Commonwealth of Virginia
Secretary of Administration

Virginia Information Technologies Agency

At A Glance

The Virginia Information Technologies Agency supports the Commonwealth by providing cybersecurity, information technology infrastructure services and information technology governance.

Staffing   197 Salaried Employees, 54 Contracted Employees, 246 Authorized, and 9 Wage Employees.

Financials   Budget FY 2017, $404.48 million, 0.70% from the General Fund.

Trends
Legend   ↑ Increase, ↓ Decrease, ➡ Steady

Key Perf Areas   ➡ Compliance with IT Project Criteria
                  ↑ Compliance with IT Security Program

Productivity   ↑ Service Lifecycle Process Time
Legend   ↑ Improving, ↓ Worsening, ➡ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov

Agency Background Statement

Under the leadership of the Commonwealth's Chief Information Officer (CIO) Nelson Moe, VITA's mission reflects the changing technology environment and the role that the Virginia Information Technologies Agency (VITA) plays in providing technology services for the Commonwealth. VITA's mission/vision is to support the Commonwealth by providing cybersecurity, information technology infrastructure services and information technology governance by delivering agile technology services at the speed of business. VITA is the Commonwealth's consolidated information technology organization. VITA's responsibilities fall into four primary categories:

- Operation of the information technology (IT) infrastructure, including all related personnel, for the executive branch agencies declared by the legislature to be "in-scope" to VITA

- Governance of the Commonwealth's information security programs in support of the responsibilities of the chief information officer of the Commonwealth

- Governance of IT investments in support of the duties and responsibilities of the Information Technology Advisory Council and the chief information officer of the Commonwealth

- Procurement of technology for VITA and on behalf of other state agencies and institutions of higher education

VITA's vision is to deliver agile technology services at the speed of business. VITA is a unique organization, pioneering a 21st century model for information technology governance and operational excellence. The creation of VITA represented the most comprehensive reform of state government information technology in the nation and has firmly established Virginia as a leader in the use of technology in government. As revolutionary as the concept was at its inception, VITA is about to embark on another ground-breaking transition.

Transition Goals FY 2016-2020

The years from 2016-2020 will be challenging for VITA as it transitions from a service delivery model that is heavily reliant on a single-source provider to a multi-source supplier environment.   Of importance to Commonwealth during this strategic planning period and beyond is the forthcoming dissolution of the Comprehensive Infrastructure Services Agreement (CIA) with Northrup Grumman on July 1, 2019.   While this does bring many opportunities for offering enhanced or additional services, obtaining cost savings and reducing the risk associated with such a significant reliance on a single partner, it also presents new risks. The management of multiple vendors creates an additional level of complexity for VITA. Issues that could arise during the transitioning of services and the support of mission-critical applications provided and/or supported by VITA must be addressed effectively. VITA is both a provider of services, but also a user of the services provided and may itself be impacted by disruptions in service if the transition is not planned and implemented seamlessly.

VITA's Core Goals for FY 2016-2018 include:

- **Goal 1: Information Technology Services** – Ensure the operating environment that supports the Commonwealth's ability to provide services to its citizens has clear rules, quality delivery, and is adaptable to change.

- **Goal 2: Cyber Security –** Protect Commonwealth information technology systems, resources and information assets from loss, damage and misuse.

- **Goal 3: Information Technology Governance** – Ensure VITA's processes, organization and decision-making are effective and efficient and customers find it easy to do business with us.

Major Products and Services

VITA's Service Catalog offers its customers access to 73 discrete information technology-related services in 14 service categories: Business Intelligence Services, Disaster Recovery Services, E=911 Emergency Services, eGovernment Services, Geographic Information Systems Services, Mainframe and Server Services, Messaging Services, Network Services, Personal Computing Services, Security Services, Supply Chain Solutions Services, Voice and Video Services, Workplace Collaboration Services and Workplace Productivity Services.

The catalog of services is available at http://shop.vita.virginia.gov/

Customers

    Customer Summary

As the state's IT infrastructure provider, VITA supports a variety of local, regional and state government agencies and institutions with offices in every county in the Commonwealth. VITA's support to local governments, libraries and school boards is primarily via statewide contracts for telecommunications and IT products and services. As VITA enters this transition phase, it does not anticipate any significant changes in its customer base. It should be noted, however, that VITA anticipates that the Department of State Police will assume responsibility for the billing for Virginia Criminal Information Network (VCIN) services and this may reduce the number of VITA billing customers. VCIN is a statewide data communications network incorporating links to regional and national law enforcement systems.   VCIN data are available to any department or division of state government meeting the definition of a criminal justice agency as contained in Section 9.1-101 of the Code of Virginia. Currently, VITA is preparing the monthly billing statements for all agencies receiving this service. Since, for some of them, this is the only service that VITA provides, VITA anticipates our overall customer count may decrease as the billing is transitioned to the Virginia State Police.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Governor	Governor's Office	16	16	Stable
State Agency(s),	Executive Branch Agencies	63	63	Stable
State Agency(s),	Non-Executive Branch Agencies	19	19	Stable
Higher Education Institutions	Institutions of higher education	44	44	Stable
Local or Regional Government Authorities	Regional government entities	593	593	Decrease
Non-Profit Agency (Boards/Foundations),	Non-profit entities	14	14	Stable
Federal Agency	Non-Commonwealth government entities	42	42	Stable

Finance

Financial Summary

VITA's resources include appropriations from the Internal Service Fund, Dedicated Special Revenue Fund, General Fund, and Special Revenue Fund. Additionally, appropriations from the Federal Trust Fund are requested as needed.

The Internal Service Fund (ISF) is VITA's primary source of revenues and expenses. In this intra-governmental fund, VITA collects revenue and makes associated expenses for providing information technology infrastructure and telecommunications services to other state agencies, institutions, and local governments. The services furnished are charged to the customer (recipient agency, institution, or local government) to recover costs through user charges approved by the Department of Planning and Budget and the Joint Legislative Audit and Review Commission (JLARC). Discretionary services VITA provides to some customers are captured in a separate ISF program (Central Support Services). The other category of ISF budgeted is support for the VITA internal organization, which includes project management, information security, customer relations, service management, and overall agency management and operational support. The total ISF amounts budgeted in Chapter 3, for the 2016-2018 biennium, are $367,516,997 in FY 2017 and $361,193,611 in FY 2018.

The Dedicated Special Revenue Fund accounts primarily for the distribution of receipts generated by the Virginia Geographic Information Services (VGIN) program and the Enhanced Emergency Communications System program (E-911). VITA incurs a limited cost to administer these two programs. Funding for e-government and enterprise collaborative services is also included here. Chapter 780 appropriations are $27,412,577 in FY 2017 and $26,657,641 in FY 2018. This includes $904,936 in FY 2017 for the VA Information Providers Network and $1,108,150 in FY 2017 and FY 2018 for Virginia Information Technology Infrastructure.

The Special Revenue Fund source is the Acquisition Services Special Fund, derived from a surcharge on information technology procurements. The Chapter 780 appropriations of $10,155,165 in FY 2017 and $11,165,229 in FY 2018 are used by VITA for procurement and contracting oversight and management expenses and to pay for services to customers that are not considered allowable, by the federal government, for their share of payments to VITA (recorded as internal service fund revenues). VITA also provides support to the Office of the Governor from this fund, and recent revenue increases have been designated for use in planning for the infrastructure services contract transition.

The General Fund reflects appropriations received from the Commonwealth of Virginia used for the Department of Planning and Budget Service Areas entitled "Information Technology Investment Management (ITIM) Oversight Services," "Information Technology Security Service Center Web Development," "Support Services," and "Enterprise Development Services." The General Fund appropriation for these two service areas is $2,841,248 in FY 2017 and $2,459,203 in FY 2018.

A listing of VITA funds for the FY 2017-FY 2018 biennium, by fund code, is provided below.

Fund Sources

Fund Code	Fund Name	FY 2017	FY 2018
0100	General Fund	$2,841,248	$2,459,203
0210	Acquisition Services Special Fund	$10,155,165	$11,165,229
0600	Internal Service	$367,516,997	$361,193,611
0900	Dedicated Special Revenue	$0	$0
0905	Gis Fund	$2,562,707	$2,712,707
0910	Va Information Providers Network Fund	$904,936	$0
0928	Wireless E-911 Fund	$22,836,784	$22,836,784
0932	Virginia Technology Infrastructure Fund	$1,108,150	$1,108,150
1000	Federal Trust	$0	$0
1004	State Broadband Data & Devlpmnt Grant Prog - Arra	$0	$0

Revenue Summary

A significant portion of VITA's collections are not categorized as revenue in the Commonwealth Accounting and Reporting System (CARS);

rather, they are identified as "recovery of cost." Accurate assessment of the relationship between the non-general fund sources (appropriations) and collections depends upon the addition of cost recoveries to revenues.

Performance

Performance Highlights

Following are some performance highlights in each of the four main VITA roles cited above:

- Operation of the state's technology infrastructure – VITA has begun disentanglement tasks in preparation for ending the contract with NorthropNorthrop Grumman in 2019.

- Information technology security governance – VITA continues to improve the information security posture of the Commonwealth for the protection of government information by updating information security policies, standards and guidelines to address new security issues as they arise. VITA is now offering a service for providing information security officers for agencies that are unable to fulfill this role internally.

- Governance and oversight of major information technology (IT) projects – VITA continues to develop its processes for oversight and management of IT projects. VITA has provided guidance to ensure the effective and efficient use, acquisition, and management of information technology resources in the Commonwealth through a variety of means, including:

  - Providing strategic direction through the Commonwealth's Strategic Plan for Information Technology

  - Developing, implementing and ensuring compliance with a statewide IT enterprise architecture that supports the strategic plan and provides strategic and tactical direction to agencies and institutions of higher education in the Commonwealth

  - Ensuring agencies and institutions of higher education follow project management best practices and procedures and are compatible with Commonwealth strategic plan initiatives when developing or enhancing major information technology systems

  - Developing and implementing IT strategic goals and objectives for the Commonwealth and each agency

  - Maintaining an enterprise-level data governance body responsible for the management and oversight of the Commonwealth's data assets to provide business users with high-quality, consistent and accessible data

VITA has also established an IT Investment Management Methodology for managing IT investments in the Commonwealth.

- Procurement of technology-related goods and services on behalf of state and local governments – VITA continues to establish statewide contracts for use by all public bodies of the Commonwealth, supporting broad procurement initiatives such as SWaM and bringing efficiency and effectiveness to IT and telecommunications contracts.

Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
13682801.004.001	Percentage of Commonwealth major information technology (IT) projects completed on time and on budget against their managed project baseline.	Compliance with IT Project Criteria	Maintaining
13682901.001.001	Percentage of Commonwealth executive branch agencies achieving satisfactory results in reviewing their environment for adequate compliance with the Commonwealth's Information Security Program.	Compliance with IT Security Program	Improving
136.0003	Percentage of payments for delivered goods and services paid by the required payment due date. Target: 95% compliance.	On-time Payment for Delivered Goods and Services	Maintaining
136.0008	Percent improvement in total process cycle time for service lifecycle management (new requests and changes)	Service Lifecycle Process Time	Improving

Key Risk Factors

VITA faces many challenges in the coming biennium. Most significant is the successful transitioning from a single-source supplier sourcing arrangement to a multi-source supplier sourcing environment. During this transition period, VITA is tasked with the challenge of maintaining the current operating environment with no degradation of services and establishing the new multi-sourcing environment.

Additional challenges facing VITA include:

- Improving customer relations, customer service and customer outreach.

- Protecting Commonwealth systems, data and user privacy by maintaining a secure Commonwealth IT environment.

- Maintaining a stable, modernized IT infrastructure environment.
- Addressing applications in the IT enterprise and collaborative applications arena.

Agency Statistics

Statistics Summary

The following Statistical Data Table illustrates the depth and breadth of the service, support and oversight provided by VITA to the 89 agencies and 2,200+ locations. That service, support and oversight extends to thousands of computers, printers, phones, hand-held devices, networks and e-mailboxes; and to IT projects estimated to cost hundreds of millions of dollars.

Statistics Table

Description	Value
Number of Commonwealth Locations Supported	2,211
Number of Personal Computers Supported	59,894
Number of Computer Servers Supported	3,356
Number of Electronic Mailbox Accounts Supported	59,776
Number of Desk Phones Supported	59,000
Number of Cell Phones Supported	16,152
Number of Handheld Devices (Personal Data Assistants/PDAs) Supported	7,998
Number of Computer Network Circuits Supported	2,454
Number of Network Printers Supported	4,895
Number of Desktop Printers	21,974
Number of Discrete Products and Services Supported	73
Estimated Cost of Major IT Projects Receiving Oversight	50,325,874

General Information About Ongoing Status of Agency

Performance Improvement Highlights

Following are some performance highlights in each of the four main VITA roles cited above:

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    o Ensuring agencies and institutions of higher education follow project management best practices and procedures and are compatible with Commonwealth strategic plan initiatives when developing or enhancing major information technology systems

    o Developing and implementing IT strategic goals and objectives for the Commonwealth and each agency

    o Maintaining an enterprise-level data governance body responsible for the management and oversight of the Commonwealth's data assets to provide business users with high-quality, consistent and accessible data

    o VITA has also established an IT Investment Management Methodology for managing IT investments in the Commonwealth.

- Procurement of technology-related goods and services on behalf of state and local governments – VITA continues to establish statewide contracts for use by all public bodies of the Commonwealth, supporting broad procurement initiatives such as SWaM and bringing efficiency and effectiveness to IT and telecommunications contracts.

Management Discussion & Analysis

VITA continues to pursue its mission of providing information technology services to our customers that enable Virginia's government to better serve the public in the following areas:

IT Infrastructure: As VITA progresses toward the end of the CAI contract with Northrup Grumman, it will continue to contract with multiple service providers that will establish standards for availability, response, time to repair and other quality of service measures to ensure that the Commonwealth has the ability to monitor and sustain service level targets to assure satisfactory service performance.

IT Security Governance: VITA provides 24 X 7 X 365 protection of the Commonwealth's data. This protection is being provided via:

- Intrusion detection and vulnerability scanning

- Antivirus and firewalls

- Spam and web content filtering

- Centralized and automated software patching

- Secure remote network access

- Encrypted internal e-mail

- Intelligence and information sharing in collaboration with the Federal Bureau of Investigation, Department of Homeland Security and others

The risk of cyber-attacks is increasing globally and VITA must be prepared to quickly assess and resolve security breaches.

IT Investment Management: VITA is continuing to establish and implement agency-level and Commonwealth-level IT investment management

(ITIM) processes that leverage infrastructure transformation, enterprise systems development strategies, and collaboration in the acquisition and development of agency business applications.

Supply Chain Management (SCM)/Customer Relations Management (CRM): VITA continues to develop polices, standards and guidelines for the procurement of IT and to leverage supplier relationships to provide the best value IT solutions to meet the Commonwealth's business needs. In an effort to ensure the wise spending of taxpayer dollars, VITA is attempting to become more customer-focused and is engaging the customer in the determination and selection of products and services offered by VITA.

Information Technology

Unlike most other state agencies, VITA has the distinction of being both a provider of IT products and services as well as a consumer of the services provided.

Information Technology Summary and Current Investments

Just as the Commonwealth's IT infrastructure was in need of transformation, so too have VITA's legacy systems and tools been in need of modernization. Investment in VITA's own infrastructure and capabilities has been, and will continue to be, crucial to VITA's mission. Significant technology investment initiatives currently underway include:

- A more modern Telecommunications Expense (Management) and Billing System (TEBS)
- A comprehensive Customer Relationship Management (CRM) program
- Automated Work Request Management and Service Portfolio Catalog
- Consolidation of content management solutions to a single solution for web content management
- Next Generation Analytics to establish standards for the use of big data
- Virginia Base Mapping imagery procurement in support of E-911 activities

Additional Proposed Technology Needs and Plans

As VITA prepares itself for the next generation of IT service delivery, involving the integration of solutions from multiple suppliers (the IT Infrastructure Services (IT IS) initiative), it must place emphasis on balancing the needs of the enterprise as a whole, individual agency requirements, as well as citizen expectations. As the provider of IT services to the Commonwealth, VITA must be able to keep pace with technological advances and how Virginia citizens expect to use technology to interact with government agencies. VITA must become more flexible, agile, customer-focused, transparent, and innovative. We must continue to effectively deliver IT services that are cost effective for our customers.

VITA's strategic plan includes projects and proposed initiatives related to:

- Ongoing planning and implementation ofIT Infrastructure Services (IT IS) activities
- Expansion of Service Oriented Architecture (SOA) for the standardization of information exchange between agencies and partners
- Internal operation upgrades (such as migrations to Windows 10, SQL Server 2008, Oracle 11G, .net, MS Office 2016, etc.)
- Cloud hosting to support the storage and accessibility of Commonwealth data
- Standardization of VITA's Computer Services Customer Billing
- Archer software upgrade (used for security risk assessments)
- Small, Woman and Minority-Owned(SWaM) business reporting directives

Estimate of Technology Funding Needs

VITA has researched other IT transitions to a multi-source model. However, given the unique nature and scale of the Commonwealth approach, no clear analog exists, and there are no established benchmarks for assessing resource needs. VITA does anticipate that additional funding will be necessary, and is in the process of preparing estimates of the Commonwealth's transition and post-transition funding requirements.

Workforce Development

In 2015, VITA outsourced many of its Human Resource functions to the Shared Services Center through the Department of Human Resource Management (DHRM). We continue to work with DHRM to address workforce development issues.

Like many other employers, VITA is facing workforce challenges related to the aging workforce with its inherent loss of institutional knowledge as individuals begin to plan for retirement, having a multi-generational workforce with an appropriate use of advanced technology and flexible work schedules that will be attractive to "millennials," as well as the complexities of interpersonal relationships with a multi-generational staff complement

and the lack of a well-developed succession planning program.

As of June 2015, the average age of a VITA employee is 52 with an average of 15.6 years of service compared to a statewide average of 46.7 years old with 12 years of service. The DHRM report indicates that 26 employees (13%) are eligible to retire immediately with full benefits. Approximately 54 employees (27.27%)   are retirement eligible in five years. If these eligible employees do retire, VITA could experience a significant knowledge gap that most likely would impact its ability to deliver the products and services expected by our customers.

Another challenge for VITA is succession planning. In 2012, VITA began taking a more formalized approach to workforce development and succession planning. VITA has conducted a skills inventory of all employees. Employees have over 30 certifications, as well as 200 defined KSAs (Knowledge areas, Skills, and Abilities), on which they can rate their proficiency level from "Basic" to "Trainer" using this skills inventory. VITA has commenced mapping our anticipated workforce needs to employees' strengths and knowledge, to determine optimum staffing deployments as well as to identify where additional training might be needed.

To enhance the ability to provide meaningful training and development for our employees, VITA has purchased a technical training suite from SkillSoft. This suite contains thousands of current on-line and audio books, courses, simulations, test/prep exams and job aids. For the upcoming performance management cycle, managers will be asked to continue to incorporate development needs for their employees and identify SkillSoft or DHRM Knowledge Center programs to address some of these needs.

VITA received funding for 41 additional full time positions to assist with the transition to a multi-supplier environment and cyber security. VITA successfully filled nine vacant positions in FY2016 and continues to fill these positions as needed. VITA had had 59 separations (52 of which were due to retirements) in FY2016.

Physical Plant

VITA's primary office facilities are located at the Commonwealth Enterprise Solutions Center (CESC), 11751 Meadowville Lane, Chester, VA. 23836. CESC is not a state-owned facility, and relocation of the operations/data center and of VITA offices may also be part of the IT Infrastructure Services transition.