VIRGINIA
IT AGENCY

STRATEGIC BUSINESS PLAN

Fiscal Years 2023 - 2027

Updated August 2024

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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 (VITA) 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 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.

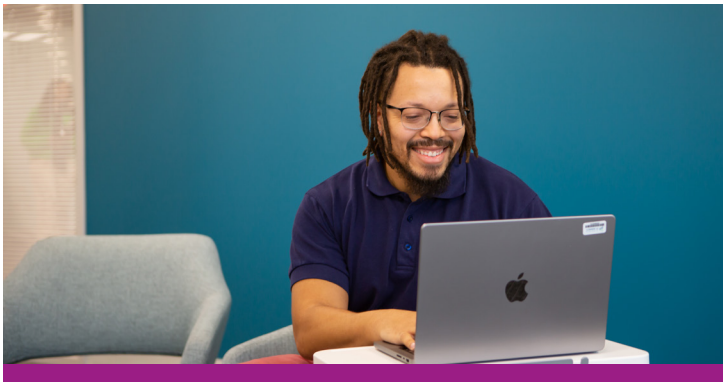
These goals provide the overarching direction to help steer long-term outcomes for the agency. The seven strategic initiatives were built as a body of work to support the goals.

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

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. Additionally, VITA offers some technology services directly to Virginia executive branch agencies.

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

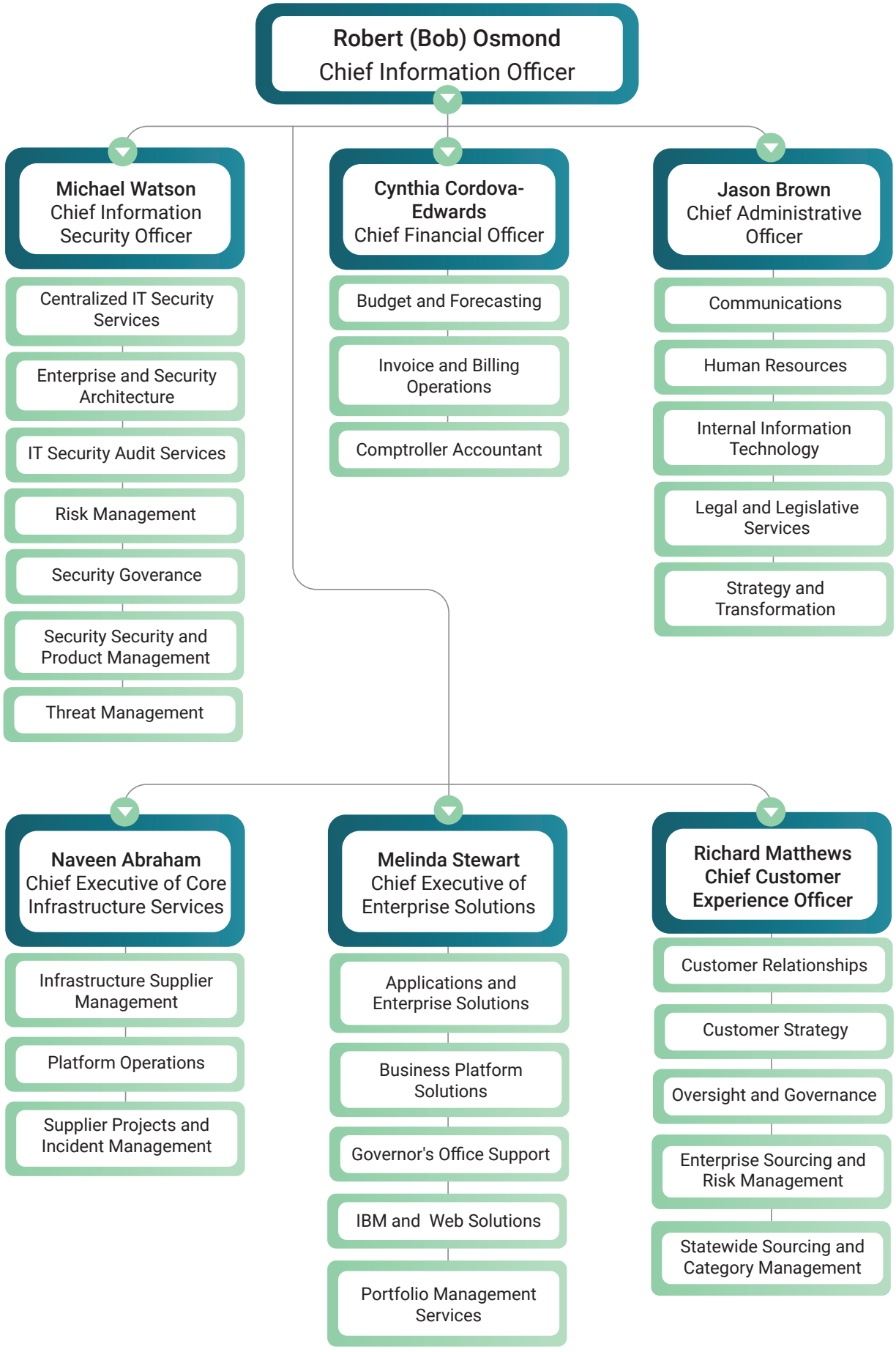
Procurement

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 the 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

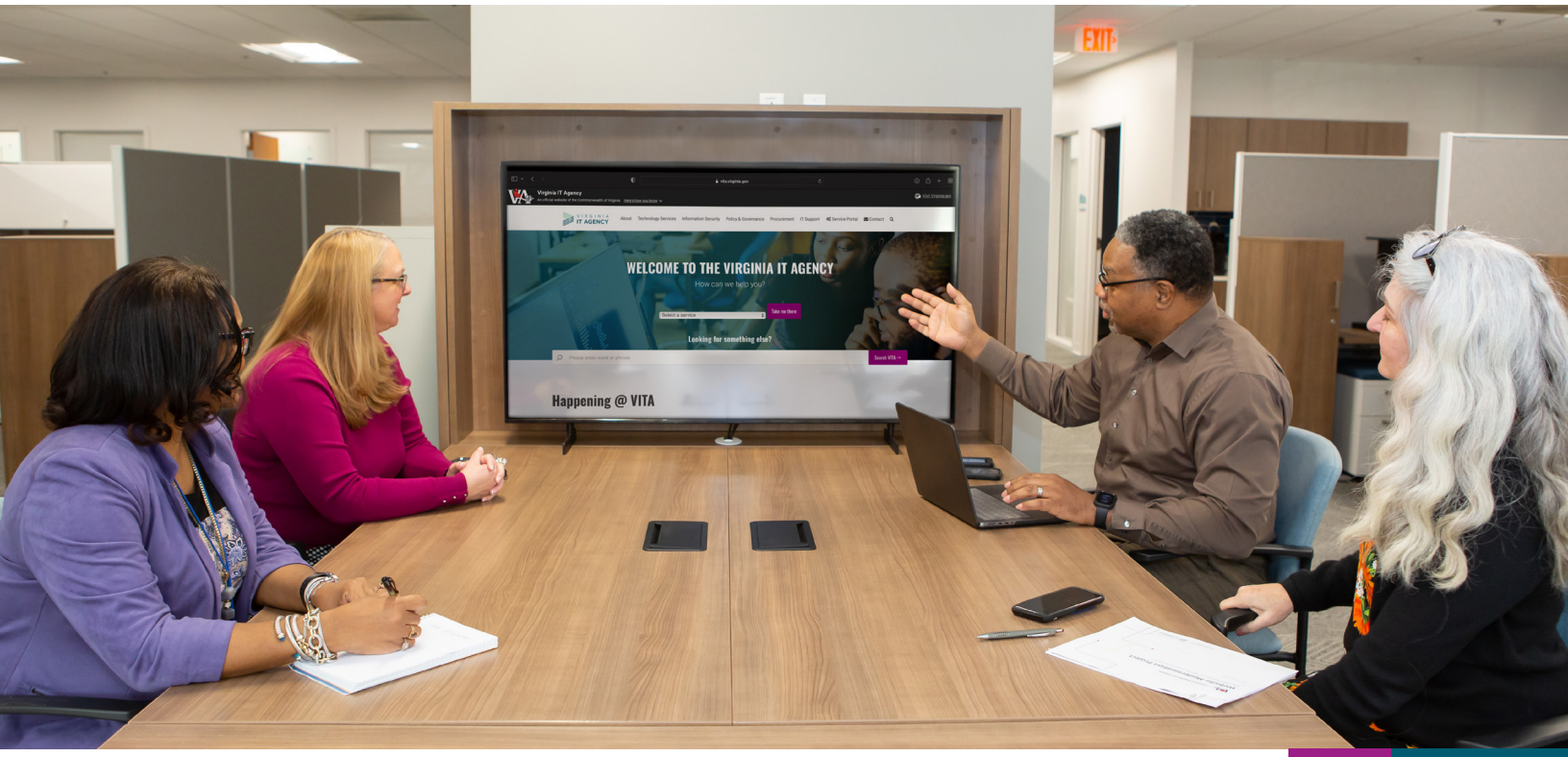
VITA is a customer-focused organization that builds trust through respect, collaboration and communication. We build public trust by working according to our shared values:

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

Connecting

Innovating

Protecting



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

Upon completion of the transition from a single-source provider model to a multisupplier model, VITA's executive team turned its focus to model maturation and sustainability of success. Following development of VITA's three overarching goals by 2021, leadership further defined the goals with the addition of the seven strategic focus areas to support each goal. 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. In the summer of 2023, the Commonwealth of Virginia Technology Plan was released to provide Commonwealth-wide technology strategies. To align both plans, VITA leadership reviewed the agency's 2023 year-end objectives and key results (OKRs) and VITA's strategy and transformation directorate has worked with leadership 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		✓	

AGENCY INITIATIVES	LINKS TO COV TECHNOLOGY PLAN
Improve the customer IT experience	**1.0** Transform the Virginian experience **1.1** Transform and secure the online experience **1.3** Expand Commonwealth connectivity and broadband access **6.0** Optimize partner ecosystem **6.1** Optimize partner ecosystem
Power the COV transformation with enterprise technology solutions	**2.0** Deliver with a Commonwealth mindset **2.3** Expand, reuse, and consolidate Commonwealth shared applications through enterprise architecture
Cybersecurity for VITA, VITA's customers and the whole Commonwealth	**2.0** Deliver with a Commonwealth mindset **2.2** Promote operational efficiency through shared infrastructure **2.3** Expand, reuse, and consolidate Commonwealth shared applications through enterprise architecture **3.0** Protect Virginians through cybersecurity **3.1** Fortify cybersecurity (zero trust) **3.2** Embed and advance cybersecurity **3.3** Extend enterprise cybersecurity and privacy best practices
Drive efficiency to provide higher value by streamlining operations	**2.0** Deliver with a Commonwealth mindset **2.2** Promote operational efficiency through shared infrastructure **5.0** Advance government excellence and adaptability **5.1** Streamline internal processes to improve operational efficiency and transparency **6.0** Optimize partner ecosystem **6.2** Expand capabilities and opportunities for innovation and cost savings
Enable data analytics, management, intelligence, and science	**6.0** Optimize partner ecosystem **6.2** Expand capabilities and opportunities for innovation and cost savings
Transform the VITA culture to instill urgency, customer centricity, business mindset, teamwork, and inclusion	**5.0** Advance government excellence and adaptability **5.1** Streamline internal processes to improve operational efficiency and transparency **7.0** Cultivate statewide IT talent capability **7.1** Refresh and promote IT careers **7.2** Develop a tech-ready workforce
Apply smart governance to help customers succeed	**2.0** Deliver with a Commonwealth mindset **2.1** Integrate business-technology strategic planning **2.3** Expand, reuse, and consolidate Commonwealth shared applications through enterprise architecture **5.0** Advance government excellence and adaptability **5.1** Streamline internal processes to improve operational efficiency and transparency **5.2** Consolidate procurement processes **5.3** Scale and deploy organizational change management (OCM) capability

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 the years 2022-2023, VITA focused on improving the core infrastructure with updates to the network and implementing new capabilities such as software-defined, wide-area network (SD-WAN), adding broadband and enhancing multiprotocol label switching (MPLS) circuits as well as improvements to the request for solution (RFS) processes.

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.

In 2024, VITA's primary focus will be on migrating agencies and servers to the Commonwealth of Virginia (COV) Cloud environment. This objective continues to align with the secretariat's goal of delivering quality IT services. The COV Cloud environment will begin with the Amazon Web Services (AWS) platform, with others to follow.

This initiative supports the following goals and objectives in the COV Technology Plan:

1.0 Transform the Virginian Experience

- 1.1 Transform and secure the online experience
- 1.3 Expand Commonwealth connectivity and broadband access

6.0 Optimize partner ecosystem

- 6.1 Optimize partner ecosystem

Strategies:

1. Launch the Commonwealth of Virginia cloud on AWS Platform

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 office of the chief of enterprise solutions, VITA continues to launch cost-effective capabilities to agencies to better serve the citizens of the Commonwealth with a cohesive, accessible customer experience. In 2023, VITA focused its efforts on modernizing websites, creating a standard brand for virginia.gov websites. The team focused on reducing security vulnerabilities and ensuring that agencies complied with accessibility standards. A number of tools were provided to agencies to assist in scanning websites for utilization and compliance.

VITA will continue to 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 2024, VITA will continue to focus its energies and resources on the development of enterprise-wide forms, incorporating the entire employee work profile (EWP) process.

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

This initiative supports the following goals and objectives in the COV Technology Plan:

2.0 Deliver with a Commonwealth mindset

2.3 Expand, reuse, and consolidate Commonwealth shared applications through enterprise architecture

Strategies:

1. Expand statewide applications to generate efficiencies and reduce costs
2. Drive COV technology talent development through communities of practice and technology events

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 Virginians. 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.

VITA will continue working with the administration and partners to improve the overall cybersecurity of the Commonwealth. 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.

This initiative supports the following goals and objectives in the COV Technology Plan:

2.0 Deliver with a Commonwealth mindset

- 2.2 Promote operational efficiency through shared infrastructure
- 2.3 Expand, reuse, and consolidate Commonwealth shared applications through enterprise architecture

3.0 Protect Virginians through cybersecurity

- 3.1 Fortify cybersecurity (zero trust)
- 3.2 Embed and advance cybersecurity
- 3.3 Extend enterprise cybersecurity and privacy best practices

Strategies:

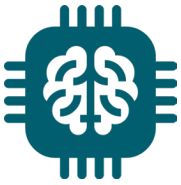
1. Optimize the COV cybersecurity program through enhanced scanning and patching of vulnerabilities and completion of sensitive system audits.
2. Protect Commonwealth critical data through increased usage of Vault.

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. 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.

This initiative supports the following goals and objectives in the COV Technology Plan:

6.0 Optimize partner ecosystem

6.2 Expand capabilities and opportunities for innovation and cost savings

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 employees. The goal, sponsored by the office of the chief customer experience officer and the chief administrative officer, is for VITA to assist agencies in navigating 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 continues to work closely with the governor and the Division of Purchases and Supply (DPS) to introduce efficiences in the procurement processes 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 supports the following goals and objectives in the COV Technology Plan:

2.0 Deliver with a Commonwealth mindset

- 2.2 Promote operational efficiency through shared infrastructure
- 2.3 Expand, reuse, and consolidate Commonwealth shared applications through enterprise architecture

5.0 Advance government excellence and adaptability

- 5.1 Streamline internal processes to improve operational efficiency and transparency
- 5.2 Consolidate procurement processes
- 5.3 Scale and deploy organizational change management (OCM) capability
- 3.3 Extend enterprise cybersecurity and privacy best practices

Strategies:

1. Optimize Commonwealth ITIM/PMD Processes for increased efficiencies and increased focus on high-risk projects
2. Improve customer satisfaction in the customer experience with VITA
3. Increase utilization and value of VITA contracts to become more effective and better manage procurement and contract risks.

This initiative is co-led and co-sponsored by the chief customer experience officer and the chief administrative officer.

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 300 dedicated and talented employees and approximately 75 valued contractors. The below section highlights efforts to support this goal.

Due to the nature of this goal, leadership will be shared by our chief financial officer and the chief administrative officer with specific initiatives led by directors within those areas. 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's strategy and transformation directorate (S&T) is focused on process improvements to drive greater operational efficiency. 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. 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. Modernizing the telecommunications expense management and billing system will reduce costs, manage efficiencies and drive greater business value. In addition, finance digital transformation efforts will bring a holistic approach to financial management that will optimize the digital landscape and use of innovative technology.

This initiative supports the following goals and objectives in the COV Technology Plan:

2.0 Deliver with a Commonwealth mindset

2.2 Promote operational efficiency through shared infrastructure

5.0 Advance government excellence and adaptability

5.1 Streamline internal processes to improve operational efficiency and transparency

6.0 Optimize partner ecosystem

6.2 Expand capabilities and opportunities for innovation and cost savings

Strategies:

1. Save the Commonwealth money by reducing IT infrastructure costs and reducing the time to process telco orders.
2. Optimize financial operations through automation and other efficiencies.

This initiative is led and sponsored by the chief financial officer.

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 is through the recruitment and development of talent. VITA has expanded its recruitment efforts beyond the state's recruitment management system to ensure that we are reaching a broader pool of potential candidates with the unique talents VITA needs. Additionally, VITA has undertaken a variety of initiatives in response to our annual culture and engagement survey results.

VITA is developing leaders with enhanced leadership skills focused on engaging employees, setting direction and development to build 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 management program that will further improve change outcomes and project results.

This initiative supports the following goals and objectives in the COV Technology Plan:

5.0 Advance government excellence and adaptability

5.1 Streamline internal processes to improve operational efficiency and transparency

7.0 Cultivate statewide IT talent capability

7.1 Refresh and promote IT careers

7.2 Develop a tech-ready workforce

Strategies:

1. Achieving full force strength by recruiting and developing team members through individual development plans for all employees including leadership training for all people leaders.

2. Strengthening agency processes and organizational change management capabilities including assessing the health and vulnerability of internal applications and servers.

This initiative is led and sponsored by the chief administrative officer.

Initiative Key Results and Performance Indicators

Achievement of strategic goals and objectives requires monitoring performance across an organization. VITA's executive leadership has selected the below performance measures as key performance indicators (KPIs) for ongoing tracking and measurement. These KPIs address a combination of agency strategic goals and Commonwealth priorities. In addition to the KPIs below, VITA has other agency-level performance measures that are tracked to monitor progress towards achieving our objectives.

Objective	Key Result/ Performance Indicator	COV Technology Plan Goal Supported	Agency Goal Supported	Agency Initiative(s) Supported
Launch the Commonwealth of Virginia Cloud on AWS	Enroll executive branch agencies into the COV Cloud on AWS	1.0 Transform the Virginian experience 1.1 Transform and secure the online experience 1.3 Expand Commonwealth connectivity and broadband access 6.0 Optimize partner ecosystem 6.1 Optimize partner ecosystem	Partner with customers to develop positive customer experiences and achieve business outcomes through technology	Improve the customer IT experience
Optimize the COV Cybersecurity Program Protect Commonwealth Critical Data	Patch critical and high server vulnerabilities within 30 days of scan results Identify critical data assets Increase percentage of critical data vaulted	2.0 Deliver with a Commonwealth mindset 2.2 Promote operational efficiency through shared infrastructure 2.3 Expand, reuse, and consolidate Commonwealth shared applications through enterprise architecture 3.0 Protect Virginians through cybersecurity 3.1 Fortify cybersecurity (zero trust) 3.2 Embed and advance cybersecurity 3.3 Extend enterprise cybersecurity and privacy best practices	Partner with customers to develop positive customer experiences and achieve business outcomes through technology	Cybersecurity for VITA, VITA's customers and the whole Commonwealth

Initiative Key Results and Performance Indicators

Objective	Key Result/ Performance Indicator	COV Technology Plan Goal Supported	Agency Goal Supported	Agency Initiative(s) Supported
Save the Commonwealth money	Reduce prorated IT infrastructure costs from $365M to $328.5M by Q2 2025 Accelerate telco order processing to achieve reduced rates	2.0 Deliver with a Commonwealth mindset 2.2 Promote operational efficiency through shared infrastructure 5.0 Advance government excellence and adaptability 5.1 Streamline internal processes to improve operational efficiency and transparency 6.0 Optimize partner ecosystem 6.2 Expand capabilities and opportunities for innovation and cost savings	Invest in and empower our people to foster a customer-oriented and innovative workforce	Drive efficiency to provide higher value by streamlining operations

CONNECTION

PROTECTION

INNOVATION