

Report Title: IT Strategic Plan Summary

Agency: 151 Department of Accounts

Date: 5/4/2017

Current Operational IT Investments

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency's strategy for managing existing operational IT investments:

Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?

If there are systems that will no longer support the agency's business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?

If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?

Agency Mission

Provide a uniform system of accounting, financial reporting, and internal control adequate to protect and account for the Commonwealth's financial resources while supporting and enhancing the recognition of Virginia as the best managed state in the nation.

Agency Vision

To be nationally recognized for accounting and financial reporting excellence; to enhance the reputation of Virginia as the best managed state in the union; to showcase Department of Accounts (DOA) employees as statewide and national leaders in the financial accounting and reporting arena; maintain financial accounting, payroll, and fixed asset systems that support the needs of the Commonwealth; and to treat employees and customers with fairness and respect.

Current Operational IT Investments

DOA's IT investment strategy is focused on leveraging the Cardinal ERP platform to deliver best of class systems in accounting, financial reporting, and payroll. The current IT enterprise systems follow:

Cardinal

In July 2015, the Cardinal program officially joined DOA from VDOT. On July 1, 2016, Cardinal became the Commonwealth's source system of record for financial accounting replacing the legacy Commonwealth Accounting and Reporting System (CARS) mainframe system. Cardinal represents a shared vision between the offices of the Secretary of Transportation, Secretary of Finance and the Secretary of Technology to modernize the Commonwealth's and VDOT's aging financial systems. Cardinal's financial base system provides a solid foundation for the Commonwealth to expand system functionality and facilitate better integration of key administrative systems across the state. This foundation will enable the state to re-engineer activities to include taking advantage of shared services, increasing functionality for better fiscal management, and reducing redundant agency financial systems and related cost.

The Cardinal Technology Upgrade project was initiated in June 2016 and will deliver the Cardinal platform on updated hardware, operating system, database, PeopleTools, and PeopleSoft versions in March 2017. This upgrade mitigates security and support risks while providing the most current versions of PeopleSoft needed to begin the Payroll implementation.

The Cardinal Accenture Outsourcing agreement will end in 2019. DOA will most likely proceed with an RFP for consulting services to build upon the successes to date.

CIPPS

The Commonwealth Integrated Personnel and Payroll System (CIPPS) was implemented in the mid-1980s. It is a purchased software package supported by Infor Global Solutions (formerly McCormack and Dodge, Dun and Bradstreet, and GEAC). The application runs on the IBM mainframe and supporting programs are largely written in COBOL (COMmon Business-Oriented Language). Infor has announced technical support for the current system through May 31, 2018. Technical support is needed to obtain software updates for federal/state (Virginia has employees in 17 states) tax rate and rule changes. This critical technical support will likely be discontinued on, or soon after, that date. Additionally, most technical support (DOA and Infor) personnel either have reached or are approaching eligibility for retirement.

DOA conducted a payroll system replacement assessment from May 2015 through July 2016 incorporating agency participation. DOA initiated the Cardinal Payroll project in August 2016 to replace the legacy CIPPS system with a Cardinal ERP solution implementing Payroll, Time & Labor, Absence Management, ePay, and Human Resources (limited) modules with integration to the statewide Financials system.

FAACS and LAS

The Commonwealths Fixed Asset Accounting System (FAACS) and Lease Accounting System (LAS) has been designated to be replaced with the DGS COVA TRAX system as part of the mandate that the Secretary of Finance and the Secretary of Administration to convene a work group consisting of representatives from the Department of Accounts (DOA), the Department of General Services (DGS), and the Department of the Treasury (TRS) to evaluate options for improving the efficiency and accuracy of the Commonwealths current methods of collecting and maintaining state property data. Requirements are being finalized to include into a Statement of Work which will incorporate DOAs FAACS system and Treasurys Virginia Agency Property (VAP) system into COVA TRAX. FAACS is targeted to be migrated to TRAX in 2018; LAS will be migrated in 2019.

Once CIPPS and FAACS have been sunset, DOA will no longer have need for mainframe services, having migrated all enterprise applications into modern and sustainable technologies.

DOA Web Applications

DOA will continue to provide web applications that augment functionality of the enterprise systems for electronic remittance, prompt pay, charge card administration, financial certification, accounts receivables, and other agency needs. These small scope applications are used to assist agencies, localities, and partners. All web applications systems have been migrated to Windows Server 2012 and SQL Server 2012. One remaining COTS solution will be migrated to Windows Server 2012 by October 2016.

Disaster Recovery and High Availability

DOA has augmented Disaster Recovery to include its critical web application platform. DOA performed its annual Disaster Recovery test in August 2016 comprising CIPPS, Cardinal, and several web applications spanning all three platforms (mainframe, ERP, and web application) and demonstrating integration between all systems. DOA prefers to invest DR costs into high availability architecture that will serve all recovery scenarios rather than just the catastrophic data center failure.

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agencys current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agencys customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agencys existing current IT investments will not

need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank

For each mandated change, summarize your agency's response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?

Do the mandated changes affect IT in other Commonwealth agencies, or in other states? If so, how?

Use of Contingent Workers

DOA will continue to staff operational support and project delivery of Cardinal through its statements of work with Accenture. In addition, staff augmentation contractors (i.e., contingent workers) are used to supplement staffing required for production support and project delivery. DOA uses a methodical approach to staffing this complex enterprise program. Classified employees are sought for lead positions in all business and technical functions. Challenges often arise due to availability of in-demand PeopleSoft skills. Changes to contingent worker contracts and requirements as a result of the Affordable Care Act could severely impact the operational integrity of Cardinal and the delivery of Cardinal projects, such as the Payroll implementation, and would require increases in funding to source more work to contracts and additional MEL to acquire resources that can fill some Cardinal support functions.

Transition to the New IT Outsourcing Contracts

The impending termination of VITA's IT Outsourcing contract with Northrop Grumman will impact agency operations by touching all infrastructure assets and services to include servers, storage, mainframe, authentication, directory services, messaging, mobile devices, workplace collaboration, desktops, laptops, and printers. Agency engagement to transition services will entail coordination, testing, and remediation when issues occur. The transition activities create a risk to the Cardinal Payroll project. To be successful, DOA must identify staffing to account for agency coordination and technical support required by these large scale changes. Until the contracts are awarded, impact assessment and funding needs can only be projected as estimates. Additional resources are required to manage and support all transition activities for DOA.

Shared Security Services

DOA will be using VITA's Shared Security Services to conduct its IT security audits. Cloud Readiness and Cloud Solutions

DOA's web applications are hosted on virtual platforms; its database servers reside on physical servers. With the appropriate VM resourcing, these SQL Server databases would be suitable for cloud-hosting. The Cardinal ERP platform is primarily hosted on physical servers to ensure performance, especially in the Oracle RAC cluster. There are no plans to migrate Cardinal to the cloud in the FY16-18 biennium. The Cardinal Payroll project may need to implement a cloud-based Access and Identity Management solution to address the external user access requirements. Dynamic capacity provisioning offered by cloud solutions would be desirable for applications with significant peak processing requirements, such as payroll and time and attendance.

There are Portfolio and Project Management solutions offered as Software as a Solution that would be viable for DOA's use and have been available on state contract.

Internet Bandwidth

DOA does not have any plans to migrate existing applications to cloud services. There will be an increase in Internet traffic when Cardinal Payroll is deployed, increasing substantially the numbers of external users. DOA's new security awareness training offered by SANS Institute uses short videos delivered through the Internet to educate agency personnel. It is anticipated that DOA will consume 10-20% more Internet bandwidth in this biennium.

Succession Planning

As DOA sunsets its 30+ year old mainframe applications, there is risk that the small staff supporting these systems may leave or retire prior to full migration. DOA is committed to providing new opportunities for all IT staff with the appropriate training to be successful. Reduced staffing levels at DOA engender two critical threats to the continuity of IT service provided for the DOA mainframe and web systems. First, there is limited capacity for cross-training to build staff resource backup capacity. Second, there are fewer options to ensure continuity of service due to normal attrition. In the last year, there have been three retirements. Out

of the eight staff providing mainframe, web application, and engineering and database administration, five are eligible to retire; in two years, two additional staff reach retirement eligibility. DOA plans to on-board junior-level resources to be mentored by key staff to address succession planning in the web applications, engineering, and database administration areas.

FAACS and LAS Replacement – COVA TRAX

The Fixed Asset Accounting System (FAACS) and Lease Accounting System (LAS) are slated to be migrated to the DGS COVA TRAX platform. FAACS and Treasurys Virginia Agency Property (VAP) system requirements are being finalized and project planning is in progress. Target date for project completion is 2018. The LAS system is slated for migration in the next statement of work, with a target production date in 2019. Both projects require significant involvement from DOA to ensure all data and functionality are successfully transitioned. FAACS provides key input into the Commonwealths Comprehensive Annual Financial Report (CAFR).

Line of Duty

DOA has been the custodian for the Line of Duty application which tracks and reports benefits for disabled and deceased public officers at the state and local level. Line of Duty is moving to the Virginia Retirement System (VRS) with a mandated completion date of July 1, 2017. IT resources are needed to ensure a successful transition.

Proposed IT Solutions

In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:

What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?

If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?

Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?

If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?

Cardinal Payroll Project – CIPPS Replacement

As part of the agency's mission to deliver best of class systems in accounting, financial reporting, and payroll, DOA has initiated a project to replace the 30+ year old mainframe CIPPS application with a Cardinal PeopleSoft implementation. A planning phase was conducted from March 2015 to July 2016 to define requirements, conduct a fit-gap assessment using the PeopleSoft HCM software, and estimate the implementation scope - cost, schedule and resources required to implement a modern payroll system and supporting business processes for the Commonwealth. This major project has been approved and was formally kicked-off in August 2016.

Cardinal is the Commonwealth's Enterprise Resource Planning (ERP) system for administrative systems. It is built on Oracle's PeopleSoft software platform. Cardinal has implemented 14 Financial and 3 HCM modules providing the Commonwealths Statewide Financial System (4 modules) and supporting the specific needs of the Virginia Department of Transportation (14 modules).

The Cardinal Project has been delivered in 3 parts. Part 1 was the implementation for the Virginia

Department of Transportation. Part 2 of the project was for the Department of Accounts. Part 3, delivered in two waves, replaced the legacy mainframe CARS system and became the source system of record for financial accounting and reporting. From a technical infrastructure perspective, the project is being supported by the VITA / Northrop Grumman partnership.

- Part 1 at the Virginia Department of Transportation (VDOT) included the implementation of the following modules: General Ledger, Accounts Payable, Expenses, Accounts Receivable, Billing, Purchasing, eProcurement, Strategic Sourcing, Project Costing, Contracts, Time & Labor, and Absence Management, Payroll for North America (limited), Human Resources (limited).

- Part 2 at the Department of Accounts (DOA) included the implementation of the following modules: General Ledger, Accounts Payable, Expenses, and Accounts Receivable- Funds Receipt.

- Part 3 delivered the statewide implementation of the General Ledger, Accounts Payable, Expenses, and Accounts Receivable - Funds Receipt modules with Cardinal becoming the source system of record for Financials in July 2016.

The implementation of the Commonwealths Payroll system will deploy the Payroll, Time & Labor, Absence Management, ePay, and Human Resource (limited) modules for statewide functionality.

Cardinal Inventory Module – VDOT WebIMS Replacement

This proposed project is driven by the need to replace the legacy VDOT WebIMS application. The project will integrate the inventory function at VDOT with the Cardinal system by implementing the PeopleSoft Inventory module. VDOT's WebIMS is reaching the end of its productive life; Microsoft Corporation ended support for Active Server Pages software in 2008. It is no longer possible to make changes to certain sections of the WebIMS application. WebIMS is tightly integrated into Cardinal and is the only viable solution for replacement. It is the desire of the Cardinal program to implement the Inventory module to allow for enterprise use if possible.

Cardinal Financials Expansion

The Cardinal program has received feedback from agencies desiring an expansion of the Financials functionality to include Projects, Billing and full Accounts Receivable for enterprise use. Expanding the enterprise Financials modules would aid agencies that are interested in retiring their financial systems.

Update and Integrate DOA and Cardinal Website

DOA plans to update its public website to simplify information and access. This effort will also serve to integrate the Cardinal project website with the new website template. With the Cardinal program joining DOA in July 2015, the agency has been cultivating a unified agency culture, with common practices, processes, and standards. Updating the website will improve agency and partner communication while projecting a “one agency” look and feel.

Document Management and Collaboration

SharePoint is used by the Cardinal Project Management (Accenture hosted) and for the Change Leadership network (VITA hosted). DOA looks to expand the use of workplace collaboration within the agency for shared documentation. The recent award of the IT Infrastructure Messaging Services to Tempus Nova, a solutions provider specializing in Google Enterprise Applications, requires assessment before the expansion of collaboration services is pursued. DOA plans to expand document archiving. This effort would include a review of current technologies used today.

Agency and Enterprise Governance

DOA is seeking to integrate and build upon the robust project management delivered in the Cardinal Program. Implementing an agency-wide portfolio and project management system will automate legacy

paper processes, provide a consistent criteria for evaluating new projects, capture Total Cost of Ownership, align resources with highest agency priority and will provide the foundation for enterprise governance.

Report Title: Strategic Plan

Agency: Department of Accounts

Date: 5/4/2017

Current IT Services

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Projected Service Fees	\$1,572,000	\$3,424,896	\$1,630,200	\$3,596,141
VITA Infrastructure Changes	\$0	\$1,010,000	\$0	\$0
Estimated VITA Infrastructure	\$1,572,000	\$4,434,896	\$1,630,200	\$3,596,141
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$1,769,752	\$616,307	\$1,858,239	\$647,122
Non-agency IT Staff	\$0	\$2,128,014	\$0	\$2,234,414
Cloud Computing Service	\$0	\$0	\$0	\$0
Other Application Costs	\$284,000	\$0	\$308,000	\$0
Total	\$3,625,752	\$7,179,217	\$3,796,439	\$6,477,678

Proposed IT Investments

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Major IT Projects	\$0	\$24,422,896	\$0	\$28,534,647
Non-Major IT Projects	\$0	\$0	\$0	\$0
Agency-Level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$17,269,500	\$0	\$5,136,780
Non-Major Stand Alone IT Procurements	\$287,757	\$0	\$224,652	\$0
Agency-Level Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Procurement Adjustment for Staffing	\$0	\$(11,963,925)	\$0	\$0
Total	\$287,757	\$29,728,471	\$224,652	\$33,671,427

Projected Total IT Budget

Category	Costs Year 1		Costs Year 2		Total Costs
	GF	NGF	GF	NGF	
Current IT Services	\$3,625,752	\$7,179,217	\$3,796,439	\$6,477,678	\$21,079,086
Proposed IT Investments	\$287,757	\$29,728,471	\$224,652	\$33,671,427	\$0
Total	\$0	\$0	\$0	\$0	\$21,079,086

Report Title: Business Requirements For Technology

Agency: Department of Accounts (DOA)

Date: 5/4/2017

2014 MS Server 2003 ORI

BRT Type: Business Requirement for Existing Technology

Date Submitted: 9/17/2014

Mandate: No

Mission Critical: No

Description:

Upgrade DOA Windows Server environments to 2012. DOA has one remaining Windows 2003 server whose migration is in progress. This effort will be complete by December 2016.

2014 SQL Server 2005 ORI

BRT Type: Business Requirement for New Technology

Date Submitted: 9/17/2014

Mandate: No

Mission Critical: No

Description:

Upgrade DOA's SQL Server software to 2012. Work effort has been completed

BRT - CIPPS Replacement

BRT Type: Business Requirement for New Technology

Date Submitted: 10/1/2014

Mandate: Yes

Mission Critical: Yes

Description:

Replace CIPPS - vendor maintenance to end May of 2018.

Cardinal Post Production Support (BRt)

BRT Type: Business Requirement for Existing Technology

Date Submitted: 8/17/2016

Mandate: No

Mission Critical: Yes

Description:

This SOW includes the operation, maintenance and enhancement services to support the product of the Cardinal Part 1, Part 2, and Part 3 Projects as well as any enhancements made under the scope of SOW 3, SOW 7, and SOW 11 and therefore will consist of the operation, maintenance and potential enhancements of the following modules delivered by Oracle:

- Part 1 – PeopleSoft

- o General Ledger
- o Accounts Payable
- o Expenses
- o Accounts Receivable
- o Billing
- o Purchasing
- o eProcurement
- o Strategic Sourcing
- o Project Costing
- o Contracts
- o Human Resources (limited functionality)
- o Time and Labor
- o Payroll for North America (limited functionality)
- o Absence Management
- Part 2 and 3 – PeopleSoft
- o General Ledger
- o Accounts Payable
- o Expenses
- o Accounts Receivable (Funds Receipt)
- Business Intelligence – Oracle Business Intelligence Applications
- o Analysis areas for General Ledger (Financial Analytics - GL Budget & Expenses and GL Detail Transactions)
- o Analysis areas for Accounts Payable, Accounts Receivables and Expenses (Financial Analytics - AP Overview, AP Transactions, AR Overview, AR Transactions and Employee Expenses - Overview and a custom subject area for AR Deposits)
- o Analysis areas for Purchase Orders, Invoicing and Project Billing (Procurement & Spend Analytics - Invoice Lines and Purchase Orders and a custom subject area for Project Billing)

Cardinal Technology Upgrade

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	2/10/2016
Mandate:	No
Mission Critical:	Yes

Description:

Cardinal has been in production for over 4 years. Because Cardinal has been implementing statewide financials in phases to manage costs and reduce risks, there has not been an opportunity to upgrade the technical components of the solution to keep it current. This effort will result in use of current versions of the Cardinal hardware, operating system, database and PeopleSoft application. Cardinal current includes functionality for statewide financials (4 modules) and VDOT financials (14 modules). Keeping the solution on current supported versions will put the Commonwealth in a strong position to continue the rollout of new modules to state agencies. This includes Payroll (planning in progress) as well as financial modules that agencies are requesting (TBD future projects).

DOA Expansion of Workforce Collaboration - BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	8/16/2016
Mandate:	No
Mission Critical:	No

Description:

Expand the use of workplace collaboration technologies, such as SharePoint or Google Docs, to provide

improved project management, business search, document management, and agency communications.

DOA Infrastructure Services Transition BReT

BRT Type: Business Requirement for Existing Technology

Date Submitted: 9/15/2016

Mandate: No

Mission Critical: Yes

Description:

The Commonwealth is transitioning to a multi-supplier model for IT Infrastructure. This BRT outlines the infrastructure an agency will need to plan and test in support of the transition.

Messaging BReT:

VITA is initiating disentanglement from NG messaging services in 2016. Messaging Services for email, enterprise collaboration services, and mobile device management are required for 315 users/accounts in the agency. DOA has 19 applications that have hooks into messaging services which will need to be tested. DOA uses Workplace Collaboration Services (VITA provided SharePoint) for the Cardinal Change Network comprising over 500 users. DOA has 10 applications serviced via AirWatch which may need remediation.

IBM Mainframe BReT:

VITA is initiating disentanglement from NG IBM Mainframe services in 2016. DOA has three (3) applications and one COTS package on the IBM which will need to be migrated and tested during this transition.

Server/storage (including housing of equipment) BReT:

VITA is initiating disentanglement from NG servers and storage. DOA will have 83 servers (including DR) which will need to be migrated and tested during this transition. Twenty one (21) applications will be affected by this move and will need to be tested.

Authentication/directory services BReT:

DOA has applications which will need to be migrated and tested during the authentication/directory services transition. Number of users (internal and external) are 315 internal accounts and 505 external accounts. The external accounts will grow substantially with the Cardinal Payroll project completed in October 2018.

End user computing BReT :

DOA will have 126 desktops and 187 number of laptops and 24 network printers which will need to be migrated.

Data networks BReT :

DOA has only one data network which is MPLS.

Voice Networks BReT:

DOA has 260 other (non-UCaaS) phone lines which will need to be migrated. DOA will be interested in moving to VoIP under the new service vendor.

Cloud Computing BReT:

DOA is not investigating moving any applications to a Cloud services vendor in this biennium. DOA is investigating implementing a new portfolio management solution that is Software as a Service. This service would only be pursued if on state contract. DOA is also investigating the use of a cloud-based Access and Identify Management Solution for the Cardinal Payroll project.

Security Services BReT:

To meet Commonwealth Security requirements, DOA will engage VITA's Shared Security Services for IT System Audits.

Internet Usage BReT:

DOA projects that internet usage will increase by 10-20% due to additional external users accessing Cardinal Payroll in October 2018.

DOA Staff Augmentation FY17 (BRnT)**BRT Type:** Business Requirement for New Technology**Date Submitted:** 4/28/2016**Mandate:** No**Mission Critical:** Yes**Description:**

This BRnT will result in a procurement to obtain the services of highly knowledgeable and skilled technology consultants to supplement current technology staff efforts. Contractors work on projects, operations and maintenance activities where additional personnel services are required, provide technical expertise that cannot be hired through the state personnel system due to lack of new FTE positions, and provide supplemental staff coverage for FTEs that may be distributed to other critical areas within the agency.

FAACS Migrating to DGS COVA TRAX**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 11/15/2016**Mandate:** Yes**Mission Critical:** Yes**Description:**

DGS has initiated a project to migrate DOA's FAACS system and Treasury's VAP system to COVA TRAX.

Infor Maintenance and Support Agreement BRnT**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 11/1/2016**Mandate:** No**Mission Critical:** Yes**Description:**

The Commonwealth's legacy payroll system, CIPPS, is an implementation of the Infor HCM M-Series Personnel/Payroll MVS/VSAM product. DOA pays VITA for annual Infor Maintenance and Support. The maintenance and support agreement covers critical tax and regulatory support.

LAS Migrating to DGS COVA TRAX**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 11/15/2016**Mandate:** Yes**Mission Critical:** Yes**Description:**

DGS plans to initiate a project to migrate DOA's Lease Application System (LAS) to COVA TRAX by 2019.

Line of Duty Migrating to Virginia Retirement System (VRS)**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 11/15/2016**Mandate:** Yes**Mission Critical:** No**Description:**

DOA has been the custodian for the Line of Duty application which tracks and reports benefits for disabled and deceased public officers at the state and local level. Line of Duty is moving to the Virginia Retirement System (VRS) with a mandated completion date of July 1, 2017.

Overall 2013 Audit Program**BRT Type:** Business Requirement for New Technology**Date Submitted:** 9/17/2014**Mandate:** Yes**Mission Critical:** No**Description:**

Complete 2013 overall audit requirement.

Overall Risk Program**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 11/15/2016**Mandate:****Mission Critical:****Description:**

The agency has a business need to address the Overall Risk Program ORI.

Portfolio and Project Management System**BRT Type:** Business Requirement for New Technology**Date Submitted:** 11/15/2016**Mandate:** No**Mission Critical:** No**Description:**

DOA plans to implement an agency wide portfolio and project management system that will automate legacy paper processes, provide a consistent criteria for evaluating new projects, capture Total Cost of Ownership, align resources with highest agency priority and will provide the foundation for enterprise governance

Report Title: Appendix A 16 - 18 Report

Agency: Department of Accounts (DOA)

Date: 5/4/2017

Agency Head Approval:

No

Budget Category: Major Projects

Cardinal Payroll

Appropriation Act/Funding Status

Project Initiation Approval - Not Funded

Cardinal will replace the antiquated, mainframe CIPPS application with the necessary PeopleSoft HCM modules. PeopleSoft v9.2 modules that will be implemented are Payroll for North America, Time and Attendance, Absence Management and HR (limited) and Base Benefits (limited) to support payroll business processes. A planning phase was conducted beginning in March 2015 to define requirements, conduct a fit-gap assessment using the PeopleSoft HCM software, and estimate the implementation scope - cost, schedule and resources required to implement a modern payroll system and supporting business processes for the Commonwealth.

The project will have full analyze, design, build, test and deploy phases of work. There will be comprehensive change management program in place to address the business process and interface impacts facing the agencies. The software will be deployed in two releases, where Release 1 will be rolled out to ~25% of the user base and Release 2 will be the remaining users.

The new payroll system will be supported by the existing hardware and supporting infrastructure that Cardinal Financials resides on. These components will have been updated to current versions by March 2017, so no new procurements are required as a result of the payroll project.

Planned project start date:	8/23/2016	Planned project end date:	4/30/2019
PPEA Involvement:	No		

Estimated Costs:	Total	General Fund	Nongeneral Fund	
Project Cost (estimate at completion):	\$42,500,000			
Estimated project expenditures first year of biennium:	\$11,465,353	\$0	\$11,465,353	
Estimated project expenditures second year of biennium:	\$28,534,647	\$0	\$28,534,647	

Service Area	Weight
There are no service areas for this project.	

Project Related Procurements

CIPPS Replacement (Planning SOW)

Procurement Description:	Cardinal will replace the antiquated, mainframe CIPPS application with the necessary PeopleSoft HCM modules. A planning phase will be conducted beginning in May 2015 to define requirements, conduct a fit-gap assessment using the PeopleSoft HCM software, and estimate the implementation scope - cost, schedule and resources required to implement a modern payroll system for
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the Commonwealth.

The scope of this planning will include Time & Labor and Leave processes in addition to Payroll processes. These processes are all currently in scope to CIPPS but were not originally planning to be in scope to the replacement system because it was expected they would be handled by other Commonwealth systems. Concern has been raised by the APA that other systems may not be robust enough to ensure the Commonwealth accurate financial reporting of Leave balances, so these functions are not in-scope to the CIPPS replacement project.

Additionally, this effort will include a Conference Room Pilot where end users from DOA's Payroll section and agency payroll staff will participate in workshops to validate that the proposed Solution meets the majority of the business requirements for Payroll, Time and Attendance and Leave accounting.

All the General Funds required for this phase of the project have been appropriated.

Planned Delivery Date:	5/15/2015		
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Cardinal Payroll (Procurement)

Procurement Description:	<p>Cardinal will replace the antiquated, mainframe CIPPS application with the necessary PeopleSoft HCM modules. PeopleSoft v9.2 modules that will be implemented are Payroll for North America, Time and Attendance, Absence Management and HR (limited) and Base Benefits (limited) to support payroll business processes. A planning phase was conducted beginning in March 2015 to define requirements, conduct a fit-gap assessment using the PeopleSoft HCM software, and estimate the implementation scope - cost, schedule and resources required to implement a modern payroll system and supporting business processes for the Commonwealth.</p> <p>The project will have full analyze, design, build, test and deploy phases of work. There will be comprehensive change management program in place to address the business process and interface impacts facing the agencies. The software will be deployed in two releases, where Release 1 will be rolled out to ~25% of the user base and Release 2 will be the remaining users.</p> <p>The new payroll system will be supported by the existing hardware and supporting infrastructure that Cardinal Financials resides on. These components will have been updated to current versions by March 2017, so no new procurements are required as a result of the payroll project.</p>		
Planned Delivery Date:	8/15/2016		

Planned Delivery Date:	8/15/2016		
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Cardinal Upgrade

Appropriation Act/Funding Status	Project Initiation Approval -
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This effort will result in an upgrade to the recently deployed statewide accounting system, Cardinal. The solution is a system upgrade to Oracle's PeopleSoft Enterprise Resource Planning (ERP), the underlying toolset, the Oracle database, the operating system and the hardware used to run the application. This complete refresh will be completed by a combination of Cardinal, VITA/NG and Accenture Upgrade Lab staff over the next twelve months. The approach includes a proven and disciplined methodology for upgrading PeopleSoft and has been successfully used in several other states that we have regular contact with. Because it is a proven approach and being completed by Cardinal-experienced resources, there will be a reduction in both costs and risks.

Planned project start	5/18/2016	Planned project end date:	3/31/2017
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date:				
PPEA Involvement:	No			
Estimated Costs:				
	Total	General Fund	Nongeneral Fund	Nongeneral Funding Source
Project Cost (estimate at completion):	\$15,000,000			
Estimated project expenditures first year of biennium:	\$13,000,000	\$0	\$13,000,000	
Estimated project expenditures second year of biennium:	\$0	\$0	\$0	
Service Area				
				Weight
151 DOA 72402 Financial Systems Maintenance				Primary
Cardinal Technology Upgrade				Primary
151 DOA 72401 Financial Systems Development				Secondary
151 DOA 73701 General Accounting				Secondary
151 DOA 73704 Financial Reporting				Secondary
Project Related Procurements				
Cardinal Upgrade (Procurement)				
Procurement Description:	This effort will result in an upgrade to the recently state-wide deployed Cardinal application which replaced the Commonwealth Accounting and Reporting System (CARS) as well as VDOT's financial management system. The solution is a system upgrade to Oracle's PeopleSoft Enterprise Resource Planning (ERP), the underlying toolset, the operating system, database, and the hardware used to run the application.			
Planned Delivery Date:	4/30/2016			

Report Title: Appendix A 16 - 18 Report

Agency: Department of Accounts (DOA)

Date: 5/4/2017

Agency Head Approval:

No

Stand Alone Major Procurements

Procurement Name:	Cardinal Post Production Support (Procurement)		
Procurement Description:	<p>This SOW includes the operation, maintenance and enhancement services to support the product of the Cardinal Part 1, Part 2, and Part 3 Projects as well as any enhancements made under the scope of SOW 3, SOW 7, and SOW 11 and therefore will consist of the operation, maintenance and potential enhancements of the following modules delivered by Oracle:</p> <ul style="list-style-type: none"> · Part 1 – PeopleSoft <ul style="list-style-type: none"> o General Ledger o Accounts Payable o Expenses o Accounts Receivable o Billing o Purchasing o eProcurement o Strategic Sourcing o Project Costing o Contracts o Human Resources (limited functionality) o Time and Labor o Payroll for North America (limited functionality) o Absence Management · Part 2 and 3 – PeopleSoft <ul style="list-style-type: none"> o General Ledger o Accounts Payable o Expenses o Accounts Receivable (Funds Receipt) · Business Intelligence – Oracle Business Intelligence Applications <ul style="list-style-type: none"> o Analysis areas for General Ledger (Financial Analytics - GL Budget & Expenses and GL Detail Transactions) o Analysis areas for Accounts Payable, Accounts Receivables and Expenses (Financial Analytics - AP Overview, AP Transactions, AR Overview, AR Transactions and Employee Expenses - Overview and a custom subject area for AR Deposits) o Analysis areas for Purchase Orders, Invoicing and Project Billing (Procurement & Spend Analytics - Invoice Lines and Purchase Orders and a custom subject area for Project Billing) 		
Procurement Planned Start Date		Procurement Planned Completion Date	10/1/2016
		Appropriation Act Status	
Service Area		Weight	
There are no service areas for this project.			
Procurement Name:	DOA Staff Augmentation FY17		
Procurement Description:	<p>This procurement is to obtain the services of highly knowledgeable and skilled technology consultants to supplement current technology staff efforts. Contractors work on projects, operations and maintenance activities where additional personnel services are required, provide technical expertise that</p>		

	cannot be hired through the state personnel system due to lack of new FTE positions, and provide supplemental staff coverage for FTEs that may be distributed to other critical areas within the agency.		
Procurement Planned Start Date		Procurement Planned Completion Date	7/1/2016
		Appropriation Act Status	
Service Area			Weight
There are no service areas for this project.			

Stand Alone Non-Major Procurements

Procurement Name:	Infor Maintenance and Support Agreement		
Procurement Description:	The Commonwealth's legacy payroll system, CIPPS, is an implementation of the Infor HCM M-Series Personnel/Payroll MVS/VSAM product. DOA pays VITA for annual Infor Maintenance and Support. The maintenance and support agreement covers critical tax and regulatory support.		
Procurement Planned Start Date		Procurement Planned Completion Date	11/14/2016
		Appropriation Act Status	
Service Area			Weight
There are no service areas for this project.			