

2022 - 2024 IT Strategic Plan

Agency: 151 Department of Accounts

Date: 1/7/2022

Current IT State

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?

Overview

The Department of Accounts has a vital mission: to provide a uniform system of accounting, financial reporting, and internal control adequate to protect and account for the Commonwealth's financial resources. The Department of Accounts performs the general accounting and financial reporting function for the Commonwealth of Virginia's \$71B budget and pays over 100,000 employees. The agency's vision is to be the best-managed state through excellence in financial accounting and reporting. These overarching goals are the basis for the IT mission and IT vision set forth in this document; the strategies and actions of the Department of Accounts IT and Enterprise Application programs are rooted in and aligned with the founding principles and highest priorities of excellence in financial management of the Commonwealth of Virginia.

The Department of Account's FY22-24 Strategic Plan reflects the rapidly-changing IT environment, the resiliency of services through a global pandemic, the agency's evolving business needs, as well as the critical role IT has in safeguarding the Commonwealth's data and systems. The Strategic Plan outlines IT priorities and provides direction for the use of IT resources in order to improve the efficiency of our core functions and enhance our mission effectiveness.

Using the agency and IT visions and missions as a foundation, the Department of Accounts FY22-24 IT Strategic Plan is designed to strengthen the organization's ability to accomplish its mission and support agencies and employees.

IT Vision – To deliver technology services that enable excellence in financial management

IT Mission– Enable agency's mission through the use of enterprise applications and technology services that modernize, streamline, secure, and enhance delivery of agency core functions

IT Goals

- 1) Deploy best of class enterprise systems in finance and human capital management
- 2) Deliver innovative technologies that enhance remote workforce capabilities
- 3) Secure and operate systems and technologies to stay ahead of cyber threats
- 4) Attract and develop staff to create forward-thinking and innovative teams
- 5) Improve IT investments through the maturation of governance & accountability

Operational Investments

The Department of Accounts (Accounts) most critical operational investment is the Cardinal Enterprise Resource Planning (ERP) system. In 2016, Cardinal became the Commonwealth's Financial Management system, retiring the 30-year old CARS mainframe system. In April 2022, Cardinal will complete the Human Capital Management (HCM) project, retiring the 35+ year old mainframe payroll system, CIPPS, along with the DHRM Personnel (PMIS), Benefits (BES), and Time and Labor (TAL) systems. In 2019, Cardinal completed a migration of its infrastructure platform to the Oracle Cloud Infrastructure (OCI) aligning the software vendor, Oracle PeopleSoft, with its cloud Platform employing VITA's Platform as a Service (PaaS) offering. The OCI platform provides much improved agility in provisioning for peak business processes and has greatly enhanced batch processing times with the OCI Exadata solution.

Accounts will retire the use of mainframe services by June 2022. The payroll system (CIPPS) is the last enterprise application on this infrastructure platform. In February 2020, the Fixed Assets Accounting System (FAACS) was migrated to a Windows/SQL Server platform.

One of the critical agency functions is to produce the Annual Comprehensive Financial Report (ACFR). The ACFR is prepared in accordance with generally accepted accounting principles (GAAP) and is used extensively by rating agencies, investment banks and other involved in the issuance and marketing of Commonwealth bonds. Virginia has produced a GAAP-basis report that has received an unmodified audit opinion every year since 1986. The agency procured the Workiva Wdesk Software as a Service (SaaS) in 2019 and has renewed its subscrip

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 agency's current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agency's 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 agency's 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 effect IT in other Commonwealth agencies, or in other states? If so, how?

Network

The COVID-19 pandemic forced the majority of agency staff to perform business functions remotely. Overall, this has been a very successful operating model. The most glaring factor impacting IT investments is network resiliency and performance. The agency maintains working files and personal directories on a CIFS share housed at the QTS data center. Additionally, there are key activities and applications that require connectivity to the Commonwealth's network. To adapt to this new business model, the Department of Accounts is pursuing additional cloud solutions to reduce/eliminate dependencies of the COV network.

Cardinal System Integrator Contract

The Cardinal System Integrator contract provides critical services spanning the extensive management and mission critical operation of the Commonwealth of Virginia's financials, human capital management, and business intelligence production application to the delivery of complex projects providing robust financial management processes across the enterprise.

The Cardinal System Integrator contract has been extended through February 2023 to support the deployment of the Cardinal Statewide HCM project. The extension allows 6 months from final Cardinal HCM go-live for the RFP

process and a 3 month transition period between Accenture and a new vendor, if applicable. The RFP process will be an intensive and complex effort.

Use of Contingent Workers

Accounts will continue to staff operational support and project delivery of Cardinal through its statements of work with its system integrator. In addition, staff augmentation contractors (i.e., contingent workers) supplement staffing required for production support and project delivery. Accounts uses a methodical approach to staffing this complex enterprise program. Cardinal seeks out classified employees for lead positions in all business and technical functions. Challenges often arise due to availability of in-demand PeopleSoft and other niche skills. Changes to contingent worker contracts and requirements could severely impact the operational integrity of Cardinal and the delivery of the Cardinal HCM project 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.

Succession Planning

As with many agencies, a large population of staff are retirement-eligible. The option of a mostly remote workforce provides a desirable benefit and allows the agency to consider job candidates from outside the Commonwealth.

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?

Accounts' proposed solutions are listed by IT goals:

Deploy best of class enterprise systems in finance and human capital management

*Cardinal's Oracle PeopleSoft Financials, HCM, and Portal applications will provide a platform for expansion as agreed upon by its governance group.

*Cardinal's Business Intelligence solution will require an assessment as to the optimal platform for the future.

Deliver innovative technologies that enhance remote workforce capabilities

*Accounts will continue expansion of Workforce Collaboration System (WCS) offering of SharePoint and Teams. SharePoint will provide the platform for the migration of business unit shared files. Microsoft OneDrive will serve as the future location for agency personal files. Accounts will select Microsoft 365 as its mail and productivity suite, leveraging native integration between the productivity and WCS products. The use of SharePoint and OneDrive

will allow users to access their critical working files without COV network access

*Accounts has created several use cases for digital signature (soon-to-be ePen service). There are many opportunities for digital signature use which will provide improved efficiencies for the Commonwealth's large remote workforce.

*Accounts is piloting options to move telephony services to a handset-less VoIP solution that may allow the retirement of the facility office legacy phone systems (Monroe & Paragon).

*Accounts will evaluate and/or pilot secure cloud-based document management services that allow scan and archive of paper documents.

*Accounts will pilot the use of Virtual Desktop Infrastructure (VDI) for possible partial replacement of laptops. The current VDI offering is interim; a new offering is being vetted through the VITA Software Product Lifecycle Management (SPLM) process.

*Accounts will continue to prioritize cloud-based solutions when reviewing new solutions for the agency.

Improve IT investments through the maturation of governance & accountability.

*Accounts is currently reviewing use case scenarios for possible Robotic Process Automation (RPA) solution for its Payroll Service Bureau. There is opportunity to expand the use of RPA if the solution is cost effective.

** There is no budget submitted for IT Proposed Solutions; the efforts described in this section are currently in the research and discovery phases.

IT Strategic Plan Budget Tables

Agency:	151 Department of Accounts			
Date:	1/7/2022			
Current IT Services				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Projected Service Fees	\$1,248,487.00	\$5,969,410.00	\$1,271,352.00	\$6,267,880.00
VITA Infrastructure Changes	(\$189,027.00)			
Estimated VITA Infrastructure	\$1,059,460.00	\$5,969,410.00	\$1,271,352.00	\$6,267,880.00
Specialized Infrastructure				
Agency IT Staff	\$965,237.00	\$406,063.00	\$1,013,498.00	\$426,366.00
Non-agency IT Staff	\$176,800.00	\$2,244,112.00	\$185,640.00	\$2,356,318.00
Cloud Computing Service	\$77,606.00	\$394,388.00	\$81,486.00	\$414,107.00
Other Application Costs				
Total:	\$2,279,103.00	\$9,013,973.00	\$2,551,976.00	\$9,464,671.00
Proposed IT Investments				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Major IT Projects:				
Non-Major IT Projects:				
Agency-Level IT Projects:				
Major Stand Alone IT Procurements:				
Non-Major Stand Alone IT Procurements:				
Agency-Level Stand Alone IT Procurements:				
Procurement Adjustment for Staffing:				
Total:	\$0.00	\$0.00	\$0.00	\$0.00
Projected Total IT Budget				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Current IT Services:	\$2,279,103.00	\$9,013,973.00	\$2,551,976.00	\$9,464,671.00
Proposed IT Investments:	\$0.00	\$0.00	\$0.00	\$0.00
Total:	\$2,279,103.00	\$9,013,973.00	\$2,551,976.00	\$9,464,671.00

Business Requirements For Technology

Agency:	151 Department of Accounts
Date:	1/7/2022
Cardinal - FY22 Staff Augmentation	
BRT Type:	Business Requirement for New Technology
Date Submitted:	5/7/2021
Mandate:	
Mission Critical:	Yes
Description:	
Renewal of staff augmentation procurement for the Cardinal Program for FY22	
Cardinal Post Production Support (BReT)	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/12/2021
Mandate:	
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)

DOA Expansion of Workforce Collaboration - BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/12/2021
Mandate:	
Mission Critical:	
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.	

Infor Maintenance and Support Agreement BReT

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/12/2021

Mandate:	
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.	

IT Strategic Plan Projects

Agency:	151 Department of Accounts		
Date:	1/7/2022		
EO19_DOA_Aggregate_ReHost			
Category 4		Investment Business Case Approval	
This effort was completed with in-house labor in November 2020. Delay due to supplier provisioning new servers.			
Project Start Date	10/1/2019	Project End Date	10/1/2020
Estimated Costs:	Total	General Fund	Non-General Fund
Project Cost	\$330,900.00		
Estimated first year of biennium:	\$0.00	\$0.00	\$0.00
Estimated second year of biennium:	\$0.00	\$0.00	\$0.00

Project Related Procurements

There are no procurements for this project

Cardinal Statewide HCM	
Category 1	Project Initiation Approval

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.

Project Start Date	8/16/2016	Project End Date	4/10/2022
Estimated Costs:	Total	General Fund	Non-General Fund
Project Cost	\$131,920,000.00		\$131,819,900.48
Estimated first year of biennium:	\$32,683,162.00	\$0.00	\$32,683,162.00
Estimated second year of biennium:	\$19,347,289.00	\$0.00	\$19,347,289.00

Project Related Procurements

DOA Staff Augmentation FY18
DOA Staff Augmentation FY19
DOA Staff Augmentation FY20
DOA Staff Augmentation FY21
Cardinal Statewide HCM Software Procurement
Cardinal - FY22 Staff Augmentation

IT Strategic Plan Procurements

There are no stand alone procurements for this agency.