



*Report on the Comprehensive Infrastructure Agreement
to the Virginia Information Technologies Agency – September 2015*

FINAL ASSESSMENT PHASE REPORT



The Virginia Information Technologies Agency (VITA) provides IT infrastructure services to executive-branch agencies throughout the Commonwealth of Virginia, primarily through a contract with Northrop Grumman. In anticipation of contract expiration in 2019, and with recognition of the complexity of change in such a large shared services environment, VITA is currently evaluating sourcing strategies to better align with current best practices and future customer requirements. Toward that end, VITA has commissioned Integris Applied, an IT sourcing advisory firm with focus on the public sector and next-generation sourcing models, to assess the current environment and develop a long-term strategy.

This report is provided by Integris Applied to the Virginia Information Technologies Agency (VITA), its customers, and the Commonwealth of Virginia at large. It is the capstone report for the Assessment Phase, summarizing the findings of preceding assessment deliverables and describing the Commonwealth's situation and readiness for change. The findings of this assessment will be used to build a sourcing strategy recommendation for VITA.



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1. Executive Summary

The Final Assessment Phase report marks the completion of the IT Infrastructure Sourcing Strategy Program’s (ITSSP) assessment phase. It is the culmination of a body of work that reviewed the Commonwealth’s current infrastructure services, the financial and contractual parameters that define those services, and the effectiveness of those services within Agencies and across the Enterprise. This review was conducted to determine those characteristics of the Commonwealth’s current IT infrastructure services delivery platform that need to change, and the ability of VITA and the Commonwealth to make those changes.

VITA’s ITSSP is much more than a second generation sourcing event. It is a significant change management program in a political environment. Integris Applied views any initiative of this nature through the framework in Figure 1-1. Change must be managed and driven by a leading organization and supported by an Enterprise. The right conditions, namely an effective delivery platform and aligned business and financial structures, must be in place. The outcomes must improve service management for the consumers of the services provided by the platform.

The ITSSP has built a framework for change and developed momentum for modernization of COVA’s service delivery platform. While VITA’s delivery platform and business and financial structures cannot support a modernized delivery model at this time, the ITSSP has identified areas where changes should be made to support a modernized delivery model.

A summary of findings from this report is below:

1. Agencies and the Enterprise agree that changes to the Commonwealth’s infrastructure services delivery platform are necessary to improve services, pricing and flexibility.
2. The current contract and pricing structure cannot support the flexibility needed by the Enterprise and by Agencies.
3. VITA’s sourcing strategy program has engaged the Agencies and other key stakeholders, built momentum for change, and established a foundation for an Agency-inclusive service management framework.
4. The Commonwealth and VITA should use the strengths and opportunities identified through the sourcing strategy program to maintain momentum and increase the probability of successful changes.
5. Leadership by VITA is required to implement sustainable changes to the services platform. The Enterprise is ready and willing for VITA to fill the leadership role.

Any change to VITA’s delivery platform will be a multi-year journey. The Commonwealth’s ability to disentangle services and establish a new delivery model will depend on leadership by VITA, support of VITA by the Enterprise, and the dedication of resources in VITA to the management and implementation of necessary changes. This report addresses those challenges and identifies numerous short term and long term strategies COVA and VITA can implement to build on the momentum created to date. While much must be done to create the conditions for a successful change, VITA and Commonwealth leadership have created the conditions needed for a sourcing strategy program to begin.



Figure 1-1: Integris Applied Change Management Framework



2. Final Assessment Phase Overview and Findings

2.1 Background: Earlier Assessment Phase Activities

This report is built upon the work conducted and findings made by Integris Applied throughout the ITSSP Assessment Phase. The phase included two primary workstreams: 1.) a Situational Assessment to identify current issues and the goals of both the Agencies and Enterprise, and 2.) a Cost and Contract Analysis to document the contractual terms and financial structure, and how they might be aligned (or misaligned) with current best practices and how they might be affecting incentives across the ecosystem.

As it develops its second generation sourcing strategy, VITA recognizes that the current operating model was oriented toward Enterprise goals, and that the future model must better balance Agency and Enterprise goals.

The findings of the Situational Assessment may be summarized in the identification of attributes needed in a future delivery model, as indicated in Figure 2-1:

Agencies		Enterprise	
Service delivery quality	Performance expectations met and measured	Maintain cost competitiveness	Ability to maintain market pricing and ensure cost competitiveness to stakeholders on an ongoing basis
Ease of doing business	Service delivery platform does what we (Customer Agencies) ask in a timely manner	Management control	Discretion over service provider action; enforcement mechanisms
Service flexibility	Additional and new services, changes to services, capacity flexibility	Flexibility to evolve	Adding new services; replacing service providers/personnel
Evolution and innovation	Control over evolution and access to innovations	Supports oversight functions	E.g., investment management, project management, IT planning
Agency choice	Diversity of services; choices of tiers of service	Standardization	Efficient use of enterprise scale; driving architecture, security, etc. standards
Service transparency	Clarity of services: reporting, quality	Securing Commonwealth data	Managed application of security services across enterprise
Spend transparency	Clarity of spending: what comprises a billing unit; reporting clarity	Procurement and transition	High likelihood of transition success; team capacity to handle procurement activities; lower adverse effects

Figure 2-1: Balance of Agency and Enterprise Goals

Key to the success of a future-state delivery model is the ability to meet the goals of the Commonwealth – as represented by the Agencies and the Enterprise. Although it may seem that some attributes are inherently oppositional, the reality is that there is alignment across many goals and there are ways to establish a future delivery model that all of them to some degree.

As we work to develop the final recommendations for a sourcing strategy, potential scenarios will be evaluated for their likelihood of meeting Agency and Enterprise goals.

2.2 Approach for Final Assessment Report

Using our change management framework (referenced above), and drawing from all work performed up to this point, we assessed the readiness of the Enterprise to accept a change program by using a three-step approach depicted in Figure 2-2 – Platform/Business Review, Change Readiness and SWOT Analysis. We looked at the challenges the Commonwealth faces to implement necessary changes, and the readiness of the Commonwealth for an implementation strategy.

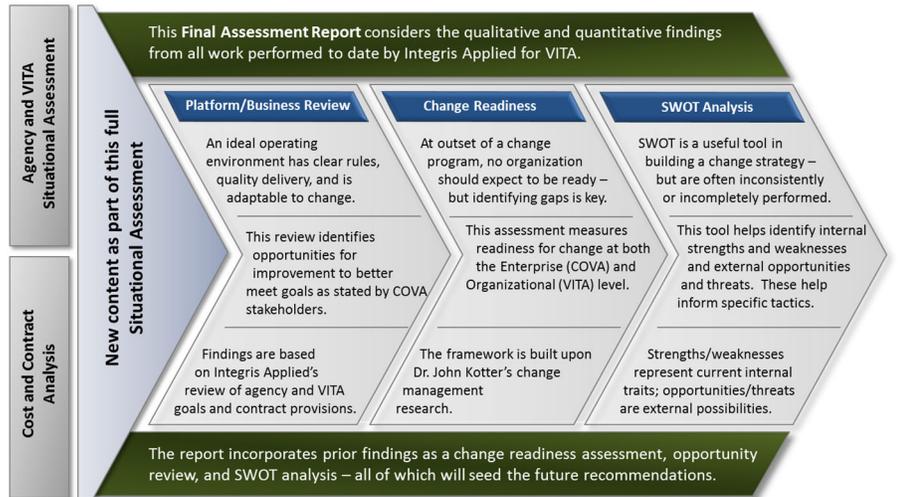


Figure 2-2: Final Assessment Report Approach

The categories evaluated are defined below:

Challenges (what) the Commonwealth faces to implement necessary changes

- Platform: The aggregation of delivery, management and relational activities that allow for effective service delivery, timely decisions, and continuous improvement.
- Business and Financial: contractual provisions to address in a future state

Readiness (how) the Commonwealth can prepare for implementation

- Enterprise Level: receiving and supporting the change
- Organizational (VITA) Level: driving the change

SWOT analysis:

- Recommends approaches that will improve readiness by leveraging the positive traits and forces (strengths, opportunities) to mitigate the negative (weaknesses, threats).

We began with a review of VITA’s service delivery platform and business and financial structures (the “What”). This review evaluated the ability of VITA’s current delivery model and the contractual framework that underpins it by using the factors outlined in Figure 2-3.

Services Delivery Platform	Business and Financial Structure
Factors <ul style="list-style-type: none"> • Defined and transparent rules-based environment • Can make equitable adjustments among competing interests • A learning environment that can adapt to change • Able to balance the interests of the enterprise with the exceptions of the agency need • Maintains competitive pressure through low barriers to change and effective plug & play 	Factors <ul style="list-style-type: none"> • Legal • Governance & Change • Service & Scope • Quality Management • Finance & Pricing • Human Resources
Measurement Approach Each factor is reviewed on a five point scale of Not Established to Fully Established. The average of the evaluated factors creates a category evaluation.	

Figure 2-3: Services Delivery and Business / Financial Review Factors

Organizational (VITA) Readiness	Enterprise (COVA) Readiness
Factors <ul style="list-style-type: none"> • Clear vision established and communicated frequently • Acceptance of the need for change/Burning platform exists • Change champion identified • Coalition for change identified and active • Short term wins identified and accepted • Drumbeat established and supported by coalition 	Factors <ul style="list-style-type: none"> • Clear vision established and communicated frequently • Acceptance of the need for change/Burning platform exists • Change champion identified • Coalition for change identified and active • Short term wins identified and accepted • Drumbeat established and supported by coalition
Measurement Approach Each factor is reviewed on a five point scale of Not Established to Fully Established . The average of the evaluated factors creates a category evaluation.	

Figure 2-4: Organizational and Enterprise Readiness Review Factors

Next we reviewed VITA’s and the Commonwealth’s organizational readiness. As the organization responsible for leading the implementation of a new sourcing strategy, VITA must be in a position to drive and manage the change that will be required across the Enterprise. Likewise, Commonwealth leadership must be willing to support VITA’s strategy with time, effort and resources. The factors used to assess organizational readiness are aligned with industry accepted change management practices, and are outlined in Figure 2-4.

After assessing the “the What” and “the How,” we applied a Strength, Weakness, Opportunities and Threats (SWOT) analysis to the Commonwealth’s current state. This approach helps identify barriers to change, suggests steps that can be taken immediately to address those barriers and lays the foundation for future recommendations. The SWOT translates the readiness review into actions that can help the Commonwealth build on the momentum VITA has created for changes to its delivery platform through the ITSSP. The initial SWOT is depicted in Figure 2-5.

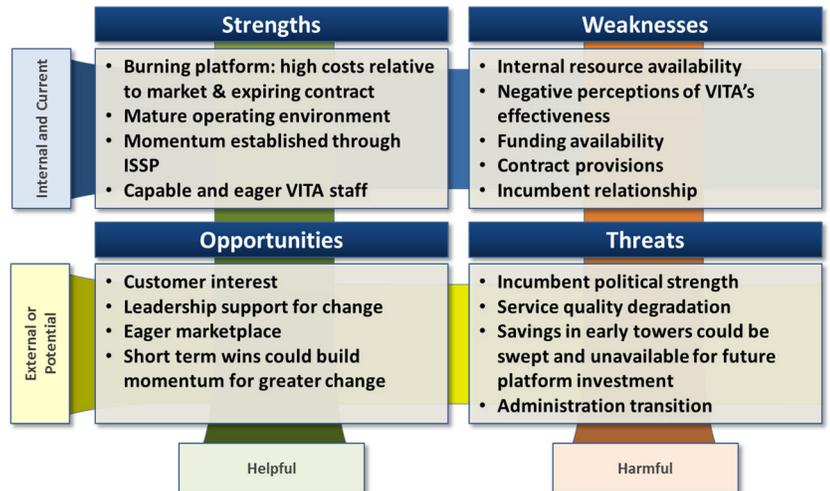


Figure 2-5: SWOT Analysis



3. Services Delivery Platform & Business and Financial Readiness

This review measures the ability of the Services Delivery Platform and the Business and Financial Structure to effectively meet the goals stated by stakeholders during the assessment phase. Through this analysis we identify whether and to what extent there exists a need to change either of these foundational elements of the Commonwealth's IT infrastructure services capabilities. The elements assessed are defined below:

Services Delivery Platform

- **Definition:** The aggregation of delivery, management and relational activities that allow for effective service delivery, timely decisions, and continuous improvement.
- **Background:** The delivery organization (VITA) must be capable of providing the services in a way that continually flexes to meet goals. The platform must support adaptation to market evolution and manage tradeoffs between the enterprise and the agency.

Business and Financial Structure

- **Definition:** The contract or contracts established to provide services.
- **Background:** Contracts must serve the needs of the customers while balancing risk of the contracting parties. Services must be clearly documented, quality measures must be effective, and pricing must be fair. In a long-term services relationship, approach to change must be fair.



Through this review we identify what elements of a service delivery platform and the business and financial structure are:

- Necessary to implement stakeholder goals; and,
- How established those elements are in the current state.

It is important to note that this review is a point in time assessment of elements needed to move the Commonwealth to a future state. It is not a commentary on the original Comprehensive Infrastructure Agreement (CIA) and the business needs of the Commonwealth at the time of its signing. The Commonwealth’s business needs and the market that can help meet those needs has changed over time. This review evaluates the ability of the current platform, business and financial structures to meet current and future Commonwealth requirements.

3.1 Services Delivery Platform

Integris Applied’s services delivery platform elements are based on our experience leading and implementing complex change, and how that change can be sustained in a large Enterprise. They acknowledge the interactions required between customers, suppliers and internal management teams. These elements take into account the rapid evolution of technology and the needs of a modern organization to keep pace with those changes.

An optimal services delivery platform must be able to adapt to market evolution and manage tradeoffs between the Enterprise and the Agency. It should be able to adjust to changing consumption patterns, and use competition to improve pricing and service availability and delivery. If this flexibility does not exist then the platform must change. Integris Applied’s assessment, shown in Figure 3-1 below, is that the current service delivery platform cannot accommodate the types of changes envisioned by the Commonwealth and needed by VITA customers to improve the delivery of IT infrastructure services.

Platform Assessment	Evaluation
Defined and transparent rules-based environment	
Can make equitable adjustments among competing interests	
A learning environment that can adapt to change	
Balances interests of the enterprise with the exceptions for agency need	
Competitive pressure: low change barriers and effective plug & play	
Overall Platform Assessment	

Figure 3-1: Platform Assessment

The Commonwealth’s IT infrastructure services platform is not mature enough to implement the changes that are required to support the Enterprise’s IT needs and therefore must evolve.

Findings that support this conclusion include the following:

- Agency business needs cannot be addressed in a timely manner by the current model;
- New services cannot be added to the delivery model in an efficient manner;
- Current platform does not allow a competitive market to influence pricing and services.

VITA must now implement a program to drive those changes with its current supplier, with its customers, and within its own organization.



3.2 Business & Financial Readiness

Change initiatives must align with the business needs of the Enterprise and the Agencies comprising the Enterprise. If existing contracts and pricing structures prevent this alignment then they must be changed. The business and financial structure assessment criteria are Integris Applied’s framework for healthy contractual and business relationships. They are based on our experience with complex sourcing agreements across multiple industries.

In an optimal business and financial structure:

- Services are well defined;
- Fees for services are predictable, manageable, fair, and drive the right behavior;
- Quality levels are well defined and can improve;
- Financial risks are shared equitably between parties.

Integris Applied’s assessment, shown in Figure 3-2 below, is that the service delivery platform is not ready to accommodate the types of changes envisioned by the Commonwealth and needed by VITA customers to improve the delivery of IT infrastructure services.

Business & Financial Structure	
Legal	
Governance & Change	
Service & Scope	
Quality Management	
Finance & Pricing	
Human Resources	
Overall Business & Financial Structure	

Figure 3-2: Business & Financial Structure Assessment

To achieve a future state that addresses concerns expressed by COVA stakeholders, existing IT infrastructure services must be re-procured. Re-procurement is needed in order to address these shortcomings with the current model:

- Contracts that determine pricing, services and outcomes are:
 - Outdated; and,
 - Not aligned with market standards or COVA needs.
- Financial risks are no longer shared by VITA and Northrop Grumman.
- The Commonwealth is paying above market rates for commodity services.

The Commonwealth’s business and financial structure is outdated, cannot support the Enterprise’s IT needs and therefore must change. Through the ITSSP, VITA has identified those aspects of the business and financial structure that should change in a new model. VITA must now implement a program to drive disentangle services and negotiate new contracts that align better with Commonwealth interests.



4. Readiness for Change

This review measures the Organizational Readiness and Enterprise Readiness for change. Through this analysis we assess the Commonwealth's ability to drive and implement a change program. The elements assessed are defined below:

Evaluates the Organizational Readiness and Enterprise Readiness for change in order to increase likelihood of success.

- Organizational Readiness (VITA): The capabilities of the leading organization available (at a point in time) to implement a change agenda. The level of readiness can improve with a well-managed program.
- Enterprise Readiness (COVA): The support and awareness of stakeholders and decision makers (outside the leading organization) for the leading organization's change program.

Identifies

- What elements are necessary to improve the Commonwealth's ability to implement a change program; and,
- How well established those elements are in the current state.

The readiness review is a point in time assessment of COVA's and VITA's ability to implement a change agenda *today*. While the ITSSP has made progress identifying future state goals, building momentum for change and engaging stakeholders, Enterprise leadership still must demonstrate support for a change program through actions such as budgetary allocations and support for VITA's decisions to change current program elements.

4.1 Organizational

Change initiatives require a leader to set the agenda and the tempo. The leader must have the support of a change coalition, and a team to drive the change agenda. VITA's ITSSP has built a framework and developed momentum for change. Integris Applied's assessment, shown in Figure 4-1 below, is that VITA still needs to articulate a clear vision for change, engage its own organization at a deeper level and garner more support from key Enterprise stakeholders. At the same time, much progress has been made to build a guiding coalition and articulate a need for change. Progress is substantial and VITA should take advantage of the momentum it has created by continuing with short term strategies that support Agency demand for new and more flexible services.



Organizational Readiness	Evaluation
Clear vision established and communicated frequently	
Acceptance of the need for change/Burning platform exists	
Change champion identified	
Coalition for change identified and active	
Short term wins identified and accepted	
Drumbeat established and supported by coalition	
Overall Organizational Readiness	

Figure 4-1: Organizational Readiness Assessment

VITA is prepared to lead the Enterprise in changes needed to support COVA’s business needs. This view is based on the following:

- VITA invested in a sourcing strategy program to engage stakeholders and prepare the Enterprise for changes in the Partnership;
- VITA has built credibility and momentum for changes to the current service delivery platform;
- A clear vision for VITA’s role in the Enterprise must be articulated and a drumbeat for the Enterprise must be established.

Change programs depend on leadership, momentum and wins to demonstrate progress. VITA’s likelihood for success will improve if it builds on the progress it has made through the ITSSP.

4.2 Enterprise

Change initiatives rely on support from multiple stakeholders outside the leading organization. Willingness to change must be matched with resources dedicated to the initiative and Enterprise leadership’s willingness to support the change, and to make decisions accordingly.

Enterprise Readiness	Evaluation
Clear vision established and communicated frequently	
Acceptance of the need for change/Burning platform exists	
Change champion identified	
Coalition for change identified and active	
Short term wins identified and accepted	
Drumbeat established and supported by coalition	
Overall Enterprise Readiness	

Figure 4-2: Enterprise Readiness Assessment

The Enterprise accepts the need for VITA’s Enterprise role, but does not yet see a clear vision for VITA’s leadership position.

- The Enterprise wants changes to the current IT infrastructure services delivery platform;
- Enterprise leadership is engaged in VITA’s sourcing strategy program;
- Long term support for VITA’s change program has not yet been determined.



5. Strengths, Weaknesses, Opportunities, Threats (SWOT)

A **S**trength, **W**eakness, **O**pportunity, and **T**hreat (SWOT) analysis is a traditional business strategy planning tool. It can be used to **build** a case for change – but more importantly – can help inform and refine a strategy for **how** to change.

For purposes of this analysis, we define categories as follows:

- **Strengths and Weaknesses** are internal to the organization and are current realities; these should be in our control.
- **Opportunities and Threats** are external to the organization and represent possibilities; these may be possible to accentuate or mitigate.

It is important to build strategy based on the findings. For example:

- How can we leverage our strengths to exploit our opportunities and mitigate our threats?
- How can we exploit our opportunities to minimize our weaknesses and augment our strengths?

The SWOT is used to identify barriers to change, and the tactics and strategies to overcome those barriers. It is driven and informed by the delivery platform’s structural readiness, and the Enterprise’s readiness to implement changes to the delivery platform. The strengths, weaknesses, opportunities and threats are described in more detail in the following sections.

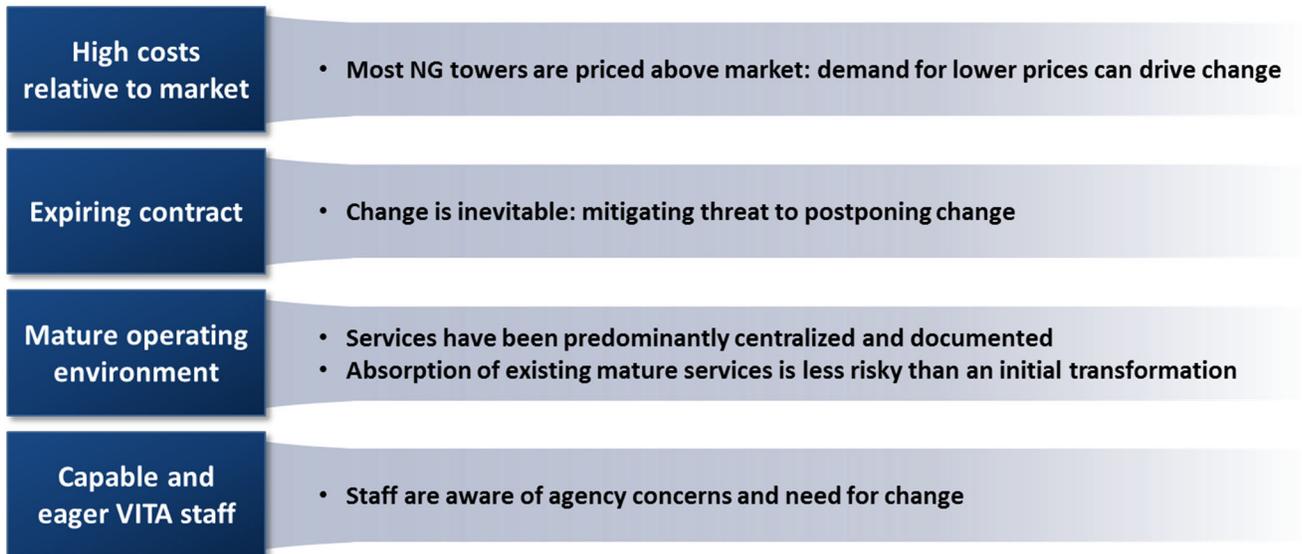


Figure 5-1: SWOT Analysis



5.1 Strengths

Strengths are current realities that the leading organization can control or influence. Strengths help define the burning platform that creates an impetus for, or inevitability of, change. The Commonwealth’s strengths are given more context in the chart below:



The following discussion provides additional analysis to the points provided above:

➤ **High costs relative to market**

Integris Applied’s market pricing analysis shows that VITA’s costs are high in X of Y towers reviewed. The most effective method to reduce prices across all towers is to re-compete services in the open market.

➤ **Expiring contract**

The term of VITA’s current contract with its existing service provider expires on July 1, 2019. VITA has used all available contract extensions. The inevitability of a change in service providers creates a reason to explore expediting disentanglement activities, especially if the Commonwealth can benefit from reduced pricing in one or many service towers.

➤ **Mature operating environment**

Integris Applied has noted throughout this assessment that the CIA has provided the Commonwealth with a number of benefits. The technical operating environment is one of those benefits. Progress in consolidation and upgrades to underlying infrastructure made since 2005 will reduce the risk of transition to a new service provider(s).

➤ **Capable and eager VITA staff**

VITA staff have created momentum for change through the ITSSP. They are eager to see improvements in service delivery and to find new ways to support Agency customers.



5.2 Weaknesses

Weaknesses are also current realities that the leading organization can control or influence. Weaknesses are barriers that can impede or slow down change. The Commonwealth’s weaknesses are given more context in the chart below:

<p>Internal resource availability</p>	<ul style="list-style-type: none"> • Change program will require continued and increased VITA dedication (commitment and resources): personnel will need to be reassigned or hired
<p>VITA image</p>	<ul style="list-style-type: none"> • Credibility has been damaged due to Partnership challenges • Recent sourcing strategy program improving image; ongoing support for VITA critical
<p>Contract provisions</p>	<ul style="list-style-type: none"> • Contract provisions limit change options • Costs to disentangle could challenge change program
<p>Funding availability</p>	<ul style="list-style-type: none"> • Timing of appropriations could delay action; momentum could be lost and program could deteriorate
<p>Incumbent relationship</p>	<ul style="list-style-type: none"> • Incumbent wants and needs are unknown

The following discussion provides additional analysis to the points provided above:

➤ **Internal resource availability**

A change program for a scope of services that exceeds \$240M/year will require sustained VITA dedication. VITA will likely need to reassign staff within the Agency or hire additional support. COVA Agencies will also need to provide staff to support the change initiative and to validate that changes can support Agency requirements.

➤ **VITA image**

While VITA has generated Agency goodwill by including Agencies in the assessment process, credibility damage still exists because of persistent service delivery challenges since the CIA was signed.

➤ **Contract provisions**

As noted in the Terms & Conditions review of this assessment, current contractual provisions, particularly disentanglement fees, add costs to any change program that starts prior to the end of the contractual term.



➤ **Funding availability**

The delay of any funding needed to begin and sustain a change program could slow down project momentum. Lack of funding could prolong key decisions until the next administration.

➤ **Incumbent relationship**

VITA has not determined what the current service provider’s long term objectives are regarding the provision of IT infrastructure services. This lack of understanding creates risk around service provider behavior if/when changes are implemented.

5.3 Opportunities

Opportunities are external to the leading organization and represent possibilities that can be leveraged to implement change. They are outside of the leading organization’s control but can be influenced with a well-managed program.

Customer interest	<ul style="list-style-type: none"> • Sourcing strategy program has built momentum and goodwill; engagement model has built foundation for agency involvement
Leadership support for change	<ul style="list-style-type: none"> • VITA, COVA, and Agency leaders share a desire for significant model change
Eager marketplace	<ul style="list-style-type: none"> • RFI participation demonstrates that multiple providers will bid on the services • Competition will produce new solutions and competitive pricing
Short term wins could build momentum	<ul style="list-style-type: none"> • Builds momentum and demonstrates ability to change

The following discussion provides additional analysis to the points provided above:

➤ **Customer Interest**

VITA has been criticized for not including Agency input in the development of the original CIA. Requests for Agency input during the ITSSP have built goodwill between Agencies and VITA.

➤ **Leadership support for change**

Integris Applied found that leadership at all levels across the Commonwealth government desire change to the current IT services delivery model. Commonwealth leadership will support VITA’s change plan if that plan is sound.

➤ **Eager Marketplace**

29 suppliers responded to a VITA RFI focused on a future state delivery model. 13 suppliers attended VITA sponsored information sessions with Commonwealth personnel.



➤ **Short term wins**

Potential short term opportunities for service and pricing improvements have been identified. These opportunities are low risk and would build momentum for a change program.

5.4 Threats

Threats are external to the leading organization and represent potential barriers to change. They are outside of the leading organization’s control but can be mitigated with a well-managed program and with the opportunities available to the leading organization.

Incumbent influence	<ul style="list-style-type: none"> • History is an indicator • Could undermine sourcing strategy
Service quality degradation	<ul style="list-style-type: none"> • Service could continue to deteriorate • Staff could be pulled from account
Early savings could be unavailable later	<ul style="list-style-type: none"> • Savings will vary by tower and change may occur progressively
Administration transition	<ul style="list-style-type: none"> • Transition in administration could change focus or delay momentum in sourcing strategy program

The following discussion provides additional analysis to the points provided above:

➤ **Incumbent influence**

History indicates that the Commonwealth’s current service provider can exert influence on decisions that could impact the provider’s interests. Strong support for VITA’s change program by Commonwealth leadership will be important to mitigate this influence.

➤ **Service quality degradation**

If a change program is initiated, key service provider personnel could leave or be reassigned.

➤ **Early savings could be unavailable later**

A business model for a new service delivery platform will incorporate all existing towers of service. Savings will vary according to tower and will likely not occur all at once. Savings could be swept for other programs and not be available to support the complete program.

➤ **Administration transition**

Priorities shift when administrations change. A change program for the Commonwealth’s IT services delivery platform could lose momentum and thereby reduce the leverage needed to implement a new delivery model.



6. Short Term Strategies and Tactics

The readiness assessment and the SWOT inform a set of short term strategies and tactics that can be implemented to maintain momentum and mitigate barriers to change. These options are outlined in Figure 6-1:

	Strengths	Weaknesses
Opportunities	<p>Options to leverage strengths to exploit opportunities</p> <ul style="list-style-type: none"> Publicize to marketplace that change is coming due to contract expiration and customer interest; change will be easier here due to mature and centralized environment Build workstream teams (procurement, solutioning, negotiation) to engage with customers and augment/maintain momentum for change 	<p>Options to minimize weaknesses by exploiting opportunities</p> <ul style="list-style-type: none"> Hire staff to backfill VITA delivery experts Stake out clear VITA vision for future operating model; communicate to customers that VITA is as interested in change as they; this is the best approach Time change program pragmatically to build short term wins (with early pilots) and reduce parallel resource overload Encourage leadership to focus on incumbent relationship
Threats	<p>Options to leverage strengths to mitigate threats</p> <ul style="list-style-type: none"> Remind policymakers of significant cost value for change Establish communication program: refer to VITA for inquiries Build every individual business case in reference to full scenario business case Start early to establish budget and build momentum Sequence towers pragmatically to avoid disruption 	<p>Options to minimize weaknesses to mitigate threats</p> <ul style="list-style-type: none"> Build business case now, including staffing needs Focus on working relationship with incumbent individuals Communicate to leadership and customers that VITA recognizes problems and is driving a vision for the future Establish communication program: refer to VITA for inquiries Build new contracts to adapt for future model Carefully describe budget asks: always in context of the overall program

Figure 6-1: SWOT Applied - Strategies and Tactics

These options will inform Integris Applied's final recommendations and action plan. In the meantime, these steps could be taken today to continue the effort established by the ITSSP.



7. Conclusion

Integris Applied's findings and summary are outlined in Figure 7-1 below. The ITSSP Assessment Phase has identified that the current operating environment does not meet the current or future needs of the Agencies and the Enterprise – representing a clear opportunity for change.

As stated above, this is much more than a second generation sourcing event. It is a significant change management program in a political environment. VITA has already made progress in building a guiding coalition, identifying a burning platform for change, and establishing a drumbeat to drive a complex Enterprise-wide program. To continue this progress, VITA must clarify its vision for a future state, and articulate the benefits that drive the need to move to a new services delivery platform.

	Platform/Business Review	Change Readiness	SWOT Analysis
Findings	<p>Current Platform and Business & Financial Structure cannot support changes needed by the Commonwealth.</p> <p>Current CIA contract that determines pricing, services and outcomes are not aligned with market standards or COVA needs.</p>	<p>Emerging capability to change. Greater focus needed at enterprise level.</p> <p>Operating cadence has been established, but the tempo must increase to implement changes needed by the Commonwealth.</p>	<p>Actions can be taken today to build on the momentum created by VITA; maintaining momentum is critical to a program of this nature.</p>
Summary	<p>VITA's current sourcing strategy program has built a foundation for a change initiative to redefine the Commonwealth's IT infrastructure services delivery platform.</p> <p>Framework for actions has been established to break down barriers to change and to establish a drumbeat that stakeholders can follow.</p> <p>To drive successful change, VITA will need to articulate a clear vision and maintain support from enterprise leadership and the agencies.</p>		

Figure 7-1: Summary Findings