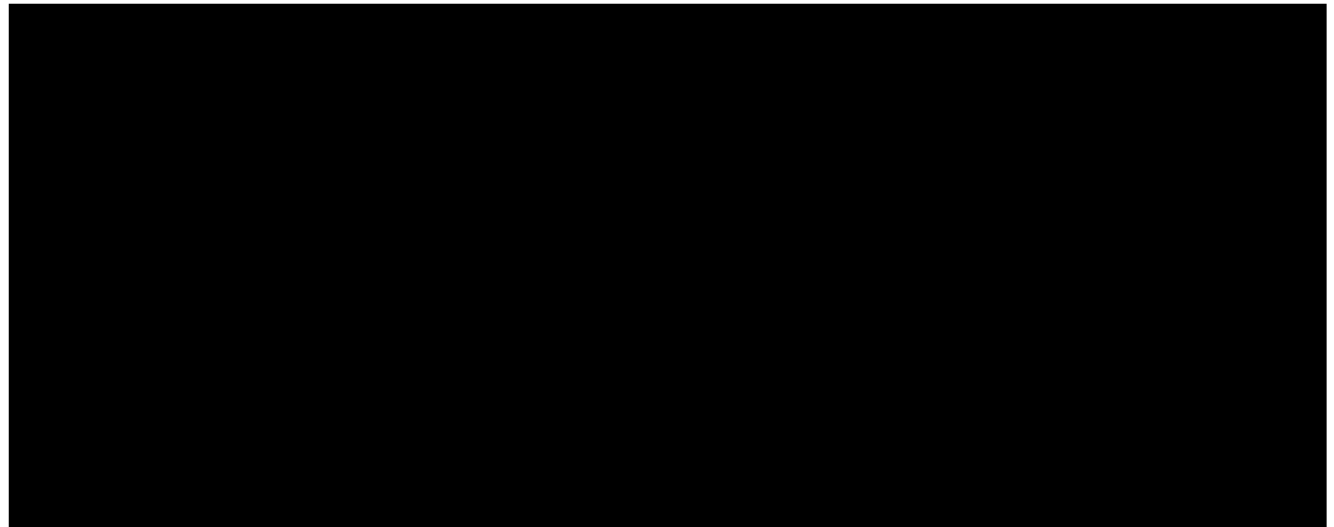
BCT proposes a DMO –Demand Management Office to Manage Evolutions and Project Delivery.

Processes that will be focused by DMO:

- End to End Ownership from Demand Management till handover to Support.
- Bringing in outside in perspective to setup Demand Management
- Cost effective project delivery leveraging onsite/offshore concept for agile.
- Faster Innovations by delivering new technologies in agile & DevOps mode.
- Business knowledge management by deploying steady Core Team
- BCT Talent Acquisition Group is responsible for finding, attracting, and acquiring top talent. Equipped with advanced sourcing techniques and a strong network of talent, our Talent Acquisition group possesses the ability to identify qualified candidates who not only meet the job requirements but also align with the organization's culture and values.
- Our Talent Acquisition Process is tried, tested, and perfected to ensure that we deliver various staffing needs within BCT and to BCT's customers on time *"On-time, Every-Time"*. The entire process is audited at regular intervals and a continuous process of improvement is brought-in to address the changing market conditions. Below flow chart outlines our Opportunity to Fulfilment cycle for Talent Acquisition.
- We serve our customer's unique requirements with a **dedicated hiring team** for specific accounts such as Arkansas. This helps us to stay focused and strengthen our acumen to understand specific needs. This model has helped us to become a reliable talent acquisition partner for other esteemed clients with a very good resume-to-offer conversion ratio. Our approach to hiring the right talent is more proactive than reactive. We partner with our customer to create a *"Demand Based Forecasting"* hiring model.

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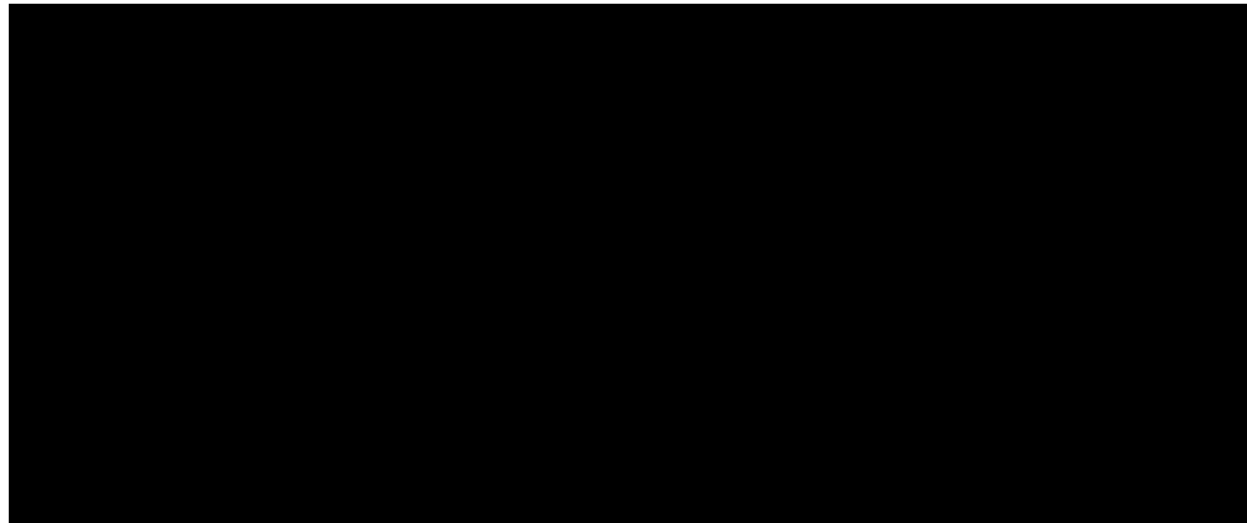
BCT Account Management Team works closely with the Hiring Manager to proactively create the demand forecast. This is then converted into a Resource Roadmap consisting of Short Term and Long-Term resourcing needs. A detailed Hiring and On-boarding plan is created based on which BCT talent acquisition team proactively hires resources much ahead of the project onboarding to ensure that the resource is put through a comprehensive training process which to induct Arkansas specific knowledge such as tools , technologies , frameworks , code base , design & development standards , QA & Testing processes , documentation standards , deployment , CI/CD processes , access management process, data privacy & security policies etc. This ensures we not only deliver technically qualified resources but also resources who are ███████████████ ████████████████████████

BCT manages a large talent pool of qualified professionals to ensure we meet our customer demands on time. Internally, we recognize the value of cross-skilling and upskilling our existing employees with knowledge of the Arkansas ecosystem. By providing learning and development opportunities, we enable them to acquire new skills and take on different roles within the organization. This approach not only fosters employee growth and meet agreed to acceptance criteria, but also ensures a smooth transition and retention of institutional knowledge.

Chapter 12: *Project Management Methodology*

In this section, we present a detailed overview of the how we intend to address the requirements for As-Needed Services

BCT's Project Management Methodology aligns with industry best practices and international standards such as PMI's PMBOK, PRINCE2, CMMI, ISO 9001:2008, and ISO 27001:2005.

Project Management Framework:

Our Project Management Office (PMO) serves as the governing body, ensuring successful project delivery from inception to completion. Our experienced team, versed in complex implementations worldwide, collaborates closely with clients to drive project success.

By following this structured approach to Agile project management and leveraging industry-recognized methodologies, we ensure efficient project execution, stakeholder satisfaction, and adherence to quality standards.

BCT has vast experience in implementing large scale transformation programs and has put in place a comprehensive Global Delivery Methodology (GDM) that aids our implementation activities in its programs. Our Team's Global Delivery Methodology enables our clients to choose a sourcing strategy best suited to their most business drivers i.e. risk mitigation, location proximity, cost optimization, cultural alignment, and language capabilities.

Project Team's GDM allows us to implement a global sourcing strategy for our clients like DHS across the global through a unified view which helps us impart our hard-earned experience to be used during the implementation which could help transform our customers and bring in capital gain. We offer a mix of onsite, proximity and offshore for all our engagements. It allows you to decide on the proximity and control you exercise throughout an engagement. Be assured of the highest quality service delivery despite the mix of services, technologies, and locations.

Project Team's GDM uses a common set of integrated methodologies, tools and standards across delivery centres in compliance with our CMMI process model. This ensures a seamless transition of activities between the teams spread across the globe. Giving you the benefits of a 24x7 'follow the sun model' that speeds up delivery times while reducing costs exponentially. Project Team's GDM meets client's worldwide business needs by providing an integrated solution of service components that include IT Consulting, Software Development & Maintenance, and Application Support

Based on our vast experience we follow a **5-Step Approach to Industry-leading Project Management.** This approach is highly agile and customizable to the model of delivery across Kanban, scrum, and lean project management.

Step 1: Project Initiation

- **Define Objectives**: Clearly articulate project objectives, deliverables, and success criteria.

- **Stakeholder Identification**: Identify stakeholders and establish communication channels.

- **Risk Assessment:** Conduct initial risk assessment to identify potential project risks.

Step 2: Planning

- **Work Breakdown Structure (WBS)**: Develop a detailed WBS outlining project tasks and subtasks.

- **Gantt Chart Creation**: Create a Gantt chart to visualize task dependencies and project timeline. Story pointing exercise for Agile leveraging standard estimation practices like Fibonacci, T shirt sizing and techniques of function and feature point estimations and wide band Delphi,

- **Resource Allocation**: Allocate resources (human, financial, and material) based on project requirements.

- **Quality Plan Development**: Develop a quality plan outlining quality standards and control measures.

Step 3: Execution

- **Task Assignment**: Assign tasks to team members based on their skills and availability manged through standard PM tools like JIRA etc.

- **Regular Progress Monitoring**: Monitor project progress against the baseline schedule using project management software.

- **Quality Assurance**: Implement quality assurance processes to ensure adherence to quality standards.

- **Change Management**: Manage changes to project scope, schedule, and resources through a formal change control process.

Step 4: Monitoring and Control

- **Performance Measurement**: Use Earned Value Management (EVM) or similar techniques to measure project performance.

- **Risk Management**: Continuously monitor and assess project risks and implement mitigation strategies as needed.

- **Issue Resolution**: Address project issues and conflicts promptly to prevent delays.

- **Documentation Management**: Maintain accurate project documentation and records.

Step 5: Closure

- **Final Review**: Conduct a final project review to assess deliverables against acceptance criteria.

- **Lessons Learned**: Document lessons learned and best practices for future projects.

- **Client Handover**: Deliver project deliverables to the client and obtain sign-off.

- **Project Closure Report**: Prepare a project closure report summarizing project outcomes, lessons learned, and recommendations.

It is a complete delivery and support model, accessing Project Team's global network of resources, technology and best –in –class processes to address our customer's unique requirements efficiently, consistently, and rapidly and that maximizes the client's investment value.

Delivery Governance

Robust Delivery governance practices ensure that projects are executed efficiently, effectively, and in alignment with the engagement objectives. Effective delivery governance is paramount to achieve project success, uphold stakeholder satisfaction, and drive continual improvement. By establishing a robust governance structure, defining standardized processes, and implementing performance metrics and reporting mechanisms, organizations can proactively manage risks, resolve issues promptly, and ensure alignment with strategic objectives.

The following steps are applied across the engagement to ensure delivery focus and appropriate timely interventions are brought for the engagement success.

Table: Project Management Tools and Standards

Step	Actions
1. Establish Governance Structure	- Roles and Responsibilities - Create Governance Committees - Define Decision-Making Processes
2. Define Delivery Standards and Processes	-Standardize /Adapt Project Management Processes - Develop Delivery Framework - Establish Quality Assurance Measures

Step	Actions
3. Implement Performance Metrics and Reporting	- Define Key Performance Indicators (KPIs) - Establish Reporting Mechanisms - Conduct Performance Reviews
4. Enable Risk Management and Issue Resolution	- Implement Risk Management Processes - Develop Issue Resolution Mechanisms
5. Ensure Stakeholder Engagement and Communication	- Engage Stakeholders - Establish Communication Channels - Manage Stakeholder Expectations
6. Continuously Improve Delivery Processes	- Collect Feedback and Lessons Learned - Implement Continuous Improvement Initiatives - Review and Update Governance Framework

Continuous improvement initiatives, driven by feedback and lessons learned, further enhance delivery processes, driving efficiency, and delivering greater value.

Ultimately, a well-executed **delivery governance framework** not only ensures the timely and successful delivery of projects but also instils confidence among stakeholders, strengthens organizational resilience, and positions the organization success in a dynamic business environment.

Project central for delivery governance
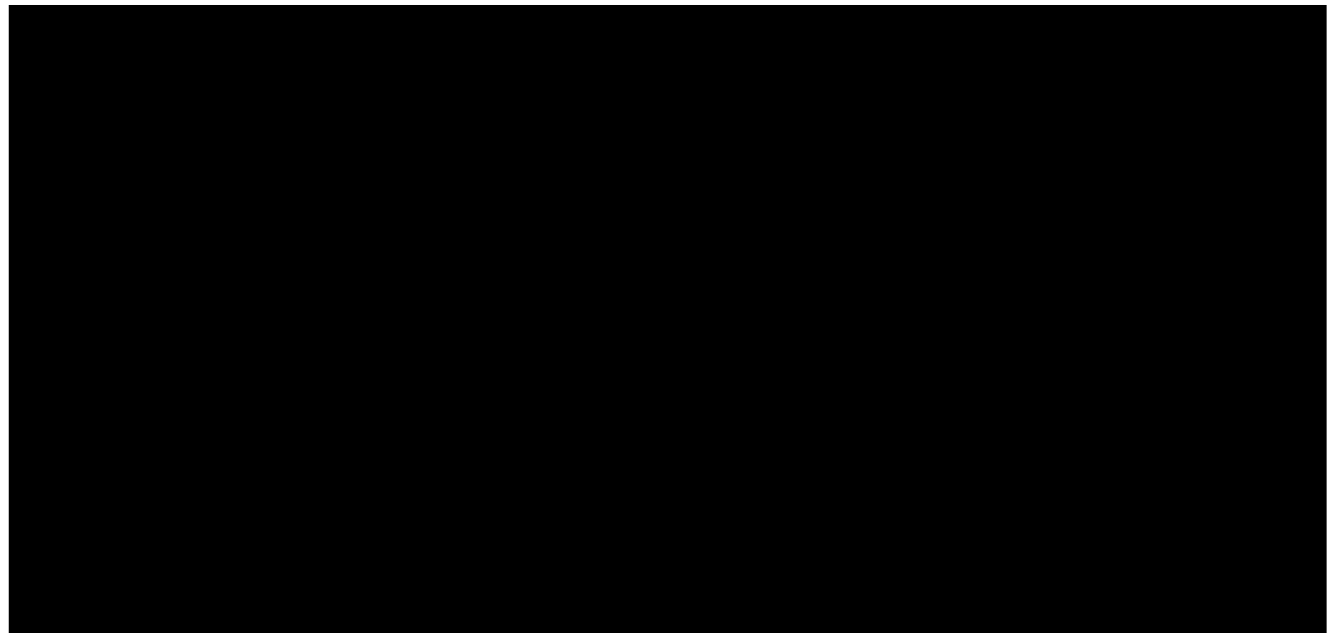
In addition to project management software at project level, we have built a delivery governance is automated through a platform called **Project Central – A comprehensive delivery governance**

platform that helps manage all aspects of project delivery effectively. This platform encapsulates in Industry best practices for delivery governance to report regularly on Project schedule, quality, cost, risks and overall project health dashboards for active monitoring by the various stakeholders.

Implementation Approach – Agile

Agile Project Management and Execution Overview:

When it comes to software development, choosing the appropriate Software Development Life Cycle (SDLC) model is crucial. For projects characterized by small-scale, adaptive, and lean requirements, our firm, drawing on decades of experience, advocates for an Agile approach. Agile methodology fosters flexibility, innovation, and collaboration, making it ideal for projects with dynamic needs and shorter timelines.

Approach Phases:

Phase	Description
Scrum Initiation	Establish plans and processes for Scrum development, including identifying resources and defining operational procedures.
Sprint Initiation	Plan sprints, develop sprint backlog, and conduct requirement elicitation meetings with customers.
Sprint Planning	Discuss sprint goals, elaborate user stories, and review and approve tasks with the Scrum team.
Construction & Unit Testing	Seamlessly integrate unit tests and code reviews, manage tasks, update documentation, and engage stakeholders through sprint demos.
Quality Assurance and Engineering	Perform functional and non-functional testing, log test results, and share reports with stakeholders.
Release	Prepare software and support materials for release, conduct release audit, and ensure readiness before final release.
Scrum Monitoring and Control	Conduct daily stand-up meetings and "Scrum of Scrums" to track progress and address issues.
Sprint Retrospective	Hold retrospective meetings to assess successes and areas for improvement, and review sprint stories.

Phase	Description
Project Closure	Formalize project acceptance or termination, collect lessons learned, and prepare closure reports.

Our PMO processes and its automation have used a common set of integrated methodologies, tools and standards across delivery centres in compliance with our CMMI process model.

Process Excellence

Scope Management

Through careful attention to project scope, the project team focuses on achieving the project objectives and moving Client toward achieving success. We understand that the project scope is not static and may evolve and recognize the importance of proper scope control. Project scope management is conducted in the context of program-level integrated planning and dependency management, allowing alignment between individual stages of the project and other concurrent efforts to produce the desired project results.

The team implements a comprehensive scope management process, collaborating with the client to define project objectives and deliverables. Through thorough planning, including scope validation and WBS creation, we ensure clarity and alignment, facilitating effective project execution and control.

Risk Management

The project team follows SEI CMMI Maturity Level 5 compliant Risk Management processes that involve proactive identification of the potential risks for the upgrade project, prioritization of risks based on the probability of occurrence and impact to the project, definition of mitigation strategies, monitoring of risk and mitigation strategies, and reporting Risk Summary to Client and Project Sponsors.

Our risk management approach involves comprehensive planning, identification, assessment, and response planning, guided by a Risk Management Plan developed by our Project Manager. We prioritize risks based on their potential impact and likelihood, employing techniques such as elimination, mitigation, or acceptance. Continuous monitoring and control of risks ensure timely responses, with progress communicated through regular reporting and a stoplight system indicating risk status.

Quality Management

Our methodology emphasizes quality assurance throughout project management, ensuring adherence to standards and continuous improvement. The Quality Assurance Plan establishes procedures for achieving quality objectives, including audits, testing, and corrective actions. Quality management principles are integrated into templates, with Ministry of Finance involvement, focusing on prevention and ongoing evaluations across project activities.

Issue Management

We employ a robust issue management process to promptly identify and resolve project issues, drawing from extensive experience in large-scale implementations. Our approach includes establishing issue identification and prioritization, analysing, and resolving issues, and tracking them through resolution. Communication between client stakeholders and the project team is crucial with significant issues reported weekly. Our Issue Management Plan is developed with the Ministry of Finance, outlines roles, responsibilities, and escalation criteria, ensuring timely resolution and effective communication with stakeholders throughout the project lifecycle.

Configuration Management

We implement Software Configuration Management to ensure product identification and traceability across project phases. Our Configuration Management Plan outlines roles, responsibilities, and methods for tracking and controlling configuration items, including change control mechanisms for hardware, software, and documents throughout the project lifecycle.

Tools: MS Excel, MPP, Jira, MS PPT, MS Word, Sonar Lint, PMD

Process audits:

In addition to the ongoing delivery management and governance, Process audits play a crucial role in Agile project management, ensuring adherence to established procedures, identifying areas for improvement, and maintaining quality standards throughout the project lifecycle. Process audits focus on evaluating the effectiveness of Agile practices, frameworks, and procedures implemented within the project.

1. **Compliance with Agile Principles:** Through the audits we assess whether Agile principles, such as customer collaboration, iterative development, and responding to change, are being followed effectively.

2. **Adherence to Agile Frameworks:** The audit evaluates adherence to specific Agile frameworks, such as Scrum or Kanban, including the proper implementation of ceremonies, roles, and artifacts.

3. **Quality Assurance Practices:** Audits review the implementation of quality assurance practices, including code quality, testing methodologies, code review processes, and defect management procedures.

4. **Team Collaboration and Communication:** The effectiveness of team collaboration and communication channels, such as daily stand-up meetings, sprint planning sessions, and retrospectives, is evaluated.

5. **Documentation and Reporting:** Audits ensure that necessary documentation, such as sprint backlogs, user stories, and release plans, is maintained and updated regularly.

Process Audit Activities:

1. **Planning:** Define audit objectives, scope, and criteria based on Agile principles, standards, and organizational requirements.

2. **Data Collection:** Gather data through documentation review, interviews with project team members, observation of Agile ceremonies, and analysis of project artifacts.

3. **Assessment:** Evaluate compliance with Agile practices and identify strengths, weaknesses, and areas for improvement.

4. **Reporting:** Document audit findings, including observations, recommendations, and action plans, in a comprehensive audit report.

5. **Follow-Up:** Monitor the implementation of audit recommendations and track progress towards addressing identified issues

Chapter 13: *Risk Management*

In this section, we present a detailed overview of the how we intend to address the requirements for As-Needed Services

BCT follows SEI CMMi Level 5 compliant Risk Management processes that involves proactive identification of the potential risks for the upgrade project, prioritization of risks based on the probability of occurrence and impact on the project, definition of mitigation strategies, monitoring of risk and mitigation strategies, and reporting Risk Summary to the customer and Project Sponsors.

Risk Planning and Identification – BCT PM will develop a Risk Management Plan to monitor and control the risks during the project life cycle. Risk planning consists of documenting and implementing activities necessary to execute a successful risk management program. Risk planning will address each of the risk management functions, resulting in an organized and thorough approach to assess, handle, and monitor risks. It will also assign responsibilities for specific risk management actions and establish risk reporting and documentation requirements. Risk identification involves the identification of potential risks and documenting the characteristics of each risk.

Managing the risks that come with change is critical to a successful Transition and Run. BCT's philosophy of continuous risk management addresses and manages risk through the Transition life cycle and beyond. Our risk management methodology uses proactive models, incorporates lessons learned from our risk database, and encourages open, transparent communication to effectively manage risk.
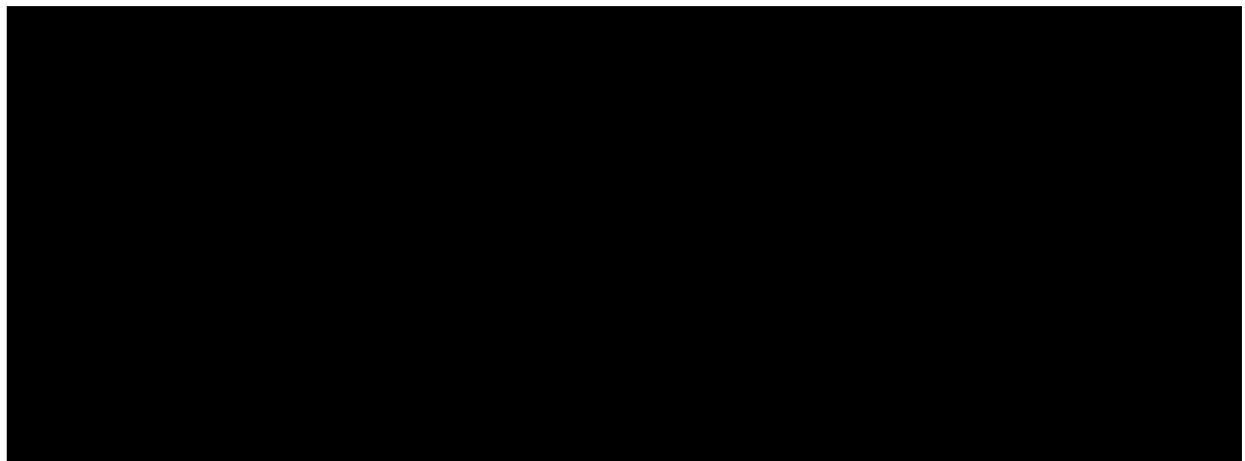
Using an organized, analytic process, we identify what might go wrong, assess, and quantify the identified risks, then develop and implement an appropriate approach to prevent or mitigate risks. Our continuous risk management methodology assesses risk at four standard points during the project:

- During Transition
- During Transformation
- During Operational Verification
- Before Service Commencement
- During Run Operations

Sample Dashboard
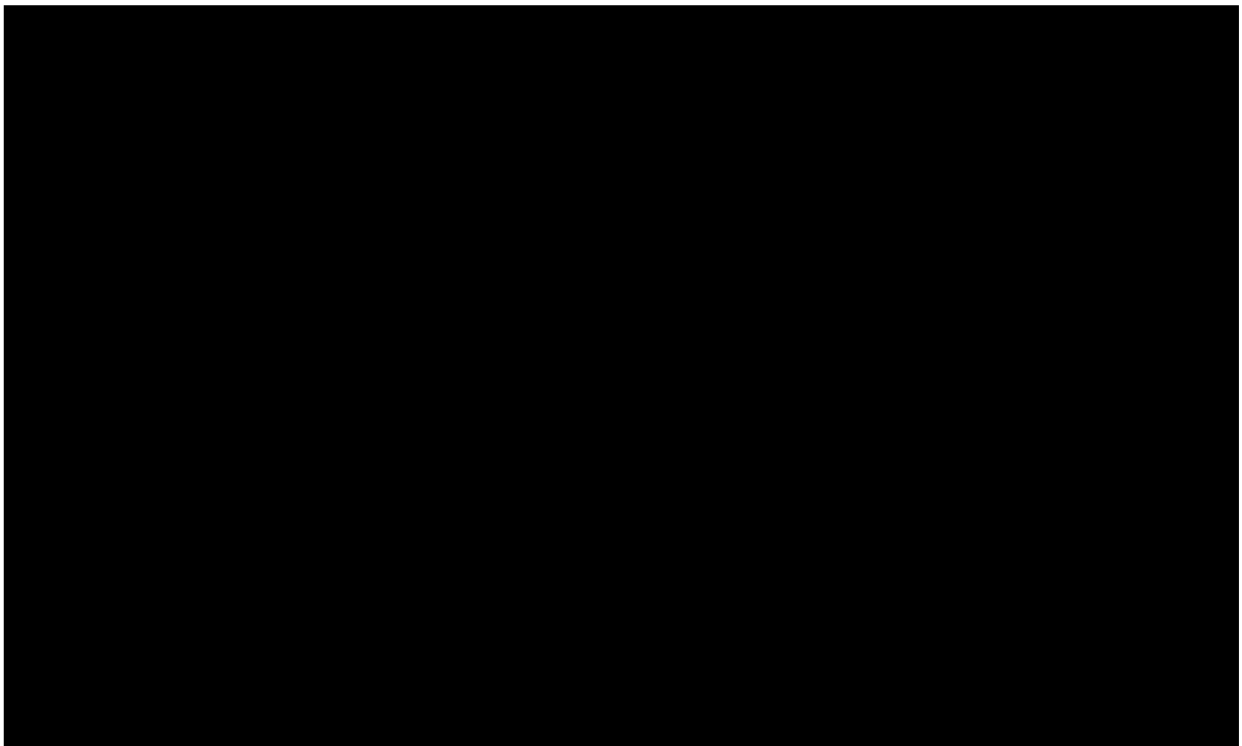
Chapter 14: *SLA Management*

In this section, we present a detailed overview of the how we intend to address the requirements for As-Needed Services

SLA Management

BCT has thoroughly reviewed Attachment K and fully understands the SLA parameters required by DHS. We are committed to adhering to these standards. Following the selection process and initial due diligence, BCT will collaborate with DHS to establish mutually agreed-upon SLAs. Our standard approach to SLA baselining is outlined below.

Proposed SLA

BCT will be adopting the Information Technology Infrastructure Library ("ITIL") framework for service management and establishing ticket prioritization levels. As part of this framework, each Incident, Problem and Change will be assessed in terms of its Impact upon the business of Customer and the Urgency with which Customer requires the Incident, Problem or Change to be resolved or for a workaround to be implemented.

Impact is defined under ITIL as a measure of the effect of an Incident, Problem or Change on Business Processes and user base. Impact is often based on how agreed levels of service will be affected and may be assessed by considering the number and business roles of the people affected or the business functions supported by the systems affected.

Impact	
Codes	Affected User Base
1. Extensive/Widespread	• Entire Organization • Entire Site
2. Significant/Large	• Significant Number of users ○ Defined by business. • Partial Site
3. Moderate/Limited	• Small number of Users • Partial Site

Urgency is defined under ITIL as a measure of how long it will be until an Incident, Problem or Change has a significant Impact on the Business. A high Impact Incident does not necessarily have an immediate Impact. For example, a system supporting end-of-month processing (Impact "high") can be assessed as Urgency "low" if it occurs early in the monthly processing cycle but may be assessed as Urgency "high" if it nears the end of the cycle.

Impact	
Codes	Affected User Base
1. High	• Critical function Impacted- Incident with significant or extensive impact, causing a disruption to one or more Business Critical Services, systems, or components.
2. Med	• Key Business functions impacted. A previously functional system, service, or component is down, preventing user from doing standard, non-critical work responsibilities. No alternative work-around is available.
3. Low	• A previously functional system, service, or component is down or degraded but user can still do normal work responsibilities. A temporary work-around may be available as an alternative.

For example, a high Impact Incident may have low Urgency, if the Impact will not affect the Business until the end of the financial year. Impact and Urgency are used to assign Priority.

Priority is defined under ITIL as a category used to identify the relative importance of an Incident, Problem and Change. Priority is based on Impact and Urgency and is used to identify required times for actions to be taken. The Incident, Problem, and Change will be assigned a Priority Level, based on an assessment of the combined effect of Impact and

Impact	Incident Priority Matrix		
	Incident Urgency		
	Low	Medium	High
1. Extensive/Widespread	P2	P1	P1
2. Significant/Large	P3	P2	P2
4. Moderate/Limited	P3	P3	P2

Proposed SLA

Name	Response ESL	Resolution Time	Measured SL	Type
Priority Level 1 Incidents Resolved within Allocated Time (4 Hours)	▮	▮	▮	▮
Priority Level 2 Incidents Resolved within Allocated Time (8 Hours)	▮	▮	▮	▮

Name	Response ESL	Resolution Time	Measured SL	Type
Priority Level 3 Incidents Resolved within Allocated Time (48 Hours)	███	███	███	███████
Priority Level 4 Incidents	███	███	███	███
Key Staffing Attrition Rate			███	█████

SLA Definition

DHS has defined the set of response time and resolution time in the RFP.

Priority	Response Time	Resolution Time	MSL	ESL
█	████	████	█	█
█	████	████	█	█
█	████	████	█	█
█	████	████	█	█

Response Time: Response time is the time taken for BCT to respond to an incident after it has been reported. The Response can be by Email or Phone.

Resolution Time: Resolution time refers to the time taken by an IT service provider to completely resolve an incident, or provide a workaround, or plan a release if the issue is determined as a bug, after it has been reported. If a work around is provided or a temporary fix is provided the clock will be stopped.

SLA Baselining

BCT believes in designing a solution fit for purpose, choosing from our best practice across operations, technology, tools, people, disciplined governance, and relentless culture to meet agreed to acceptance criteria. Added to this is the flavour of what is best for DHS To perfect the model, we bring Technology Efficiency via best practice and Operational Excellence matured after decades of experience as a Managed service provider.
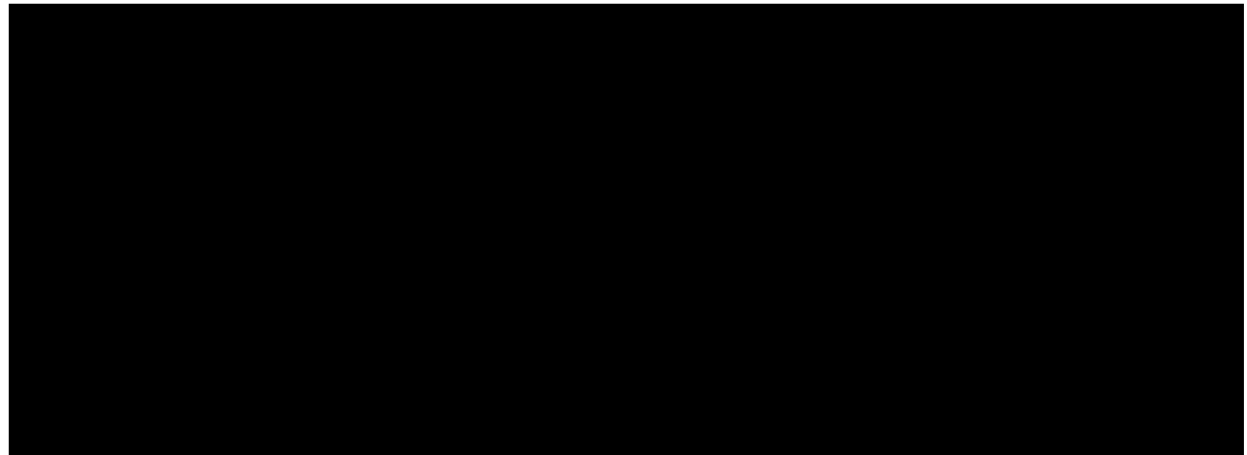
Our solution approach prioritizes key characteristics to ensure we are in alignment with what DHS seeks to achieve in the RFP. We will do the Due Diligence of current estate, perform seamless transition with minimum disruption, perform service delivery through proper baselining of SLA for 3 months. During this course we will fix the SLA gaps, agree on SLA and then do the operational transformation / continuous service improvements. We have defined our solutions around robust Tools, Process and People.
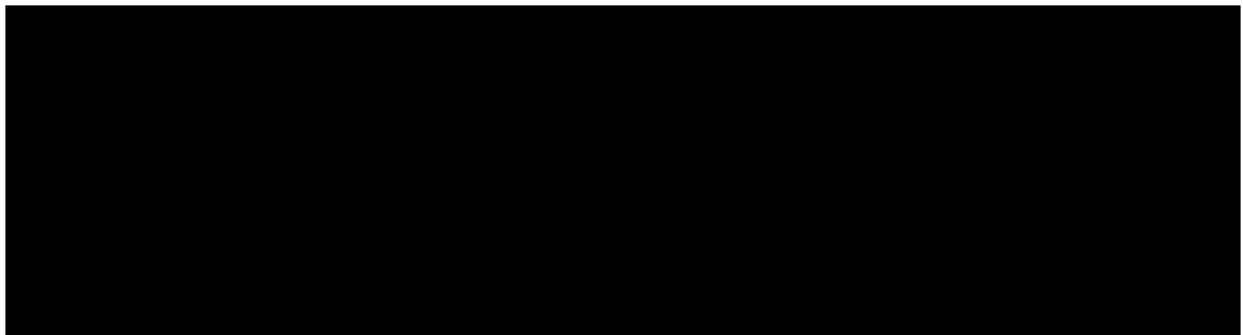
Within 3 months of completion of transition, we would reach the target SLA's as set in the proposal for the services in scope. During this period, based on DHS Infrastructure maintainability and serviceability along with Application maintenance procedures and principles. We in conjunction with DHS will decide on any changes required in SLA and will implement as deemed appropriate. During such period, we will report Compliance to SLA against the set targets.

SLA Reporting

As a CMMi Level 5 assessed organization, BCT ensures adherence and compliance to industry standard best practices such as ITIL in our services delivery. BCT also enhances the standard processes with innovation and automation to improve overall efficiency and effectiveness of the processes being followed.

We partner with our client to define their requirements, decide their SLAs and KPIs, identify critical service levels, establish service level credits, and reporting requirements. SLA monitoring,

performance measurement, setting performance standards for new SLAs, trend analysis forms the part of the tracking phase. Publishing periodic reports upon desired frequencies (monthly/quarterly/yearly) to report performance levels and maintain the SLA framework as part of governance. We strive to improve our SLAs continuously through proactive, quantitative, and route-cause analysis.

BCT will be following 7 Keys methodology for all Governance and Reporting Framework. The 7 Keys framework is designed to give a 360-degree view of the landscape and operations.

7 key methodologies will be used in all Weekly Governance calls.

1. Run Performance
2. Schedule Adherence
3. Scope Adherence
4. SLA and Team Performance
5. Stakeholders Involvement
6. Dependencies and Support Needed
7. Risks are mitigated.

Service Level Agreement Miss and Service Improvement Planning

Insite of dedicated operating model, governance and delivery control, there are instances where SLA miss has happened in the operational landscape. BCT has a structured approach to address the SLA misses and how performance can be improved to avoid such SLA lapses in the future.

- Identify: During RUN phase, Identifying SLA misses before they occur is critical to SLA driven operations. BCT has created Assets to alert the resolvers about the SLA as per threshold limits identified. While a ticket reaches 80% of its lapse time, an alert is triggered to the resolver via- email and SMS that the SLA miss is approaching. This helps the resolver to prioritize the

remaining activities to complete the task within SLA. In the event of SLA misses, these threshold limits are looked at and assessed as a part of the service improvement plan.

- <u>Analysis of SLA Misses:</u> BCT will be conducting a root cause analysis on the cause of the SLA miss and will come up with post RCA tasks to fix the root cause. During the RCA, the performance data, customer feedback and gaps with current performance and Minimum service levels expected will be assessed. A detailed report will be submitted to the client outlining the details of SLA miss, probable remediation actions and measurable outcomes.

- <u>SIP and Action tracker:</u> BCT ITIL Ops manager and Service delivery manager will create a detailed **Service improvement plan** outlining the specific actions and initiatives required to achieve the improvement objectives with timelines and milestones to review progress. This may involve process, tools and people changes which will be tracked for closure.

- <u>Knowledge Management:</u> BCT will focus on ambidextrous knowledge management to address any skill gap in the team- The knowledge academy BCT will be engaged for training by the service delivery team to mitigate any risk associated with skill gaps.

- <u>Periodic measurement to track progress:</u> BCT will be conducting SIP (Service improvement Plan) reviews every fortnight and progress will be reported to DHS stakeholders. Any deviation in the plan will be escalated to the BCT leadership for immediate action and remediation.

Chapter 15: *Service Delivery Governance*

Effective service delivery is the cornerstone of organizational success, ensuring that services are provided in a manner that meets or exceeds customer expectations while aligning with strategic objectives. Service Delivery Governance is a structured approach to managing, overseeing, and continuously improving the processes, standards, and policies that underpin the delivery of services.

This section will delve into the critical components of Service Delivery Governance, outlining the frameworks and practices essential for maintaining high-quality service standards, optimizing resource utilization, and ensuring compliance with regulatory requirements.

Service Delivery Governance and Control

The service delivery Governance structure will be used by BCT to meet the needs and aspirations of Arkansas. The governance mechanism will be driven by an Escalation mechanism, periodic reports, and governance structure. BCT will put in place an escalation process for distinct levels for issues. The following chart shows the escalation levels for the distinct levels of management involved. An escalation contact list will be provided to Arkansas as part of the starters pack when we start the Steady State.

Delivery Management Framework.

- **Integrated Governance** BCT's Delivery Governance is built on several critical pillars. The Roles and responsibilities are clearly defined. Each region has well defined delivery escalation process and the Chief delivery officer acts as single point accountable for delivery Management organization wide.
- **Alignment with Business Objectives:** BCT ensures that the delivery Management process aligns with the organization and client organization's strategic vision and goals. Business outcomes and value creation is kept as focus point on all delivery activities organization wide. The processes are standardized and audited periodically.

- **Contract Management**- Contracts are tracked continuously for compliance. Resources are allocated effectively to support the delivery activities as defined in the contract. This includes IT assets, IP, technology assets and software assets.
- **Risk management:** Identify and access all the Risks associated with the delivery. This includes project scope, resource availability, technology dependency, End of Life support and any other risk impacting successful delivery of project.
- **Performance Measurement:** Define measurable KPIs and SLAs for the Effectiveness of the delivery BCT delivery management team will continuously monitor performance against these pre-defined KPIS and SLAs and report to all clients including <<CLIENT>>.
- **Vendor Relationship management:** BCT will establish and document effective relationship management and dispute resolution processes for all vendors involved in the delivery process. This applies to vendor lifecycle management and periodic vendor scoring and evaluation.
- **Quality standards:** BCT will ensure that all the deliverables agreed in the delivery process are as per quality standards defined in the contract. Implement quality assurance processes in all steps of delivery and implement quality control measures to ensure that quality is met each instance.
- **Change management:** Implement change management processes to effectively handle changes to project scope, requirements, or deliverables. To avoid disruptions to delivery efforts, ensure that changes are documented, examined, and communicated to all stakeholders.
- **Continuous Improvement:** BCT will regularly review and assess the Effectiveness of the delivery management process to enhance quality, efficiency, and effectiveness.
- **Service level Agreements: Define clear and measurable SLAs within the delivery scope of** work to ensure service expectations are met. BCT will create a periodic reporting framework to measure and report these SLAs as per measurement criteria and frequency agreed.
- **Compliance with Legal and Regulations:** BCT ensures that the deliverables comply with applicable legal and regulatory compliance of the land. Including IP, anti-corruption, GDPR, HIPAA etc.

Our *'Fit-For-Future'* approach to Delivery Management is underpinned by anticipatory planning, judicious allocation of resources, and rigorous performance monitoring.

Delivery Control in Focus for Governance Meetings

Delivery Control					
Daily		**Weekly**		**Monthly**	

Daily Scrum Call	• New Tickets
	• Priority Ticket Status
	• Ageing Tickets
	• Tickets with 3rd party
	• Release / RFC
		Weekly Service Delivery	• Ageing Tickets
			• Open Ticket Analysis
			• Ticket Trend Analysis
			• Change requests
			• Releases in Plan
			• Event Analysis
			  • Repeated Events
				Monthly Service Delivery	• Incident Trends
					• Problem Management
					• Event management and Analysis
					• Areas of Improvements/ CIs
					• Production Releases Plan
					  • Last Month
					  • Next Month
					• SLA and Performance
					• Ageing Ticket Analysis
					• Problem Ticket Tasks
					• Knowledge Gaps and Action Plan
					• Knowledge Management -

		Weekly problem Management	Repeated Incidents Repeated Events P1/P2 Incidents- RCA Problem Ticket Actions		

Tracking and reporting data are vital to effective Service Delivery Governance, providing the transparency needed to ensure services meet defined standards and objectives. BCT will track and report metrics across the below 10 areas which will enable DHS to monitor performance, identify trends, and promptly address issues, thereby improving service quality

Operation Trends	Delivery Heatmap
Ticket flow and Ageing tickets	Security issues, Tickets
Operation SLAs	Asset Management Reports
Issues concerns	Risk and Vulnerabilities
Trends analysis	License Management, EOSL

Chapter 16: *Project Organization and Staffing*

BCT proposes the following organizational chart for staffing with predominantly onsite resources. We will plan and coordinate to ensure that anticipated twenty-five percent (25%) onsite presence for key personnel.

BCT is committed to onboard the required resources for the project in a timely and efficient manner. We will follow a rigorous process of talent acquisition, screening, training, and deployment to ensure that we have the best fit candidates for each role and responsibility. We will also adhere to the State's policies and procedures for background checks, security clearances, and confidentiality agreements.

Management Center
Relationship Manager
Project Manager
Service Delivery Manager

Functional Center
Business Analyst   Enterprise Architect
Solution Architects
Design Thinkers

Technical Center
Developers
System Analysts
Cloud Assessment Leads
Reporting Lead

Quality Center
Code Management   Testers
System Admins   Quality Controllers
Patch Management   DB Admins

Our staffing plan is flexible and scalable to accommodate any changes in the scope, schedule, or budget of the project. We will maintain a pool of qualified and experienced backups for each key position to ensure continuity and mitigate risks. We will also monitor the performance and satisfaction of our staff and provide regular feedback, coaching, and recognition to motivate and retain them.

We will coordinate with the State's project manager and other stakeholders to ensure that our resources are aligned with the project objectives and expectations. We will also communicate any issues or challenges that may arise during the onboarding process and resolve them promptly and effectively.
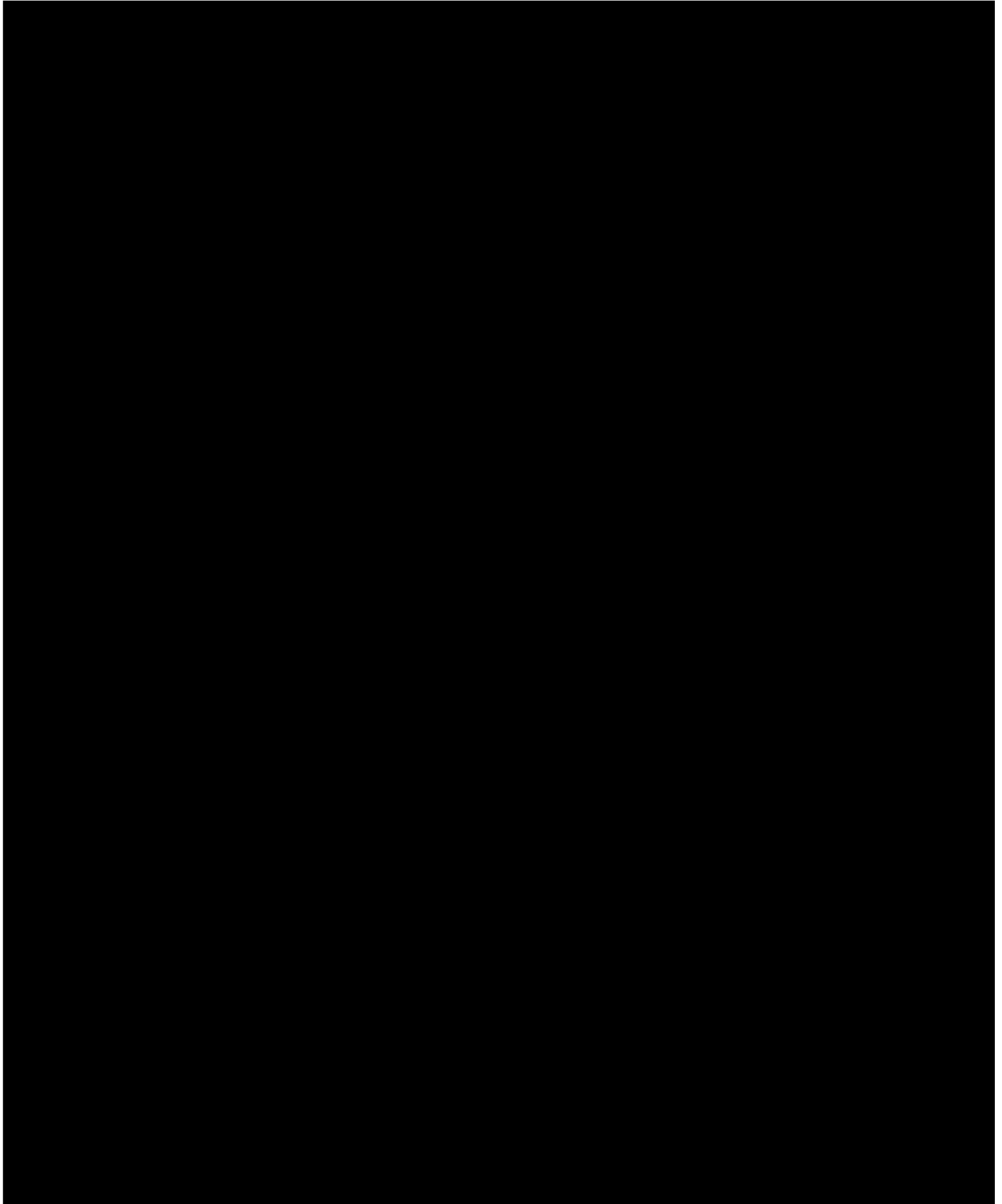
Chapter 17: *Knowledge Transfer to DHS*

BCT is committed to a " ███████████ approach that ensures seamless collaboration and effective knowledge transfer throughout the project lifecycle. This will be achieved through a combination of structured training programs, comprehensive documentation, ongoing support, and collaborative processes throughout the contract lifecycle.

1. Structured Training Programs

Staff Training

- **Initial Training**: Upon the implementation of any new application or enhancement, our team will provide comprehensive training sessions tailored to the needs of DHS development and support staff. These sessions will include:

  o System functionality
  o Troubleshooting common issues
  o Best practices for system use and maintenance

- **Ongoing Training**: We will establish a regular training schedule that includes refresher courses, advanced training for specific roles, and updates on new features or changes in the system.

- **Documentation and Materials**: All training sessions will be accompanied by detailed training manuals, user guides, and video tutorials. These materials will be updated regularly to reflect system changes.

Customer Training

- **User Training**: We will provide training to DHS program providers and end-users to ensure they can effectively utilize the new or enhanced applications. Training will include:

  o Hands-on sessions
  o Webinars
  o One-on-one coaching, if required

- **Training Updates**: Any updates to the system that impact users will be followed by an updated training session and materials, ensuring all users remain proficient in using the applications.

2. Comprehensive Documentation

User Documentation

- **Maintenance of User Guides**: We will ensure that all user documentation, including desk guides, is updated whenever system changes are implemented. This documentation will be designed to be clear and accessible, providing step-by-step instructions for all system functions.
- **Documentation Repository**: A centralized repository will be established where all user documentation can be easily accessed by DHS staff and program providers. This repository will be regularly maintained to ensure it is up to date.

System Documentation

- **System Changes Documentation**: Every modification to the system will be meticulously documented, ensuring that DHS has a complete and accurate record of the system's architecture, processes, and configurations.
- **Wiki Maintenance**: We will maintain a dedicated wiki for system documentation, ensuring that all system-related documentation is easily accessible and organized for quick reference.

3. Ongoing Support and Knowledge Transfer

Tier 2 Application Support

- **Incident and Problem Management**: Our team will provide Tier 2 support for in-scope applications, handling incident and problem management. Knowledge transfer will occur continuously as our support team works closely with DHS personnel, ensuring they are trained in resolving similar issues independently.
- **Collaborative Problem-Solving**: Through regular knowledge-sharing sessions, our team will collaborate with DHS staff to review incidents and solutions, ensuring that knowledge is transferred effectively.

Disaster Recovery

- **Disaster Recovery Planning**: We will work with DHS to develop and refine disaster recovery plans. Our team will conduct knowledge transfer sessions focused on disaster recovery protocols, ensuring DHS staff are fully prepared to manage disaster scenarios.

- **Disaster Recovery Testing**: We will assist in disaster recovery testing, providing hands-on training to DHS staff and documenting all procedures to ensure readiness in actual disaster situations.

System Audits

- **Audit Support**: Our team will support DHS during system audits, ensuring that all necessary documentation is in place and that DHS staff are trained to understand and manage the audit processes.
- **Security Documentation**: We will assist DHS in establishing, reviewing, and updating all security-related documentation, providing the necessary knowledge transfer to ensure ongoing compliance with security standards.

4. Security and Access Management

Access and Authorization

- **Application Security**: We will secure applications by managing user access, removing old IDs, and shutting off system authorizations when necessary. Our team will transfer knowledge to DHS staff to manage these security processes independently.
- **Security Testing and Remediation**: We will work with DHS to conduct application security testing, code scans, threat detection, and remediation. Our team will document all processes and provide training to DHS staff, ensuring they are equipped to manage security autonomously.

5. Continuous Improvement and Efficiency

Process Improvements

- **Efficiency Initiatives**: We will drive lower cost of ownership through strategic initiatives such as portfolio rationalization, application retirement, and cloud migration. We will document all processes and changes, ensuring that DHS staff are fully informed and trained on these efficiency improvements.
- **Automation and Best Practices**: As part of our continuous improvement efforts, we will implement automation tools and best practices, with comprehensive documentation and training provided to DHS staff to support the transition.

6. Collaborative Knowledge Transfer Approach

Knowledge Sharing Sessions

- **Regular Workshops**: We will conduct regular workshops and knowledge-sharing sessions with DHS staff, focusing on key areas such as system operations, troubleshooting, and new technology adoption. These sessions will be interactive, ensuring that DHS staff gain practical knowledge and experience.
- **Mentorship Program**: Our senior experts will mentor DHS staff, providing guidance and support as they take on more responsibility in managing and operating the systems.

Documentation and Handover

- **Final Documentation**: At the end of the contract period, we will provide DHS with a comprehensive set of documentation covering all aspects of the systems and processes. This documentation will serve as a reference for DHS staff to manage the systems independently.
- **Handover Process**: We will ensure a smooth handover by conducting final knowledge transfer sessions, addressing any outstanding questions, and providing DHS with all necessary tools and documentation to continue operations without our direct support.

Chapter 18: *Key Personnel*

████████████	
Background	Has over **20 years** of consulting experience with large MNCs and Fortune **500 companies** in the Middle East, Asia Pacific and the USA. Based out of **Birmingham**, AL and manages BCT's business for the Southeast of the US; heads the operations with a road map to set up centers of excellence in Birmingham, Alabama to support and enhance IT initiatives of the Southeast corporations.
Qualification/Education	Masters in management
Relevant Years of Experience	25+ years
Experience Summary	• Led Integrated Revenue Management engagement for several large public sector organizations to manage their customer requests, applications and transactions effectively on a single-window basis. • Drives the Predictive Analytics solutioning for the Manufacturing and supply chain clients in North America. • Leads the solutioning and Business development of the Fan Experience Analytics solution that enables leading sporting teams to capture, measure and monitor Real time fan feedback. • Heads the Knowledge Process Outsourcing team providing services for the financial services firms in the Americas. • He is experienced in the field of Asset Management and consulted with the largest Transportation major in the Middle East with managing their assets worth $ 250 Million • Managed the program for the roll out of an Enterprise Architecture engagement for a large Public Sector entity in the Middle East. • Managed the roll out of the electronic payment initiative in the United Arab Emirates through the ePay solution architecture. The activities included their Mobility strategy, on boarding banks for Direct debit program and integration with the Central Bank.

Background	Todd has 35 years of consulting experience successfully delivering results for local and state government entities. He has led large-scale projects in business process improvement, financial and organizational assessments, grants management technology implementations, workforce development, stakeholder outreach and inclusion, employee engagement and change management and communications
Qualification/Education	Bachelor of Business Administration
Relevant Years of Experience	35+ years
Experience Summary	• Led state-wide transformation and agency consolidation under the Governor's office, reducing the size of government while improving its delivery and efficiency: • Led business process improvement, change management, employee engagement and governance for ERP implementation; also led state-wide transformation and agency consolidation project under the Governor's office, reducing the size of government while improving its delivery and efficiency • Led county-wide 311 projects focusing on change management and communication, working closely with the Chief Information Officer (CIO) and county executive leadership team • Program design, performance and administration improvement • Process improvement and change management; led state-wide transformation and agency consolidation under the Governor's office; led state-wide business process improvement project for the Department of Corrections
Training/Certifications	• Villanova University Essentials of Project Management, Lean Six Sigma and Six Sigma Green Belt

Background	Over 10+ years of BI experience as a BI Data Architect, Senior BI Lead Developer in the field of analysis, design, development, implementation, support and management. Over 2 decades of Project manager / Technical Project Manager / Senior Lead Consultant experience in various projects. Overall 3 decades of professional IT experience. Demonstrated leadership abilities and teamwork skills. Possess good Functional knowledge in the areas of Finance / Sales and Distribution / Purchasing / HR and Manufacturing.

████████████████████	
Relevant Years of Experience	10+ years
Experience Summary	• Architecting the data flow from external systems to the data warehouse • Analyzing and modeling the data for reporting needs • Performed Gap analysis • Building, publishing and report scheduling using Tableau server. • Developed Tableau visualizations and dashboards using Tableau Desktop. • Developed Tableau workbooks from multiple data sources using Data Blending. • Created and Fine-tuned SQL Queries for maximum efficiency and performance. • Generated Tableau Dashboard with quick/context/global filters, parameters and calculated fields. • Created Tableau Dashboards with interactive views, trends and drill downs along with user level security. • Created folders, groups and assigned permissions • Build data model required for the project • Liaison with the business on understanding the business needs • Prepare functional documents and provide walkthrough to the developers on the functional understanding • Be part of testing and provide feedbacks • Provide technical help to the developers • Be part of Project team meeting to provide updates to the management • Architected the file and ETL framework so to enable developers to read data from file or objects and load it to the target object or file. When no transformation required, these frameworks will be used to bring down the development timeline. • File and ETL Framework was built on SnowSQL and Snowpipe • Be part of SCRUM meetings and manage delivery timelines • Providing updates to the management • Prepare required documents and maintain wiki page

████████████████████	
Background	Morgan leads the Digital Transformation and Automation service at Weaver. With 13 years of business experience and educated in the latest methodologies at Harvard, he regularly works with organizations at all stages of their digital transformation journey,

████████████████████████████	
	helping to define and deliver results that are sustainable, scalable and aligned with the organization's needs
Qualification/Education	Bachelor of Science, business administration, the University of Texas at Dallas
Relevant Years of Experience	13+ years
Experience Summary	• Morgan and his team own Weaver's internal data warehouse, giving them on-the-ground experience implementing, managing and maintaining digital processes. • He programs in multiple languages and has an in-depth knowledge of accounting and operations, providing unique insights for his clients. He regularly operates as a subject matter advisor on data visualizations, process automations, application implementations, performing technical analyses, and developing data models. With a wide breadth of experience across many different applications and methodologies, he's successfully helped organizations identify and implement the solution best for their operations, whether have billion-dollar annual revenues or are just starting up.
Training/Certifications	• Professional Development Program, Leading Your Organization's Digital Transformation, Harvard

████████████████████████	
Background	Trip has more than 11 years of hands-on experience evaluating IT security in a broad range of environments. He's performed and led over 200 substantial audits across hundreds of unique IT environments and is regularly called on to help organizations evaluate their overall security posture and develop prioritized, balanced roadmaps for increasing security maturity. He also performs IT risk assessments, IT audits, vulnerability assessments and penetration tests to help companies maintain ongoing security over time.
Qualification/Education	Bachelor of Business Administration, management information systems, Baylor University
Relevant Years of Experience	11+ years
Experience Summary	• Trip remains at the forefront of best practices, regulatory requirements and leading frameworks (including COBIT, NIST-CSF, TAC 202, CIS20 CSC, ISO 27001).

██████████████████	
	• Highly respected in his field, Trip teaches security auditing classes across the nation for the SANS Institute, the leading research and education organization for security professionals.
Training/Certifications	• Certified Information Systems Security Professional (CISSP), Certified Information Security Auditor (CISA), Certified Ethical Hacker (CEH), GIAC Certified Penetration Tester (GPEN), GIAC Certified Forensic Examiner (GCFE), GIAC Systems and Network Auditor (GSNA), GIAC Certified Windows Security Administrator (GCWN), Certificate of Cloud Security Knowledge (CCSK) and PCI Qualified Security Assessor (QSA)

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Background	Over 13+ plus years of IT experience in Software development involving analysis, design (System/OO), development, deployment, testing, documentation, implementation & maintenance of application software in client/Server and multi-tier architecture across multiple business domains.
Relevant Years of Experience	10+ years
Experience Summary	• Experienced Oracle Retail POS and Backoffice developer with expertise in Java/J2EE, Spring, and Hibernate. • Proficient in developing Restful and SOAP web services. • Skilled in scripting languages like Shell and knowledgeable in Python. • Strong Object-Oriented Developer with experience in Software Design and Product Engineering. • Proficient in Spring modules: Spring Boot, Spring Core, Spring AOP, Spring JDBC, Spring ORM, Spring Web, Spring Data, Spring Security, Spring Actuator. • Good experience in JavaScript. • Experienced in database design, schema management, and writing SQL queries, stored procedures, functions, and triggers. • Knowledgeable in build automation tools like Jenkins and Gitlab. • Hands-on experience with web servers and application servers (Tomcat, BEA Weblogic, JBoss). • Experienced with HP QC Automation testing application. • Expertise in configuration management tools such as GIT, CVS, SVN. • Played key roles in project completion and team coordination in fast-paced, competitive environments.

	• Effective communicator with technical, management, and customer-facing skills. • Experienced in mentoring and training team members for enhanced performance. • Involved in effort estimation and project planning. • Skilled in coordinating with offshore and cross-functional teams to meet project timelines. • Proven ability in requirements gathering and documenting use cases.

Chapter 19: *Staff Augmentation Capabilities*

BCT Human Resource Philosophy

The Human Resource Philosophy at BCT aims at attracting the brightest of talents from the industry, managing their aspirations and ambitions, creating an environment that encourages learning and ensuring that all our talents see a career with us and grow with the organization. At BCT, HR practices are completely aligned to the business in terms of current business needs as well as future requirements.

BCT is an equal opportunity employer. As a global player, BCT recruits' people from all around the globe. We believe that our employees from many different cultural, linguistic, and national backgrounds provide us with valuable knowledge for understanding complex international markets.

BCT's commitment to retain transitioned personnel is emphasized through the following.

- Retention practices
- Performance Assessment
- Training policies and practices
- Career Development and
- Compensation and Benefits

At BCT, we believe that attracting and holding interest of technology professionals is the key to managing turnover and acquiring talent. We deliver this by aligning our people strategy with business objectives. BCT has a well-crafted retention strategy for all its associates. The diligent implementation of these focused strategies ensures that BCT is transparent to issues that could arise out of associate attrition.

BCT Staff Augmentation at a glance

In this section, we have provided the staff augmentation service at a glance:
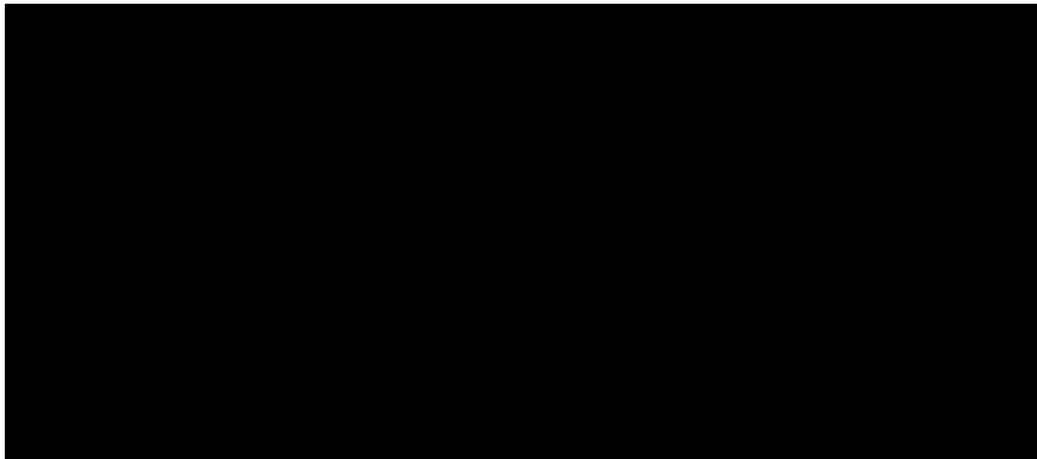
Frameworks – BCT has built ████████████████████████████████ specific to IT Staff augmentation services. these frameworks include wide ranging of tools such as:

- Smarter D for Management Center
- Epiance for Transition
- Workable
- Dropthought for continuous feedback

These frameworks, approach and tools enable us to simplify and streamline the overall staff augmentation process from hire to retirement.

Virtual Pool – BCT is in the IT services industry for the past 25 years and has served several of our customers. Over the course of this journey, BCT has built a profiles repository. This, our own proprietary database of 100000+ profiles across various skills and wide range of experience and expertise

Partnerships –BCT has worked with more than 475+ universities across globe. BCT has strong network of academic partnership and strategic association with institutions such as Stanford, Kellogg's, University of Alabama etc. These alliances have helped us attract, recruit and integrate best of breed talent into our organization. We have also partnered with these institutions to bring their Knowledge and Expertise to help Co-innovate with our customers.

Technology Partners & Subcontractors - BCT has been partnered with Oracle, IBM, TIBCO, AWS, Microsoft, Blueprism, UiPath, databricks, Salesforce, Parkour SC, Zycus, Coupa, GEP, Lightbend, Cerner, Clover, Nokia, PINC, Tekion, Sonatype, denedo and Singlestore etc. We also have associated with several subcontractors across globe.

Upskilling & Cross Skilling – BCT's Learning & development initiatives attract and retain talent. Some Programs like **BCT Guru** (internal trainers-led mentoring sessions) and **POC Contests** (proof-of-concept contests to bring out ingenious solutions to longstanding industry problems)

are such examples. We have found POC Contests to be a great way to solve customers' challenges as they generate diverse creative and technical solutions to circumvent business hurdles. Yet another differentiator is the BCT Learning World which is the professional body of BCT focusing on people development and Talent readiness. We undertook several phases of research to understand trends and current priorities of IT industry learning to propel ourselves towards the learning revolution.

Fulfilment of Niche/Premium Skills – BCT has proven experience in fulfilment of Niche/Premium skills across level of experience. Some of the skillset for technologies including Artificial Intelligence & Machine Learning Technologies, AWS/Azure Cloud Services (PaaS and IaaS), Big Data Platforms (Hadoop, Cloudera, Hbase, etc), IoT Technologies etc.

Experience – BCT has more than 25 years of experience in providing staff augmentation services for the public and private sector firms across the globe.

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▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮: Aimed at ensuring minimal risk, talent-on-tap comfort for our clients. The **Post Pandemic -Talent Market** is in a flux and there is need for special focus on timely fulfilment. We propose a distinct approach for State 's talent fulfilment with our **"FASTER"** Talent supply chain framework.

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We achieve FASTER Talent Fulfillment through a five in a box model (Talent Acquisition, Resource Management, Technology Practices, Talent Development & Service Delivery) joining hands to ensure the timely fulfilment of requirements.
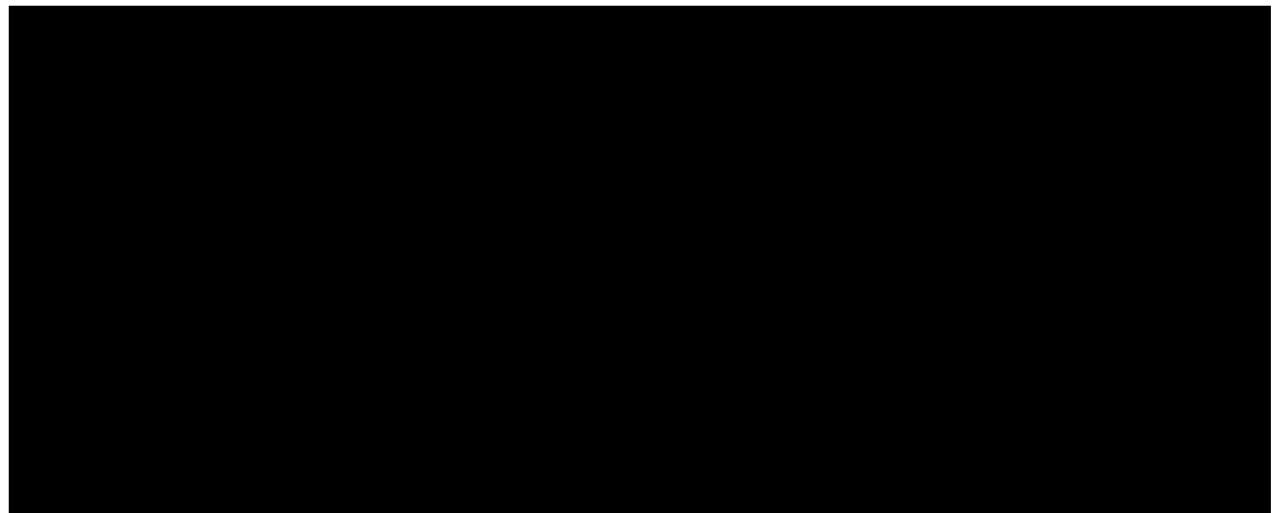
is a comprehensive approach comprising of Talent Acquisition, Preboarding, Onboarding, Life Cycle & Talent Development – each of these pillars include multiple sub-processes. This ecosystem is supported by a robust Governance Mechanism to monitor SLAs & KPI's. Our Technology Practices seamlessly monitor the optimal deployment of resources and engagement governance to ensure continuous SLA management, reduce risk, and continuous improvement.

Applicant Tracking System	Our entire hiring is driven by a strong & Transparent ATS with real time dashboard
Collaborative Approach	Help us in identify the key elements of the role
Customized Sourcing Team	SME - Technical Recruiters for FTE, W2/1099, C2C, Headhunters/Partners
Rapid Action Team	CommandCenter Fuel Rapid action
Sourcing channels & Gamification	Wide range of Sourcing Channel & unique Gamification for recruiters
Certified Technical Panel	Technical Panel for candidate interviews
POFO – Prelude	Post offer follow-up team to ensure continuous connect
Risk Assessment Team	Knowing the pulse of the candidate to reduce the risk of offer drops

Resource lifecycle Management as extension to FASTER Framework
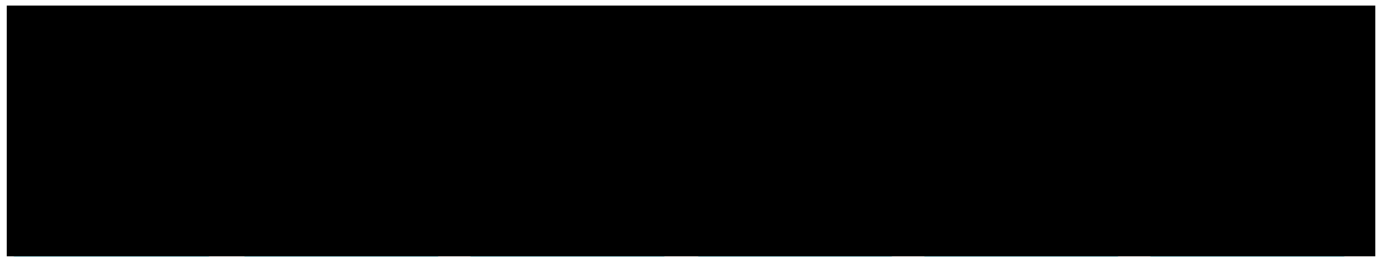
BCT AI led Talent Acquisition:

At BCT, our proficiency lies in adeptly fulfilling customer hiring requirements by leveraging our extensive internal talent pool. External market scouting is exclusively reserved for acquiring skills not readily available internally. Our AI-based hiring tool serves as the cornerstone of our recruitment strategy, imbuing it with unparalleled precision, agility, and scalability. Through advanced algorithms and machine learning capabilities, our ▋ tool revolutionizes the recruitment process. It analyzes vast amounts of data to identify top talent, predict candidate suitability, and match skill sets with job requirements. By automating repetitive tasks such as resume screening and candidate ranking, we optimize our talent acquisition workflows, saving time and resources while maintaining quality standards.

Moreover, ▋▋▋ enables us to proactively address diversity and inclusion goals by removing unconscious biases from the hiring process. It ensures fair and unbiased candidate evaluation, promoting a more equitable workforce representation. In essence, by harnessing the power of artificial intelligence, we not only streamline hiring processes but also cultivate a dynamic and inclusive workplace culture that empowers both our clients and our talent to thrive in a rapidly evolving market landscape.

The AI tool has significantly accelerated our recruitment process, achieving a hiring rate 3X faster than traditional methods. Moreover, it has not only boosted speed but also enhanced the quality of our hires, resulting in increased customer satisfaction.

BCT Approach for handling Staff fluctuations:

At BCT, we employ a Core-Flex Model of Engagement to ensure flexibility and efficiency in our service delivery. Our core team is deployed to provide the essential services outlined in the scope of engagement, ensuring a consistent and high-quality delivery. Additionally, we maintain a pool of qualified resources that can be ramped up quickly to meet any increased demand. Conversely, when there is a resource surplus, we ramp down these resources, returning them to our pool for redeployment in other projects. This approach allows us to adapt swiftly to changing project needs and optimize resource utilization, ensuring that the engagement is not affected by any fluctuations.

Chapter 20: *BCT L&D Academy*

BCT prioritizes Knowledge development by fostering an environment where employees are encouraged to expand their expertise and stay updated with industry trends. We ensure that all employees acquire the essential skills and knowledge required for their roles by implementing mandatory learning hours. Also, the KRA's are tagged to their learning and development. This focus on growth ensures that the workforce remains competitive and capable of contributing to the organization's long-term success.

BCT Learning and Development

At BCT, we equip our talent with the skills that will help them contribute to the strategic goals of the organization and promote a healthy learning culture.

At BCT we integrate the latest AI-driven technologies and leverage modern Learning Management Systems (LMS), with LinkedIn Learning as a primary platform for upskilling our workforce. This modern approach ensures that our team not only meets current industry standards but is also poised to excel as technology evolves. Below, we detail our processes and documentation strategies:

Process Overview

1. Skills Assessment and Gap Analysis

- We regularly assess the skills of our workforce to identify gaps relative to industry standards and project requirements.
- **Tools and Techniques**: Use AI-driven analytics tools to process data from performance reviews and skills assessments, identifying trends and gaps in real-time.
- **Documentation**: Maintain dynamic skill inventory dashboards that update as assessment data is collected.

2. Personalized Learning Paths

- **Objective**: Develop customized learning paths for each employee based on identified skill gaps and career progression goals.
- **Tools and Techniques:** Integrate our LMS with AI algorithms that suggest courses and certifications from LinkedIn Learning tailored to individual needs.
- **Documentation:** Generate personalized learning roadmaps that are documented within our LMS and accessible to both the employee and their manager.

3. Continuous Learning and Development

- **Objective**: Foster a culture of continuous learning by providing ongoing access to educational resources and training opportunities.
- **Tools and Techniques**: Utilize LinkedIn Learning coupled with our internal LMS to deliver a mix of self-paced, instructor-led, and collaborative learning experiences.
- **Documentation**: Track learning progress and completion rates within the LMS, with regular updates to individual development plans.

4. Certification Tracking and Management

- **Objective**: Efficiently manage and track professional certifications to ensure compliance and up-to-date qualifications.
- **Tools and Techniques**: Deploy a digital certification tracking system that integrates with our HRIS and LMS, using AI to notify managers and employees of upcoming renewal dates and related training opportunities.
- **Documentation**: Maintain a certification inventory that is regularly updated through the LMS, providing reports on certification status, expirations, and eligibility for recertification.

5. Skills Verification and Certification

- **Objective: Validate the skills and competencies acquired through training and ensure they** meet industry standards.
- **Tools and Techniques**: Conduct skills verification tests and practical assessments within the LMS, utilizing AI to grade and provide feedback.
- **Documentation**: Record assessment results and certification achievements in individual employee profiles in the HRIS and LMS.

Modern Tools and Technologies

AI-Driven LMS Features:

- **Predictive Skills Analysis**: AI algorithms predict future skill requirements and suggest preemptive training.
- **Automated Content Curation**: AI curates and recommends learning content based on job roles, industry trends, and individual learning patterns.
- **Engagement and Performance Analytics: AI monitors learner engagement and** performance, providing insights to optimize the learning experience.

Integration with LinkedIn Learning:

- **Extensive Course Library**: Access to a vast array of courses covering a wide range of topics and skills, updated continuously to reflect the latest industry trends.
- **Expert-Led Training**: Courses designed and delivered by industry experts, providing high-quality, actionable learning.

- **Social Learning Features**: Facilitate knowledge sharing and peer learning, enhancing the learning experience through community interaction.

Documentation and Reporting

- **Learning and Development Reports: Regular reports on training progress, skills** improvement, and compliance with training mandates.
- **Certification Dashboards: Interactive dashboards that provide real-time visibility into** certification statuses across the organization.
- **Annual Training and Development Review**: Comprehensive analysis of training outcomes, ROI, and alignment with strategic goals.

Our holistic approach to resource skill maintenance and improvement ensures that our team remains at the forefront of industry developments. By leveraging cutting-edge AI technology and comprehensive learning platforms like LinkedIn Learning, we provide our employees with the resources they need to succeed and drive the organization forward. This strategy not only enhances individual careers but also bolsters our company's competitive edge in the market.

Specialized Learning & Development unit's key focus:

- To create and deploy learning interventions that support organization and business requirements
- Promote a minimum of 40 hours of learning/employee per year as per the L&D policy of the organization
- Identify learning needs and bridge skill gap (Up-skill, Re-skill & Cross-skill)
- Provide value add training for BCT clients and identify P&L opportunities

Training Need Analysis (TNA) is an exercise we carry out at the end of every year to chalk out the behavioral & technical training requirements for each BU and at an organization level. The training calendar plan is devised based on TNA. >90% of the talents in our organization believe in investing in training for self-development.
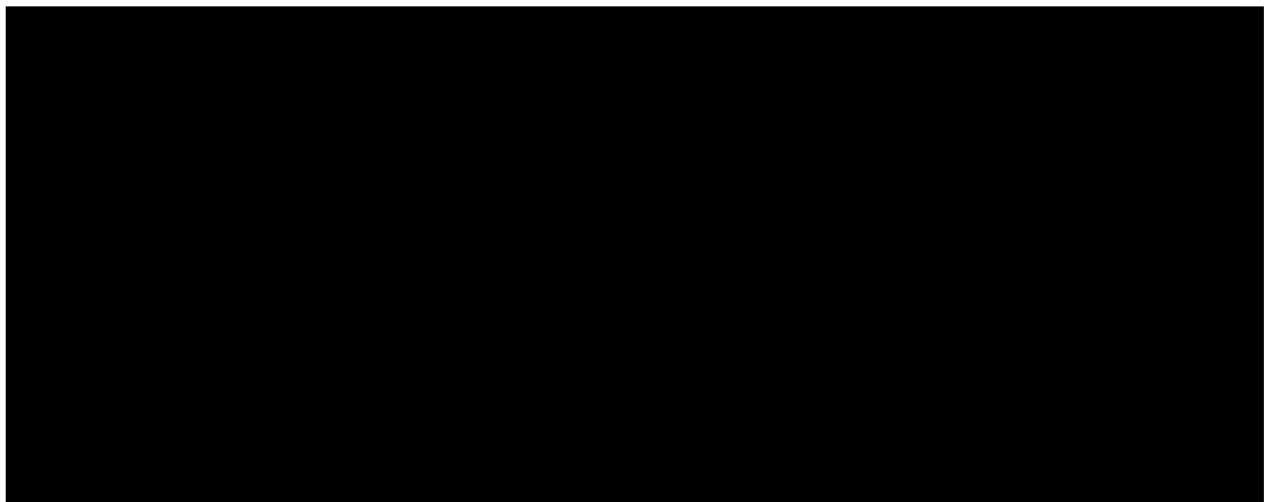
Also, we have **certification sponsorships** that is validated and approved by the Business Heads and then shared with L &D team. The associate should pick up a program relevant to their role and obtain BU Head approval before this is processed.

During the pandemic, we launched the **Learning Gateway Program**. This focused on upskilling, cross-skilling, and reskilling associates in various technologies and skill sets with the help of external online training platforms.

We constantly ensure that our employees are trained in future technologies. The promotion of a monthly training calendar brings awareness and fosters a learning culture. Also, **Digital Technology Forum (DTF)** was launched to develop as learning communities various emerging technologies. Subject matter experts from BCT's internal talent pool imparted global webinars for associates on wide-ranging topics.
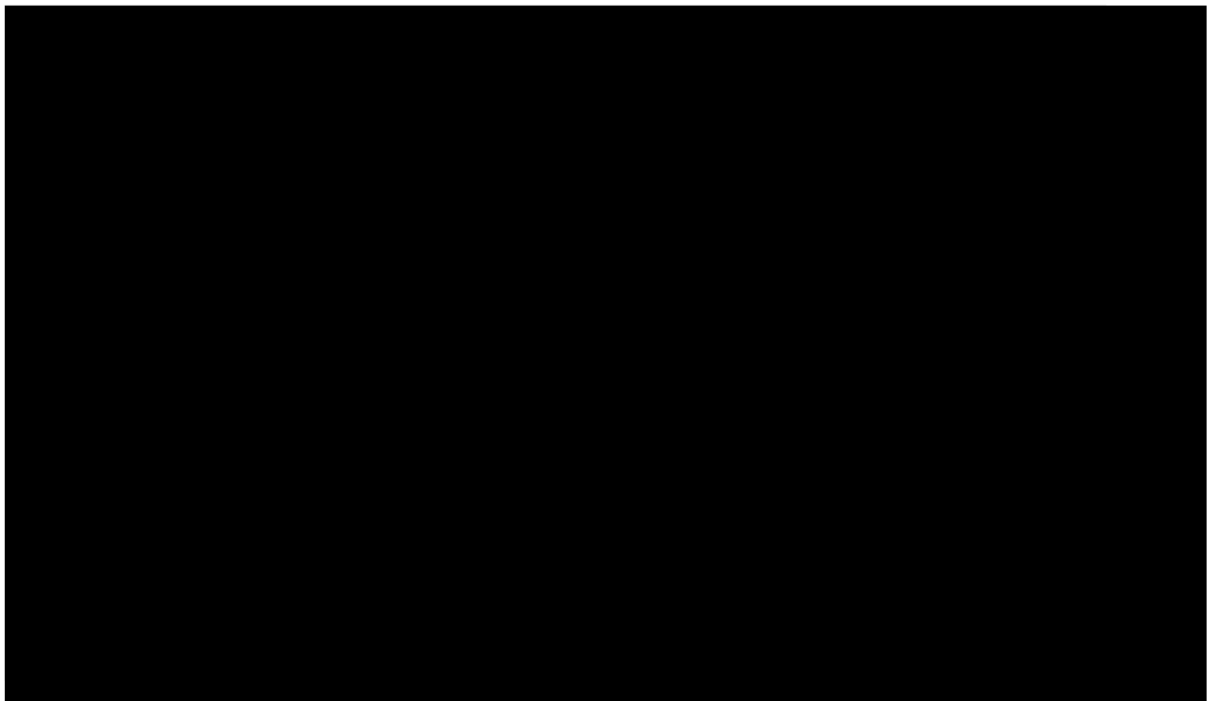
Our Learning Academy snippet:

Chapter 21: *Employee Retention Strategy*

BCT prides itself on maintaining a remarkably low employee attrition rate, significantly lower than the market average. This achievement reflects our commitment to fostering a supportive and engaging work environment. By prioritizing employee satisfaction and growth, we ensure long-term retention and loyalty.

BCT Staff Retention Capabilities

We have devised unique programs in the **9 GPTW practice areas** as given below which has helped us to retain our best talents even in the talent flux post pandemic. We are well below the industry average on turnover a testimony of the efficacy of the programs we have devised -
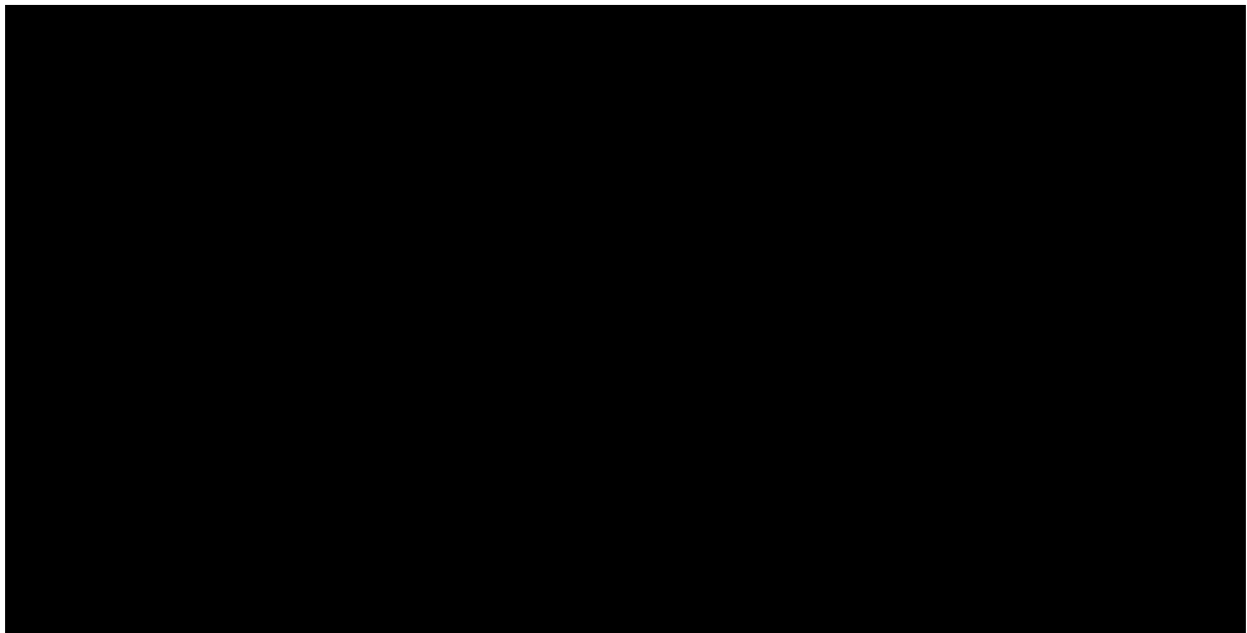
Associate Delight & Trust Index: Our Associate Delight and Trust Index, currently at 86% specifically for our business unit indicates a work environment characterized by respect, credibility, pride, camaraderie, and fairness.

Maintain virtual capacity: For all the critical role, we maintain a virtual capacity apart from the upskilling /cross-skilling programs we run to ensure sustenance.

Monitoring passive job seekers & assessing flight risk of employees: We also proactively monitor the passive job seekers from various job portals and take necessary proactive measures.

During the **initial onboarding period** all associates will receive feedback and will provide training and guidance to help them become familiar with, and competent in, performing the work they have been appointed to do and the performance and progress will be assessed.

Additionally, we also assess the **flight risk of employees** periodically. The outcome of this activity is shared to take pre-emptive steps to arrest productivity loss. **Early warning signal** is a proactive model used for associate retention,

Sample Dashboard - ████████████████

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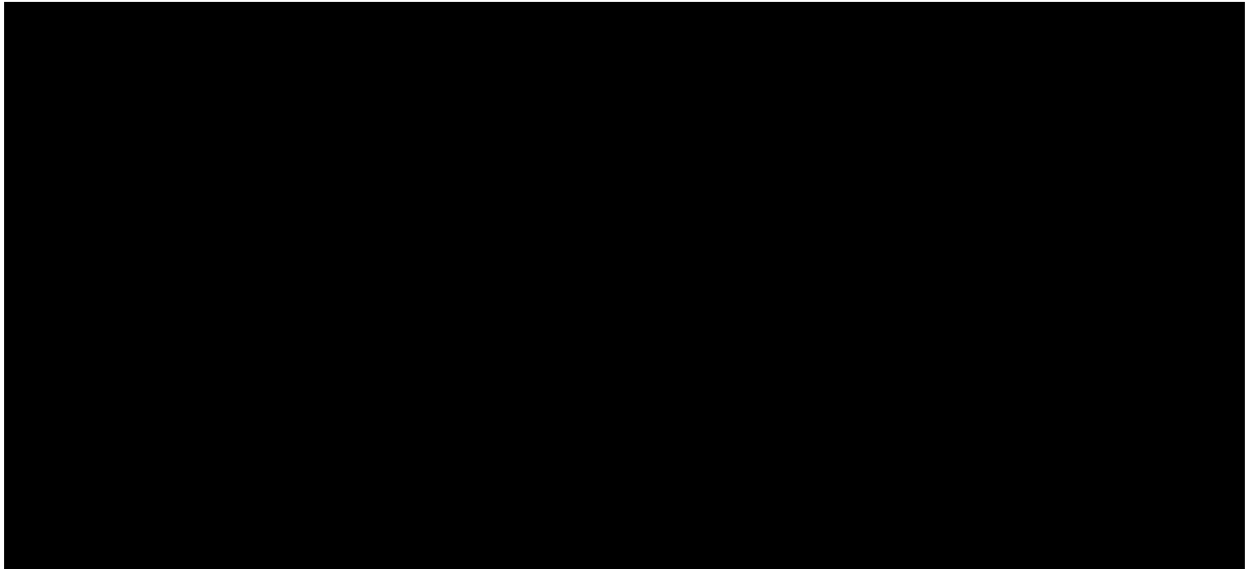
Approach: Business HR connects with associate and Manager one-on -one and solicits feedback based on Hertzberg's factor theory of Motivation. The sensitive areas such as Utilization | Role Satisfaction | Skill Marketability | Punctuality| Relationship with Managers /Peers | Work life balance |Attitude | R & R |Other Critical factors are validated for pulse check along with few objective factors and then we arrive the RAG report.

The objective factors are the Consecutive performance rating, Tenure in the job level, Compensation ratio. ██████████████████████████████

REAP.

Associate Trust & Delight Model
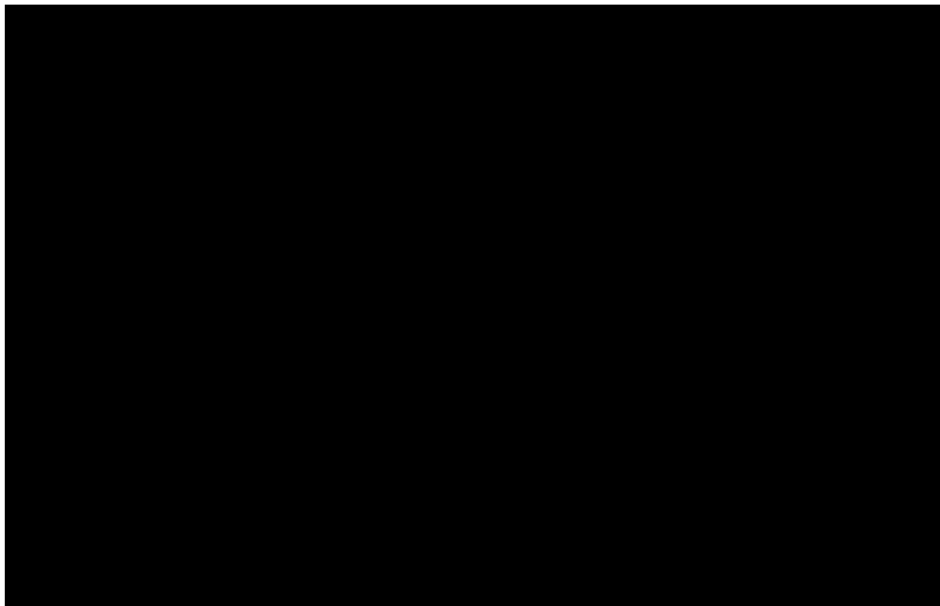
Associate Trust & Delight our Talent Engagement model, inspired by the GPTW, is one of the most reliable models to retain talent and achieve Associate Trust and High employee delight index score. Workplace trust revolves around these three sets of critical relationships.

- Between management and Associates
- Associates and their colleagues
- Associates and their work

We at BCT have made real efforts to build a strong bond and sustain all three sets of these relationships and align it with our core values and strategic vision through:

- Inspiring leadership & Two-Way communication

- Caring, Developing and Thanking employees
- Hiring the right talent, Celebrating and Sharing the rewards of success with our associates and the Society we operate in.

BCT Associates Longevity **90**% 3+ yrs.   **60**% 6+ yrs.   **25**% 10+ yrs.

Longevity of Resources:

BCT has a unique track record of retaining employees for long-term tenure. BCT can provide the dedicated key personnel identified above - some of them are founding members of BCT and their association with BCT ranges from 10 to 20 years – for this contract. Our proposed contract administration structure has diversity of around 23% with industry domain leaders specialized in Government and Process Maturity. Our Cultural fitment is in-sync with DHS and view this relationship very strategically right up to the Board Level.
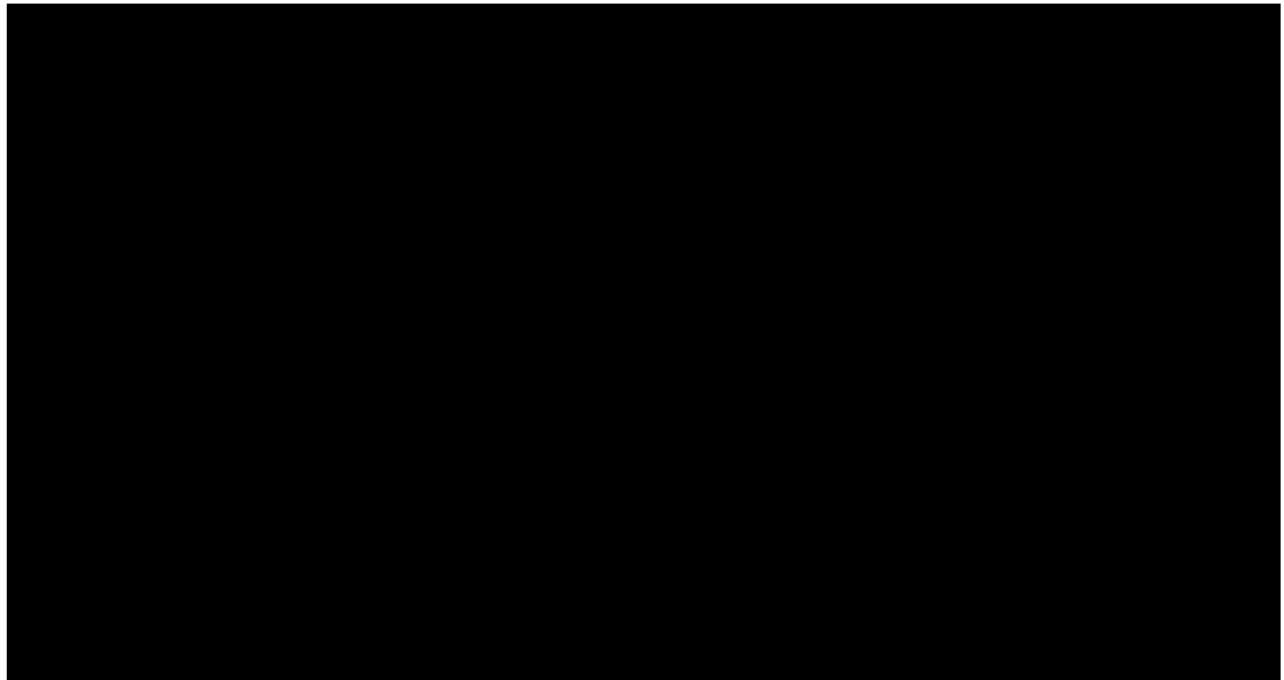
Career Relaunch Program

Targeted at bringing women who have taken a career break back to mainstream work, this initiative facilitates us to gauge the sentiments and challenges of employees who join us through the Relaunch program.
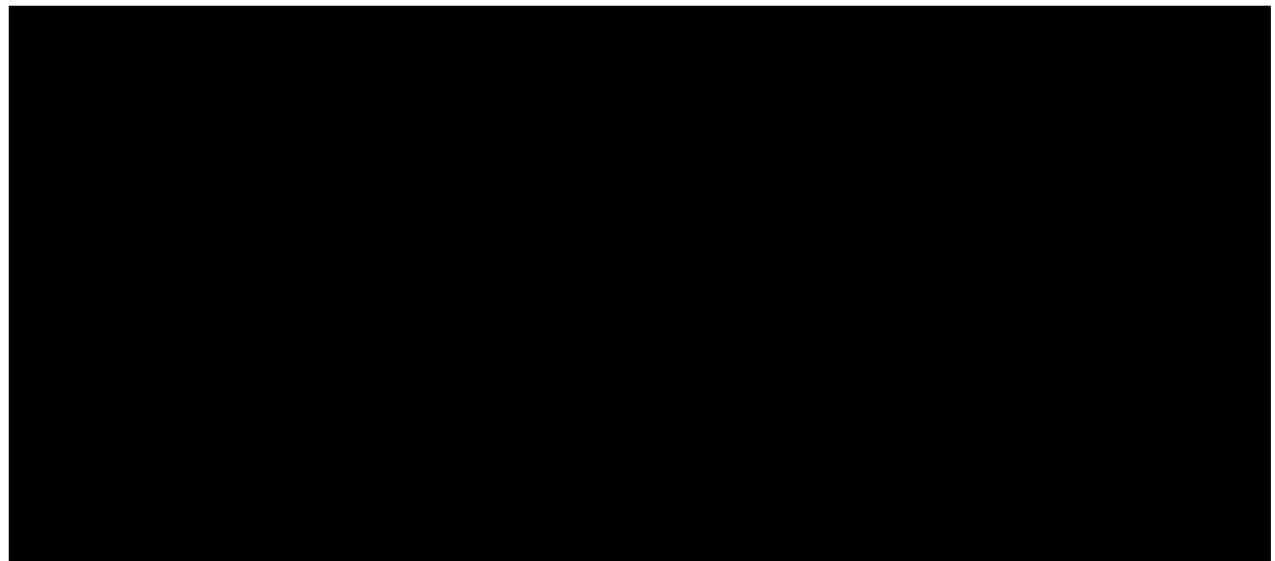
WATER Program

is a women empowerment platform. Women across the BCT world have been at the receiving end of the pandemic as they take up more work in doubling up as caregivers and professionals. To support women through the pandemic, we conducted regular sessions to help the talents navigate through the COVID-induced stress scenarios.
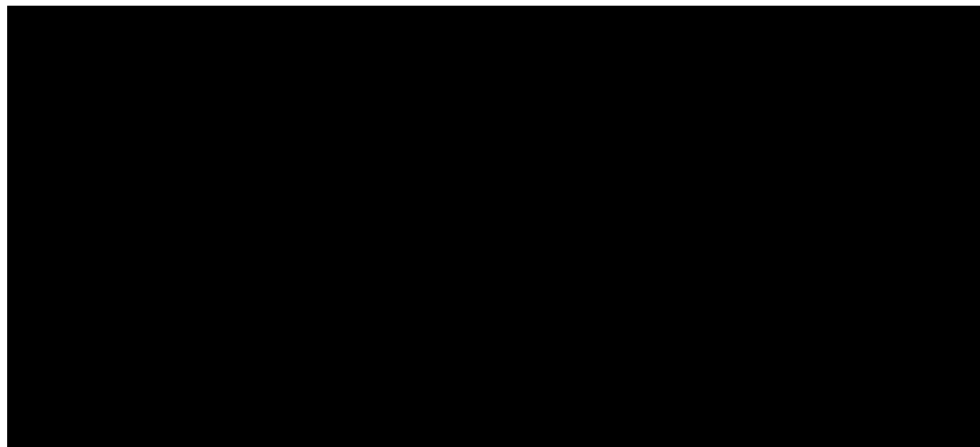
Moving ahead, these programs will be part of our mainstream practice for recruiting and managing talent.

Chapter 22: *Staff Experience*

Summary	Having 10+ years of overall experience in working in IT Security, SOC and Compliance for various customers across globe
Professional Experience	Working as a Security Expertise in implementation of various Security tools and technologies IBM QRadar and QRadar on Cloud, SentinelOne, Mimecast, Rapid7, Cisco AMP, Falcon Crowdstrike, AD, IPS/IDS, switches, routers, Cisco Umbrella, Cyberark, Checkpoint firewall, Linux/Windows servers, Microsoft DHCP Falcon Crowdstrike and Carbon Black protection with IBM Qradar. • Strong knowledge in administration of SIEM, Email Gateway, Proxy, Firewalls, VPN, Endpoint Detection Response and DLP • Strong knowledge of vulnerability assessments using tools to evaluate attack vectors, identify system vulnerabilities and develop remediation plans and security procedures. • Have Implemented NIST Cyber security Framework for Multiple clients across the globe • Build and tune custom Use cases, dashboards, searches, reports on SIEM platform based on latest cybersecurity threats and business needs • Good knowledge on NIST cybersecurity framework • Act as a point of escalation for Cybersecurity by providing guidance and mentoring to associate security engineers/analysts. • Provide cybersecurity training to upskill the team. • Managed review of all security risk management and related functions. • Ensure compliance with company policies and security industry regulations. • Ensure the alignment of project objectives with the strategic objectives of the Organization • Functioning as an escalation point to resolve cybersecurity issues escalated from the team/client. • Forecasting the future needs of cybersecurity demands and planning the technology & resources accordingly. • Providing tactical / Technical guidance; Alignment of the project goals with expectations

	• Manage all client communications, conflict resolution and compliance on client deliverables and revenue
	• Participating in review meetings with Client managers and BCT's senior management
	• Coordinating with the Client on cybersecurity business deliverables
	• Manages cybersecurity PO's, SOW's, contracts and contract renewals
Training & Certification or Technical Skills	• CEH • CHFI (Computer Hacking Forensic Investigation) • IBM Qradar • CISM (Pursuing)

Summary	Web Applications Developer with extensive experience designing, coding, testing and supporting next-generation software solutions in the .NET Framework and Visual Studio environments. Proficient in an assortment of software technologies, including Visual Studio 2012, MS SQL Server, Team Foundation Server, Visual SVN Server, Crystal Reports, Internet Information Service, Microsoft Office, and Adobe CS 5.5/6 (Dreamweaver and Photoshop). Engineer web application solutions in a variety of languages, that include HTML 5, SQL, C#, CSS, JavaScript, jQuery and XML.
Professional Experience	• Engineer multitier Web applications using Visual Studio, ASP.NET and AJAX • Design for data independence with Entity Framework, LINQ and ADO.NET and leverage distributed sessions, page inheritance and caching in ASP.NET • Ability to create and consume web sites and reusable .NET objects • Program a business layer with objects and distributed transactions • Create responsive User Interface (UI) using AJAX Extensions and the AJAX Control Toolkit • Develop fast, efficient Web pages with WCF Web services and jQuery • Develop Cascading Style Sheets and enhanced JavaScript development for Web Applications • Assist with database optimization with tables, stored procedures, and user-defined functions • Develop databases and implement data mining for reporting determinations MS SQL Server 2012 • Engineer consistent SQL Server Integration Service Packages and SQL Server Reporting Services

	• Maintain exceptional customer service successfully meeting deadlines for tickets/software support
	• Manage and schedule communication management systems' announcements
	• Perform stress testing on systems' releases/upgrades and train users successfully for software usability
	• Administer the software infrastructure CMS to support and produce a variety of website pages
	• Design visual interfaces utilizing user-centered design for web applications and notifications
	• E-Learning system Blackboard (Server admin, settings, course creation, design, user management)

Summary	Experience in Project Management and Coordination
Professional Experience	• Manage and coordinated projects with staffs and managements
	• Communicate and collaborate with internal and external stakeholders
	• Experience in advance collecting, gathering, implementing, extracting, and monitoring of necessary data onto Excel spreadsheet
	• Develop and present quantitative and qualitative reports for leaderships and stakeholders
	• Plan, organize, conduct, test, and implement systems and processes
	• Recommend sufficient and efficient processes for business improvements and workflow
	• Report on recognized improvement opportunities and possible future potential risks
	• Ensure compliance with established internal control procedures by examining records, reports, operating practices, and documentation

Background	• Overall, 9 years of total IT development experience and 8 years of experience in MS SQL database administration.
Qualification/Education	Bachelor of Engineering
Relevant Years of Experience	9+ years
Experience Summary	• Installation and troubleshooting of SQL 2014/2016. • Configuring and Troubleshooting Jobs and Maintenance plans.

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	• Creating logins, users and providing permissions based on user request.
	• Configuring and Troubleshooting Database Mirroring.
	• Configuring and Troubleshooting Clustering & Always On Availability Groups.
	• Applying windows & SQL patches on Cluster\Standard SQL servers.
	• Applying SQL Patches on Always On Availability Groups.
	• Creating Databases based on customer requests.
	• Migration of databases from 2008R2\2012\2014 to 2016 version.
	• Troubleshooting Login failures, Connectivity issues and job failures.
	• Manual failover of cluster nodes and Availability Groups.
	• Troubleshooting performance issues of SQL Server.
	• Worked on MySQL Master – Slave Replication
Training/Certifications	• 70-764: Administering a SQL Database Infrastructure • 70-765: Provisioning SQL Databases

████████████████████	
Background	Nitya has more than 11 years of experience in technology transformation, data analytics and business consulting for Big Four as well as Fortune 100 organizations. She's currently a leader in Weaver's Digital Transformation and Automation group and is well-versed in leading project teams, shaping client experience, formulating product strategies to achieve business outcomes, and defining product roadmaps for successful project execution.
Qualification/Education	Master of Science, Information Management, University of Maryland, College Park
Relevant Years of Experience	11+ years
Experience Summary	• Nitya focuses on implementing digital strategies that result in time and money saved. Her capabilities include process re-engineering, automation, data analytics reports and data warehousing. • Nitya is committed to bringing efficiencies to processes and blending human and technological insights to achieve data-driven, effective solutions
Training/Certifications	• Professional Scrum Product Owner (PSPO) • Alteryx Core Certification

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Background	Brett has more than 17 years of experience in advisory services. His primary focus is on IT governance, IT audits, business process improvement, security and privacy maturity assessments, integrated compliance and internal control assessments.
Qualification/Education	Bachelor of Business Administration, information and operations management, Texas A&M University, magna cum laude
Relevant Years of Experience	17+ years
Experience Summary	• Brett is highly skilled in ERP system implementation, data analytics, IT control evaluations and other aspects of managing and improving IT security and performance. He regularly assists clients with improving controls and processes, identifying and addressing risks and aligning IT processes to overall organizational strategy • Brett is adept at leading IT audits and risk assessments, operational and security audits and enterprise risk compliance engagements, and is deeply familiar with NIST and other security frameworks, in addition to management systems such as PeopleSoft and Hyperion. Recognized for his insight and experience, Brett regularly presents on governance, compliance, technology and security-related topics
Training/Certifications	• Certified Information Systems Auditor (CISA), Certificate of Cloud Security Knowledge (CCSK), Certified Data Privacy Solutions Engineer (CDPSE) and Cybersecurity Maturity Model Certification (CMMC AB)

████████████████████	
Background	Hailey provides risk and compliance management, business process review and reengineering, strategic planning, organizational training and change management, and talent and organizational development services.
Qualification/Education	Master of Science, bioethics, policy and law, and Bachelor of Science, biology, minor in business administration, Arizona State University
Experience Summary	• She also has experience in statewide government agency consolidation, federal funds and grants management, broadband planning and program implementation, ERP and finance system modernization and technology strategy and advisory.

███████████████	
Background	Dennis has nearly 10 years of accounting and finance experience, with an emphasis on finding insights in datasets and processes in order to enhance decision-making and drive growth.
Qualification/Education	Master of Business Administration, Houston Christian University – Archie W. Dunham College of Business
Relevant Years of Experience	10 years
Experience Summary	• As a Certified Scrum Master with a keen ability to understand complex systems, he collaborates across teams to define needs, perform data analysis, evaluate risks, identify improvement opportunities, and implement solutions in compliance with applicable regulations • Dennis is familiar with programming languages and visualization tools such as Python, SQL, Tableau, and Power BI and has created dashboards to enhance reporting.
Training/Certifications	• Certified Scrum Master

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Background	Hunter has over seven years of experience in the IT industry and has been working in public accounting for more than five years. During this time, Hunter has completed numerous projects across a range of IT needs, including IT technology and security risk assessments, data governance, privacy and security gap and maturity assessments, Payment Card Industry (PCI) assessments, HIPAA security assessments, System and Organization Controls (SOC) I and II control testing and reporting, and Sarbanes-Oxley (SOX) IT control monitoring and testing.
Qualification/Education	Master of Business Administration
Relevant Years of Experience	7 years
Experience Summary	Hunter has been featured on podcast episodes and published several articles on data privacy law, data privacy protection and security, data governance, cloud security and crown jewel data management.
Training/Certifications	• President, Open Web Application Security Project (OWASP) (Denver Chapter) • Instructor, "SEC542: Web Application Penetration Testing and Ethical Hacking" and "DEV522: Defending Web Applications Security Essentials," SANS Institute • Certified Information Systems Security Professional (CISSP)

	• GIAC Web Application Penetration Tester (GWAPT), Penetration Tester (GPEN), Web Application Deadeners (GWEB) and Certified Forensic Analysts (GCFA)

|	
Summary	Having around 12 years of experience in the field of Data. Worked in Key client role as **Data area solutions Owner** and drove the business with their strategic decision-making backed up by data analysis. Proficient in both **Agile** as well as **Waterfall Development Techniques**
Professional Experience	• Responsible for Fraud detection reporting which is an extremely critical part of the data analytics module. This report checks the claim-related data and looks for anomalies or markers based on business rules and then sends it daily to business controllers who further check these reports and act on them. • Responsible for claim reporting. • Supporting key decisions, strategies & initiatives using data, analytics & business intelligence • Managing all the Google analytics Dashboards and Reports. • Managed Development and deployment of Superset dashboards single-handedly. • Was responsible for PowerBI POC and determining the BI Tool strategy. • Have demonstrated PowerBI capabilities via advanced visualization and data modelling using Power Query and various DAX statements. • Gathering and analyzing requirements from stakeholders to ensure that the delivered solution meets their needs. • Extraction and modelling of data and supporting the data engineering team for creation of data pipelines. • Keep customer experience in focus. • Ensure all technical solutions are in line with business strategy. • Provide data-driven decision support periodically. • Ensure good data quality and availability.
Training & Certification or Technical Skills	• Certified and expertise in Data analysis and manipulation. • Certified and experienced in developing Qlik View Reports, Qlik Sense Reports and printing. • Certified and experienced in developing and managing PowerBI Reports, Dashboards and Apps.

Note – The profiles are all indicative and if not available during the contract phase, they will be replaced by qualified resources.

A. Provide evidence that the Prospective Contractor's proposed team (including subcontractor(s), if proposed) has a proven track record of successfully collaborating in a similar environment to the environment outlined in the RFP. This should include experiences working with a team to improve maintenance and operations efficiency and effectiveness. Describe how the Prospective Contractor (including subcontractor(s)) will ensure that the proposed team will achieve the required team dynamics.

Staff Collaboration and Team dynamics

BCT believes in ████████████ approach and has a strong and inclusive culture that has been the foundation of this organization built on trust and mutual respect. We believe that nurturing high performing teams requires intentional strategies and a commitment to fostering an environment where team members can thrive. We have established various strategies and techniques for ensuring that we are able to foster an environment that attracts and nurtures high quality talent including

- Establishing SMART (Specific, Measurable, Achievable, Relevant & Timebound) Objects
- Encourage Open Communication
- Build Mutual Trust & Respect
- Recognize & Reward
- Conflict Resolution & Management
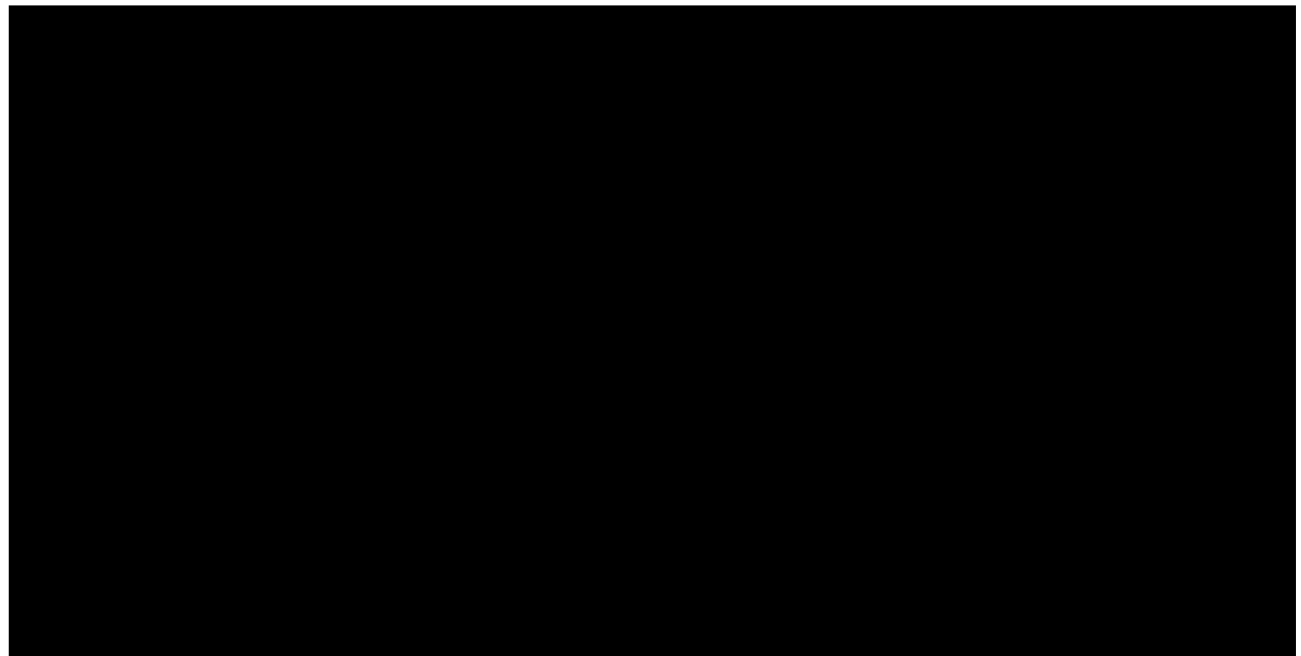
With an inclusive culture and clear, open communication, coupled with strong leadership support and direction, we ensure that the team collaborates effectively and meets all deliverables without delays.

B. Identify the Prospective Contractor's facility including the physical address that meets the requirements outlined in Section 2.9.2 of the RFP.

BCT has strategically positioned development centers in the US based on customer needs and the closest one to the State of Arkansas will be our Houston office. BCT however acknowledges the requirement for a facility in downtown Little Rock to support DHS personnel. Although we currently do not have an office in the state, we are fully committed to securing a suitable location near the DHS offices in Little Rock, meeting all the requirements mentioned in section 2.8.2 of the RFP document.

E3. ISS Requirements

Please find below the completed Attachment K – ISS requirements sheet.

Lessons Learned

Provide two (2) examples of past projects where lessons learned were implemented that demonstrates commitment to continuous improvement and innovation in maintenance and operation practices and strategies for feedback collection and integration into future operations.

As part of the Quarterly Business Review, we bring in innovations to all our projects. Following image depicts the innovative ideas implemented in our current client base:
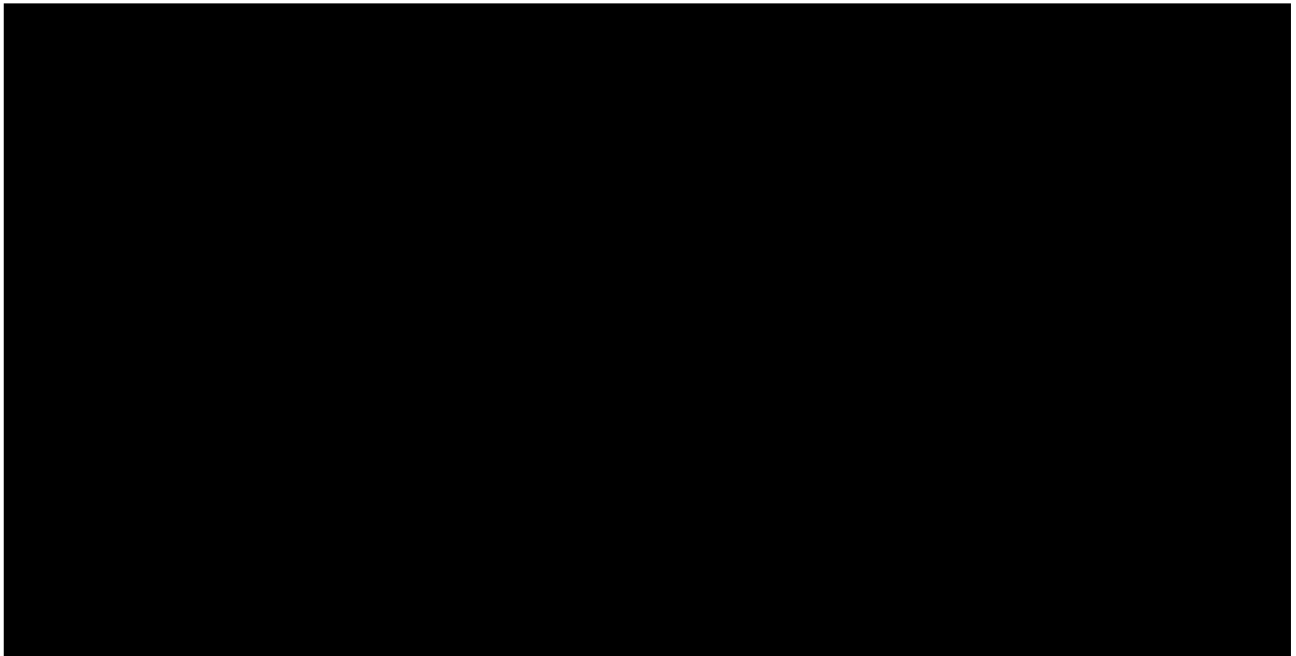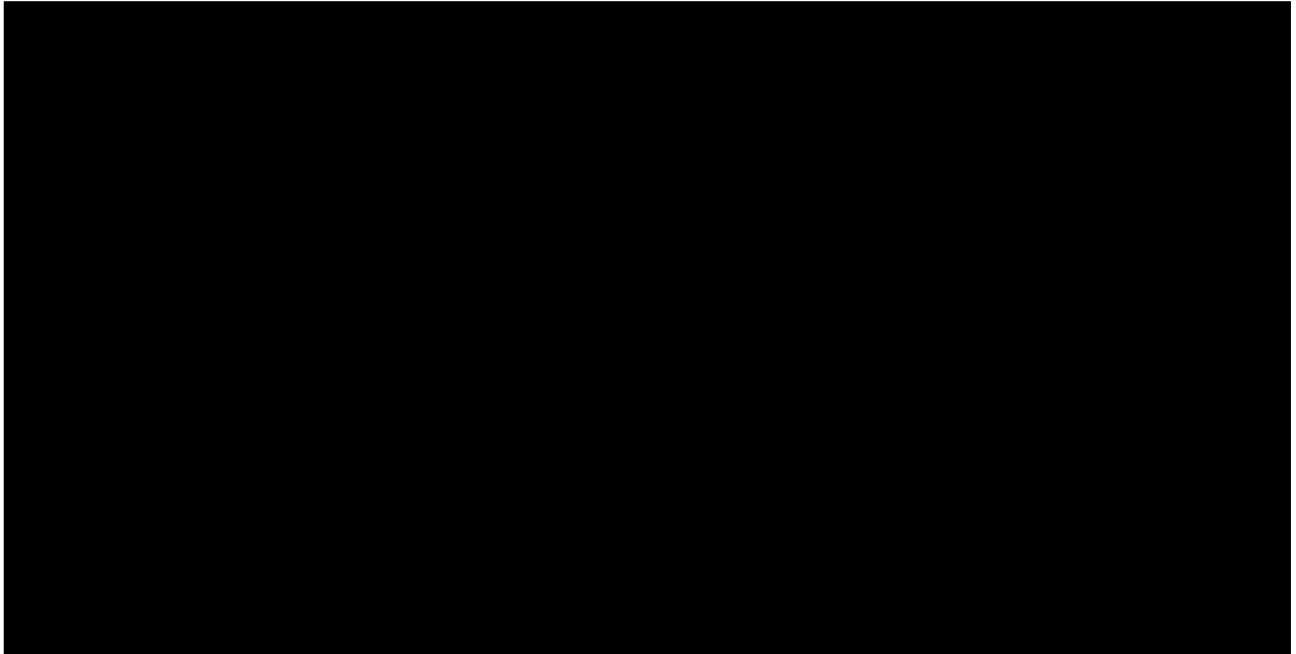
Appendix A: Scope Exclusions, Assumptions and Dependencies

In this section, we have provided in detail the scope exclusions and the assumptions for this engagement:

Scope Exclusions

BCT has considered the following scope exclusions for this engagement:

- **New Application Development:** Creating entirely new applications from scratch is not currently in scope
- **Non – DHS Applications:** Maintenance of applications not listed in DHS portfolio or not related to DHS operations
- **Hardware Maintenance:** Physical maintenance of servers, networks and hardware components
- **User Training:** Conducting extensive training sessions for end-users beyond what is necessary for the transition or integration of applications.
- Procurement of hardware and software licenses.
- Procurement of new software
- **Third-Party Software Support:** Providing support for third-party software that is not part of the DHS application inventory.
- **Policy Changes:** Implementing changes due to new federal or state policies unless specifically related to the applications in the DHS portfolio.
- **Non-Critical Enhancements:** Enhancements or feature additions that are not critical to the functioning of the existing applications.
- **End – User Support:** Providing direct support to end-users for issues not related to application failures or maintenance.
- **Non-Application Specific Training:** Training on non-application specific packages or tools that are not directly related to the applications in the DHS portfolio.
- AMC/Procurement support is out of scope. However, we will coordinate with OEM/ Break Fix Vendor
- Service desk/L1 support is considered as out of scope

Assumptions

BCT has considered the following assumptions for this engagement:

- Services will be delivered in onsite and remote model from the United States geography
- The sizing has been arrived based on the applications inventory provided in the RFP. During the due diligence phase any deviations found, will require revisit of efforts
- BCT will have access to comprehensive and up to date inventory of applications as listed in Appendix 1

- Availability of disaster recovery infrastructure and resources to support disaster recovery planning and testing
- BCT will leverage DHS's existing toolset (wherever possible) to provide the scoped services.
- Any downtime contributed by elements not in our control would be excluded from SLAs' performance calculations.
- DHS will facilitate a Knowledge Transfer process from the in incumbent IT team during the transition phase and help define/sign-off processes
- All IT security policies and procedures will be shared with us during transition, any new policy implementation may result in invoking of change management process.
- SLA reporting will be from ITIL Tool; both the parties mutually agree on the list of reports and frequency.
- All IT security policies and procedures will be shared with us during transition, any new policy implementation may result in invoking of change management process.
- New Technology introduction, change in existing Technology will be considered as a separate project.
- DHS to assign a SPOC (single point of contact) for this engagement.
- DHS SPOC to review and signoff of the deliverables within five business days of submission otherwise it is deemed to be approved by DHS.
- DHS Stakeholders need to be present and available in all weekly review meetings/ program progress discussions/ signoff meetings as agreed.
- We do not require access to any personal information to carry out the scope of this program. DHS to ensure required security policies and controls are in place and BCT team members are duly informed.
- DHS to ensure that support agreements with relevant partners or OEM exist & make it available to BCT team and the support service levels are in line with expected requirements.
- If the root cause analysis of an incident ticket is traced to an external vendor or other resolver group, our response and turnaround time would depend on vendor's or resolver's turnaround. Any delay caused because of vendor/resolver's response will not be attributed to us. However, we will make every effort to follow up with the vendor and close the incident at the earliest.
- Risk Register will be created and shared during the Transition phase, and this will be mutually agreed between BCT and DHS
- It's assumed that all SLAs are configured In the ITIL solution.
- Review of document submitted by be completed within 10 days
- BCT has estimated the current solution based on the volumetric information provided by DHS as part of the RFP and any incremental scope to the volumetric provided will be handled by a mutually agreed Change Request.

Appendix B: Response to Minimum Requirements

State of Arkansas Registration

We have applied for registration (Reference number: 18466932) in the State of Arkansas as Bahwan CyberTek Inc. and have completed our online filing. We have enclosed the payment receipt and email confirmation for your reference.

Letter of Bondability:

We have attached the Letter of Bondability from our Surety insurer for your kind reference.

Appendix C: BCT- Company Overview

In this section, we have provided an overview of our company in detail.

Bahwan CyberTek Overview and History

Bahwan CyberTek Group was founded in 1999, a strong multi-national company having a presence in over 50 countries across 4 continents. BCT is a recognized thought leader, and innovative solutions partner for global Fortune 500 organizations and has delivered transformational solutions through IP-led products and cognitive solutions, growth accelerators and innovative outcome-based business models.

BCT is a **SEI CMMI Level 5 Company,** offering the best IT processes in the industry. We are one of the few to have this distinction and have more than ▮▮▮▮ employees working across the globe. This means that we are in a better position over others to provide the best and highest quality services to clients, as our processes comprehensively cover all aspects of implementation and support including risks mitigation and predictable project results.

BCT has partnered with leading global technology organizations such as Oracle, Microsoft, IBM, TIBCO to deliver differentiated value to customers. BCT, today, has over **1000+ Enterprise Customers** and 475+ Universities across the world including companies such as ▮▮▮

Global CoEs

BCT has established Global Centers of Excellence in various countries with a focus on building key technology capabilities and industry specific solutions with support centers for providing 24x7 managed IT Services to our customers.   We have specialized, certified professionals complemented by multi-industry experienced SMEs and innovative technologies.
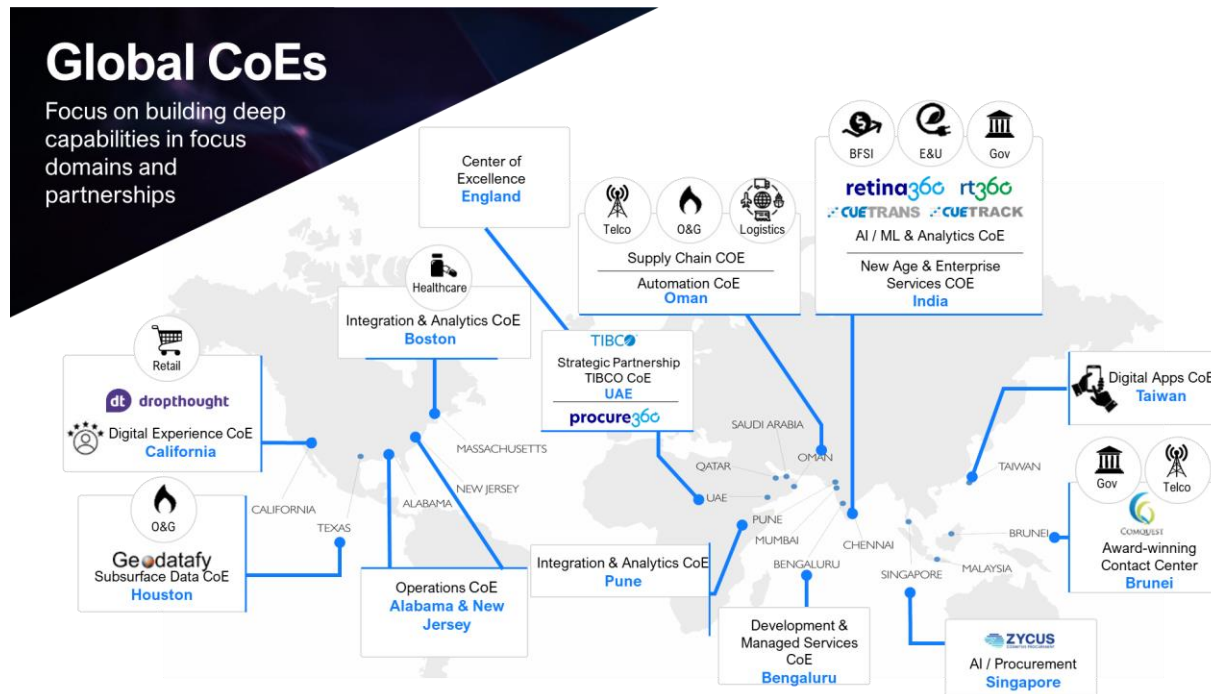
BCT has operations in 30 countries including 5 offices in North America. This includes US Headquarters in Natick, MA; Tri-state Operations in Hackensack NJ, Southern Operations in Birmingham AL, West Coast Operations in Santa Clara CA and newly opened office in Texas. We are expanding in North America and are planning to open additional offices in South California in the near future.

Services Offering

BCT's services encompass the entire lifecycle of technologies and applications in the enterprise from Strategy to Support.
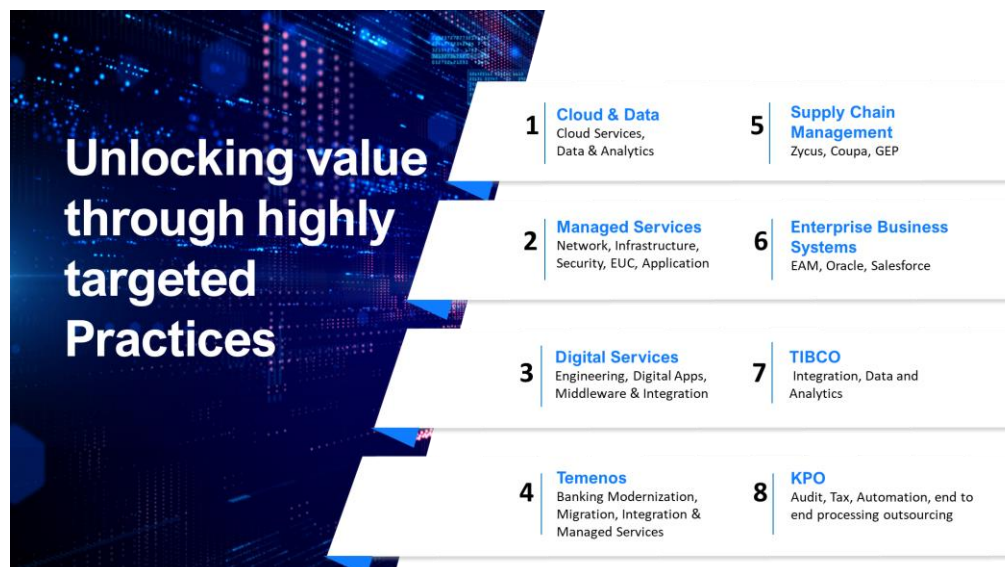
Successful Strategic Partnerships and Joint Ventures

BCT is Technology agnostic and works with the customer invested tools and technologies to maximize ROI. While we partner with most of the best of the breed vendors across the technology stack, we have a very customer focused approach and believe in value delivered to the customer than promoting our partnerships. Below are some of the tech partnerships active currently. We continue to evolve newer partnerships as needed for maximizing our value delivered.

BCT's Digital Offerings

BCT is an IP-led enterprise that combines outcome-based business models, cognitive solutions and growth accelerators to deliver highly differentiated value to customers to help them achieve high levels of efficiency and performance. BCT offers digital solutions in key emerging areas that are seeing increasing demand from large organizations in different verticals.

Digital Experience

- **DropThought** is a comprehensive feedback management and intelligence engine that powers businesses to gather instant feedback from their customers, privately. dropthought uses customer sentiment analytics to provide powerful real-time insights. This allows customers and businesses to work together and improve experiences, interactions, events and overall trends

- **CueTrack** is a comprehensive customer service management product solution that helps organizations address and manage customer complaints and improve customer satisfaction. CueTrack provides a 360-degree view of customer cases to service desk officials. This helps improve transparency, reduce turnaround time and eliminate bottlenecks

Digital Supply Chain Management

- **CueTrans** An Integrated digital supply chain management suite of products with powerful HSE driven Journey Management and Track & Trace capabilities. CueTrans has a powerful and robust real-time fleet tracking and monitoring system with advanced tools for geofencing, driver behavior analysis, live monitoring and complete visibility over fleet's movements and utilization.

- **FuelTrans** is an integrated logistics & transportation solution for Oil Marketing Companies, which offers a 360° view of the entire oil distribution logistics operations. FuelTrans enables Oil Marketing companies to manage and optimize their logistics assets and resources and

brings full visibility and automation of the Transportation Process, from request to planning and fulfilment. This system also provides a Secondary Distribution Information Hub that gives a 360° view of oil distribution, logistics, and operations.

- **Procure360** - An integrated AI-powered Supplier Management Solution that enables digital transformation across your entire procurement and vendor value chain, from source to pay
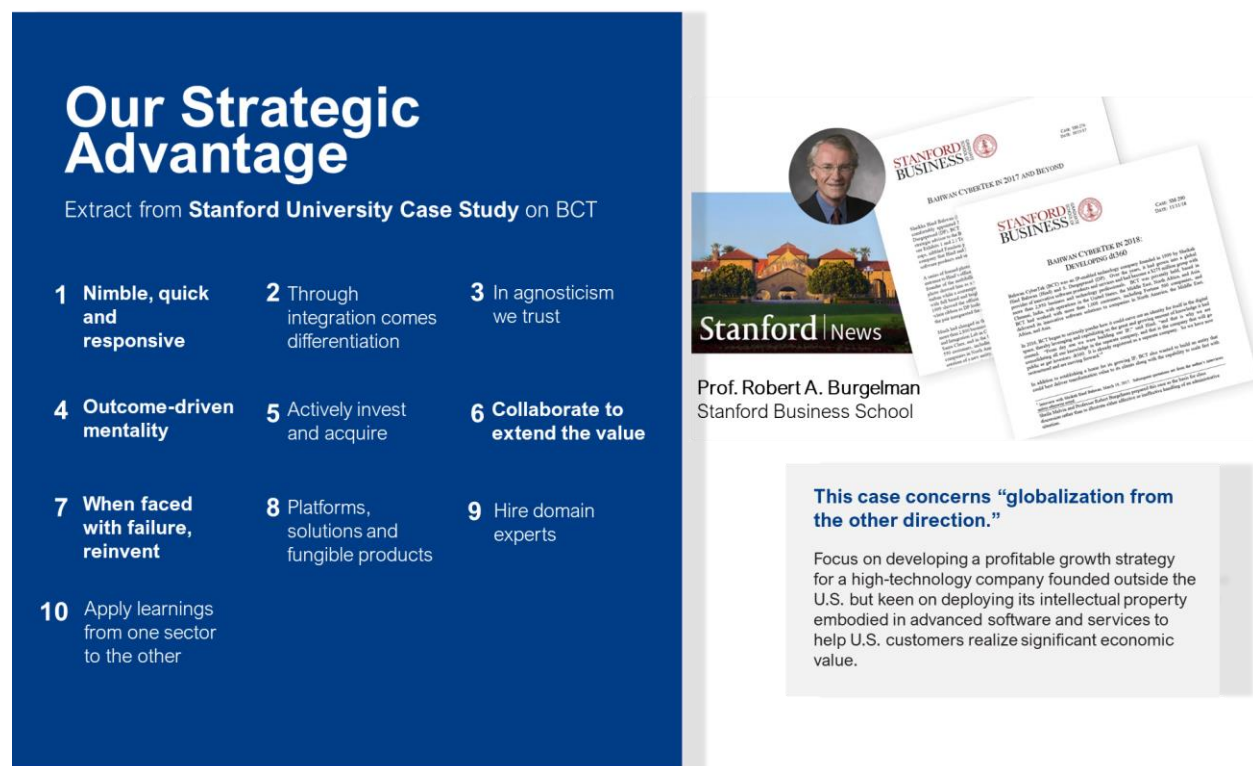
Predictive Analytics

- **Retina360** - Retina360 is an integrated analytics platform with powerful capabilities to collect, validate and process data from multiple data sources and provide multi-parameter predictive modelling, using advanced statistical methods, AI techniques, evolutionary algorithms and constraint optimization tools. Solutions developed on the Retina360 platform work in asset-intensive organizations, helping monitor, maintain and optimize assets for better utilization and performance.
- **Rt360** – rt360 is a suite of Risk Management solutions for the BFSI space, commonly known as Regulatory Technology. The suite includes solutions for the management of credit risk, liquidity risk, operational risk and model risk in the banking context.
- **Geodatafy** – an Exploration & Production digitalization platform that provides complete transparency from field to operations through integration of technical data across Oil and Gas business units, such as Drilling, Subsurface, Operations, Finance and HSSE

Awards and Recognition

Over the years, BCT has been recognized by global industry bodies, partners and customers with prestigious awards.

Stanford Case Study

As testimony to its journey over the years, Stanford Graduate School of Business has written two case studies on the evolution of the Bahwan CyberTek Group. The case studies written in 2017 & 2018 are unique in that Bahwan CyberTek is the only company from the region to be featured by Stanford University. Going further BCT's case study has been included in the curriculum for Management Studies in Stanford in Palo Alto USA and listed in HBS.

Awards

- Skoch Award for Urban Development, 2023 – BCT's client, the Directorate of Municipal Administration, won this award.
- BCT TIBCO was one of the winners at The Economic Times Choice of Tech Leaders 2023 for "Product & Services Strategy"
- Excellence in Asset Management & Maintenance Award, 2023 - BCT's Enterprise Asset Management (EAM) team was recognized with the Excellence in Asset Management and Maintenance Award at the 4th Rail Analysis Innovation & Excellence Summit 2023

- Outlook Business (Business Icon & Brand of the Year) Award 2022 – Outlook Business recognized Mr. S. Durgaprasad (DP) for his exemplary leadership and BCT for its exceptional commitment to product development.
- Strategic Technical Partner Award at GITEX Global 2022 - BCT was bestowed with the coveted Strategic Technical Partner Award, presented by Ajman Municipality and Planning Department (AMPD).
- FICCI Runner-Up Award for Best R&D and Product Development - retina360, a BCT product, won the prestigious FICCI Runner-up award for the "Best R&D and Product Development" at the 12th edition of the Tanenergy Summit & Awards 2022, organized by The Federation of Indian Chambers of Commerce & Industry (FICCI) Tamil Nadu State Council
- Sonatype Partner Award 2022 - BCT won the Sonatype EMEA Partner Awards 2022
- BCT is a Microsoft Gold Partner - BCT achieved the Gold Partner status with Microsoft for the 9th Consecutive Year
- Multi-Sectoral Digital Transformation Award at OER Live 2022, Oman - BCT received the award for 'Achievements in Multi-Sectoral Digital Transformation'
- Sir Viswesvaraya Award for 'Best Corporate Entity' from AIMO at TechKnow'22 - BCT was presented with the Sir M. Visvesvaraya Best Corporate Entity Award by the Chief Minister of Tamil Nadu, Mr. MK Stalin at TechKnow 2022
- FuelTrans won the Confederation of Indian Industries (CII) SCALE 2022 Award for the best "Outstanding Performance" in the supply chain and logistics domain.
- Asia Pacific Enterprise Award for Corporate Excellence, 2021
- Best Service Provider of the Year for Data Analytics (Wind), 2021
- 'Outstanding Employee Engagement Strategy Award' and 'Business HR Award', 2021
- Best Talent Development Award & the Learning & Development Collaboration Award, 2021
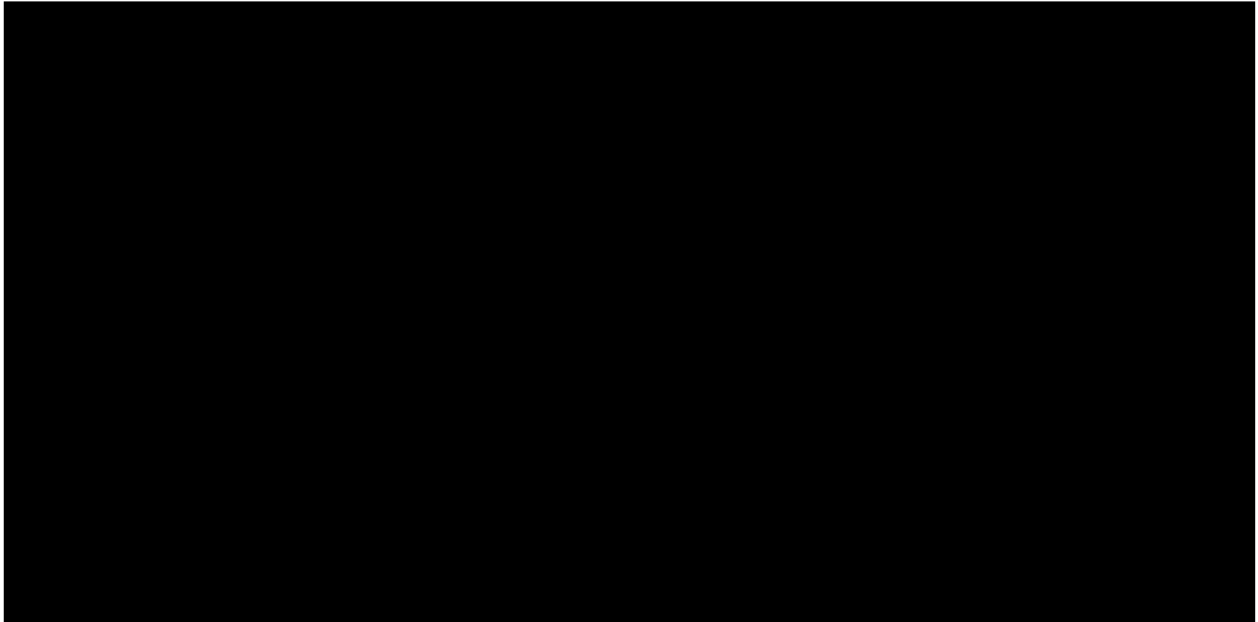
Appendix D – Managed Services Case Studies

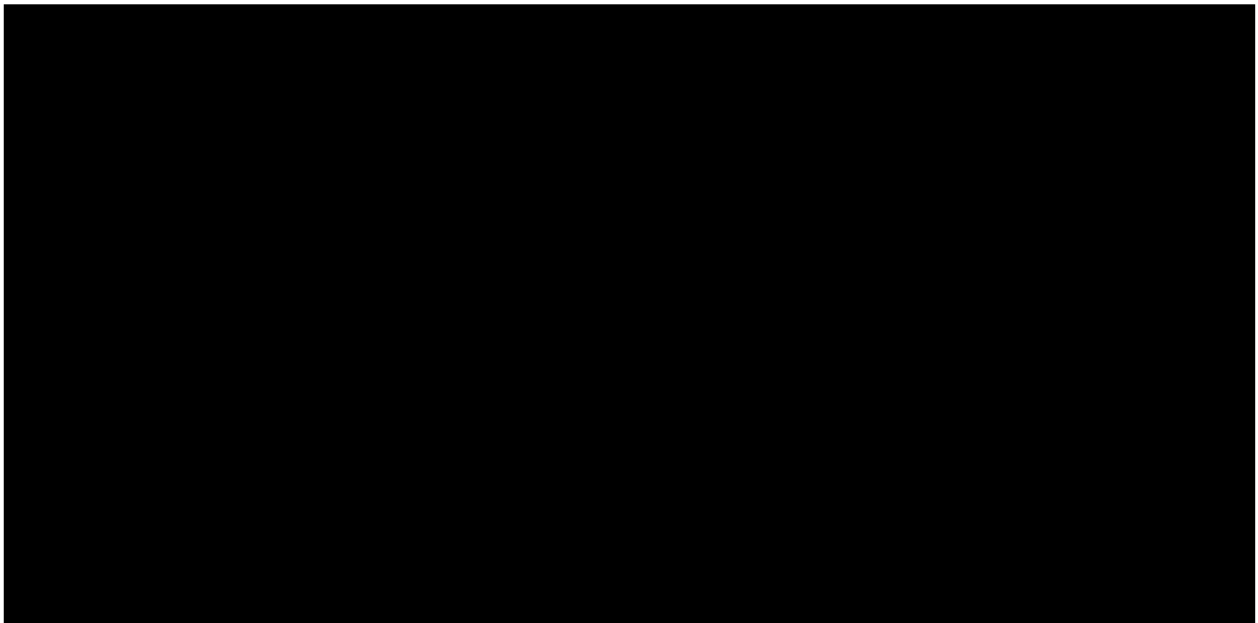**Managed Services for Largest Public Housing Authorities**
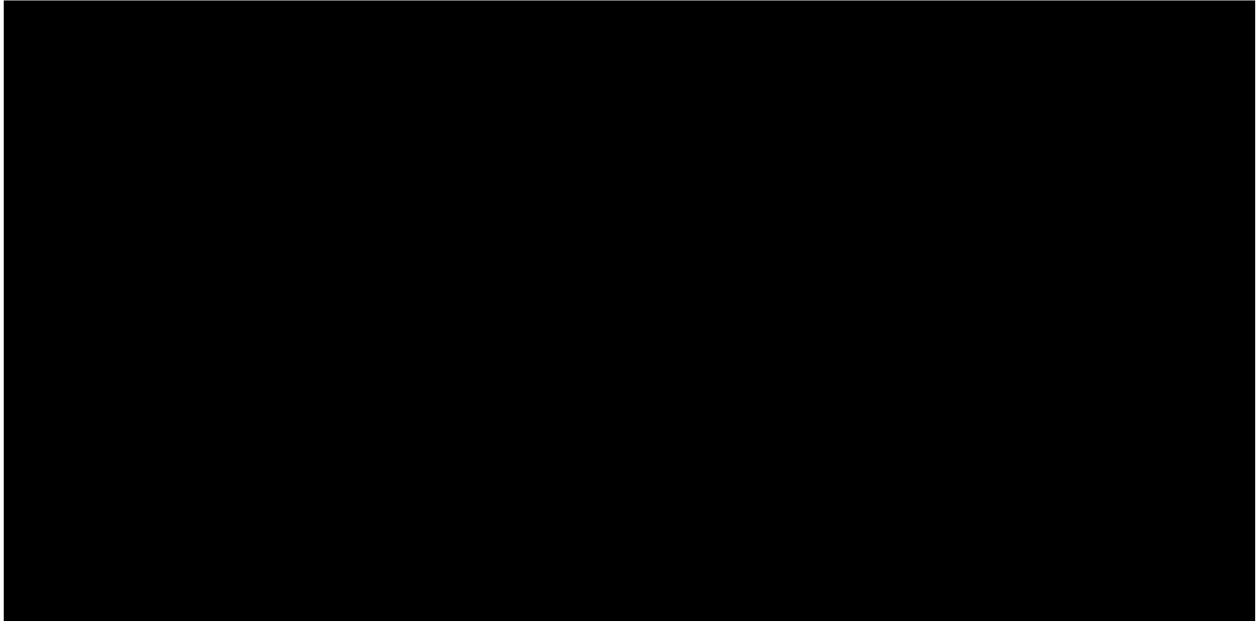
Managed Services for Largest Retail
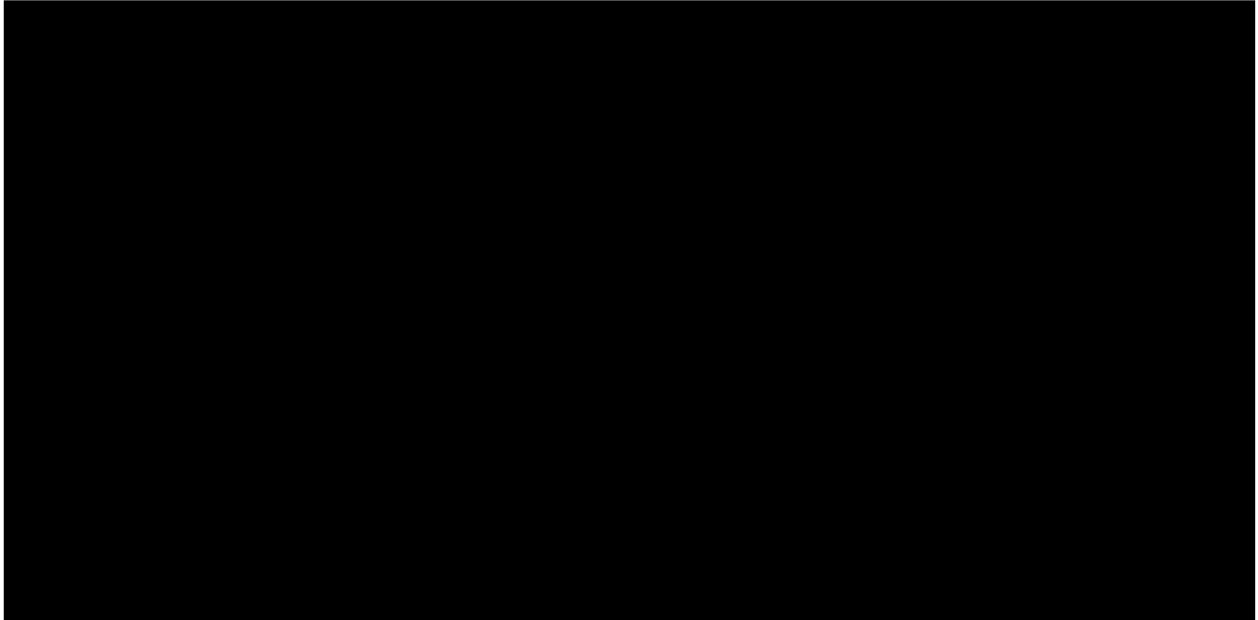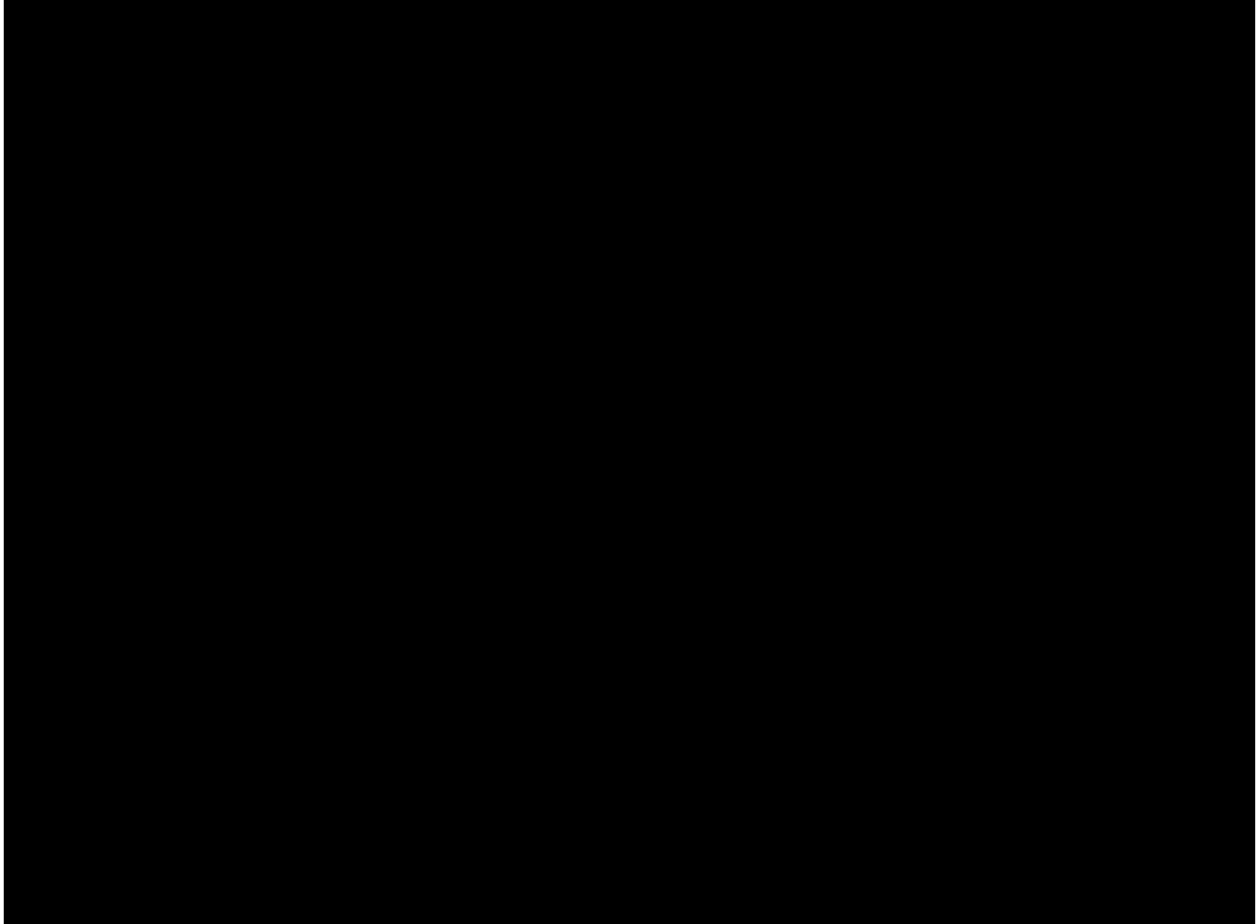
Managed Services for Largest Automobile

Managed Services for Largest Home Emergency Company

Appendix E: BCT Certifications

In this section, we have provided the list of certifications.

- ISO/IEC 20000-1:2018
- ISO 9001:2015
- ISO 27001:2013
- SSAE 18 SOC TYPE II
- CMMI Level 5