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# Doing More with Less – Everyone's Talking Consolidation

A stylized graphic of the Texas state flag, featuring a white five-pointed star on a blue field, with a red field to the right. The graphic is tilted and has a drop shadow effect.

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# Texas Statewide Technology Goals

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- ▶ Leverage the state's investment in shared technology infrastructure
- ▶ Protect and secure technology assets and information while safeguarding citizen privacy
- ▶ Simplify citizen, government and business access to public-sector services and information
- ▶ Promote the innovative use of technology that positively impacts the state's business, as well as its economic development



# Texas Data Center Services (DCS): Background

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## HISTORICALLY: DATA CENTER SERVICES IN TEXAS

- ▶ **Managed at the agency level**
- ▶ **Multiple facilities and standards**
- ▶ **Suboptimal and underutilized contract with external service provider**

## HB 1516, 79TH LEGISLATURE, 2005

- ▶ **Created vision for shared infrastructure services**
- ▶ **Required consolidation of Texas data centers**
- ▶ **Required maximization of State Data Center in San Angelo**
- ▶ **Directed DIR to manage the consolidation process and prioritize agencies for participation in consolidation**

# Texas DCS: Contract Summary

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**TERM:** March 31, 2007 to August 31, 2014

## ENTERPRISE VOLUMES

- ▶ **Over 5,300 servers and 16 mainframes**
- ▶ **19 million print pages monthly**
- ▶ **31 data centers**
- ▶ **1,300 locations**
- ▶ **27 state agencies**



*Data Center Services Contract*

## HIGHLIGHTS

- ▶ **Upgraded and standardized security and disaster recovery**
- ▶ **Visibility to enterprise service delivery and expenditures**
- ▶ **Consolidation to two state-of-the-art data center facilities**

# Summary of Texas DCS Contract Phases

## OVERSIGHT AND GOVERNANCE

### 2006-07 PREPARATION

- Requirements development
- RFO development and evaluation
- Contract negotiation and execution
- Gathering asset, resource, third-party contract data
- Collaborative effort with over 400 agency participants

### 2007 TRANSITION

- Transition of agency mainframe and server systems:
  - 31 data centers
  - 27 agencies
- Transition of agency staff to Team for Texas
- Initiation of common policies, procedures, and processes

### 2007-08 TRANSFORMATION

- Implementation of service management tools, metrics, and processes
- Deployment of system automation tools
- Initiation of infrastructure rollout and upgrades

### 2007-09 CONSOLIDATION

- Consolidation into two data centers:
  - Austin
  - San Angelo
- Command center operations with disaster recovery strategy
- Systems optimization

### 2010-13 VALUE MAXIMIZATION

- Operational efficiencies
- Stabilization
- Resiliency

## ONGOING OPERATIONS

# Recipe for IT Consolidation Success

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## A Focus on the three “P’s”

- ▶ Proposition, as in “the Value Proposition”
  - ▶ **Validate the drivers -- cost reduction, increased transparency, improved service delivery, operational stability ...**
- ▶ Preparation, aka “the devil’s in the details”
  - ▶ **Get it right, get it early, and get it granular -- governance, scope, baselines, business case**
- ▶ Persistence, or what it takes to be a truly effective public servant
  - ▶ **Relentless pursuit of the drivers, constant transparency with state leaders, steadfastness with the “antagonizers”, sustained accountability of the service provider**