



TEXAS DEPARTMENT OF INFORMATION RESOURCES

SUCCESS STORY

When the Texas Department of Information Resources (DIR) first considered multisource service integration (MSI), it was a concept rather than a practical reality. It didn't exist in any government IT environment!



BUT, DISSATISFIED WITH the traditional data center operating model and performance against state consolidation targets, DIR was determined to find a better way and launched an initiative to examine MSI.

DIR recognized that consolidating the state's technology was not only legislatively mandated but would also bring efficiencies and improved services to state government agencies. It enlisted the support of Integrus Applied to ensure that the new platform was **credible, relevant** to the state's current (and future) business needs and **achievable** on a cost-neutral basis. Integrus Applied provided an independent perspective of DIR's ability to meet both short- and medium-term objectives and was able to highlight the most likely challenges it would face.

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At DIR, **Integrus Applied** successfully moved a theoretical model for service integration into the real world.
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As a first step, a readiness assessment was prepared to investigate options and develop a roadmap for change. This assessment covered:



Todd Kimbriel
STATE CHIEF
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Integrus Applied demonstrated creativity and grit while supporting DIR. Their innovative approaches to supplier/client relationships and stakeholder engagement helped DIR establish a delivery model that has been sustainable and that we have continued to evolve to this day.

- Service management, evaluating organizational design, governance, stakeholder management and process linkages.
- Solution design, appraising contracts, deliverables, operating level agreements, transition plans and key risks (and mitigations).
- Financial services, reviewing budgets, invoices, pricing and asset management.

After reviewing the outcomes from the assessment, DIR asked Integrus Applied to help prepare the business environment for a shift in strategies. A supplier alignment map was developed along with 'disentanglement strategies'. Financial legislative appropriations request packages were reviewed and training provided on pricing, chargeback, invoicing and resource unit (RU) measurement. A wall-to-wall inventory was completed and used to ensure compliance with resource baseline true-up requirements.

Once satisfied that the business environment was ready, Integrus Applied moved to implementation, starting with a refreshed governance model that ensured all stakeholders were tightly involved in the process. It then developed cutting-edge new RFO, SOW and SLA standards with mutually beneficial consideration of both buyer and supplier and introduced new operating level agreements and pricing methodologies that have since been adopted as the industry standard.

The final step was to manage the transition from incumbent to new providers based around a stakeholder-approved exit strategy that included pre-contract multi-party integration sessions. When both DIR and the incumbent agreed that a quick transition would be in the best interest of both parties, the MSI transition was expedited and completed in 180 days, and the take over of all service component towers (mainframe, server/storage, end user computing) was accelerated by 60 days.

And this was accomplished with no service disruption or missed priorities.

The outcome was a highly flexible multisource service integrator environment. DIR was able to select 'best-in-class' suppliers that worked within a unified technology setting that enabled innovation and mutual value. Together, Integrus Applied and DIR fundamentally changed how information technology was managed and consumed, and the Texas model is now frequently cited as the true genesis of functional MSI in state government.



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ABOUT DIR

The Texas Department of Information Resources (DIR) was created in 1989 to monitor, coordinate, direct and enforce compliance of state-mandated information resources, policies and goals. Today, DIR provides technology leadership to state government, education, and local government entities to enable and facilitate the fulfilment of their core missions.