VIRGINIA
IT AGENCY

STRATEGIC BUSINESS PLAN

Fiscal Years
2023 - 2027

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Letter from the Chief Information Officer of the Commonwealth

> "Our seven strategic initiatives are driven toward improving the customer experience and creating opportunities for innovation."
>
> **- Robert Osmond**
> Chief Information Officer of the Commonwealth

The Virginia Information Technologies Agency has revolutionized the Commonwealth's technological public sector landscape over the past few years. Our team serves 65 customer agencies and 55,000 executive branch employees to partner to connect over 8.6 million Virginians to government services. To support this vast portfolio, our team has undertaken an award-winning transformation of our business model, accelerated the launch of new innovative services, guided the Commonwealth community through a global pandemic, fortified security protocols against mounting cyber threats, and served as a national bellwether for consolidated services among public agencies.

Technology is constantly evolving, and as the technology provider for the Commonwealth, it's important that our agency remains ready to lead and align our initiatives with our customers' changing needs. To support agency readiness, I've built a new internal concept for our agency called "VITA Smart Growth," which encompasses a fresh look at our organizational structure, and a focused body of work of seven strategic initiatives that will provide the core nucleus of activities for our agency, in step with our strategic goals and guiding principles.

Whether focused on our internal team or our customer agency colleagues, our seven strategic initiatives are driven toward improving the customer experience and creating opportunities for innovation. In the pages that follow, we present our agency's strategic plan for fiscal years 2023-2027, a forward-looking map designed to continually achieve success in a flexible environment. This plan will serve as the cross-organizational foundation for the development of policies, processes and practices, as well as a guide for prioritizing new initiatives and budding needs.

As the Chief Information Officer of the Commonwealth, I appreciate the opportunity to serve Virginia with you. I am looking forward to our continued success as we prioritize our current work and plan for the future together.

Robert Osmond
Chief Information Officer of the Commonwealth

Strategic Goals

VITA set three strategic goals for the agency in 2020:

1. Partner with customers to develop positive customer experiences and achieve business outcomes through technology.
2. Address risk, seize opportunities and mitigate costs through proactive governance.
3. Invest in and empower our people to foster a customer-oriented and innovative workforce.

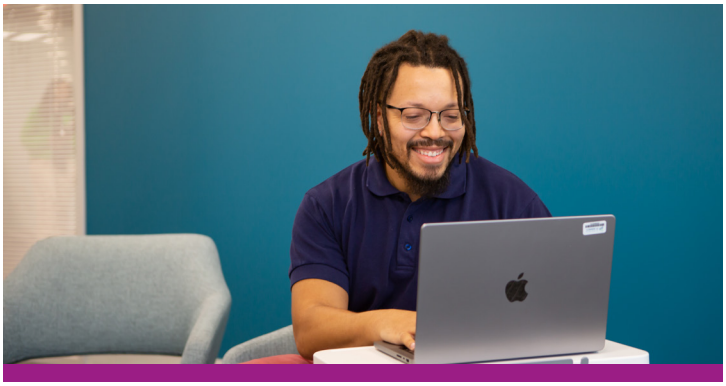
These goals provide the overarching direction to help steer long-term outcomes for the agency. The seven strategic initiatives were built as a body of work to support the goals.

Seven Strategic Initiatives

1. **Improve the customer IT experience**
   increase the network capacity by 1000% improve latency, improve workstation choice (PC, Apple, virtual desktop infrastructure (VDI)), more wireless, and improved satisfaction
2. **Power the Commonwealth of Virginia (COV) transformation**
   with enterprise technology solutions (MS Power Platform, digital experience platforms (DXP)/ websites, application integration, automation, and software-as-a-service)
3. **Cybersecurity**
   for VITA, VITA's customers and the whole Commonwealth
4. **Drive efficiency**
   to provide higher value by streamlining operations (such as overhead recovery), exploiting the cloud, consolidating the web, automating tasks, and reducing ineffiency)
5. **Enable data analytics, management, intelligence and science**
   with enterprise data platforms, softwares, and services
6. **Transform the VITA culture**
   to instill urgency, customer centricity, business mindset, teamwork and inclusion
7. **Apply smart governance**
   to help customers succeed

Executive Summary

The Virginia Information Technologies Agency (VITA) provides innovative information technology (IT) services and solutions to 65 Virginia executive branch agencies and other organizations to support government service delivery to Virginians. Virginia is one of approximately 23 states with a consolidated IT model for the executive branch of government, and only one of three multisupplier business models in the country. This model works as a supplier brokerage for agency customers, and delivers significant cost savings, improved economies of scale and consistent cybersecurity standards, which in turn benefits all agencies served by VITA.



The multisupplier model provides VITA with the ability to offer secure, innovative and cost-effective services to Virginia agencies through multiple contracts. VITA offers some technology services directly to Virginia executive branch agencies in lieu of outsourcing.

VITA is led by the Chief Information Officer of the Commonwealth (CIO) and an executive team. VITA's statutory responsibilities fall into four primary categories:

- Governance of the Commonwealth's information security programs
- Operation of the IT infrastructure for executive branch agencies designated as in-scope to VITA
- Governance of IT investments and projects
- Sourcing of technology goods and services on behalf of executive branch agencies, institutions of higher education, and participating localities

VITA helps customer agencies achieve their missions and add value in each of these four areas as they connect Virginians to their government and conduct critical business functions.

Governance

Provide efficient and effective processes to support technology decisions and the ease of doing business

Cybersecurity

Protect resources, assets and information from loss, damage and misuse

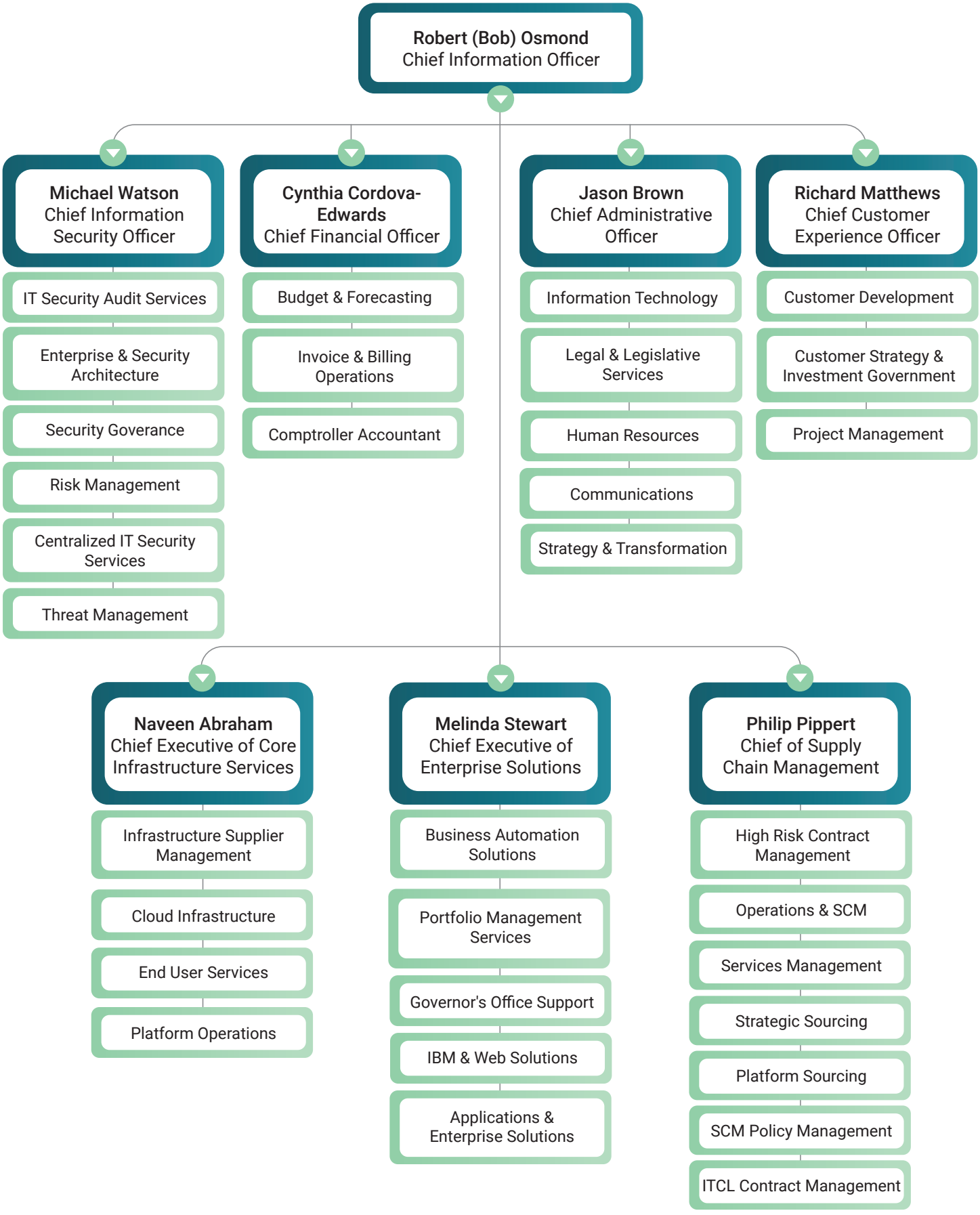
Procurement

Develop value-driven statewide IT contracts that enable users to benefit their organizations and the citizens of the Commonwealth by consolidating and leveraging the Commonwealth's buying power

IT Infrastructure Services

Ensure the operating environment is adaptable, offers quality delivery and has right processes in place to serve agencies

Organizational Structure



Mission

To deliver sustainable and effective results to our customers through innovative, efficient and secure services.

Vision

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

Values

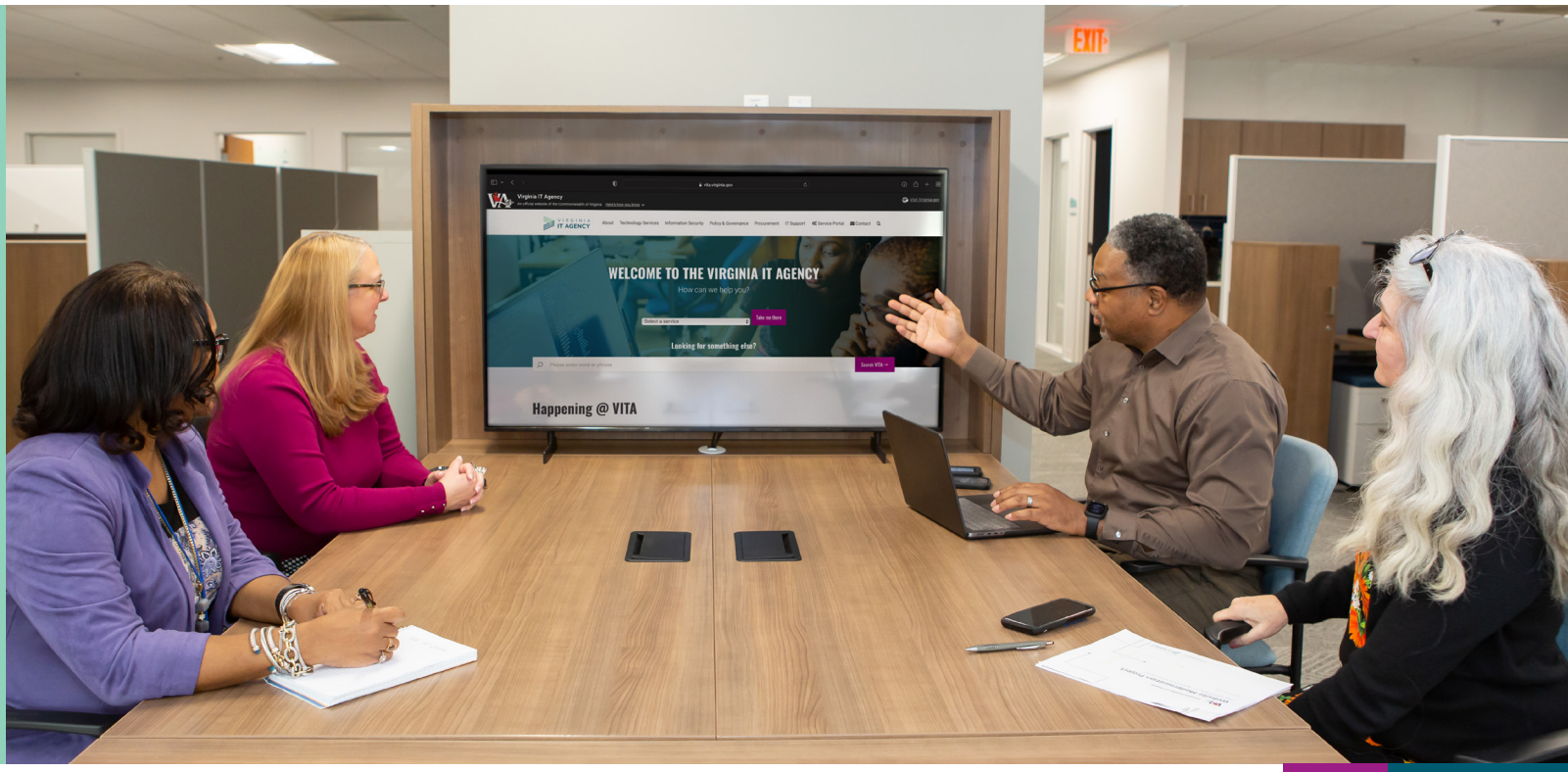
VITA is a customer-focused organization that builds trust through respect, collaboration and communication. We build public trust by working according to our shared values:

Accountability, Inclusive Collaboration, Growth Mindset, Effectiveness and Persistence.

Connecting

Protecting

Innovating



Values

Accountability

We take ownership for delivering on defined outcomes, being transparent and answerable for the decisions we make, accepting the consequences of our actions and behaviors.

Inclusive Collaboration

We engage diverse individuals and teams from VITA, customer agencies and suppliers to solve problems together and foster mutually-beneficial partnerships.

Growth Mindset

We thrive on challenge and seeing failure as an opportunity for growth through self-reflection and analysis, striving to discover innovative ways to solve problems, and never accepting the status quo.

Persistence

We are dedicated and focused on accomplishing our mission and delivering timely outcomes for our customers regardless of challenges that arise along the way.

Effectiveness

We work decisively to achieve goals by taking a data-driven approach.

Strategic Process

Over the past several years, VITA's strategic focus has largely centered on its business model transition from a single-source provider model to a multisupplier model. With the business model transition complete and initial baseline performance metrics established in the new environment, VITA's executive leadership team turned its focus to model maturation and sustainability of success.

Building upon previously conducted strategic planning workshops, in 2020 and 2021, the team developed three overarching goals for the agency. While intense focus areas may change over time in an organization, goals should be established at a high level and are not likely to change. In 2022, the VITA executive team further defined the goals with the addition of the seven strategic focus areas that are in support of agency goals. These are not small nor short-term initiatives. They will take focused efforts by empowered leaders to fully realize and execute.

These goals and supporting initiatives establish the foundational, collective strategic direction for VITA, but also allow flexibility for individual directorates to incorporate them for successful execution at all levels. Each executive area has been charged with leading at least one of the strategic initiatives, as detailed in this plan below.

Agency leadership and each executive area will continually review and update this document on at least an annual basis to ensure collective prioritization.

VITA's strategy and transformation directorate has worked with the executive team and the deputy chiefs to connect each of the seven strategic focused initiatives to a primary goal as shown below:

Agency Goals and Initiatives

AGENCY INITIATIVES	AGENCY GOALS		
	Partner with customers to develop positive customer experiences and achieve business outcomes through technology	Address risk, seize opportunities and mitigate costs through proactive governance	Invest in and empower our people to foster a customer-oriented and innovative workforce
Improve the customer IT experience	✓		
Power the COV transformation with enterprise technology solutions	✓		
Cybersecurity for VITA, VITA's customers and the whole Commonwealth	✓		
Drive efficiency to provide higher value by streamlining operations			✓
Enable data analytics, management, intelligence, and science		✓	
Transform the VITA culture to instill urgency, customer centricity, business mindset, teamwork, and inclusion			✓
Apply smart governance to help customers succeed		✓	

Goal 1

Partner with customers to develop positive customer experiences and achieve business outcomes through technology.

The agency's collective strategic direction is critical for cohesion among VITA's directorates and teams. VITA has identified three strategies that specifically support **Goal 1: to partner with customers to develop positive experiences and achieve business outcomes through technology.**

★★★★

Goal 1: Initiative 1

Improve the customer IT experience

VITA will modernize core infrastructure services to enable the Commonwealth's digital transformation and ensure a strong, secure IT environment for our enterprise customers. This objective is designed to create a more customer-centric approach to providing IT services; VITA will work more collaboratively with agencies to find technology solutions to help them meet their goals and objectives. For this planning period, VITA will focus on improving network availability and reliability to drive improvements in customer satisfaction. Virginia executive branch agencies sometimes encounter latency and/or bandwidth issues that may slow or halt their business services. VITA will complete projects supporting network upgrades and new capabilities by implementing software-defined wide area network (SD-WAN) capabilities, adding broadband and enhancing multi-protocol label switching (MPLS) circuits. VITA will also strive to streamline the request for solution (RFS) process to reduce the time to complete a request for non-catalog requests. This objective aligns with the secretariat's goal of delivering quality information technology services.

Additional improvement efforts are targeted at each of the IT infrastructure suppliers and include such efforts as software consolidation, process improvement, and automation. As VITA recompetes supplier tower contracts, the agency will mature the multisourcing services integrator (MSI) model for greater efficiencies and reduced infrastructure costs.

Strategies:

1. Improve network experience with key results of improved capacity, latency and reduced outages.
2. Simplify the infrastructure ecosystem and environment by completing the deployment of enterprise software applications.
3. Mature the MSI model to improve service level agreement performance, request for solution (RFS) cycle time, and service portfolio lifecycle management (SPLM) cycle time.

This initiative is led and sponsored by the Chief of Core Infrastructure Services.

Goal 1: Initiative 2

Power the COV transformation with enterprise technology solutions

Sponsored by the chief of enterprise solutions office, VITA is launching cost-effective capabilities to agencies to better serve the citizens of the Commonwealth with a cohesive, accessible customer experience. To achieve that end, VITA will implement standardized tools and templates to modernize websites, branding, security and ensuring for Americans with Disabilities Act (ADA) compliance for executive branch agency websites. The standardization effort will clean up and eliminate dead sites. VITA will provide agencies with tools that can be used to scan websites for utilization and compliance. All virginia.gov websites should utilize standard tools, branding, security and be ADA-accessible. VITA will first focus on the websites for executive branch agencies and then expand its efforts to other public entities.

VITA will assist the Commonwealth by providing a standardized platform and tools for centralized enterprise-wide form processing which will standardize key business functions (employee work profiles, telework agreements, etc.), provide valuable, real-time data, and create operational efficiencies.

In addition, VITA will develop, deliver and encourage agencies to adopt robotics processing, low-code capability and data integrations.

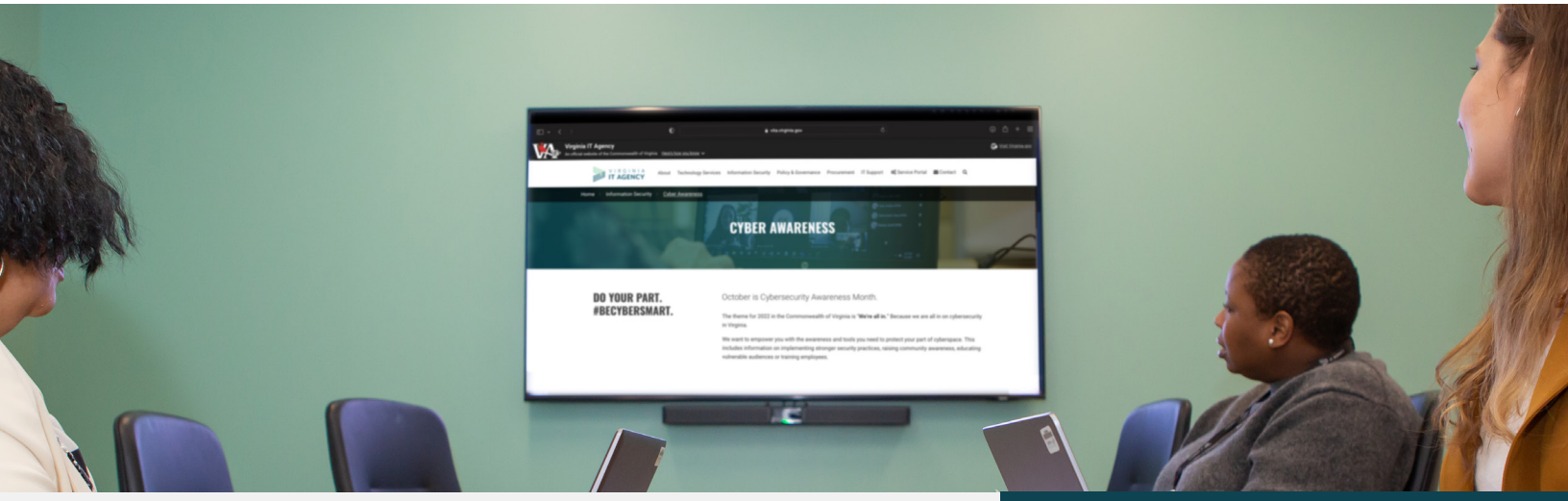
Strategies:

1. Modernize Commonwealth websites to achieve compliance with web and accessibility standards and address security vulnerabilities.

2. Deliver enterprise solutions and platforms such as eForms and enterprise collaboration tools to agency customers.

3. Foster and deliver robotic automations, low-code capability, and data integration by deploying robotic automations, improving application integration adoption, and delivering low-code capabilities.

This initiative is led and sponsored by the Chief of Enterprise Solutions.



Goal 1: Initiative 3

Cybersecurity for VITA, VITA's customers and the whole Commonwealth

VITA provides an environment where Commonwealth data assets are appropriately protected and available to agencies as they serve citizens. One method of protecting the Commonwealth is to provide an updated security model (such as zero trust) and align the technology needed to support the model. VITA's application of the zero trust model protects the enterprise environment and drives the technology solutions needed for enhanced cybersecurity.

In 2022, the General Assembly approved legislation in support of a Commonwealth-wide approach for assessing COV public entity security incidents and establishing plans to address risks and threats to the Commonwealth.

Sponsored by the Chief Information Security Officer of the Commonwealth, VITA will continue working with the administration and state and local partners to improve the overall cybersecurity of the Commonwealth, including through the federal cybersecurity grant program. As criminals become more advanced and aggressive in targeting organizational data, it will be critical that VITA provide an appropriate level of a cybersecurity training program to all COV employees that will be centrally-managed.

Strategies:

1. Deliver a top-tier cybersecurity program that provides cybersecurity training, accelerates vulnerability remediation, and expedites incident reporting.

2. Reduce risks and threats by increasing protection of backups to combat ransomware, reducing the impacts of Priority 1 and Priority 2 incidents, and adopting enhanced multi-factor authentication.

3. Implement a zero trust strategy to mature identity and access management practices, establish protective technologies closer to sensitive systems, and increase use of automation in the reconciliation of security alerts.

This initiative is led and sponsored by the Chief Information Security Officer of the Commonwealth.

Goal 2

Address risk, seize opportunities and mitigate costs through proactive governance.

VITA seeks a balanced approach to risk management, which weighs opportunity for innovation and process improvements with thoughtful and intentional action to minimize the Commonwealth's risk. Cybersecurity threats have increased in frequency and complexity, with criminals becoming more skilled at gaining access to devices and networks through phishing and other methods. The goal is to provide the right amount of IT governance to balance oversight with delivery speed, cost management and quality results.

Goal 2, to address risk, seize opportunities and mitigate costs through proactive governance, centers the agency's activities on this critical need. The section below highlights the diligent work to protect the Commonwealth and its data.

Goal 2: Initiative 5

Enable data analytics, management, intelligence and science with enterprise data platforms, software and services

Better data and information, analyzed properly, yields better business decisions. VITA, in partnership with the Commonwealth Chief Data Officer, is providing solutions to help agencies and Commonwealth customers analyze, store, and use data more effectively.

VITA is leading the standardization of business intelligence by promoting a single platform (Microsoft Power Business Intelligence). Microsoft Power BI Premium delivers the flexibility to publish reports broadly across the enterprise, without requiring recipients to be licensed individually per user. For example, the Power BI Platform can be utilized to develop a unified analytics platform for cybersecurity data for the Commonwealth. A single, centralized dashboard with predictive analytics will result in cost savings across the Commonwealth and provides visibility data security analysts require in order to make faster and better-informed business decisions to effectively safeguard the Commonwealth data and systems.

VITA will also partner with agencies to identify areas where robotic process automation tools, artificial intelligence, and low-code applications can be implemented to increase efficiencies and reduce the amount of human interaction involved in routine transactions.

Strategies:

1. Deliver enterprise solutions and platforms to 100% of agency customers by deploying the enterprise collaboration suite (including Microsoft Power BI and other analytics tools).

2. Foster and deliver robotic automations, low-code capability and data integration to increase application integration services adoption, automation, data use and process improvement.

This initiative is led and sponsored by the Chief of Enterprise Solutions.

Goal 2: Initiative 7

Apply smart governance to help customers succeed.

VITA's interpretation of smart governance incorporates the notions of simplifying the rules and regulations of government process and instilling accountability into both processes and with internal employees. VITA is shifting to a more proactive and engaged environment toward execution and enablement. The goal, sponsored by the offices of the chief customer experience officer and the supply chain management directorate, is for VITA to assist agencies in navigating the IT processes as the landscape and ecosystem become more complex.

One area for improvement lies within the procurement processes. The Commonwealth has engaged a consultant to review processes and to make recommendations for improvements and introduce efficiencies. VITA will work closely with the Office of the Governor of Virginia to identify and implement suggested improvements.

Additional opportunities for improvement reside with the project management and IT investment management divisions to improve administration of the Commonwealth Technology Portfolio (CTP) process used to manage agency IT projects greater than $250,000 in value.

This initiative is co-led and co-sponsored by the Chief Customer Experience Officer and the Chief of Supply Chain Management.

Strategies:

1. Optimize CTP management to accelerate the CTP process cycle time and accelerate IT project delivery.
2. Leverage agency IT strategic plans to accelerate CTP process cycle time, reduce enterprise IT costs, and accelerate IT project delivery.
3. Become more consultative to improve customer satisfaction and enhance enterprise solution adoption.
4. Recompete the MSI model to reduce infrastructure costs, improve SLA performance and reduce RFS completion time.
5. Improve procurement processes to be more effective and efficient to optimize value.
6. Increase agency engagement to better manage risks in IT contracting.

Goal 3

Invest in and empower our people to foster a customer-oriented and innovative workforce.

While Goals 1 and 2 focus on providing excellent customer service, **Goal 3, to invest in and empower our people to foster a customer-oriented and innovative workforce**, is focused more on the development of our more than 200 dedicated and talented employees and approximately 65 valued contractors. The below section highlights efforts to support this goal.

VITA's in-house **human resources** will take the lead on this critical work through effective resource allocation and focus on workforce development, which includes training opportunities, succession planning, performance management, compensation practices and inclusivity at all levels.

VITA is focused on process improvements to drive greater operational efficiency with an overall goal to reduce operational spend to invest in improvements and innovations. VITA's culture remains a focus to ensure for strong teamwork and dedication to excellence.

Goal 3: Initiative 4

Drive efficiency to provide higher value by streamlining operations.

VITA drives efficiency by proactively cutting costs, pursuing greater value, and driving investment in new capabilities that align with enterprise and agency strategies. Using technology business management methodologies, VITA will modify the method for recovering overhead and supplier-fixed fees to reduce variability in costs to provide agencies with more autonomy to control their IT spend. VITA is seeking to replace its current telecom expense billing system (TEBS) which services 400 total customers annually and represents approximately $50 million in legacy telecom spend. Modernization of TEBS into a new telecom expense management system (TEMS) will reduce costs, manage efficiencies, and drive greater business value within VITA and across the Commonwealth. In addition, finance digital transformation efforts will bring a holistic approach to financial management that relies not only on optimization of finance and accounting business processes but will also optimize the digital landscape and use of innovative technology.

This initiative is led and sponsored by the Chief Financial Officer.

Strategies:

1. Simplify processes to reduce cost recovery variances and catalog.
2. Reduce IT infrastructure spend through the elimination of redundant software applications and reducing internal service fund spend.
3. Optimize financial operations through automation and other efficiencies.

Goal 3: Initiative 6

Transform the VITA culture to instill urgency, customer centricity, business mindset, teamwork and inclusion.

VITA is focused on empowering, developing, engaging and supporting our teams and individuals to effectively deliver exemplary customer service and solutions. One of the most effective ways to ensure for a successful implementation is to develop strong internal and external communications programs to raise awareness of needs, and engagement with audiences to ensure any needed actions are taken. VITA will continue to track, monitor and enhance strategies for engagement with internal and external customers to build upon the transformation.

To support teams, VITA is developing leaders with enhanced leadership skills focused on engaging employees, setting direction and development. VITA is building a culture focused on supporting business initiatives, improving customer service, engagement and retention. To better equip our people to effectively navigate change, VITA is establishing a “people side of change” change management program that will further improve change outcomes and project results. To promote compliance and efficiency through training, VITA will deliver and track appropriate trainings agency-wide related to the Freedom of Information Act (FOIA), confidentiality and records management.

Strategies:

1. Recruiting and developing team members through leadership training for all people leaders, documented development plans for all employees and reducing the maximum employee level (MEL) to headcount percentage.

2. Enhance culture and diversity, opportunity and inclusion (DOI) initiatives to drive systemic improvements in culture survey results and reduce non-retirement voluntary turnover.

3. Optimize administrative functions through improving internal/external engagement, building change management capabilities within VITA and promoting compliance and efficiency in training related to FOIA, confidentiality and records management.

This initiative is led and sponsored by the Chief Administrative Officer.

CONNECTION

PROTECTION

INNOVATION