



Virginia Information Technologies Agency

IT Infrastructure Services Sourcing

Information session for potential suppliers

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Information session

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Program Overview



Why are we here?

"Integrus Applied has found that VITA's current delivery platform, and business and financial structures, cannot support the agency and enterprise needs identified during the program. These needs range from improvements in basic service delivery to greater transparency into delivery processes. Furthermore, the current delivery platform cannot support the changes required to include new offerings available in the marketplace. Inherent throughout the assessment was a desire among agencies and enterprise leadership to make changes to the delivery model now rather than waiting until contract expiration."

Final ITSSP Recommendation Report, November 2015



Commonwealth Goals

Agencies

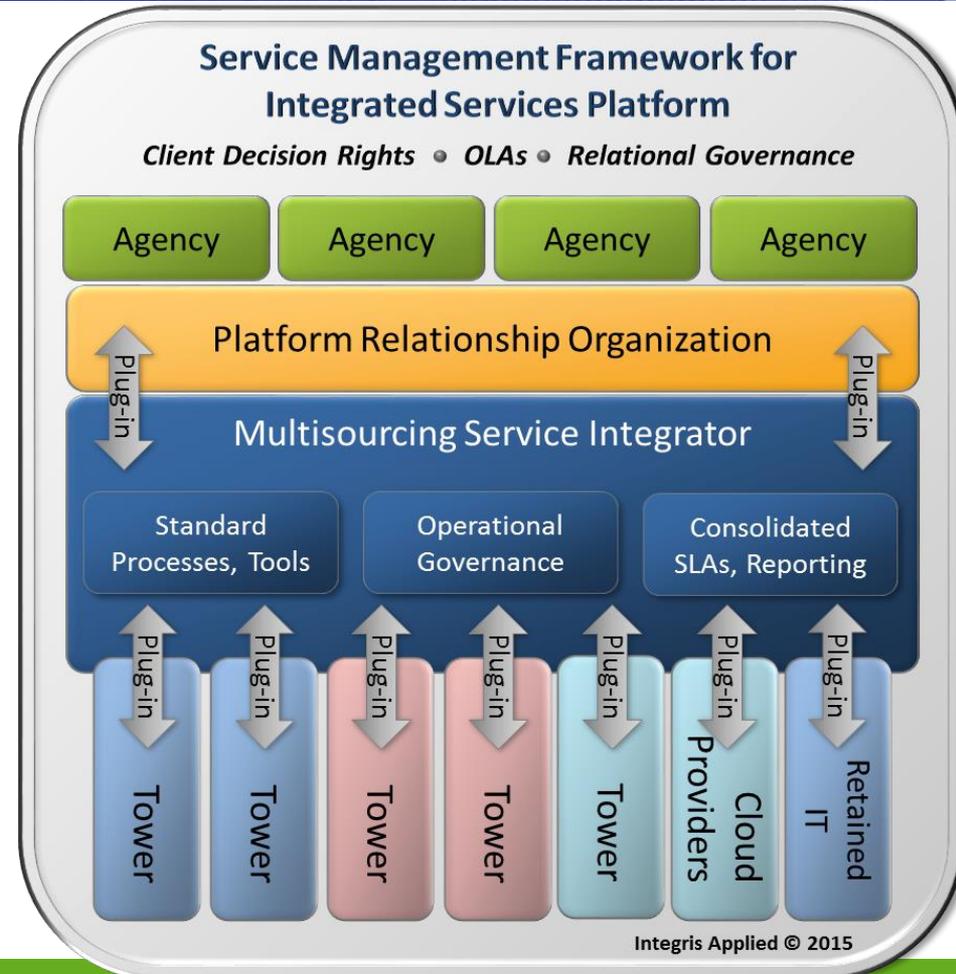
- Service delivery quality
- Ease of doing business
- Service flexibility
- Innovation and evolution
- Agency choice
- Service transparency
- Spend transparency

Enterprise

- Maintain cost competitiveness
- Management control
- Flexibility to evolve
- Supports VITA oversight functions
- Standardization
- Security
- Procurement and Transition

Integrated Services Platform

- Business Unit (end-user) interface is standardized
- Governance efficiencies are optimized via a consistent contract and SLA structure
- Suppliers “plug & play” into a defined set of processes and tools
- Shared SLAs and a set of OLAs govern and incent cooperation between suppliers, improving transparency and quality of service
- Replacing service suppliers becomes less disruptive and creates less risk





New Delivery Model

Designed to:

- Increase transparency into delivery activities
- Allow for the addition of new suppliers and new technologies
- Provide VITA with more management control

A dynamic platform for service integration across multiple suppliers

Focus on ITIL application, transparency and accountability

Operating level agreements (OLAs) include the client organization

Provides seamless integration of new services and new suppliers



ITIL Main Processes

Service Operation	Service Design	Service Transition	Service Strategy
Service Desk	Design Coordination	Change Management	Strategy Generation and Management
Incident Management	Service Catalog Management	Release and Deployment Management	Financial Management for IT Services
Event Management	Service Level Management	Project Management (Transition Planning and Support)	Service Portfolio Management
Problem Management	Availability Management	Service Asset and Configuration Management	Demand Management
Request Management and Fulfillment	Capacity Management	Knowledge Management	Business Relationship Management
Access Management	IT Service Continuity Mgmt.	Service Validation and Test	
<i>+IT operations (not ITIL)</i>	Information Security Management		
	Risk Management		
Continuous Service Improvement			
Service Review and Reporting	Process Evaluation and Currency	Service Measurement	



VITA Overview

VITA is the Commonwealth's centralized information technology organization.

VITA's responsibilities fall into four primary categories:

- Governance of the commonwealth's information security;
- Operation of the IT infrastructure (excluding agency business applications) for the executive branch agencies;
- Governance of IT investments and projects;
- Procurement of technology for VITA and on behalf of other state agencies.



VITA's Current Footprint

Computers

59,374 PCs
3,356 servers

Mailboxes

58,948 accounts

Data storage

1.5 petabytes

Mainframes (2)

IBM
Unisys

Communications

55,000 desk phones
6,100 handhelds (PDAs)
11,000 cell phones

Networks

2,039 circuits

Data Centers (2)

CESC
SWESC

Printers

5,311 network
22,000 desktop

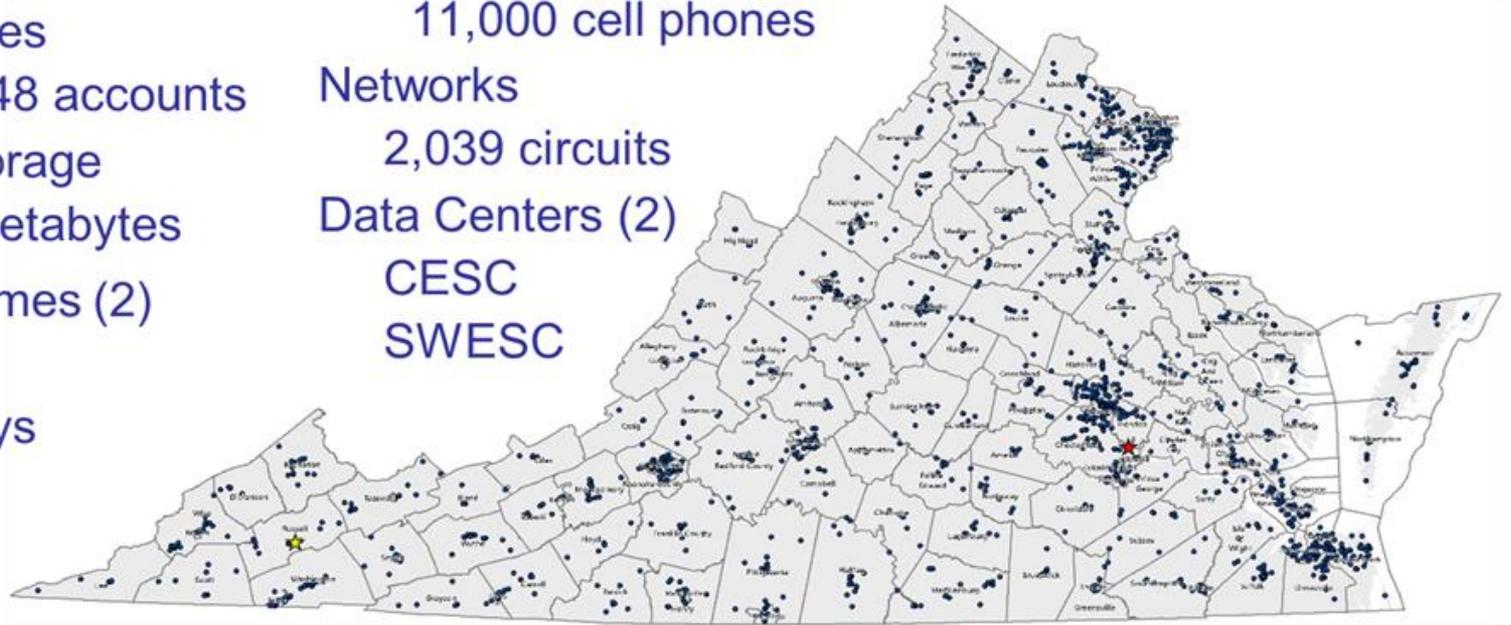


Figure 1: VITA Customer Footprint (numbers approximate)

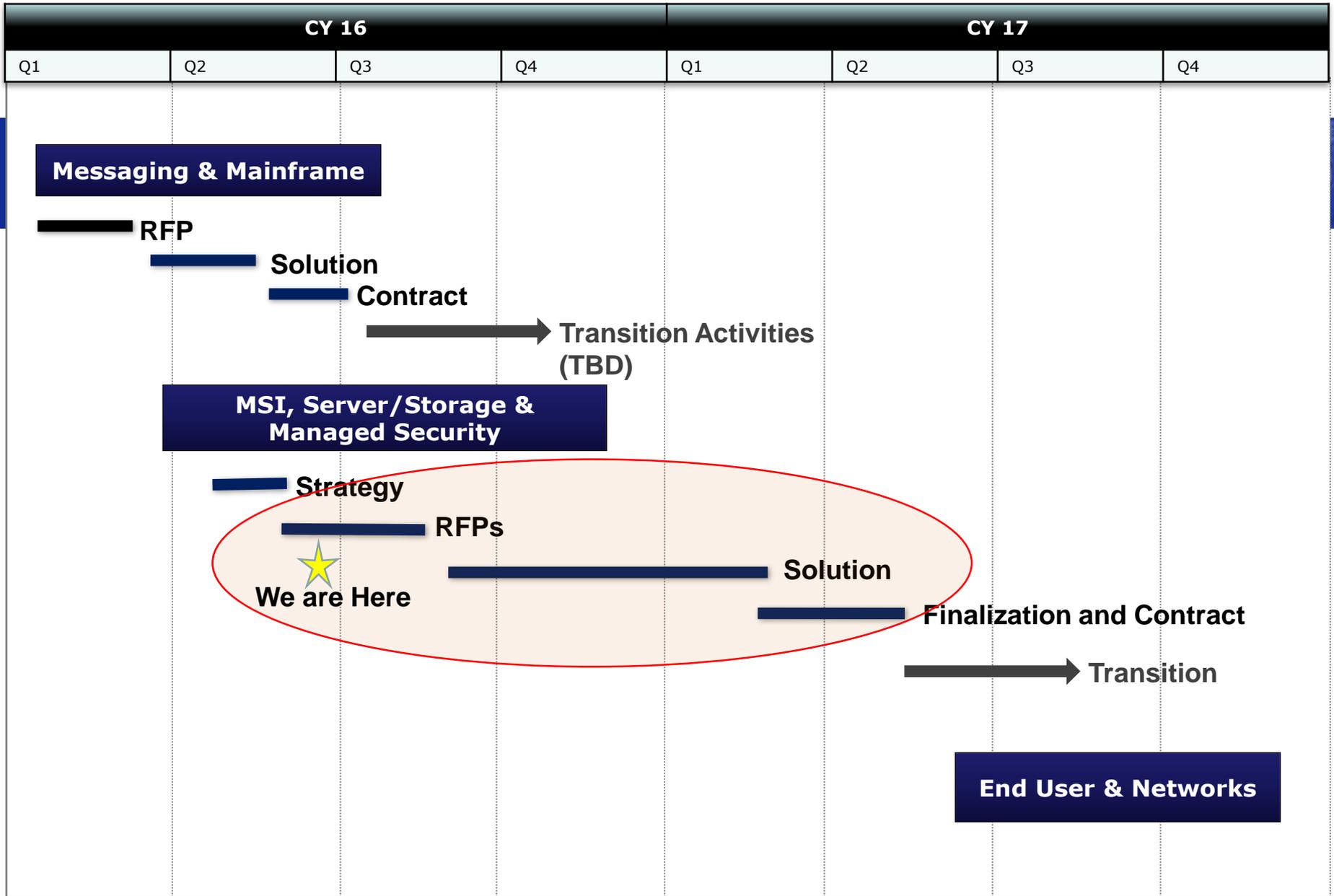


Market Based Approach



Acquire Replacement Services

- VITA will find successor suppliers through three procurement waves:
 - Wave 1: Messaging & Mainframe
 - Wave 2: MSI, Server/Storage & Managed Security
 - Wave 3: EUC, Data, Voice
- Wave 2 RFPs scheduled for release in late September
- VITA is seeking suppliers with solutions that meet the Commonwealth's requirements
 - VITA will not dictate how the market provides the solution
 - VITA will offer opportunities for the most qualified suppliers to clarify responses





Scope of Procurements

Roles of the MSI and Tower Suppliers

MSI

Oversight and Coordination

- Policy, Process, Tools
- Process Compliance
- Service Level Management
- Service Integration
- Planning

Service Delivery

- Service Desk, Incident, Problem, Change
- Invoicing and Chargeback
- Web Portal
- Asset Management

Integration, Visibility, Control

Tower Service Suppliers

Day to Day Operations

- Applications
- Server
- Mainframe
- Print and Mail
- Network
- Data Center
- End User Computing
- Messaging
- Finance and Accounting
- Human Resources
- Procurement
- Other Business Processes

Execution



Cross-Functional and Service Desk

- The MSI should provide:
 - The suite of cross-functional services
 - Service Desk
- Cross-functional services based on ITIL
- Services to be replaced are documented in the Comprehensive Infrastructure Services Agreement (CIA)
 - Appendix 1, Schedule 3.3 – Cross-functional Services SOW
 - Appendix 4, Schedule 3.3 – Help Desk Services SOW



Server and Storage Services

- VITA will request server and storage services
- Current services include:
 - Provider central facility
 - Management of approximately 30% of servers residing in remote sites.
- Services that will be replaced are documented in the CIA
 - Appendix 7, Schedule 3.3 – Mainframe and Server Services SOW



Security Services

- Managed security service will include monitoring and integration of security tools across the environment
- Security controls will be required for each service provided
- Technology used to implement those controls will need to interface with each other
- Security services will include services to monitor and respond to identified security issues.
- Security technology/services will exist in each tower
- Services to be replaced described in Appendix 3 of Schedule 3.3 in CIA



Other Considerations

- Public cloud services are under consideration
 - Optional services may or may not be requested
 - Optional services could include cloud brokerage and PaaS offerings
- Services will not include Mainframe
- Services will include disaster recovery services



Capabilities of Suppliers



Experience Requested

- References of similar scope and scale
- Multisupplier environments
- Delivery based capabilities
- Transition methodology
- Customer centric delivery approach



Procurement Events



The Procurement Process

- VITA will issue RFPs late September 2016
- Plan to award contracts in July 2017
- Procurements will run in parallel
- MSI and Server/Storage suppliers must be different
- MSI and Server/Storage bidders may bid on Security



Evaluation Process

- Criteria will be posted in RFP
- “VITA may elect to continue the evaluation of the most qualified proposal(s) and may request that such Suppliers participate in meetings for demonstration or clarification, or that such Suppliers clarify or explain certain aspects of their proposals in writing.”
- “VITA will select for negotiation those proposals deemed to be fully qualified and best suited based on the factors as stated in the RFP. Negotiations will be conducted with these Suppliers.”



Event: Clarification Sessions

- Deepen understanding of Supplier's Solution
- Allow Supplier's Delivery Team to demonstrate their knowledge and experience in the context of our requirements and their proposed solution, and to demonstrate the extent to which their dedicated resources are empowered to make daily management decisions
- Provide clarification opportunity: both of Commonwealth requirements and allow feedback to increase probability that Supplier will understand requirements to utilize in Supplier's updated proposal documents



Event: Integration Sessions

What are they?

- Voluntary, strategic interactions to improve Commonwealth & supplier understanding, reduce risk & reduce cost
- Managed dialogue between suppliers
- Facilitated by the Commonwealth using a script
- Designed to clarify roles, responsibilities and accountabilities for all parties

Why hold them?

- Connect the dots between solution and contractual elements (SOW, SMM, MSA, SLAs, Pricing)
- Remove overlapping scope from provider responses (clear lines of demarcation)
- Provide forum for delivery teams to describe proposed solution
- Provide forum for supplier education on client environment and potential partners
- Provide forum for client education on potential risks, and provider team dynamic



Integration Sessions – Response to Challenges

Challenge

- Provider responses prepared independently of one another
- Provider assumed risk is high
- Provider knowledge of environment is low
- Provider knowledge of client needs is imperfect
- Client knowledge of supplier team(s) is imperfect
- Client knowledge of integration dynamic is imperfect
- Client knowledge of key supplier positions is imperfect

Response

- Sessions allow dialogue between parties
- Sessions allow suppliers to sharpen clarified response
- Sessions allow suppliers to reduce risk profile
- Sessions allow client to observe culture, attitude & personality
- Sessions allow client to gauge sales vs. delivery capabilities
- Sessions provide insight into future “hot buttons” for clients and suppliers
- Sessions help define lines of responsibility and scope
- Sessions create dialogue and transparency, setting a tone for implementation



Interaction Guidelines

The Commonwealth Will

- Establish agenda and topics
- Provide equal participation opportunities for those proposals deemed best suited
- Introduce topics and ask suppliers to discuss their approaches
- Facilitate discussion referencing RFP requirements and use case examples

The Commonwealth Will Not

- Arbitrate solutions or express preferences
- Ask a supplier to share any information they do not want to share
- Share details of specific proposals



Connecting Dots to Build a Solution

Where are the dots?

- Statements of Work
- Service Management Manual
- Service Levels
- Master Services Agreements
- Pricing & Payments

When are the dots connected?

- While framing the requirements
- While evaluating responses
- While negotiating an agreement
- While training for Governance

How are the dots connected?

- Direct cross references (Scope, Key Personnel, OLAs, Transition Plans)
- Indirect references (Excuse, Equitable Adjustment, Service Management Manual)
- Inference (New Services, Commercially Reasonable, Continuous Improvement)

MSI Procurement	Server Storage Procurement	Managed Security Procurement
Master Services Agreement	Master Services Agreement	Master Services Agreement
Exhibit 1 (Integrated Services Platform)		
Exhibit 1.1 (Definitions)		
Exhibit 1.2 (Governance Structure and Dispute Resolution)		
Exhibit 1.3 (Service Management Manual Outline)		
Exhibit 1.4 (Operating Level Agreement Outline)		
Exhibit 2 (Statement of Work and Solution)		
Exhibit 2.1 (MSI Statement of Work)	Exhibit 2.1 (Tower Statement of Work)	Exhibit 2.1 (Tower 2 Statement of Work)
Exhibits 2.2 through 2.7 (MSI-specific solution, transition, transition-out, etc.)	Exhibits 2.2 thru 2.7 (Tower solution rules, transition, transition-out, etc.)	Exhibits 2.2 thru 2.7 (Tower solution rules, transition, transition-out, etc.)
Exhibit 3 (Reporting and Service Level Management)		
Exhibit 3.1 (MSI-specific SL requirements)	Exhibit 3.1 (Tower reporting and Service Level requirements)	Exhibit 3.1 (Tower reporting and Service Level requirements)
Exhibits 3.2 thru 3.5 (MSI-specific reports, metrics, critical deliverables)	Exhibits 3.2 thru 3.5 (Methodologies SL, Critical Deliverables, Reports) [Tower specific details]	Exhibits 3.2 thru 3.5 (Methodologies SL, Critical Deliverables, Reports) [Tower specific details]
Exhibit 4 (Pricing and Financial Provisions)		
Exhibit 4 (MSI-specific provisions)	Exhibit 4 (Tower pricing and financial requirements)	Exhibit 4 (Tower pricing and financial requirements)
Exhibits 4.1 thru 4.10 (MSI-specific pricing units, volumes, prices, assets, etc.)	Exhibits 4.1 thru 4.10 (Methodologies, general requirements) [Tower specific details]	Exhibits 4.1 thru 4.10 (Methodologies, general requirements) [Tower specific details]
Exhibit 5 (Human Resources Provisions)		
Exhibit 5 (MSI-specific HR provisions)	Exhibit 5 (Tower HR general provisions)	Exhibit 5 (Tower HR general provisions)
Exhibits 5.1 and 5.2 (key persons and projection matrix)	Exhibits 5.1 and 5.2 (key persons and projection matrix)	Exhibits 5.1 and 5.2 (key persons and projection matrix)



Conclusion



Conclusion

- The process is designed to:
 - Improve understanding of provider solutions
 - Improve understanding of Commonwealth requirements
 - Remove ambiguity about solutions and interfaces with other suppliers
 - Remove transition risk
- Suppliers should have the ability to remove assumptions and risk from their proposals.



Resources

- This meeting: [https://youtu.be/ WaOjMuemQM](https://youtu.be/WaOjMuemQM)
- Additional information at [vita.virginia.gov](http://www.vita.virginia.gov) and <http://www.vita.virginia.gov/default.aspx?id=6442473400>
- Send all feedback and questions to infrastructuresourcing@vita.virginia.gov



Supplier Attendance List

Suppliers		
Advantus Strategies	Enigma Tech	Prosperiti Enterprise Services
AIS Network	ePlus	Prosys
Amazon Web Services	Ernst & Young	Radiantere Technology Group
Assura Consulting	General Dynamics Information Technology	root9B
AT&T	Global Institute of Technology (GIT) Services	RPI Group
Atos	Grant Thornton LLP	RSA Security
Attain, LLC	Harris Corporation	SAIC
CA Technologies	HICS2	SecureWorks
CapGemini	HPE	Shi
CDW-G	IBM	Slait Consulting
CGI	Impact Makers	Software AG
Cisco	Measured Risk	Splunk
Commonwealth of Virginia Consulting	NetApp	Syrinx Technologies LLC
Continuum Information Solutions LLC	NexTech Solutions, LLC	Think NTS
Dell	Northrup Grumman	Triad Technology Partners
Deloitte	NTT Security	Universal Adaptive Consulting Services, Inc.
Dimension Data	Oracle	Vectre
Eagle Tech Corp	Paralime	Verizon
EMC	Presidio	VMware



Webinar Chat Questions

- Does VITA intend to award multiple IaaS contracts to multiple cloud providers (e.g. Azure, AWS, Google, etc.)?
- For security, will VITA require that managed service personnel be US citizens on US soil? Will data protection be a requirement?
- If the managed security RFP is for services only, how will the security toolsets be procured in the out years of the contract? Will the new services vendor be responsible for source selection?
- Will all of the activities like contracting and award management be conducted from a single location in Chester/Richmond or multiple locations?
- Will there be flow data in the RFP (i.e. 100gb per data through the firewall)?
- With the current timeline of making the Wave 2 award in 2018, what is the plan for providing new, innovative Security Services to the Commonwealth and its Agencies in the mean time?
- Will you be leveraging NIST standards and other industry reports (i.e. Gartner and NSS Labs) in your decision process?
- Will all 3 RFPs will be released at the same time?

*****Note: Answers to the questions above can be found in the [meeting recording](#) starting around 41:30.*****