



Virginia Information Technologies Agency

# Practical lessons learned from Virginia's IT Infrastructure Partnership

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Governing: Managing Major Change

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# Virginia's IT Infrastructure Partnership

- Nation's largest public-private partnership
  - Commonwealth of Virginia and Northrop Grumman Corporation formed partnership in November 2005
  - Valued at \$1.9 billion over 10 years
- Investment of \$270 million in up-front capital
  - Replace aging, inefficient infrastructure at 86 agencies
  - Modernize and standardize IT services and support
  - Consolidate and centralize infrastructure equipment and monitoring
- Investment in people and communities
  - Creates more than 400 jobs in rural southwest Virginia
  - No layoffs of state IT employees
  - Northrop Grumman is positioned to grow in Virginia

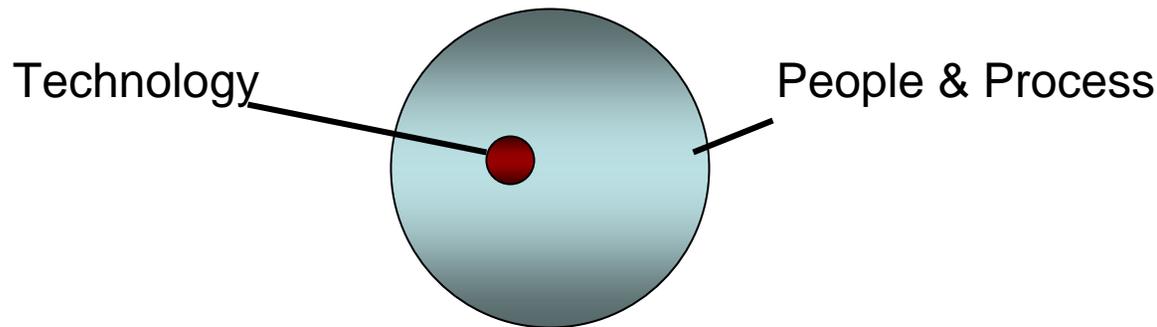


# Accomplishments

- Jul. 2006 – Transitioned responsibility for 220,000+ infrastructure devices and services to Northrop Grumman
- Sept. 2006 – Transitioned workforce to a matrix management environment
  - 67% of 849 employees accept Northrop Grumman job offers
- Jun. 2007 – Opened custom-built, Tier III primary data center and headquarters
- Nov. 2007 – Opened custom-built, Tier II+ back-up data center and help desk in rural Virginia
- Dec. 2007 – Completed data center move with no major issues and ahead of schedule
- May 2008 – Transformation of infrastructure well underway
  - 23,000+ PCs refreshed
  - Central help desk opened
  - 300+ servers consolidated
  - Statewide network stood up
  - ITIL processes rolled out
  - Measuring service levels

## Hard lessons we learned the easier way

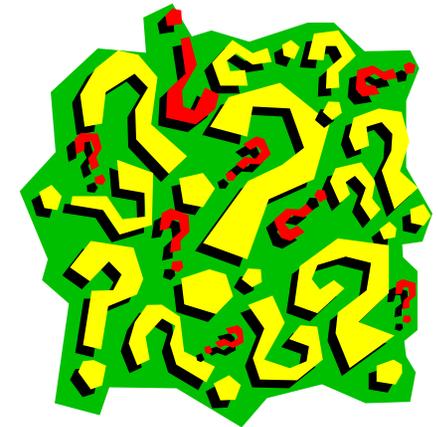
- Executive sponsorship is essential
- Talk to others about what worked, what didn't and why
- This is about culture change



- Build and maintain momentum, confidence
- Know thyself and thy stakeholders
  - manage expectations

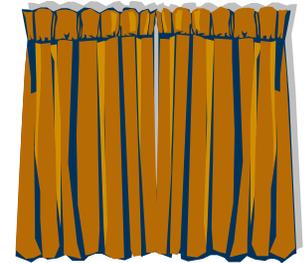
## Hard lessons we learned the hard way

- Get your arms around what you've REALLY got in your IT environment
  - Conducted four “due diligence” exercises
  - It's a jungle out there
    - 60% of equipment is 8-10 years old
    - \$10 million in additional deficiencies
    - Years of underfunded IT programs
    - No maintenance or support for thousands of devices
    - Lack of basic security protection
    - 1,200+ employees organized by agency, supporting more than 2,000 sites
    - Sorely under-utilized capacity for servers, printers
  - Now we're smart enough to know what we don't know



## Hard lessons we learned the hard way

- Look behind your own curtain, too
  - Back-end processes and procedures (the “how”) transform with technology services (the “what”)



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| <ul style="list-style-type: none"> <li>• Asset inventory</li> <li>• Service requests</li> <li>• Billing</li> <li>• Customer relationship management</li> <li>• Communications</li> <li>• Purchasing</li> </ul> | <ul style="list-style-type: none"> <li>• IT support</li> <li>• Documentation</li> <li>• Pricing</li> <li>• New service offerings</li> <li>• Change management</li> <li>• Personnel management</li> </ul> |
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## Hard lessons we learned the hard way

- All stakeholders – especially employees – need to feel they are being treated equally and kept informed
  - Focus on the 90 – 95 percent who are “with” the program or can be swayed either way
  - Do not cater to the 5 – 10 percent you can never win over
- Understand the governance model and the relationship with your partner
  - Traditional client-vendor relationship? A risk/reward-sharing partnership? Something in between?
  - State policies do not contemplate an outsourcing arrangement
    - Majority of employees are “contractors”
    - State mandates may not make sense
- Embrace the media
  - Informed reporting vs. investigative reporting



## What's that noise?

- It is not a parade in your honor
- You will not capture everyone's hearts and minds
- Buckle your seat belt and prepare your executive sponsors for a wild ride
- Stay focused on your objective, not the obstacles
- "There" is good; getting "There" is painful
- You are doing the right thing



## Resources

<http://www.vita.virginia.gov/itpartnership>

- IT Infrastructure Partnership homepage

<http://www.vita.virginia.gov/itpartnership/default.aspx?id=381>

- How we got here – proposals, history

<http://www.vita.virginia.gov/itpartnership/default.aspx?id=451>

- Comprehensive infrastructure agreement – the contract

<http://www.vita.virginia.gov/itpartnership/default.aspx?id=379>

- Frequently asked questions

<http://www.vita.virginia.gov/itpartnership/default.aspx?id=6404>

- Media kit and fact sheets

<http://www.vita.virginia.gov/itpartnership/default.aspx?id=371>

- IT infrastructure transformation, schedule