

Enterprise IT Contract Pre-Proposal Conference

John Zepper, Computing & Network
Services Director



*Exceptional
service
in the
national
interest*



Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

About Sandia

- Sandia is a government-owned/contractor operated facility. Sandia corporation, a Lockheed Martin company, manages Sandia for the U.S. Department of Energy's National Nuclear Security Administration (NNSA).
- Since 1949, Sandia has developed science-based technologies that support our national security. Sandia's mission is to meet national needs in six key areas:
 - Nuclear Weapons
 - Energy, Climate, and Infrastructure Security
 - Nonproliferation
 - Defense Systems and Assessments
 - Homeland Security and Defense
 - Science, Technology, and Engineering

Sandia Character & Culture



- Sandia is committed to science with the mission in mind. We create innovative, science-based, systems-engineering solutions to our nation's most challenging problems. We are the lab to which the nation turns to solve the problems others can't.
- The typical Sandia customer has an advanced degree and is heavily involved with research & development, may be of a challenging personality type, and expects service that is
 - Immediate
 - High quality
 - Provided by personnel that is knowledgeable about their field and about Sandia's missions

Guiding Principles

Vision

Integrate the contracting methodology of enduring IT services across IT functional areas enabling these services to be delivered efficiently and fluidly to both enterprise IT and Mission customers at Sandia.

Efficiencies

- Incentivize cost efficiencies

Agility

- Accommodate rapidly evolving IT technology (technical agility)

Innovation

- Adopt external solutions/methodologies that meet the needs of Sandia

Quality Management

- Develop or adopt methodologies to measure performance

Commitment to community

- Provide thorough, complete, and consistent communications



IT's Crucial Role at Sandia

- As IT has become pervasive, it has also become inseparable from and a key enabler to Sandia's national security missions.
- IT supports and *IS*, in part, Sandia's Mission, because information is a commodity and IT provides the tools by which information is collected and stored.
- Sandia desires to consolidate its IT activities. These awards will serve as a mechanism to achieve the efficiencies these complicated economic times demand.
- Mission customers demand that IT continually climb the technology curve to provide the research, development, and services that enable Sandia's mission to compete and lead at a national level.

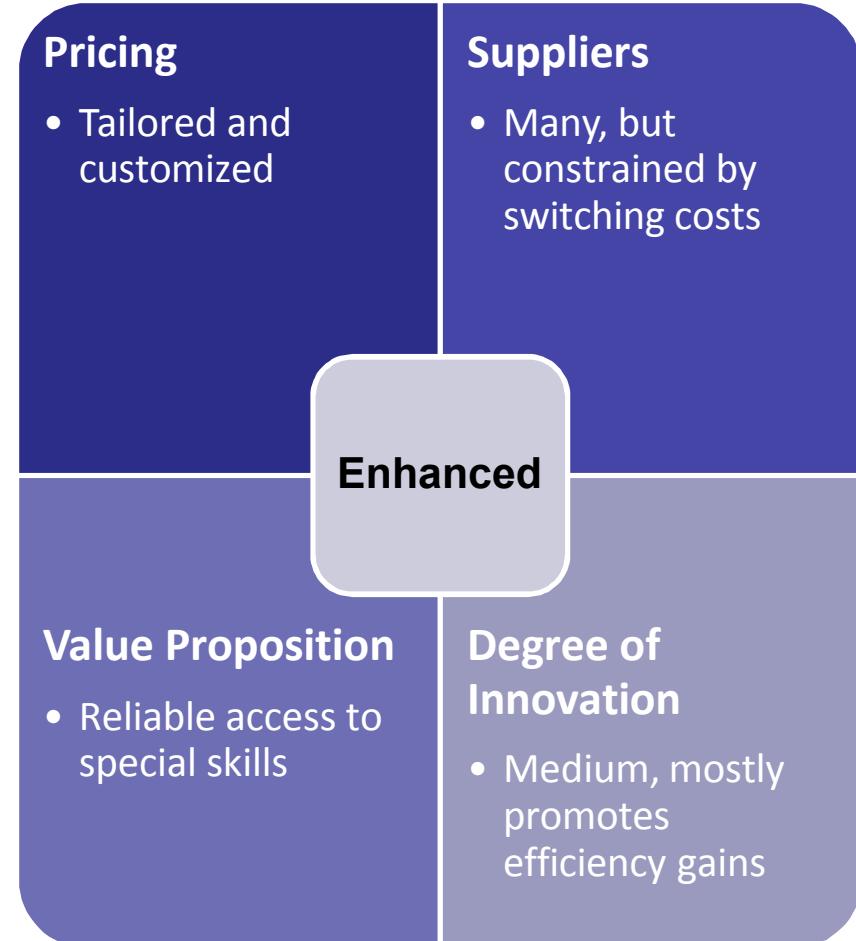
Structure of Relationship

It's about avoiding extremes ...

- Service to the nation does not depend on supplier performance.

AND

- No large capital investment or staking corporate fortunes involved for supplier.



Expectations

- We expect the recipient of Award B to become a major contributor by providing continual process improvement for Sandia's Enterprise IT.
- Award C will grow as we find more mission organizations that wish to use it as a contracting vehicle. We will expect the recipient of Award C to help us standardize our approach to the way IT is supported and performed at Sandia.
- Sandia expects the awarded suppliers to assist the Labs in maintaining the technology and capability we need to lead the nation and to help us provide "exceptional service in the National interest."



BUSINESS PRESENTATION

9:00 A.M. – 12:00 P.M., BRAZOS ROOM

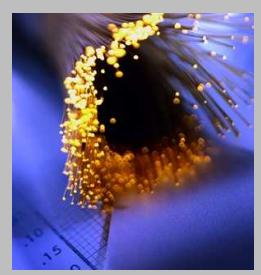
Enterprise IT Contract

Awards A, B, & C – Combined Business



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*Exceptional service
in the national interest*



Sandia National Laboratories



- Chris Slater – Sandia Contracting Representative
- Debbie Leitka – Sandia Contracting Representative
- Amber Romero – Sandia Policy Analyst

Intent of this Business Session

- The session will provide context and character to the requirements detailed in the RFQ.
- The information will enable potential suppliers to produce the best proposal they can to meet and exceed the requirements of Sandia National Laboratories (SNL), which are contained in the RFQ.

Ground Rules

- Out of consideration, please put your mobile devices on “silent mode.”
- The RFQ takes precedence over anything shown, stated, or implied during this presentation.
- The presentation is intended to cover those items not already explicated in the RFQ.
- If you ask a question that is addressed in the RFQ, we will direct you to the RFQ.
- There are question submittal forms on your tables. Please write your question on a form. We will answer what we are able in the Q&A at the end of the presentation. All questions and responses will be compiled and sent to the email addresses provided by your companies when they registered.

Business Session Agenda

“Anticipate and answer as many questions as possible.”

- RFQ Strategy
- Solicitation Instructions
- Small Business Requirements and Mandatory Criteria
- Evaluation Process
- Terms and Conditions
- Pricing
- Break – 15 Minutes
- Q & A Session



RFQ STRATEGY

Relationship

- A. What kind of relationship does Sandia seek with each supplier?
 - Sandia seeks to have enhanced relationships with each supplier. This type of relationship allows for some innovation and efficiency gains with minimum risk to both parties. Evolution to a more collaborative relationship is desired for more integration resulting in efficiencies.
- B. Who is the Executive Sponsor of this Award?
 - The Executive Sponsor of this Award is the Director of Computing and Network Services at Sandia.
- C. Who makes the final decision to buy and who will sign the Award?
 - The Evaluation Team makes recommendations for award. Procurement makes the final award decisions, obtains DOE approval, and signs the Award.

Motives

- A. Is Sandia certain to issue an Award or could the process result in no decision or no Award?
 - Sandia has received approval from DOE/NNSA to issue this RFQ with the intent of award; therefore, contract award(s) should be considered highly likely.
- B. Did Sandia previously extend its old contracts and could it do so again?
 - The current incumbent contracts are currently extended to September 30, 2012. Sandia sought and received approval from the Department of Energy for a single, seven-month option period, which when exercised will extend the contracts to April 30, 2013. Additional extensions would require approval from the Department of Energy and are not anticipated.

Services

- A. How did Sandia choose the three Awards?
 - Sandia derived three separate awards based on industry research and feedback on IT service evolution.
- B. Why does the RFQ mix elements of managed services and manpower purchasing?
 - Awards A and B are not managed services, but some elements of managed services are in both Awards as these services are ongoing, well-defined, measurable, and mature. Award C is for mission-specific services, which are ongoing but are not predictable, performance-based, or fixed in nature.

Process

A. Why does Sandia need one full year to make an Award?

- Sandia has a robust evaluation process, which includes a full evaluation of proposals received, including sufficient time for discussions. Once Awards are finalized, the Awards must be approved by DOE (which is included in this timeline). Also included in the timeline is the two-month transition period.

B. What is the timetable for the award process?

- Proposals are due April 11, 2012. The evaluation process will take place from April – October 2012, which is the anticipated date we expect the award recommendation to be submitted to DOE for review and approval. The date anticipated for award is February 2012.

Stakeholders

- A. Was the RFQ written with the involvement of Sandia's technical organizations?
 - The RFQ was written with the involvement of all the technical stakeholders involvement. SOWs, Talent Models, Service Level Agreements, and Technology Standards exhibits were written by the technical organizations at Sandia.



SOLICITATION INSTRUCTIONS

Consolidation

A. Is there any overlap between Awards?

- While the skills and activities for Award C are similar to Award B, the work is distinguished by the following:
 - On Award C, IT personnel assigned to mission projects work closely with the Sandia scientists and engineers on the Mission Project Team. The length of the assignments vary based on the needs of the mission with some of short duration while others require years.
 - Award B is for ongoing, well-defined work.

B. How does Sandia know that work is being performed in the correct Award?

- Services for Awards A and B have well-defined Statements of Work. Award C is for mission-specific work and the services are individualized and tailored to the unique needs of a national security mission.

Consolidation, cont.

- C. Why did Sandia not contemplate there may be one best solution warranting award of all three Awards to one Supplier?
 - The decision was made based on the goal of achieving a balance between consolidation and minimization of risk. By awarding three separate contracts, we achieve both of these objectives by significantly consolidating from the current number of suppliers and by not becoming overly dependent on a single supplier.

General

- A. Is Sandia certain of a seven-year award or is the length of award subject to negotiation?
 - The length of award is five years plus a single two-year option period for a total possible period of performance of seven years. This is not subject to negotiation. This is mandated by DOE's interpretation of maximum length of period of performance for service contracts.
- B. Can you explain the Periods and Term and how they correlate to the Period of Performance and any option periods?
 - Period of Performance and Term each mean a 60-month period commencing on April 1, 2013, and ending on March 31, 2018. If the Period of Performance option is exercised, the term of that period shall be two years commencing on April 1, 2018, and ending on March 31, 2020. The total number of years of the Period of Performance shall not exceed seven years.

General, cont.

A. How will travel be accommodated on the three Awards?

- Sandia determined there was no an accurate, clear way to predetermine the amount and cost of travel for Awards A and B. The Firm Fixed Price boilerplates on Awards A and B do not accommodate pass-thru costs of travel (mix of cost and fixed prices). Therefore, separate cost contracts are required for Awards A and B and are considered to be the best solution for maximum flexibility and oversight of pass-thru costs. No fee or profit is allowed on travel expenses. Award C is a cost type contract (Labor Hour) and travel will be reimbursed in accordance with the “Allowable Charges” clause in the “Term Sheet, Exhibit 02-C.”

Proposal Package

- A. Do you anticipate an extension to the proposal due date?
 - Sandia does not anticipate an extension to the Proposal due date, which is currently April 11, 2012.
- B. Sandia will only accept one proposal per Offeror per Award, can you explain the intent?
 - The intent of one proposal per Offeror is to ensure there are three separate awards and three separate suppliers. Once again, this achieves the balance of consolidation and minimization of risk.
- C. Specific proposals formats are called out in the RFQ. Will an Offeror's proposal be disqualified if any of the formats are missing or incorrect?
 - Sandia reserves the right to disqualify any proposal, if the general instructions are not followed. However, it is our goal to help you provide a clear, concise proposal. If there are any questions regarding formatting of your proposal package, please ask early.

RFQ Revisions

A. How will the Question and Answer process work?

- Offerors will submit questions via the Q & A Excel form provided. Within 24 hours the question resides with the correct respondent (technical or business) for a response. Responses to questions are consolidated and sent to the Intent to Bid List on a weekly basis.

B. As a result of the Q & A or this conference will there be any changes reflected in the RFQ?

- Changes to the RFQ will be formally executed as a revision to the RFQ and sent to all potential Offerors.

Policies

- A. Please explain the “Don’t Use Sandia in Ads” clause and how an Offeror is able to recruit personnel.
- Offerors are not permitted to use Sandia National Laboratories or the Department of Energy/National Nuclear Security Administration in any advertisements to recruit personnel. This includes email solicitations, billboard postings, job fairs, and more informal meet and greet receptions. Offerors may hold such recruitment events* and may reference the type of skill or personnel they are recruiting but may not directly reference Sandia. *These events shall not disrupt the current operations under contract with Sandia.

Policies, cont.

B. How does an Offeror communicate with Sandia during the RFQ process?

- For questions directly related to the RFQ, the Q & A process is the correct method. Please note all other communications are also restricted to anyone within Sandia with the exception of the SCR or cognizant Procurement management personnel. Communications directed to other than these individuals may be considered as sufficient cause to eliminate the Offeror from further consideration under this solicitation.



SMALL BUSINESS REQUIREMENTS AND MANDATORY CRITERIA

Small Business Set-Aside

- A. How did you select the NAICS codes identified for Award B?
 - Sandia determined the NAICS codes listed for Award B based on the NAICS description and the description of the work required in Award B.
- B. Will you consider including other NAICS codes for Award B?
 - No, Sandia will not include any additional NAICS codes.
- C. Why did Sandia not select Award A or Award C for a small business set-aside?
 - Sandia performed extensive market research through an RFI posting in 2010 and through small business outreach programs. As a result of this information, we are setting aside Award B for small businesses.

Small Business Set-Aside, cont.

- D. How much work must the Small Business perform to qualify as the Prime on the Award?
 - The Prime or Awarded Supplier must perform at least 50% of the work. Please see “FAR 52.219-14.”
- E. Why did Sandia choose only Small Business as a category instead of a more specific socio-economic group such as Service-Disabled Veteran-Owned?
 - Some of the goals of competition for Award B include benefits from continued commoditization, continuing innovation, and economies of scale. Although Sandia determined there is a significant number of small businesses able to perform services required in Award B, specification of a particular socio-economic group may limit these benefits. As a small business set-aside, all of these socio-economic groups will be able to compete.

- A. Will you accept proposals from Offerors that do not have FOCI but feel they meet the FOCI requirements and are willing to obtain FOCI approval?
 - Yes, by submitting a proposal an Offeror who does not have FOCI represents that it can obtain Foreign Ownership, Control, or Influence (FOCI) certification.
- B. If an Offeror has FOCI through DoD and/or another contract, does this qualify has having FOCI for these Awards?
 - Yes, this would be considered reciprocity FOCI clearance. If your company's DoD FOCI clearance is active and at the proper level and if your company is awarded one of the Enterprise IT Services contracts, your company would be able to obtain what is considered a reciprocity FOCI clearance from DoD for this DOE contract.

Experience

- A. Why did Sandia elect to require five years experience for all Offerors, including teaming partners and/or Subcontractors?
 - Sandia's requirement for five years of experience for each participant is based on the scope of IT services at the Laboratories (size, locations, classified nature, environment, etc.). Experience and expertise are mandatory to meet the requirements in the RFQ.

Local Office

- A. Why does Sandia require a local office within 50 miles of Sandia?
 - The requirement for a local office is for the Supplier to provide office space for administration of Supplier personnel.



EVALUATION PROCESS

Evaluation Criteria

- (E00) 78. Evaluation criteria (6.1 thru 6.6) are the same for all awards and are weighted in descending order of importance by Award as detailed in the table below. Sub-criteria within the criteria are not individually weighted. Best overall value will be determined by comparing differences based on Offeror's relative capabilities and price/cost in relation to all other offers received. Sandia may acquire Offeror information regarding the criteria from any variety of sources.

Award A	Award B	Award C
Solution Summary	Solution Summary	Solution Summary
Productivity Gains	Salary, Benefits, Training	Past Performance and Related Exp
Past Performance and Related Exp	Past Performance and Related Exp	Salary, Benefits, Training
Salary, Benefits, Training	Transition Plan	Governance
Governance	Productivity Gains	Transition Plan
Transition Plan	Governance	Productivity Gains (Not Applicable)

- (E00) 79. Please note: failure to provide any of the required information may render your proposal non-responsive.

- (E00) 80. **Offeror shall write the Technical Proposal slides to match the technical evaluation criteria. Offeror's Technical Proposal should specifically address each evaluation criteria inclusive of all requirements referenced within their response. It is important to preserve the sequence of information and clearly mark the point at which one explanation ends and another begins.**

Best Value

- A. Please explain Sandia's perspective on Best Value.
 - Sandia's definition of Best-Value procurement is the expected outcome of any acquisition that ensures the customer's needs are met in the most effective, economical, and timely manner. The proposal determined to be overall best value to Sandia will be selected. Sandia is concerned with striking the most advantageous balance between technical features and price/cost.
- B. How does price play a role in Sandia's Best Value process?
 - Best-Value Price-Technical Tradeoff (PTT) source selection is used to determine which proposal offers the best tradeoff between price/cost and performance capabilities and which has the highest probability of success where quality is considered an integral performance factor.

Best Value, cont.

C. How does the Reverse Auction play a role in the pricing determination of Best-Value?

- Reverse Auction is simply a method by which to obtain pricing. Once again, the rates received as a result of the Reverse Auction play a part in the Best-Value PTT source selection process and are not the exclusive determining factor.

Criteria

- A. Will Sandia be performing downselects and, if so, what will these be based on?
 - Sandia reserves the right to eliminate, at any time, Offerors that do not have a high probability of success. For the six evaluation criteria, Sandia reserves the right to acquire additional information from a variety of sources including but not limited to:
 - discussions with Offerors,
 - references provided by Offerors,
 - and relevant industry information.

Communication Process

A. Will Sandia communicate with Offerors?

- After receipt of proposals, it may be necessary to communicate with any or all of the Offerors during the evaluation process. Communications may take the form of CLARIFICATIONS or DISCUSSIONS.
 - Clarifications are conducted when statements exist in the Offeror's proposal that are not clearly understood by the Evaluation Team and communication is needed to ensure the intended interpretation is clear. Clarifications do not result in any new information nor do they result in an option to submit revised proposals (sometimes known as BAFOs).
 - Discussions are communications that can result in new information that is to be considered in the selection process.

Finalists

- A. Does Sandia expect to enter discussions with more than one finalist for each Award?
 - Not all Offerors will be invited to participate in discussions; however, Sandia expects to enter discussions with more than one finalist.
- B. Will we know who the finalists are and where they are ranked at the time we are notified?
 - Sandia will not be publishing a list of the finalists and/or rankings. Evaluations are not complete until all discussions are held and final evaluations are scored.
- C. Could Sandia select the finalists then update the RFQ only for the finalists?
 - No, any revisions to the RFQ will be published to all Offerors.

Negotiation Process

A. How will Sandia conduct discussions?

- Discussions will be at Sandia NM. Issues/Agenda topics for the discussions may be provided in advance to the Offeror.

B. Who participates in the discussions on behalf of Sandia?

- Sandia (The Sandia Contracting Representative) may invite the following Sandia personnel to participate: Technical Organization, Auditing, Policies, and Sandia Legal (at Offeror's request or if the Offeror has their legal counsel present).



TERMS AND CONDITIONS

Exceptions

A. How does Sandia want the Supplier to explain its exceptions to the stated items?

- The tables in the RFQ (except “Solicitation Instructions”) contain columns titled “Meets Requirement” and “Meets Requirement with Alternative.” Offerors make comments and explanations, including exceptions in the unshaded cells of these columns. Exceptions should be noted in the “Meets Requirement with Alternative” column.

Serial Nr.	Sandia Requirement	Meets Requirement	Meets Requirement with Alternative
(02-A) 26.	VESTED FORMER SANDIA EMPLOYEES -023VFS (12-10). Any work performed by a former SNL employee receiving or entitled to receive vested benefits in Sandia's retirement plans is limited to 400 hours in any twelve- month rolling		

B. How does Sandia evaluate attributes, such as our willingness to accept Sandia's terms?

- Sandia will consider alternatives proposed by Offerors; however, Sandia reserves the right to consider any response that does not meet the functional requirement as non-responsive.

Legal Process

- A. Can an Offeror extend comments from Legal Counsel retained on behalf of the Offeror?
 - Yes, however, exceptions to Sandia's terms may warrant the proposal as non-responsive.

Termination

A. What's the difference between CEF and TFC?

- The difference between Convenience Exit Fee (CEF) and Termination for Convenience (TFC) is the CEF is essentially a priced option proposed by the Offeror/Supplier, which Sandia could exercise to exit the Award during each contract sub-period. Termination for Convenience is invoked and follows a process for termination, which can be lengthy and costly to both parties.

Financial Evaluation

A. Does Sandia consider any financial stability factors as part of their selection of finalists?

- Yes. Part of evaluating an Offeror's likelihood of success and ability to perform should they be awarded a contract is to determine financial strength as established by a financial evaluation. Sandia's Treasury and Travel Services Department will conduct a financial evaluation of any Offerors identified as potentially being awarded one of the contracts. Treasury and Travel will evaluate a financial approval request based on evaluation of the financial status of the prospective suppliers and the value of the procurement actions. Factors used for financial evaluation include but are not limited to:
 - information obtained from Dun & Bradstreet Supplier Risk Manager,
 - reports from commercial financial services,
 - company balance sheets and profit and loss statements,
 - information provided with the proposal, and
 - information on-file at Sandia.



PRICING

Strategy

- A. Why did Sandia select Labor Hour as the contract type on Award C?
 - Award C is selected as a Labor Hour contract as the work is mission-specific IT work with varying lengths of assignment in accordance with the needs of the mission. The services are delivered through small teams and are individualized and tailored to the unique needs of a national security mission. Labor Hour is the most appropriate contract type for these types of services.
- B. Why is Sandia converting from T & M to Fixed Price (Awards A & B)?
 - Services under Awards A and B are mature, well-defined, ongoing, and measurable. These characteristics are well suited to a Firm Fixed Price contract type.

Strategy, cont.

C. Did Sandia explore buying managed services?

- Sandia did explore transitioning to managed services for Awards A and B. Although Awards A and B have some characteristics of a managed service, Sandia still desires to maintain direction and control of the Telecommunications and IT infrastructures.

Reverse Auction

- A. How was it determined to utilize reverse auction for Award C and only Award C?
 - Sandia gave much thought and consideration to the utilization of a Reverse Auction as part of this multi-award procurement with the goal being to control and gain cost efficiencies. Awards A and B are fixed price contracts, allowing each Offeror to propose a different number and mix of staff so a reverse auction would not be suitable. Award C was deemed a good fit due to the one-to-one comparison of the fully loaded labor rates.

Savings

A. Does Sandia have a base case and how was it constructed?

- Yes. The “Personnel Projection Matrix” contains the base case and estimate of FTEs required to perform the services.

Evaluation

- A. How important is price in the evaluation (can the priority change during the process)?
 - Best-Value Price-Technical Tradeoff (PTT) is based on the premise that, if all proposals are approximately equal in terms of qualitative merit, the award will be made to the responsible Offeror with the lowest evaluated price or the most probable/realistic cost. However, Sandia may award to a responsible Offeror whose proposal offers a higher qualitative merit and is judged to have higher value than the price/cost differential.

Evaluation, cont.

- B. Is Sandia mostly comparing unit prices or is the financial test elaborate - NPV, sensitivity (e.g. stable ARC/RRC; Normalization process)?
 - For Awards A and B, Sandia will compare base charges. Sandia has developed a normalization process for the ARC/RRC. CEF, Supplier Volumes, and Productivity Gains. For Award C, Sandia will compare Fully Loaded billing rates by categories with a normalization process utilizing the PPM.
- C. Does the Supplier need to be involved with Sandia's internal billing process?
 - After contract award, Sandia may work with the Supplier to develop a billing/reports process to ensure accurate billing and timely payments.

Business Case

- A. How will the Supplier make money when Sandia controls most aspects of the service?
 - Award C is Labor Hour so the Supplier profits with every hour of work performed. The Fixed Pricing for Awards A and B are tied to a specific level of effort in terms of the number of FTEs being provided. If more or less FTEs are required by Sandia, the ARC/RRC process will adjust the FFP to ensure the Supplier's revenue is appropriately adjusted based on the contract terms.
- B. Why does the price need to be good for 12 months from the proposals due date?
 - This is the anticipated timeframe for evaluation, award recommendation, and DOE review and approval.

Pricing Grid – Award A

Option Year Period 1	Option Year Period 2	Grand Total
Sunday, April 01, 2018	Monday, April 01, 2019	Sunday, April 01, 2018
Sunday, March 31, 2019	Tuesday, March 31, 2020	Tuesday, March 31, 2020

Award A - New Mexico							
Contractor Abbreviation:							
Contractor price ARC=RRC for IS-1	Enter as monthly Charge SUSD	\$	-	\$	-	\$	-
Contractor price ARC=RRC for IS-2	Enter as monthly Charge SUSD	\$	-	\$	-	\$	-
Contractor price ARC=RRC for IS-3	Enter as monthly Charge SUSD	\$	-	\$	-	\$	-
Contractor price ARC=RRC for IS-4	Enter as monthly Charge SUSD	\$	-	\$	-	\$	-
Contractor price ARC=RRC for IM-1	Enter as monthly Charge SUSD	\$	-	\$	-	\$	-
Contractor price ARC=RRC for IM-2	Enter as monthly Charge SUSD	\$	-	\$	-	\$	-
Contractor price ARC=RRC for IM-3	Enter as monthly Charge SUSD	\$	-	\$	-	\$	-
Contractor price One Time Charges	Enter as one time Charge SUSD	\$	-	\$	-	\$	-
Contractor Convenient Exit Fee	Any month in period (SUSD, see instructions)	\$	-	\$	-	\$	-

5	- 15
6	- 15
7	- 15
8	- 15
9	- 15
10	- 15
11	- 15
12	- 15
13	- 15
14	- 15
15	- 15
16	- 15
17	- 15
18	- 15
19	- 15
20	- 15

Contractor volume for IS-1	Total Contractor Employees headcount	-	-	-	-	-
Contractor volume for IS-2	Total Contractor Employees headcount	-	-	-	-	-
Contractor volume for IS-3	Total Contractor Employees headcount	-	-	-	-	-
Contractor volume for IS-4	Total Contractor Employees headcount	-	-	-	-	-
Contractor volume for IS-5	Total Contractor Employees headcount	-	-	-	-	-
Contractor volume for IM-1	Total Contractor Employees headcount	-	-	-	-	-
Contractor volume for IM-2	Total Contractor Employees headcount	-	-	-	-	-
Contractor volume for IM-3	Total Contractor Employees headcount	-	-	-	-	-

Contractor productivity for IS-1	Gains by Contractor (headcount, see instructions)							
Contractor productivity for IS-2	Gains by Contractor (headcount, see instructions)							
Contractor productivity for IS-3	Gains by Contractor (headcount, see instructions)							
Contractor productivity for IS-4	Gains by Contractor (headcount, see instructions)							
Contractor productivity for IS-5	Gains by Contractor (headcount, see instructions)							
Contractor productivity for IM-1	Gains by Contractor (headcount, see instructions)							
Contractor productivity for IM-2	Gains by Contractor (headcount, see instructions)							
Contractor productivity for IM-3	Gains by Contractor (headcount, see instructions)							

The amounts preceded by a dollar sign are the only amounts that may be charged in the Contract.

The headcount for Total Contractor Employees and Gains by Contractor will be incorporated into the Contract.

Pricing Grid – Award B



Option Year Period 1	Option Year Period 2	Grand Total
Sunday, April 01, 2018	Monday, April 01, 2019	Sunday, April 01, 2018
Sunday, March 31, 2019	Tuesday, March 31, 2020	Tuesday, March 31, 2020

1. \$
2. \$
3. \$
4. \$
5. \$
6. \$
7. \$
8. \$
9. \$
10. \$

Contractor Convenient Exit Fee: Any month in period (USD, see instructions)

\$ - \$ -

Contractor volume for IS-1	Total Contractor Employees Appointed					
Contractor volume for IS-2	Total Contractor Employees Appointed					
Contractor volume for IS-3	Total Contractor Employees Appointed					
Contractor volume for IS-4	Total Contractor Employees Appointed					
Contractor volume for IM-1	Total Contractor Employees Appointed					
Contractor volume for IM-2	Total Contractor Employees Appointed					
Contractor volume for IM-3	Total Contractor Employees Appointed					

Contract productivity for JS-1	Search by Contractor (headline or instructions)					
Contract productivity for JS-2	Search by Contractor (headline or instructions)					
Contract productivity for JS-3	Search by Contractor (headline or instructions)					
Contract productivity for JS-4	Search by Contractor (headline or instructions)					
Contract productivity for JS-5	Search by Contractor (headline or instructions)					
Contract productivity for JMA-1	Search by Contractor (headline or instructions)					
Contract productivity for JMA-2	Search by Contractor (headline or instructions)					

The amounts preceded by a dollar sign are the only amounts that may be changed in the Contract.

Award C - Reverse Auction

Award C - New Mexico		Period
Contractor Abbreviation:		Begins
WXYZ		Ends
Contractor fully loaded billing rate for IS-1 Entry	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-1 Advanced	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-1 Senior	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-2 Entry	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-2 Advanced	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-2 Senior	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-3 Entry	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-3 Advanced	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-3 Senior	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-4 Entry	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-4 Advanced	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-4 Senior	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-5 Entry	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-5 Advanced	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IS-5 Senior	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IM-1 Entry	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IM-1 Advanced	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IM-1 Senior	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IM-2 Entry	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IM-2 Advanced	Enter as Charge per hour \$USD	\$ -
Contractor fully loaded billing rate for IM-2 Senior	Enter as Charge per hour \$USD	\$ -

Award C - California	
Contractor Abbreviation:	

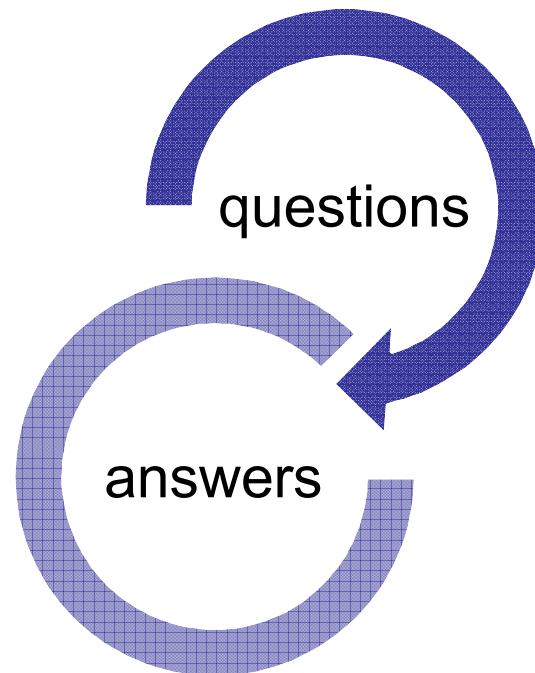
Award C - California		Period
Contractor Abbreviation:		Begins
WXYZ		Ends
Contractor fully loaded billing rate for California	Enter Differential as a Percentage (%)	0.00%



Q & A SESSION

Q & A Session

- Any question submitted in writing will be answered, compiled, and sent to the email addresses provided by your companies when they registered.



Enterprise IT Contract

Award A – Telecommunication Services (Technical)

*Exceptional service
in the national interest*



Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

Sandia National Laboratories



- Pat Manke – TeleComm Infrastructure Manager
- John Abbott – Network Operations Manager
- Ken Bernier – Wireless Infrastructure Project Lead
- Troy Holley – Wired Infrastructure Project Lead
- Cindy Myers – Infrastructure Support Operations Supervisor
- Manuel Prieto – TeleComm Infrastructure Tech Staff
- Glen Roybal – Telephone Services Project Lead
- Vicki Williams – Networking and SOC Operations Project Lead

Intent of this Technical Session

- The session will provide context and character to the requirements detailed in the RFQ.
- The information will enable potential suppliers to produce the best proposal they can to meet and exceed the requirements of Sandia National Laboratories (SNL), which are contained in the RFQ.

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- There are question submittal forms on your tables. Please write your question on a form. We will answer what we are able in the Q & A at the end of the presentation. All questions and responses will be compiled and sent to the email addresses provided by your companies when they registered.

Award A Technical Session Agenda

- Environment
- Challenges
- Scope
- Talent Model
- Service Level
- Technology
- Potential Projects
- Governance
- Break – 15 minutes
- Q & A Session

Environment

The scope of the telecommunication activities and responsibilities covered within Infrastructure Operations spans from the activation of a user's network and telephone connections to the network and telephone centralized equipment providing the service, and ALL the equipment and transport infrastructure in between. The many sites we serve in support of our customers and our telecommunication infrastructure include:

- More than 10,000 customers located in over 250 buildings (spread across five square miles of Air Force property).
- Approximately 25,000 end-user computers, 800 network devices, 2500 2-way radios, 1500 pagers, and 25,000 telephones.
- Distributed to over 50,000 telecommunication drop boxes, communicating over 6000 miles of fiber optic and copper cabling infrastructure located in 250 buildings and hundreds of miles underground conduit systems.
- Maintenance and operations of a telecommunications environment containing multiple generations of technologies that span from "cutting edge" to "obsolete."

Over time, this infrastructure represents a Sandia investment of approximately \$100M.

Challenges

- A. We must provide an award solution without negative impact to service availability, operational efficiencies, and customer satisfaction.
- B. We have to be able to plan for the cost of these services over the next five to seven years.
- C. We must be able to easily add or subtract services based on our budget and the needs of the business.



SCOPE

Demarcation

- A. How does work come into the Award and how does Sandia know the work is being performed by the correct Award?
 - The telecommunications work defined in Award A is distinct enough that there should be no overlap between it and other Awards. Any shifts over time in responsibilities between the Awards have been identified in the “Technology Standards” of the RFQ.
- B. How does Sandia know whether work should be performed in the base charges or whether additional resources are required?
 - The Award A “Statement of Work,” “Talent Model,” and “Technology Standards” sections provide adequate detail to determine if the requested work is within the scope of the services defined in the RFQ.

Volumes

- A. What has been the historical trend in work activity – rising, falling, or flat?
 - Ticket volumes remain fairly constant with a slight increase over the last several years. Because of the shift to newer technologies, ticket counts may increase but labor hours to support these requests should decrease.
- B. What is the nature of the “customer funded project work” defined in Attachment 08-A, Section 10?
 - This work is based on projections over the last several years for other telecommunications-related support requested by the Sandia business units (mission-related support). The labor volume is only a projection. If this work volume changes, the labor requested under the RFQ will be adjusted using the ARC or RRC process. If adjustments are to be made to the Award, the Supplier must keep and provide to Sandia accurate labor records in support of “customer-funded projects.”

Customer

- A. Who are the end users of the service?
 - All Sandia members of the workforce.
- B. How is customer satisfaction measured/reported and what has been the trend?
 - Point-of-Service Customer Satisfaction Surveys with an average score of 9 out of 10.
- C. Is Enterprise IT the only provider of services or do some business units self-perform the services that are in-scope?
 - Some business units have developed their own telecommunications (network, telephone, and infrastructure) capabilities to support business- or mission-related activities on their specific projects and project infrastructures. They do not have any responsibilities or authority to perform telecommunications service requests on Sandia's corporate telecommunications infrastructure.

Maintenance

- A. Is equipment covered under a third party maintenance contract?
 - Some higher value/critical equipment is covered under a third party maintenance contract.
- B. What are the parameters of that coverage and will Sandia keep the equipment under a maintenance contract post-award?
 - The parameters depend on the purpose of the equipment ranging from not covered to 24x7 coverage. This will not change post-award.

Solution Parameters

- A. Will Sandia accept changes in the way geography, people, and assets are linked (e.g. delivering services from offsite locations)?
 - Most work for Award A is required to be performed onsite. Suppliers may propose, for Sandia's consideration, some offsite solutions for some monitoring of work.
- B. What would Sandia like to see improved about the current delivery of services?
 - Based on the infusion of new technology (e.g. GPON, VoIP), Sandia's expectation is that after implementation, the cost of providing telecommunication services to the Labs will be reduced.



TALENT MODEL

Processes

- A. How mature are Sandia's processes? Are they documented and automated?
 - Sandia, as a laboratory, is ISO 9000 certified. That being said, Sandia processes can be at all levels of maturity. With regard to IT, Sandia is on a journey to institute ITIL® best practices. Currently, we have incident and change management in-place and are currently developing service level, problem, and knowledge management solutions.
- B. What are the time keeping requirements?
 - This is a firm fixed price award, so the Supplier may use its own timekeeping systems for its employees; however, the Supplier must keep and provide to Sandia accurate labor records in support of "customer-funded projects" for accounting purposes.

Productivity

- A. How does Sandia measure the productivity of contractor employees?
 - For Award A, Sandia does not measure the productivity of individual contractor employees. SLAs between Sandia and the Supplier determine whether the Supplier is meeting Sandia's requirements. It is the Supplier's responsibility to measure and ensure the productivity of their staff.
- B. Has Sandia determined how much each process costs (e.g. how much it costs to resolve a trouble ticket)?
 - Cost data on specific service request types has not been routinely collected.

Productivity, cont.

- C. Does Sandia keep a bench of people to meet spikes in demand or the needs of new projects?
 - Because of security clearance requirements to perform the work, this is not feasible. For spikes in demand, contractor employees may be temporarily reassigned. For new projects requiring additional staff, the ARC process would be used.

Workforce

- A. Has Sandia experimented with changing the makeup of the workforce (e.g. fewer analysts and more specialists or vice versa)?
 - Various experiments in the design and implementation of telecommunications services have been performed over the last ten years. These experiments centered around investing in solutions that were focused on specific technologies to address obsolete equipment, minimize investment costs, and reduce staff resources to provide basic telecommunication services. Our investment in GPON and VoIP is just a continuation of this strategy.
- B. What is the process to promote or demote contractor employees?
 - For Award A, Sandia does not participate in the process of hiring, firing, promoting, or demoting contractor employees.

Transition

- A. How will Sandia measure the success of the transition? Is it the number of contractor employees that accept offers?
 - Incumbent capture is a key measure of success due to the attributes of the current contractor employees (e.g. clearances, skills, Sandia knowledge). Minimal impact to contractor employee productivity is the second key measure. Another measure will be the expectation that the basic service levels and customer satisfaction are maintained with minimal impact during any transition under the new contract.
- B. Will Sandia accept a solution that keeps headcount similar but uses a large infusion of new personnel to perform the work?
 - The security clearance requirements and Sandia knowledge that enable a contractor employee to be successful would be a large challenge to this approach.

Demographics

A. What are the characteristics of the managers?

- Our expectation is that contractor managers are experienced in managing telecommunication services and related staff. The contractor managers must demonstrate commitment to providing the requested services at a high level of reliability, effectively resolve service issues, and drive efficiencies into Telecommunications' daily operations.



SERVICE LEVEL

SLA Strategy

- A. Is Sandia flexible about how the SLAs are described and measured (or reported)?
 - Service levels are a key component of these Awards. Sandia will work together with the Supplier to ensure that the SLA descriptions are clear, the measurements align with the description, are achievable, promote service improvement, and that reporting expectations in format and frequency are agreed upon. Sandia will be the decision maker in the end for all SLAs.
- B. Does Sandia expect the Service Levels to evolve during the course of the Award?
 - Absolutely. Not only the currently defined SLAs, but others may be defined as the service, technology, and relationship matures.

Incumbents

- A. What arrangements, such as operating level agreements, are in-place today?
 - The use of operating level agreements (OLA) will increase over time. OLAs will be between Sandia service organizations not between supplier awards.
- B. How will Sandia normalize the price to reflect the fact that incumbents don't meet SLAs?
 - The current Supplier is meeting SLAs. Sandia will expect the same of the successful bidder.

Business and Information Technology

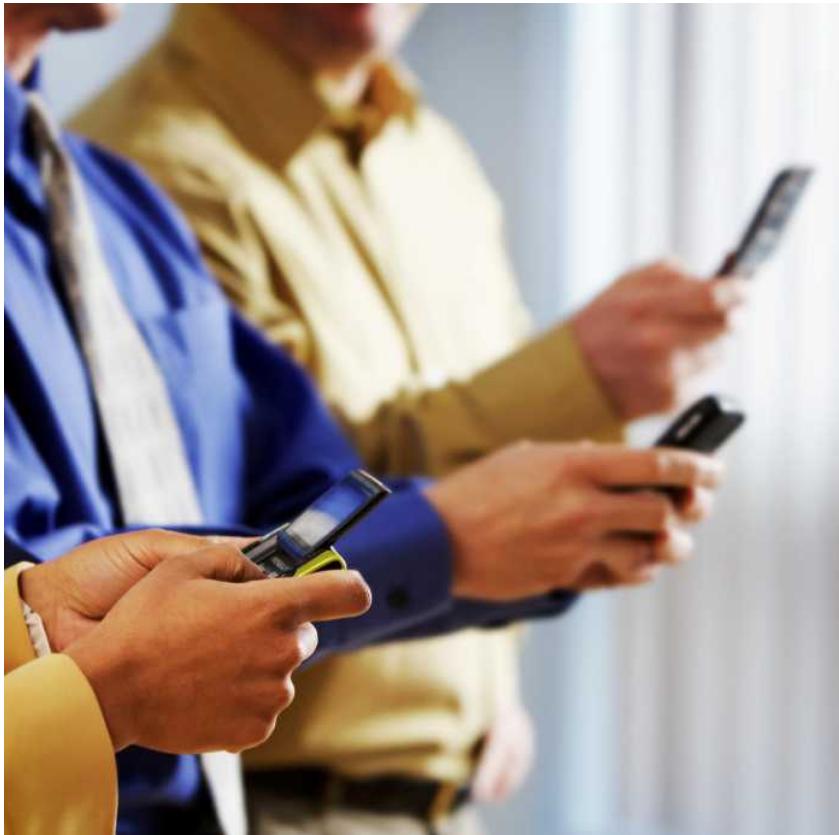
- A. Did the business units participate in developing the Service Levels?
 - The business units did not participate directly in defining the Service Levels within the RFQ.
- B. Does IT pay a penalty to the business units when an SLA is missed?
 - IT does not pay a direct cost penalty for a missed SLA. However, repeatedly missed SLAs directly impact the perceived value of IT from the business units, which can (and has) translated into reduced budgets.
- C. Do the businesses accept SLA attainment as evidence the Supplier is performing well?
 - It is one measure of performance.

Critical Deliverables

- A. Will Sandia provide examples of the Critical Deliverables to help manage expectations?
 - Yes.
- B. How did Sandia select the Critical Deliverables?
 - The Critical Deliverables were selected based on Sandia knowledge and experience with the current IT contracts.
- C. Are additional Critical Deliverables likely?
 - Those identified in the RFQ will be the starting point for the Award. Additional deliverables will be negotiated over the life of the Award.

Transparency

- A. Does Sandia have access to a dashboard or portal to collect and report the Service Levels?
 - Our desire is that our new ticketing system will enable the automatic extraction of metrics from the service data and that these metrics be available from an operations dashboard.
- B. Does Sandia have a way to rate the Supplier (e.g. red/yellow/green) during the course of the relationship?
 - Sandia Procurement has a survey called SCORE, which is used to rate Suppliers. The survey is completed by the Sandia Delegated Representative.
 - Sandia will certainly rate the Supplier through the SLAs and Governance Model. Sandia anticipates that the methodologies in rating the Supplier will mature over the course of the relationship.



TECHNOLOGY

Roadmap

A. Who is the CTO for Award A?

- Currently, the Award SDR is working in conjunction with the Networking, Telecommunications & Infrastructure Senior Manager and department managers.

B. Does Sandia have a technology strategy?

- Yes. The responsibility exists at several levels starting at the CIO and extending down to the Networking, Telecommunications & Infrastructure Senior Manager.

Roadmap, cont.

- C. Is there a technical architecture group to oversee the choice of technologies?
 - Yes. The Advanced Networking department.
- D. What is the Infrastructure Architect working on (why isn't there one for this Award)?
 - The role of the Infrastructure Architect has been determined to be a Sandia position. Sandia has made the determination that it must own the technology decisions for its missions.

Cloud

- A. Why doesn't the RFQ mention use of cloud technologies?
 - Sandia has only recently begun an effort that will result in our cloud strategy. Due to the security nature of most missions, the cloud strategy will be a private cloud. There is potential for public cloud usage in certain R&D collaborations with universities or other external entities. Cloud strategy responsibilities are outside of the scope of Award A.
- B. Will the federal government's cloud strategy affect this Award?
 - This Award is for staffing resources. Sandia does not anticipate an external cloud strategy will negatively impact this Award. Cloud strategy responsibilities are outside the scope of Award A.

Cloud, cont.

C. Can we add cloud solutions to the proposal?

- The main focus of this Award is for contract staff resources. However, Sandia does value the technical capabilities, experience, and knowledge the Supplier can bring to bear in executing our diverse missions.

D. What kinds of cloud technologies are acceptable to Sandia (e.g. elastic)?

- As Sandia is in the midst of developing its cloud strategies, there haven't been any decisions made on any technologies. Cloud strategy responsibilities are outside the scope of Award.

Security

- A. Are Sandia's security solutions mostly proprietary or open standards?
 - Sandia's security solutions are mostly open standards. In some missions, the security requirements dictate a more proprietary or in-house developed solution.
- B. Are biometric security measures in-place?
 - No, not across the enterprise. Some specific missions do use these measures.
- C. Has Sandia experimented with distributed workforce technologies?
 - Sandia has deployed technologies that allow our workforce to perform some job functions remotely. For the services requested under Award A, these services will be delivered onsite.

Mobility

A. What has been virtualized in the environment?

- Server virtualization strategy responsibilities are outside the scope of Award A.

B. What mobility technologies does Sandia have and how are they supported?

- Sandia is refining its mobile device strategy. The challenge is always in how to use these technologies in a fashion that does not compromise the inherent security requirements of Sandia's missions. Laptops, iPads, and Blackberrys are currently used. There are well-defined support teams for these devices.

Refresh

- A. What is the hardware and software refresh schedule?
 - To a significant degree, our recent investments in passive optical networking will reduce the demand on hardware refresh. There will be significant costs associated with technology migration (e.g. TDN telephony-to-VoIP conversion).
- B. What recent investments has Sandia made?
 - Sandia has made investments in network core infrastructure, GPON network technology, VoIP, and sing-mode fiber infrastructure.
- C. Can we customize Sandia's existing tools?
 - Only with concurrence and approval from Sandia.
- D. Can we bring new tools to the environment?
 - Only with concurrence and approval from Sandia.
- E. Can we substitute our tools for Sandia tools?
 - Only with concurrence and approval from Sandia.



POTENTIAL PROJECTS

Themes

- A. Why are the Potential Projects in the RFQ when Sandia doesn't want them in the price?
 - The Potential Projects are included to give prospective suppliers an awareness of the technologies and projects with which Sandia is moving forward. A Supplier that can bring knowledge, experience, and expertise to these projects is desirable.
- B. What is the overall strategy that drives the need for these projects?
 - There are drivers for each of the projects. Overall, the driver is the strategy that Sandia will be the R&D laboratory the nation turns to for its national security missions.

Methodology

- A. What is Sandia's project management methodology and how is it enforced?
 - Sandia is instituting a common repository for all corporate IT projects.
- B. Does Sandia track the projects centrally through a program management office?
 - Sandia is instituting a common repository for all corporate IT projects.
- C. Will each project meet a minimum requirement, such as a project estimate?
 - Yes.

Decision Support

- A. How does Sandia decide to fund the projects and what are the decision factors?
 - For projects that are funded through corporate (indirect) funds, there is a process for submitting, reviewing, accepting, and apportioning funds. The decision factors are as varied as the projects themselves.
 - Mission projects are funded through direct dollars and the decisions and decision factors are determined locally through the business units.
- B. What is the likelihood that the Supplier will be asked to conduct the Potential Projects?
 - For some of the projects, the Supplier will have to be involved as a participant not as the project director.

Impacts

- A. What projects are expected to have the highest impact to this Award?
 - GPON and VoIP.
- B. Historically how much effort have projects generally required in terms of manpower?
 - Project effort will vary depending on the specific project and the Supplier's degree of involvement with the project. Any requested support that is outside the scope or beyond the work volumes identified in the Award will be added via the ARC process. After the project is completed, any resources added to the Award in direct support of the project will potentially be removed from the Award via the RRC process.

Impacts, cont.

- C. Once a project is completed, does the Supplier need to support the ongoing results of the project (e.g. extra trouble tickets)?
 - Once a project is completed, it becomes part of the telecommunication infrastructure and thus within the scope of the work detailed in this Award. If support for the project and its capabilities requires changes to the SOW or work volumes, they will be implemented via the ARC or RRC process.

Effort

- A. What portion of the 500+ contractor employees are now dedicated to project work?
 - In Award A, approximately six contractor employees are currently dedicated to project work.



GOVERNANCE

Governance Roles

- A. What is the process by which the Supplier fills key personnel positions under the Award?
 - The Supplier will provide Sandia with the staff résumés for all key positions under the Award. Under Award A, the decision to hire individual staff is left solely to the Supplier. Sandia reserves the right to request the removal of any contractor staff at any time.
- B. What attributes or “soft” factors are important?
 - Very strong communication skills, the ability to build positive relationships with Sandia, and the ability to proactively partner with other suppliers on this Award to deliver the services.

Relationships

- A. Are Sandia's SCR and SDR individual performers, managers, or executives?
 - Individual performers and managers.
- B. How will the Supplier establish relationships with the business units?
 - Key personnel will have oversight roles for the contractor employees who are delivering IT services. They will interface directly with Sandia personnel in the business units, ensuring contractor employees are performing at the expected levels. Sandia will own the relationship management with the business units. The Supplier will work closely with Sandia to build and enhance these relationships.
- C. What is the level of executive involvement?
 - Executive involvement will be through interfacing with the Sandia line management.

Processes

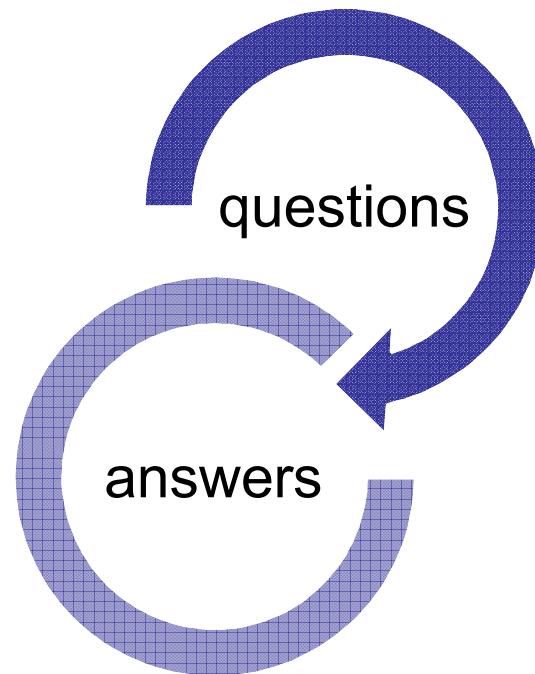
- A. Who will document the governance processes, such as invoice review and approval?
 - Sandia will document the processes and then work with the Supplier to ensure completeness and ability to comply.
- B. What is the maturity of the governance processes and are they automated?
 - This Award is a new approach for supporting Sandia IT. It is hoped that Sandia can take advantage of existing processes from other IT contracts, such as invoice and sourcing requisition processing which are integrated into Sandia corporate processes.
- C. What is in the Governance Manual today?
 - Being a new Award, the Governance Manual is just now in development.



Q & A SESSION

Q & A Session

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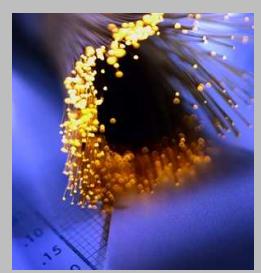
Enterprise IT Contract

Award B – Enterprise Computing Services (Technical)



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*Exceptional service
in the national interest*



Sandia National Laboratories



- Laura Charles – Computing Support Services (CSS) Manager
- Cynthia Caton – Lead CSS Service Manager
- Debbie Leitka – Sandia Contracting Representative

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Award B Technical Session Agenda



- Environment
- Challenges
- Scope
- Talent Model
- Service Level
- Technology
- Potential Projects
- Governance
- Break - 15 minutes
- Q & A Session

Environment

- Details of the environment are in the “Technology Standards” section of the RFQ.
- Award B will potentially provide computing support to all Sandia employees at all sites as described in the General Session and the RFQ.
- Computing support includes:
 - Desktops, laptops, servers
 - Thin clients
 - Mobile computing devices
- The Computing Support Services organization is ITIL® adherent and ISO 9000 certified.
- Service Managers (employed by Sandia) are responsible for the oversight of the Computing Support Services organization.

Challenges

- High Turnover
- Service Delivery Inconsistencies
- Service Quality Inconsistencies
 - "...exceptional service in the National interest"
- Cost Efficiencies
- Cost Recovery Inconsistencies
- Safety
- Security



SCOPE

Demarcation

- A. How does additional work come into the Award and how does Sandia know the work is being performed by the correct Award?
- When a new resource is required to perform work, Sandia and the Supplier will have an “Additional Resource” request process in place. Sandia will be charged for those additional resources. New work tasks for existing resources can come from a variety of means (e.g. ITSM ticketing tool, email, verbal).
 - Sandia management overseeing Awards B and C work closely together and will ensure the work is being performed according to the intent of the Award. Award A is distinct enough that there shouldn’t be any overlap with the other Awards.

Demarcation, cont.

- B. How does Sandia know whether work should be performed in the base charges or whether additional resources are required?
 - The work will be defined in the Award. When the work goes beyond that scope, Sandia will request an additional resource.

Volumes

- Potentially supporting all of Sandia creates a massive volume of work.
- We have data collected for many years.
- Efficiency and consistency is the key to managing the volume of our services.

Volumes, cont.

- A. What is the monthly volume of tickets for Incidents and Service Requests?
 - Approximately 11,000 tickets.
- B. What has been the historical trend in work activity – rising, falling, or flat?
 - Flat. But as we implement “Problem Management,” our incident work activity will fall.

Customers

- Thousands of Sandia employees, contractors, consultants, and visitors.
- Each one of these customers has diverse computing needs, skills, and knowledge.

Customers, cont.

- A. Who are the end users of the service?
 - Potentially all Sandia members of the workforce.
- B. How is customer satisfaction measured/reported and what has been the trend?
 - Customer Satisfaction Surveys are mailed after each ticket is resolved.
 - Monthly surveys are sent to 1% of our customers to gauge their overall satisfaction with our services.
- C. Is Enterprise IT the only provider of services or do some business units self-perform the services that are in-scope?
 - Some business units self-perform these in-scope services.

Maintenance

- Primarily Sandia-owned hardware.
- Extending our lifecycle.
- “Preferred Systems” list of approved computing devices.
- Diverse hardware environment.

Maintenance, cont.

- A. Is equipment covered under a third party maintenance contract?
 - All equipment is owned by Sandia. Sandia determines the maintenance requirements for the equipment.
 - What are the parameters of that coverage and will Sandia keep the equipment under a maintenance contract post-award?
 - The parameters depend on the purpose of the equipment ranging from not covered to 24x7 coverage. This will not change post-award.

Solution Parameters

- An opportunity to infuse new ideas at Sandia.
- We are looking for creative solutions.
- All solutions **MUST** be within Sandia's constraints as expressed in the RFQ.
- All solutions **MUST** meet SLAs.

Solution Parameters, cont.

- A. Will Sandia accept changes in the way geography, people, and assets are linked (e.g. delivering services from offsite locations)?
 - Yes. If our standards for resolution and customer satisfaction are very carefully considered and can be maintained at the levels specified in the SLAs.
- B. What would Sandia like to see improved about the current delivery of services?
 - Consistency of staff, solutions, cost recovery, and services.
 - Increased cost efficiencies.



TALENT MODEL

Processes

- ISO 9000
 - Very process driven.
 - Documented processes.
 - Continually improved processes.
- IT Service Management via ITIL® Best Practices
 - Processes developed for Incident, Knowledge, and Change Management.
 - Problem and Service Level Management coming this year.
 - Continual improvement.

Processes, cont.

- A. How mature are Sandia's processes? Are they documented and automated?
 - Sandia, as a laboratory, is ISO 9000 certified. That being said, Sandia processes can be at all levels of maturity. With regard to IT, Sandia is implementing ITIL® best practices. Incident, knowledge and change management are in place. Service level and problem management are being developed.

Productivity

- Oversight of Sandia Enterprise Computing Services by several Sandia Service Managers.
- Sandia is buying “services,” productivity is measured at the Service level rather than the individual level.
- Key: Productivity is only one measure of success. Quality, customer satisfaction, continual improvement among others are vital.

Productivity, cont.

- A. How does Sandia measure the productivity of contractor employees?
 - For the majority of our efforts, productivity will be measured on a “service” basis rather than by person. Today, we do have small teams with work requirements directed by Sandia employees who will receive direct feedback on their productivity. Sandia is looking to the contract company to modify and demonstrate improvements in measuring their employee’s productivity without affecting the needs of Sandia to direct the work requirements and assess the results.
- B. Has Sandia determined how much each process costs (e.g. how much it costs to resolve a trouble ticket)?
 - No. We have historical performance data that is reflected in the SLA requirements which Suppliers can extrapolate using their own cost data.

Productivity, cont.

- C. Does Sandia keep a bench of people to meet spikes in demand or needs of new projects?
 - No. We currently will shift resources across teams to meet spikes in demand. We do not keep a bench of people for new projects.

Workforce

- Over 100 contractors performing this work now.
- Movement across teams in Award B.
- Supplier will propose the best value workforce solution.

Workforce, cont.

- A. Has Sandia experimented with changing the makeup of the workforce (e.g. fewer analysts and more specialists or vice versa)?
 - A bit. For example, Sandia historically populated our Service Desk with infrastructure representatives. In the past year, we have received positive results from transitioning that service to having more associates/analysts.
- B. What is the process to promote or demote contractor employees?
 - Promotion and demotion is an employer process in which Sandia is not involved. In order to assure the highest value (quality and cost), the work assignments need to match the level of expertise of the contractor employee.

Transition

- Continuity of high-quality services is key.
- Recognize that everyone who is impacted by the transition deserves to be treated respectfully.

Transition, cont.

- A. How will Sandia measure the success of the transition? Is it the number of contractor employees that accept offers?
 - Minimally disrupted service delivery is a key attribute of success.
 - Therefore, incumbent capture is vital due to the attributes of the current contractor employees (e.g. clearances, skills, Sandia knowledge, and high-quality service providers).
- B. Will Sandia accept a solution that keeps headcounts similar but uses a large infusion of new personnel to perform the work?
 - The security clearance requirements and Sandia knowledge that enable a contractor employee to be successful would be a large challenge to this approach.



SERVICE LEVEL

SLA Strategy

- New concept between Sandia and suppliers.
- Recognize the SLA topics are vital to us.
- We expect evolution.
- Quantitative approach.

SLA Strategy, cont.

- A. Why did Sandia arrive at the At-Risk Amount of “x” percent?
 - Because we wanted our Service Levels to have impact to the Supplier. The message is that we have chosen a few key Service Levels that, if missed, seriously impact Sandia’s ability to deliver services.
- B. Is Sandia flexible about how the SLAs are described and measured (or reported)?
 - Service levels are a key component of these Awards. Sandia will work together with the Supplier to ensure that the SLA descriptions are clear, the measurements align with the description, are achievable, promote service improvement, and that reporting expectations in format and frequency are agreed upon. Sandia will be the decision maker in the end for all SLAs.

SLA Strategy, cont.

- C. Does Sandia expect the Service Levels to evolve during the course of the Award?
 - Absolutely. Not only the currently defined SLAs, but others may be defined as the service, technology, and relationship matures. Service levels are also designed to continually improve over time as described in the RFQ.

Critical Deliverables

- New concept between Sandia and suppliers.
- Recognize the Critical Deliverables are vital to Sandia's and Supplier's success.
- Quantitative approach.

Critical Deliverables, cont.

- A. Will Sandia provide examples or more clarification of the Critical Deliverables to help manage expectations?
 - Yes.
- B. How did Sandia select the Critical Deliverables?
 - The Critical Deliverables were selected based on Sandia knowledge, experience with the current IT contracts and the risks associated with this Award.
- C. Are additional Critical Deliverables likely?
 - Yes. As technology and processes improve and mature, Sandia anticipates that other critical deliverables may be identified.

Business and Information Technology



- We impact every aspect of Sandia's business.
- Sandia doesn't "work" without us.
- Service managers have organizational assignments to improve communication and relationship with Sandia's business units.
- Continual Improvement.

Business and IT, cont.

- A. Did the business units participate in developing the Service Levels?
 - Many of the Service Levels have been established and set prior to this Award and some are key components of Sandia's Performance metric to the Department of Energy. We expect that the business units will be engaged more as our ITIL® practices mature.
- B. Does IT pay a penalty to the business units when an SLA is missed?
 - IT does not pay a direct cost penalty for a missed SLA. However, repeatedly missed SLAs directly impact the perceived value of IT from the mission, which can (and has) translated into reduced budgets. Therefore, it is incumbent upon the Supplier to ensure SLAs are met or exceeded; otherwise, the work will go elsewhere.

Business and IT, cont.

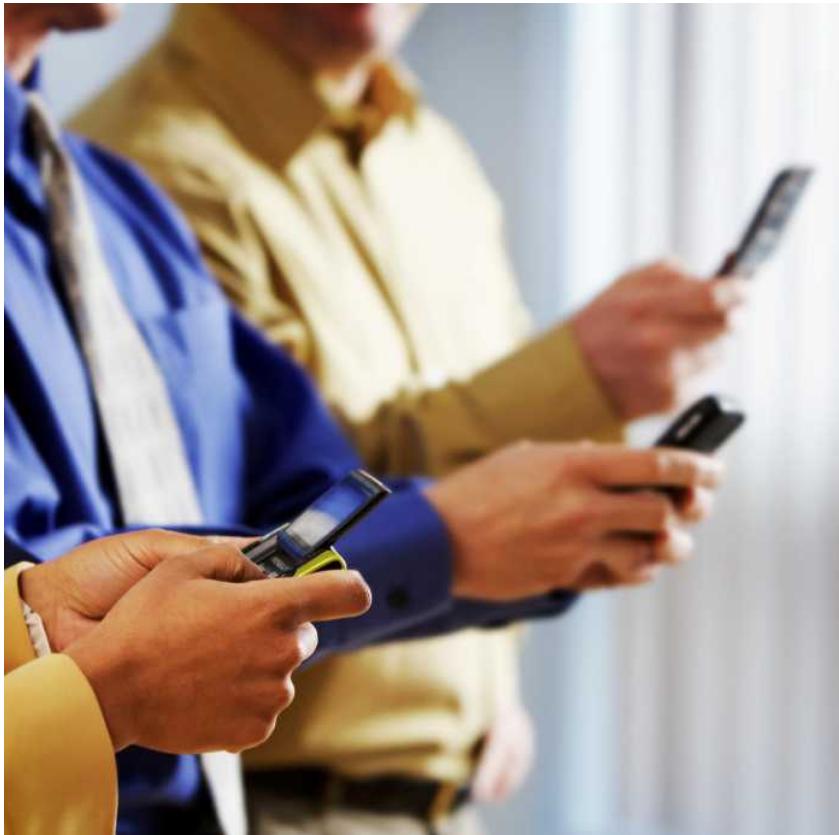
- C. Do the businesses accept SLA attainment as evidence the Supplier is performing well?
 - Our goal is that the successful attainment of all the SLAs will result in a better customer experience. The evidence they need will be high-quality, fast customer service.

Transparency

- Our goal is to develop a productive, professional relationship.
- We want an “enhanced” relationship with the Supplier.

Transparency, cont.

- A. Does Sandia have access to a dashboard or portal to collect and report the Service Levels?
 - Not at this time. We are working on this with regard to performance measures (with our Service Management tools).
- B. Does Sandia have a way to rate the Supplier (e.g. red/yellow/green) during the course of the relationship?
 - Sandia Procurement has a survey called SCORE, which is used to rate Suppliers. The survey is completed by the Sandia Delegated Representative.
 - Sandia will certainly rate the Supplier through the SLAs and Governance Model. Sandia anticipates that the methodologies in rating the Supplier will mature over the course of the relationship.



TECHNOLOGY

Technology Overview

- Personal computing is evolving very rapidly.
- Sandia has ownership of how we implement that evolution.
- Strong partnership with our Suppliers and Vendors.
- There are constraints in our environment that we must consider.

Roadmap

- A. Who is the CTO for Award B?
 - No person is defined as the CTO for this Award.
- B. Does Sandia have a technology strategy for Enterprise Computing Services?
 - Yes, a Sandia department, Technology Development, is responsible for developing the strategy for personal computing (desktop, mobile, virtual) at the Labs.
- C. Is there a technical architecture group to oversee the choice of technologies?
 - Yes, Technology Development works in concert with processes established at the CIO level to oversee the choice of technologies impacting personal computing.

Cloud

- A. Why doesn't the RFQ mention use of cloud technologies?
 - Sandia has only recently begun an effort that will result in our cloud strategy. Due to the security nature of most missions, the cloud strategy will be a private cloud. There is potential for public cloud usage in certain R&D collaborations with universities or other external entities. Cloud strategy responsibilities are outside of the scope of Award A.
- B. Will the federal government's cloud strategy affect this Award?
 - This Award is for staffing resources. Sandia does not anticipate an external cloud strategy will negatively impact this Award. Cloud strategy responsibilities are outside the scope of Award A.

Cloud, cont.

C. Can we add cloud solutions to the proposal?

- The main focus of this Award is for contract staff resources. However, Sandia does value the technical capabilities, experience, and knowledge the Supplier can bring to bear in executing our diverse missions.

D. What kinds of cloud technologies are acceptable to Sandia (e.g. elastic)?

- As Sandia is in the midst of developing its cloud strategies, there haven't been any decisions made on any technologies. Cloud strategy responsibilities are outside the scope of Award.

Security

- A. Has Sandia experimented with distributed workforce technologies?
 - Sandia has deployed technologies that allow our workforce to perform some job functions remotely.

Mobility

A. What has been virtualized in the environment?

- Technologies to virtualize desktops and servers have been deployed and continue to mature.

B. What mobility technologies does Sandia have and how are they supported?

- Sandia is refining its mobile device strategy. The challenge is always in how to use these technologies in a fashion that does not compromise the inherent security requirements of the Labs' missions. Laptops, tablets, iPads, Blackberrys, and iPhones (in pilot mode) are currently used. There are well-defined support teams for these devices.

Refresh

A. What is the hardware and software refresh schedule?

- Hardware is typically refreshed every 3-5 years.
- Software that is enterprise-wide is refreshed as frequently as possible without impacting the enterprise. See the Technology Standards section of the RFQ for more information.

B. What recent investments has Sandia made?

- Sandia has made investments in virtual infrastructure, GPON network technology, and SAN storage.

C. Can we customize Sandia's existing tools?

- Only with concurrence and approval from Sandia.

Refresh, cont.

D. Can we bring new tools to the environment?

- As mentioned under the “Cloud” section, Sandia does value the technical capabilities, experience, and knowledge that the Supplier can bring to bear in executing our diverse missions. However, Sandia owns the decision for technologies and tools to be utilized.

E. Can we substitute our tools for Sandia tools?

- Only with concurrence and approval from Sandia.



POTENTIAL PROJECTS

Potential Projects

- We know what we've planned (in "Exhibit 10").
- We may not know what else is coming.
 - Sandia responds to changes, initiatives, and budget constraints at the national level.

Themes

- A. Why are the Potential Projects in the RFQ when Sandia doesn't want them in the price?
 - The Potential Projects are included to give prospective Suppliers an awareness of the technologies and projects that are on Sandia's horizon. By providing Potential Projects, Sandia is hoping to prepare the winning Supplier with information about what technical expertise they will need to provide in the future. A Supplier that can bring knowledge, experience, and expertise to these projects is desirable.
 - We anticipate that as productivity gains are realized we will transition contract staff to project work.
- B. What is the overall strategy that drives the need for these projects?
 - There are drivers for each of the projects. Overall, the driver is the strategy that Sandia will be the R&D laboratory the nation turns to for its national security missions.

Decision Support

- A. How does Sandia decide to fund the projects and what are the decision factors?
 - For projects that are funded through corporate (indirect) funds, there is a process for submitting, reviewing, accepting, and apportioning funds. The decision factors are determined locally through the business units.
- B. What is the likelihood the Supplier will be asked to conduct the Potential Projects?
 - We may ask for contract support during the development or execution of a project.
- C. How are the Productivity Gains factored into Sandia's decision to launch a project?
 - We consider the return on investment from a lab-wide perspective before launching any project.

Impacts

- A. What projects are expected to have the highest impact to this Award?
 - Any cyber security project, service desk implementation, desktop as a service, and enterprise collaboration
- B. Historically how much effort have projects generally required in terms of manpower?
 - It varies widely.
- C. Once a project is completed, does the Supplier need to support the ongoing results of the project (e.g. extra trouble tickets)?
 - Maybe.

Effort

- A. What portion of the 500+ contractor employees are now dedicated to project work?
 - Very few.



GOVERNANCE

Governance

- Successful relationships are key to Sandia's and Supplier's success.
- This level of governance is new to Sandia.
- We expect evolution over the life of the Award.

Governance Roles

- A. What is the process by which Sandia selects the key personnel, such as the general manager and delivery manager?
 - The Supplier will present résumés for these positions. Sandia, at its discretion, will conduct an onsite assessment of the people for the proposed roles.
- B. What attributes or “soft” factors are important?
 - Very strong communication skills.
 - Ability to build positive relationships with Sandia and their own staff.
 - Ability to proactively and productively partner with other suppliers on this Award to deliver the services.

Relationships

- A. Are Sandia's SCR and SDR individual performers, managers, or executives?
 - Individual performers and managers.
- B. How will the Supplier establish relationships with the business units?
 - Sandia will own the relationship management with the business units. The Supplier will work closely with Sandia to build and enhance these relationships.
- C. What is the level of executive involvement?
 - Executive involvement will be through interfacing with the Sandia line management.

Processes

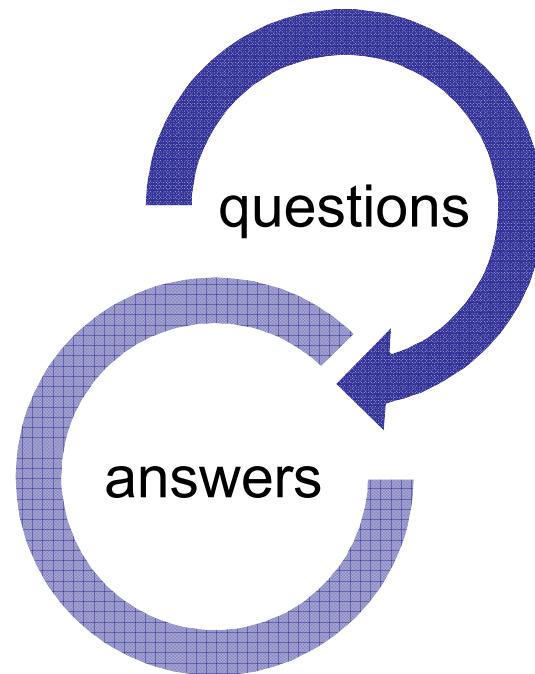
- A. Who will document the governance processes, such as invoice review and approval?
 - Sandia will document the processes and then work with the Supplier to ensure completeness and ability to comply.
- B. What is the maturity of the governance processes and are they automated?
 - The formal governance process will be designed over the next year and further refined with the selected Supplier.



Q & A SESSION

Q & A Session

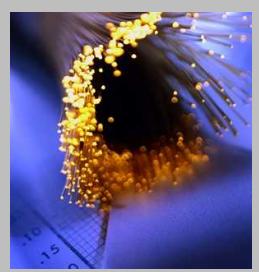
- Any question submitted in writing will be answered, compiled, and sent to the email address provided by your companies when they were registered.



Enterprise IT Contract

Award C – Mission Computing Services (Technical)

*Exceptional service
in the national interest*



Sandia National Laboratories



- Ken Hatfield – Computing Support Services (CSS) Special Projects (SP) Manager
- Sophia Corwell – High Performance Computing
- Anthony Fasulo – CSS SP Service/Project Manager
- Sam Jones – CSS Production Tools and Technology Development
- Mark Schmitz – CSS SP Service/Project Manager

Intent of this Technical Session

- The session will provide context and character to the requirements detailed in the RFQ.
- The information will enable potential suppliers to produce the best proposal they can to meet and exceed the requirements of Sandia National Laboratories (SNL) which are contained in the RFQ.

Session Details

- The RFQ takes precedence over anything shown, stated, or implied during this presentation.
- The information provided relates to the bidding process and the IT Contract description. Potential suppliers shall be solely responsible for conducting their own investigation and analysis.
- The presentation is intended to cover those items not already explicated in the RFQ.
- There are question submittal forms on your tables. Please write your question on a form. We will answer what we are able in the Q & A session at the end of the presentation. All questions and responses will be compiled and sent to the email addresses provided by your companies when they registered.

Award C Technical Session Agenda

- Award C Context
- Structure of the Relationship
- Environment
- Scope
- Talent Model
- Service Level
- Technology
- Potential Projects
- Governance
- Break – 15 Minutes
- Q & A Session

Award C Context

- **Diversity of Work**
 - IT research, development, and integration of IT capabilities; high performance computing, desktop services; cyber security; central hosting computing environment, application development, IT training.
- **Ability to Contribute**
 - IT personnel assigned to mission projects work closely with the Sandia scientists and engineers on the Mission Project Team.
 - The services are individualized and tailored to the unique needs of a national security mission.
- **Opportunity to Innovate**
 - Today, the mission obtains IT services through a variety of contract labor agreements.
 - The amount of work performed in Award C will ultimately be dependent upon the success of the Supplier's performance and Sandia's continued need for unique mission support services.

Structure of Relationship

- Not a staff augmentation contract (body shop)
- Not a managed service contract (outsourcing)
- A Hybrid. This is a labor based award that provides on site management of its workforce as well as monitoring, measuring, and reporting on the delivery of their work.
- Challenge –
 - Provide onsite management and oversight of contractor workforce without negatively affecting the ability and agility of mission execution.
- Sandia Culture
 - Mix of R&D (University), Government, Military

Environment

- Details of the environment are in the “Technology Standards” section of the RFQ.
- IT contractor personnel include (but are not limited to):
 - System Administrators - Windows/Unix
 - Desktop Technicians - Windows, Unix, Macintosh
 - Server Managers
 - Programmers
 - IT Trainers
- Most of these IT professionals are embedded or matrixed with their Sandia customers and work side by side with Sandia scientists, engineers, and IT architects.



SCOPE

Demarcation

A. How does work come into the Award and how does Sandia know the work is being performed by the correct Award?

- There are two types: 1) A new resource required to perform work and 2) new work tasks for an existing resource. For a new resource, Sandia will have a resource requisition process (RRP) in-place. New work tasks for existing resources can come from a variety of means (e.g. ITSM ticketing tool, email, verbal).
- Sandia management overseeing Awards B and C work closely together and will ensure the work is being performed according to the intent of the Award. Award A is distinct enough that there shouldn't be any overlap.

Volumes

A. What are the annual volumes of trouble tickets and service requests?

- Difficult to answer at this time for a couple of reasons. 1) The work in this Award has never been managed through one contract vehicle. 2) The diverse areas this Award serves has differing levels of maturity (e.g. High Performance Computing uses a ticketing system and helpdesk; mission IT work is measured by level of effort.) It's our intention to use Sandia-developed and deployed tools such as ITSM ticketing.

B. What has been the historical trend in work activity – rising, falling, or flat?

- Rising. The work activity tends to be rising as measured by the number of contractor employees providing service.

Customer

A. Who are the end users of the service?

- With the diversity of the work areas in this Award, the best answer is the end users are all Sandia members of the workforce who directly work on missions.

B. How is customer satisfaction measured/reported and what has been the trend?

- CSAT is qualitative at this time for a majority of this Award. The reasons were mentioned in the “Volumes” section. Sandia intends over time, to improve the ability to determine and measure CSAT.

Customer, cont.

- C. Is information technology the only provider of services or do some business units self-perform the services that are in-scope?
- Some business units self-perform these in-scope services. Those business units will be able to use this Award for contract IT services. Also, it is often the case in-scope work performed by Sandia business units is through Sandia employees.

Maintenance

- A. Is equipment covered under a third party maintenance contract?
 - All equipment is owned by Sandia. Sandia determines the maintenance requirements for the equipment. In situation where costs can be lowered, Sandia has lab-wide maintenance contracts.
- B. What are the parameters of that coverage and will Sandia keep the equipment under a maintenance contract post-award?
 - The parameters depend on the purpose of the equipment ranging from not covered to 24x7 coverage. These parameters will not change as a result of this Award.

Solution Parameters

- A. Will Sandia accept changes in the way geography, people, and assets are linked (e.g. delivering services from offsite locations)?
 - Award C is designed to onsite work. There is an allowance for telecommuting but that should be the exception and not the rule.
- B. What would Sandia like to see improved about the current delivery of services?
 - Consistency of services
 - Consistency of technology deployed
 - Reduction of redundancy
 - Ability to measure and monitor services
 - Recruitment of IT professionals



TALENT MODEL

Processes

- A. How mature are Sandia's processes? Are they documented and automated?
 - Sandia, as a laboratory, is ISO 9000 certified. That being said, Sandia processes can be at all levels of maturity, which includes aspects such as documentation and automation. With regards to IT, Sandia is journey to institute ITIL® best practices. Currently, we have incident and change management in-place and are developing service level, problem, and knowledge management.
- B. What are the time keeping requirements?
 - Sandia has project and task numbers that define the work breakdown structure for mission activities. Contract employees will need to accurately report their billable time against projects and tasks as well as document time on a weekly basis.

Productivity

- A. How does Sandia measure the productivity of contractor employees?
 - With the current approach of small teams embedded/matrixed to the Sandia missions and the work requirements directed by Sandia employees, contract employees receive direct feedback on their productivity today. Sandia is looking to the contract company to modify and demonstrate improvements in measuring their employee's productivity without affecting the needs of Sandia to direct the work requirements and assess the results.
- B. Has Sandia determined how much each process costs (e.g. how much it costs to resolve a trouble ticket)?
 - For Award C, this has not been done due to the inconsistency of how work is received, executed, and documented.

Productivity, cont.

- C. Does Sandia keep a bench of people to meet spikes in demand or needs of new projects?
 - Not formally. In some areas, there can be more general work teams and assignments from which resources can be staffed for new projects and missions. The challenge is having contract resources with appropriate clearance and skills levels and the Sandia knowledge necessary to be successful in delivering mission IT.

Workforce

- A. Has Sandia experimented with changing the makeup of the workforce (e.g. fewer analysts and more specialists or vice versa)?
 - Not explicitly for Award C. The mission determines the level of expertise and requirements during a staff requisition. Over the life of a mission, the requirements can change and that would constitute a workforce change.
- B. What is the process to promote or demote contractor employees?
 - This process needs to be jointly developed and managed through our Governance Model. This is a component of the Talent Model and, as mentioned earlier, it has not been implemented at Sandia. In general, the work assignments need to match the level of expertise of the contractor employee.

Transition

- A. How will Sandia measure the success of the transition? Is it the number of contractor employees that accept offers?
 - Incumbent capture is a key measure of success due to the attributes of the current contractor employees (e.g. clearances, skills, Sandia knowledge, trust of mission staff).
 - Minimal impact to contractor employee productivity and Sandia continuing to deliver its services to their users is the second key measure.
- B. Will Sandia accept a solution that keeps headcounts similar but uses a large infusion of new personnel to perform the work?
 - With the security clearance requirements and Sandia knowledge that enable a contractor employee to be successful in mission IT and the other areas of Award C would be a large challenge for a Supplier.

Demographics

- A. What statistics, such as technical certification and years of experience, can Sandia provide about the current workforce?
- Sandia does not keep such statistics and data on the current contractor workforce. It will be required of the Awarded Supplier to collect and maintain this type of information about its workforce. One statistic Sandia can provide is the amount of time current contractors have been working onsite.

Demographics, cont.

B. What are the characteristics of the managers?

- The Delivery Manager will generally be performing technical work, overseeing operational effectiveness of contractor employees, and other HR-type of functions the company deems necessary (e.g. performance reviews).
- The General Manager will be engaging with the Sandia Award Lead and Sandia Service Managers ensuring contractual obligations are being met, building relationships with Sandia mission customers, management and evolution of our governance model, and ensuring timely and effective sourcing for requisitions.



SERVICE LEVEL

SLA Strategy

- A. Is Sandia flexible about how the SLAs are described and measured (or reported)?
 - Service levels are a key component of these Awards. Sandia will work together with the Supplier to ensure that the SLA descriptions are clear, the measurements align with the description, are achievable, promote service improvement, and that reporting expectations in format and frequency are agreed upon. Sandia will be the decision maker in the end for all SLAs.
- B. Does Sandia expect the Service Levels to evolve during the course of the Award?
 - Absolutely. Not only the currently defined SLAs, but others may be defined as the service, technology, and relationship matures. Service Levels are also designed to continually improve over time as described in the RFQ.

Incumbents

- A. What arrangements, such as operating level agreements, are in-place today?
 - OLAs are in the process of being more formalized this calendar year.
- B. What are the key drivers around retention of incumbents?
 - Clearances and program access.
 - Existing knowledge of Sandia; how to deliver services.
 - Minimize impact to missions and projects being serviced by incumbents.

Business and Information Technology

A. Did the business units participate in developing the Service Levels?

- Many of the Service Levels have been established and set prior to this Award. Those are well known to the business units. The business units did not participate in the newer Service Levels. The business units will be engaged more as our ITIL® practices mature.

B. Does IT pay a penalty to the business units when an SLA is missed?

- IT does not pay a direct cost penalty for a missed SLA. However, repeatedly missed SLAs directly impact the perceived value of IT from the business units, which can (and has) translated into reduced budgets. In particular, Award C is essentially an internal business. Customer business units are not obligated to use this Award. Therefore, it is incumbent upon the Supplier to ensure SLAs are met or exceeded; otherwise, the work will go elsewhere.

Business and IT, cont.

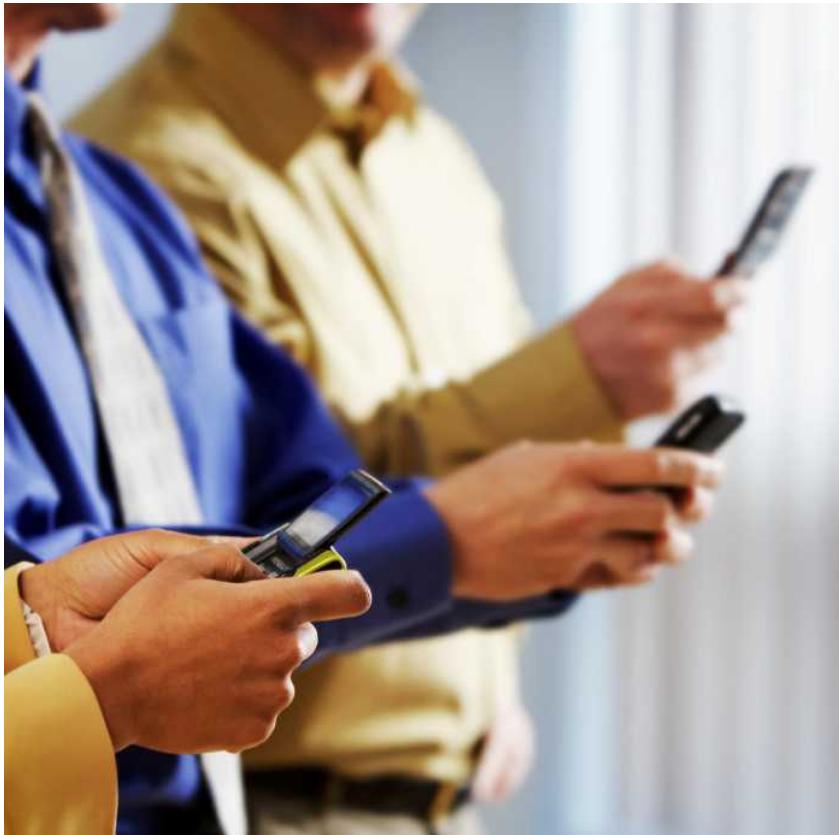
- C. Do the businesses accept SLA attainment as evidence the Supplier is performing well?
 - Yes, they do. However, for this Award, the SLAs are truly in their infancy. The main evidence of the Supplier performing well is through the interactions and relationship with the contractor employees delivering the mission IT and other services.

Critical Deliverables

- A. Will Sandia provide examples or more clarification of the Critical Deliverables to help manage expectations?
 - Yes.
- B. How did Sandia select the Critical Deliverables?
 - The Critical Deliverables were selected based on Sandia knowledge and experience with the current IT contracts. The current contracts lacked these features and Sandia is looking for a step improvement in maturity by having critical deliverables (e.g. technology plan).
- C. Are additional Critical Deliverables likely?
 - Yes, it is likely.

Transparency

- A. Does Sandia have access to a dashboard or portal to collect and report the Service Levels?
 - Not at this time. We are working on this with regard to performance measures (with our Service Management tools).
- B. Does Sandia have a way to rate the Supplier (e.g. red/yellow/green) during the course of the relationship?
 - Sandia will certainly rate the Supplier through the SLAs and Governance Model. Sandia anticipates that the methodologies in rating the Supplier will mature over the course of the relationship. Sandia Procurement also has a means, called SCORE, of evaluating higher dollar valued contracts.



TECHNOLOGY

Roadmap

A. Who is the CTO for Award C?

- No person is defined as the CTO for this Award.

B. Does Sandia have a technology strategy?

- The diversity of Sandia missions and its mission customers has made it difficult to develop an overarching strategy. Specific areas, such as High Performance Computing, may have developed their own technology strategies.

C. Is there a technical architecture group to oversee the choice of technologies?

- There is a process for technologies to be submitted, reviewed, and approved/disapproved for Sandia. The approval can be either enterprise-wide or more niche/mission-specific.

Roadmap, cont.

D. What is the Infrastructure Architect working on?

- The role of the Infrastructure Architect has typically been a Sandia position. Sandia has determined that it must own the technology decisions.

Cloud

- A. Why doesn't the RFQ mention use of cloud technologies?
 - Sandia has only recently begun an effort that will result in our cloud strategy. Due to the security nature of most missions, the cloud strategy will be a private cloud. There is potential for public cloud usage in certain R&D collaborations with universities or other external entities. Cloud strategy responsibilities are outside of the scope of Award A.
- B. Will the federal government's cloud strategy affect this Award?
 - This Award is for staffing resources. Sandia does not anticipate an external cloud strategy will negatively impact this Award. Cloud strategy responsibilities are outside the scope of Award A.

Cloud, cont.

C. Can we add cloud solutions to the proposal?

- The main focus of this Award is for contract staff resources. However, Sandia does value the technical capabilities, experience, and knowledge the Supplier can bring to bear in executing our diverse missions.

D. What kinds of cloud technologies are acceptable to Sandia (e.g. elastic)?

- As Sandia is in the midst of developing its cloud strategies, there haven't been any decisions made on any technologies. Cloud strategy responsibilities are outside the scope of Award.

Security

- A. Are Sandia's security solutions mostly proprietary or open standards?
 - Sandia's security solutions are mostly open standards. The security requirements set by either the Sandia customer or NNSA/DOE sometimes dictate a more proprietary or in-house developed solution.
- B. Are biometric security measures in-place?
 - No, not across the enterprise. Some specific missions do use these measures.
- C. Has Sandia experimented with distributed workforce technologies?
 - Sandia has deployed technologies that allow our workforce to perform some job functions remotely. With classified/sensitive security missions, which are a large portion of this Award, it is currently not feasible.

Mobility

A. What has been virtualized in the environment?

- Technologies to virtualize desktops and servers have been deployed. Terminal server environments have been in use for many years on our classified networks. Sandia is growing in this area.

B. What mobility technologies does Sandia have and how are they supported?

- Sandia is refining its mobile device strategy. The challenge is always in how to use these technologies in a fashion that does not compromise the inherent security requirements of its missions. Laptops, tablets, iPads, and Blackberrys are currently used. There are well-defined support teams for these devices. These teams reside in Award B as they serve Enterprise IT.

Refresh

A. What is the hardware and software refresh schedule?

- Hardware is refreshed on a 3-5 year schedule. It is refreshed by the owner and/or system administrator of the device. Refresh is not accomplished in bulk fashion.
- Software that is enterprise-wide is refreshed as frequently as possible without impacting the enterprise. See the Technology Standards section of the RFQ for more information.
- Software varies according to the mission it supports. Software can have a very long or very short lifecycle depending on the requirements of the mission.

B. What recent investments has Sandia made?

- Sandia has made investments in virtual infrastructure, GPON network technology, computer clusters, and SAN storage.

Refresh, cont.

- C. Can we customize Sandia's existing tools?
 - Only with concurrence and approval from Sandia.
- D. Can we bring new tools to the environment?
 - As mentioned under "Cloud Questions," Sandia does value the technical capabilities, experience, and knowledge that the Supplier can bring to bear in executing our diverse missions. However, Sandia owns the decision for technologies and tools to be utilized.
- E. Can we substitute our tools for Sandia tools?
 - Only with concurrence and approval from Sandia.



POTENTIAL PROJECTS

Themes

- A. Why are the Potential Projects in the RFQ when Sandia doesn't want them in the price?
 - The Potential Projects are included to give prospective Suppliers an awareness of the technologies and projects with which Sandia is moving forward. By providing Potential Projects, Sandia is hoping to prepare the winning Supplier with information about what technical expertise they will need to provide in the future. A Supplier that can bring knowledge, experience, and expertise to these projects is desirable through Governance.
- B. What is the overall strategy that drives the need for these projects?
 - There are drivers for each of the projects. Overall, the driver is the strategy that Sandia will be the R&D laboratory the nation turns to for its national security missions.

Methodology

- A. What is Sandia's project management methodology and how is it reinforced?
 - Sandia is instituting a common repository for all corporate IT projects. That repository will start to be used this calendar year.
 - Mission IT projects are managed at the discretion and with the inherent rigor with the Sandia business unit.
- B. Does Sandia track the projects centrally through a program management office?
 - Sandia is instituting a common repository for all corporate IT projects.
- C. Will each project meet a minimum requirement, such as a project estimate?
 - Yes. For more information, see the "Project Exhibit" in the RFQ.

Decision Support

- A. How does Sandia decide to fund the projects and what are the decision factors?
 - For projects that are funded through corporate (indirect) funds, there is a process for submitting, reviewing, accepting, and apportioning funds. The decision factors are determined locally through the business units.
 - Mission projects are funded through direct dollars and the decision factors are determined locally through the business units.
- B. What is the likelihood that the Supplier will be asked to conduct the Potential Projects?
 - Not likely, but still a possibility.

Impacts

- A. What projects are expected to have the highest impact to this Award?
 - ITIL® projects will have the most impact. Other projects are anticipated to have negligible impact on this Award. Projects specific to certain areas, such as High Performance Computing, will certainly impact those areas.
- B. Historically how much effort have projects generally required in terms of manpower?
 - We do not have a historical perspective. Sandia will have a better understanding over the life of these Awards.
- C. Once a project is completed, does the Supplier need to support the ongoing results of the project (e.g. extra trouble tickets)?
 - Yes

Effort

- A. What portion of the 500+ contractor employees are now dedicated to project work?
 - In Award C, the majority of work performed by contractor employees is in support of existing mission IT or will be working on mission-specific IT projects that would not raise to the level of the Potential Projects list. There is project work for contractor employees in High Performance Computing, Cyber Security, and ITIL®.



GOVERNANCE

Governance Roles

- A. What is the process by which Sandia selects the Key Personnel, such as the General Manager and Delivery Manager?
 - The Supplier will present résumés for these positions. Sandia, at its discretion, will conduct an onsite assessment of the people for the proposed roles.
- B. What attributes or “soft” factors are important?
 - Very strong communication skills.
 - Ability to build positive relationships with Sandia.
 - Ability to proactively partner with other suppliers on this Award to deliver the services.

Relationships

- A. Are Sandia's SCR and SDR individual performers, managers, or executives?
 - Individual performers and managers.
- B. How will the Supplier establish relationships with the business units?
 - Key personnel will have oversight roles for the contractor employees that are delivering the services. They will interface directly with Sandia IT personnel in order to ensure the needs of the business units are being fulfilled. Service level management will play a large role in this area once established.
 - Sandia will own the relationship management with the business units. The Supplier will work closely with Sandia to build and enhance these relationships.
- C. What is the level of executive involvement?
 - Executive involvement will be through interfacing with the Sandia line management.

Processes

- A. Who will document the governance processes, such as invoice review and approval?
 - Sandia will document the processes and then work with the Supplier to ensure completeness and ability to comply.
- B. What is the maturity of the governance processes and are they automated?
 - This Award is a new approach for supporting Sandia Mission IT. Sandia hopes to take advantage of existing processes from other IT contracts, such as invoice processing and sourcing requisition process which are already integrated into our corporate processes. Currently, we have information governance processes in select areas within Sandia IT.
- C. What is in the Governance Manual today?
 - Being a new Award, the Governance Manual is just now in development. Under these new Awards, the Governance Manual will be co-developed with the Supplier.



Q & A SESSION

Q & A Session

- Any question submitted in writing will be answered, compiled, and sent to the email address provided by your companies when they were registered.

