

2024 - 2026 IT Strategic Plan

Agency: 151 Department of Accounts

Date: 9/7/2023

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?

The Virginia Department of Account's mission is to 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.

The current state of Information Technology at the Department of Accounts can be viewed through two lenses. The first lens is that of Cardinal, the Commonwealth's enterprise Financials and Human Capital Management (HCM) system. The second lens is that of the 30 ColdFusion applications supporting agency-specific operations.

Cardinal HCM completed its production rollout in October of 2022 with Release 3, an effort that was years in the making. In response to Cardinal becoming the payroll system of record, the agency retired the former payroll system known as CIPPS and decommissioned the associated mainframe region. In May of 2023, the Cardinal Technical Upgrade project was completed. This project updated foundational Oracle and PeopleSoft components to the newest Oracle certified versions.

The agency is currently proceeding with an RFP for "Cardinal Support and Future Project Implementations". This is an intensive undertaking that will impact the delivery of services to the Commonwealth for years to come.

The agency continues to staff for the 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. The agency 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.

The primary goals and objectives for Cardinal will be driven by Cardinal Governance Committee and the finalized RFP. Secondary goals will include performing an annual technical upgrade project to ensure the platform remains secure, stable, and fully supported by Oracle.

Several retirements have greatly impacted the institutional knowledge available to the agency. One retirement impacted the Cardinal Tech team, two retirements were the result of the retirement of the mainframe, and one

retirement impacted the ability to support ColdFusion applications. Of the five employees remaining supporting agency-specific (non-Cardinal) operations, three are either currently eligible for retirement or will be during the period of this strategic plan.

Adobe continues to publish an updated version of ColdFusion every two years. However, the company's long-term plans for the platform are unclear. The roadmap on the Adobe website is significantly outdated, they have not updated their Integrated Development Environment since 2018, and the platform is reaching record low usage on the internet. Coinciding with these factors is a ColdFusion workforce that is increasing in age and decreasing in size.

Pain points for the agency are largely the result of the inherent difficulties of multiple providers providing homogenous services to myriad stage agencies in an extremely complicated ecosystem.

Navigating Enterprise Change Management in this environment is one example of this pain point. The agency has several critical periods throughout the year where legally mandated deliverables require departments to work nights and weekends for weeks and months on end. Any disruption of workstations, email, networking, or Cardinal during this period could j

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?

The direction taken by the Cardinal Steering Committee will be a major factor impacting the agency. While we currently do not know what specific expansions will be requested, the agency is aware that there is a demand for additional modules and functionality that could maximize Cardinal's return-on-investment for the Commonwealth.

The Cardinal Support and Future Project Implementations RFP may also create a significant impact. Process and personnel changes could impact future projects as well as ongoing support.

With the information publicly available, it appears that Adobe will support ColdFusion through at least 2028 if not longer. However, the long-term viability of the platform is uncertain and will be monitored closely. Initial divestment plans have begun.

Recruitment will be a constraining external factor over the period of this strategic plan. The Commonwealth moved to a hybrid telework model in July of 2022. However, many IT professionals desire full-time telework opportunities. This misalignment has resulted in many qualified, but out-of-state, candidates to refuse interview offers.

Employee retention will be another constraining factor. Opportunities for classified employees to grow their careers within the organization are limited. There are only five individuals that support the 30 ColdFusion applications, databases, and servers, and who provide IT Operations services. This also makes succession planning difficult and limits the ability to explore innovative technologies that may benefit the agency.

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?

As previously discussed, there is some uncertainty as to the Cardinal-specific solutions that may arise from the Cardinal Governance Committee. The agency will ensure that the solutions integrate seamlessly into Cardinal's best-in-class enterprise Financials and Human Capital Management system.

Agency leadership is aware of the need for additional classified employees to support agency-specific IT initiatives. If additional positions can be provided during the period of the strategic plan, the following solutions will be pursued:

-Multiple alternatives to ColdFusion will be explored including traditional web application languages and Low Code Application Platforms. It is possible that pilot applications could be deployed during the latter parts of the strategic plan period.

-The use of SharePoint, Teams, and OneDrive will be utilized to a far greater extent, increasing productivity, technical robustness, and reducing the need to maintain a constant connection to the COV network.

Business Requirements For Technology

Agency:	151 Department of Accounts
Date:	9/7/2023
Cardinal - Staff Augmentation BRET	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	7/1/2023
Mandate:	
Mission Critical:	Yes
Description:	
This BRT covers the annual renewal of staff augmentation procurement for the Cardinal Program. It currently covers FY24, FY25, and FY26.	
Cardinal Post Production Support BRET	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	8/10/2023
Mandate:	
Mission Critical:	Yes
Description:	

This requirement includes the operation, maintenance and enhancement services to support Cardinal's Post Production Support and future projects.

It consists 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 Software Procurement BRET

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	5/31/2023
Mandate:	
Mission Critical:	Yes

Description:

Various software components are required to develop, implement, and operate Cardinal FIN and HCM. This request covers the yearly renewals and procurements for those components. This currently covers FY24-FY26

DOA Expansion of Workforce Collaboration BRET	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	8/10/2023
Mandate:	
Mission Critical:	
Description:	
The use of SharePoint, Teams, and OneDrive will be utilized to a far greater extent, increasing productivity, technical robustness, and reducing the need to maintain a constant connection to the COV network.	
DOA SD-WAN Upgrade	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/1/2023
Mandate:	Yes
Mission Critical:	Yes
Description:	
Configure existing routers to support SD-WAN capability across all agency locations. This approach prepares agency location(s) with the ability to add additional network capabilities (multiprotocol label switching (MPLS), broadband, wireless (i.e., Cradlepoint)) to take advantage of application -aware routing over private and public networks.	
Three step process:	
Remote internetwork operating system (IOS) software upgrade on the router.	
Remote SD-WAN deployment	
Circuit deployment as needed	
DOA Website Modernization	
BRT Type:	Business Requirement for New Technology
Date Submitted:	6/18/2023
Mandate:	
Mission Critical:	Yes
Description:	
The primary objective of the COV Website Modernization and the CMS Virginia.gov projects are to ensure all state sites are on a single common platform and are following required VITA, COV and 508 standards	

IT Strategic Plan Budget Tables

Agency:	151 Department of Accounts			
Date:	9/7/2023			
Current IT Services				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Projected Service Fees	\$2,475,330.59	\$5,546,665.70	\$2,549,590.51	\$5,713,065.67
VITA Infrastructure Changes				
Estimated VITA Infrastructure	\$2,475,330.59	\$5,546,665.70	\$2,549,590.51	\$5,713,065.67
Specialized Infrastructure				
Agency IT Staff	\$725,960.91	\$928,261.00	\$762,258.95	\$974,674.05
Non-agency IT Staff		\$14,563,424.00		\$14,563,424.00
Cloud Computing Service	\$67,710.00	\$23,925.30	\$71,095.50	\$25,121.56
Other Application Costs		\$2,789,983.33		\$2,789,983.33
Total:	\$3,269,001.50	\$23,852,259.33	\$3,382,944.96	\$24,066,268.61
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:		\$12,000,000.00		\$12,000,000.00	
Non-Major Stand Alone IT Procurements:					
Agency-Level Stand Alone IT Procurements:					
Procurement Adjustment for Staffing:					
Total:	\$0.00	\$12,000,000.00	\$0.00	\$12,000,000.00	
Projected Total IT Budget					
		Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF	
Current IT Services	\$3,269,001.50	\$23,852,259.33	\$3,382,944.96	\$24,066,268.61	
Proposed IT Investments	\$0.00	\$12,000,000.00	\$0.00	\$12,000,000.00	
Total	\$3,269,001.50	\$35,852,259.33	\$3,382,944.96	\$36,066,268.61	

IT Strategic Plan Projects

There are no projects for this agency.

IT Strategic Plan Procurements

Agency:	151 Department of Accounts
Date:	9/7/2023
Stand Alone Procurements:	
Procurement Name:	Cardinal - FY24 Staff Augmentation
Procurement Date	6/30/2024
Procurement Description:	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 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, and the ability to attract high demand skill sets.
Procurement Name:	Cardinal Post Production Support Procurement
Procurement Date	11/1/2028

Procurement Description:	<p>This procurement is for the Virginia Department of Accounts (“DOA”) to obtain from a qualified Supplier any software and functional and technical professional support services necessary to operate, maintain and enhance/expand the existing fully functional enterprise resource planning (ERP) application built to satisfy the requirements of the Commonwealth of Virginia.</p> <p>The Commonwealth has implemented an ERP, Cardinal, that includes financial (FIN), human capital management (HCM) and business intelligence (BI) applications. The system serves as the financial and human resources systems of record for the Commonwealth. The functional scope of the system currently includes General Ledger, Accounts Payable, Accounts Receivable, Project Accounting, Purchasing, Human Resources, Benefits Administration, Time and Attendance, Payroll and Business Intelligence.</p> <p>The Commonwealth seeks to also establish a contract vehicle for potential future projects that will provide additions to the functionality offered in existing Cardinal applications. This will be a 5 year contract.</p> <p>DOA will develop an RFP upon approval of this PGR.</p>
Procurement Name:	Cardinal Software Procurement FY24-FY26
Procurement Date	6/30/2025
Procurement Description:	<p>Various software components are required to develop, implement, and operate Cardinal FIN and HCM. This request covers the yearly renewals and procurements for those components.</p> <p>This is a three year license renewal.</p>