2022 - 2024 IT Strategic Plan

Agency: 182 Virginia Employment Commission

Date: 9/24/2022

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 agencys 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 agencys 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 agency continues to maintain existing systems through the use of classified and wage staff along with contractors. The agency contracts for staff augmentation to support existing applications where we have had challenges attracting or retaining classified staff.

The agency continues to work with VITA suppliers to transition of our Oracle application over to an acceptable "cloud" environment. This is the last remaining effort to fully comply with Executive Order 19. This last application is working inside of temporary virtualized environment, however the permanent solution has been problematic for the VITA suppliers requiring additional time and expense.

The agency is upgrading versions of our existing commercial off the shelf financial system to include the version of both the application and underlying database. This work is being done through a 3rd party and has remained dependent on the cloud migration of the agency's financial system.

The agency is in the process of migrating to a hosted fax solution for external inbound/external fax. Several groups and departments have transitioned over to this service, and we expect to continue migrating all groups.

The agency is continually reviewing existing call/contact center processes and technologies and making adjustments to increase productivity and efficiencies.

The agency continues to make incremental changes to fully transform under VITA managed services.

The agency continues to work towards the implementation of identity validation and verification services.

The agency is reviewing existing print and mailing processes and is working towards creating a Request For Proposal for the services that can improve efficiencies.

The agency will look at hosted document management solutions as an alternative to managing this type of application in-house.

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 agencys 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 agency is continually reviewing existing business processes to increase productivity, efficiency, and customer ease of use. The drivers for these initiatives come from our customers, the Governor's Office, other State Workforce Agencies around the country, and internal suggestions.

The short term initiatives are adequately funded. However, the funding for sustaining all of the enhancements can be problematic based on how the agency is funded. State funds have been received to address several initiatives, however it is not clear how these solutions will be funded in the long term.

Customer "ease of use" is an effort where the agency is reviewing customer facing instructions and correspondence to ensure the language is understandable and uses "plain language" wherever possible. This will ultimately require VEC websites and outbound correspondence to be modified.

There are several other oversight group requirements identified where the agency is taking the appropriate actions to address. These are being funded through various sources.

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 agencys 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 agencys 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?

The agency will continue to review customer "ease of use" of existing systems and language used on customer facing websites and correspondence. This will materialize in ongoing changes to websites and correspondence. This will be a mixture of classified staff and IT staff augmentation.

Existing applications will continue to evolve and be enhanced for increased customer and staff productivity. These

enhancements will be done through a mixture of classified staff and IT staff augmentation.

The agency will review audit management applications to internally managed audit findings and responses. This is expected to be a Software as a Service, SaaS solution. This effort is expected to be fully outsourced.

Due to ongoing challenges with the existing Oracle hosted solutions, the agency will review alternative hosting solutions and ultimately migrate to one of those solutions. This effort will require the use of classified staff, and possibly IT staff augmentation.

The transition of doing in-house printing of customer correspondence to a third party will be initiated through a Request For Proposal. The work here will primarily fall onto the new vendor but will require oversight from the agency.

The agency expects to increase the use of Robotic Process Automation across the agency to reduce the amount of human repetitive tasks so staff can focus on assisting customers or our customer's challenges.

The agency will transition Messaging services (email, calendar, chat, etc) over to VITA's newer service offering.

The agency will continue upgrading network circuits and bandwidth to our sites across the Commonwealth. Where appropriate phone systems will transition over to Voice over Internet Protocol, VoIP. As part of this transition, the agency will migrate over to softphones to minimize the need for mobile phones and desk phones.

The transition from an in-house developed secure file messaging system to a commercial off the shelf product will be performed to simply the maintenance of the application.

A migration of toolsets for application deployments will occur to a tool that better supports the technologies currently in use and supports the technologies to be used in the future.

IT Strategic Plan Budget Tables

Agency:	182 Virginia Employment Commission
Date:	9/24/2022

Current IT Services

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Projected Service Fees		$14,286,668.00		$14,715,268.00
VITA Infrastructure Changes				
Estimated VITA Infrastructure	$0.00	$14,286,668.00	$0.00	$14,715,268.00
Specialized Infrastructure				
Agency IT Staff		$8,461,689.00		$8,884,773.45
Non-agency IT Staff		$3,500,000.00		$1,500,000.00
Cloud Computing Service		$1,500,000.00		$1,700,000.00
Other Application Costs				
Total:	$0.00	$27,748,357.00	$0.00	$26,800,041.45

Proposed IT Investments

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Major IT Projects:		$710,000.00		$2,000,000.00
Non-Major IT Projects:				
Agency-Level IT Projects:		$2,000,000.00		$2,500,000.00
Major Stand Alone IT Procurements:		$5,000,000.00		$5,000,000.00
Non-Major Stand Alone IT Procurements:		$400,000.00		$600,000.00
Agency-Level Stand Alone IT Procurements:		$387,000.00		$120,000.00
Procurement Adjustment for Staffing:				
Total:	$0.00	$8,497,000.00	$0.00	$10,220,000.00

Projected Total IT Budget

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Current IT Services:	$0.00	$27,748,357.00	$0.00	$26,800,041.45
Proposed IT Investments:	$0.00	$8,497,000.00	$0.00	$10,220,000.00
Total:	$0.00	$36,245,357.00	$0.00	$37,020,041.45

Business Requirements For Technology

Agency:	182 Virginia Employment Commission
Date:	9/24/2022

182 VEC BReT Cloud Readiness Assessment 2018 Finan

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021
Mandate:	Yes
Mission Critical:	Yes

Description:

Governor Ralph Northam's "Executive Order 19: Cloud Service Utilization and Readiness" requires agencies to take specific actions starting this month and continuing through fall 2019.

The order requires VITA to adopt a model for evaluating and incorporating cloud services into the commonwealth's information technology (IT) strategy and services. VITA has:
Started the process of creating a cloud services model
Begun obtaining information about agency systems that can be migrated to a cloud environment
Provided an overview of the process at the recent agency information technology resources (AITR) meeting
Planned additional announcements to AITRs regarding remaining steps
Included cloud-related services and migration to the new data center in the recently awarded infrastructure contracts

Additionally, VITA and all systems must move from the Commonwealth Enterprise Solutions Center (CESC) in Chester by December of 2021. One related strategy is to reduce the number of physical servicers at CESC to prepare for the move. This means migration to the cloud must be completed by that time. It is imperative to start planning now.

Agencies' IT staff members have been asked to complete cloud assessments and should be using the results to identify resource requirements. VITA encourages agencies to evaluate their resources and discuss resource planning with the appropriate financial staff to ensure work can begin as required. Resource needs should be included requests in the upcoming budget cycle.

To identify which existing solutions can be migrated to the cloud and ensure all new IT solutions proposed be cloud-enabled, VITA will issue a hosting standard in the coming weeks. This standard will define terminology and identify requirements agencies must consider when implementing cloud-based IT solutions.

BreT - Renew Fraud Data Analytics O&M

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	6/24/2022
Mandate:	
Mission Critical:	

Description:	
Renew the existing Fraud Data Analytics, FDA, Operations and Maintenance contract. The supplier provides ongoing support and maintenance of the FDA application and platform.	

BReT - Replace application deployment tool	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	6/24/2022
Mandate:	
Mission Critical:	
Description:	
Replace existing application deployment tool.	

BReT - Replace secure file transfer system	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	6/24/2022
Mandate:	
Mission Critical:	
Description:	
Replace legacy in-house developed security file transfer system with a commercial off the shelf product.	

BReT - Staff Augmentation FMS 2022	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/22/2022
Mandate:	
Mission Critical:	Yes
Description:	
Staff augmentation needs for supporting VEC's Financial Management System.	

BReT Financial Management System Upgrade	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021

Mandate:	
Mission Critical:	
Description:	
Upgrade VEC's Oracle E-Business Suite application to newer version. This also involves upgrading the underlying Oracle database version. Work to be done by contractor.	

BReT Hosted Fax

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021
Mandate:	
Mission Critical:	
Description:	
Replace the agency's existing on-premise fax solution.	

BReT Hosted FileNet Solution

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021
Mandate:	
Mission Critical:	
Description:	
Migrate our on-premise FileNet solution over to a managed solution.	

BReT Transformation

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021
Mandate:	
Mission Critical:	
Description:	
To determine what is needed to close out Transformation, develop a plan for Transformation, and close out Transformation.	

BRnT - LexisNexis Identity Verification

BRT Type:	Business Requirement for New Technology
Date Submitted:	10/28/2021
Mandate:	
Mission Critical:	Yes
Description:	

Perform customer identity verification services from LexisNexis to include one or more of their products to assist in identifying and preventing fraud.

BRnT - Outsource Print and Mailing

BRT Type:	Business Requirement for New Technology
Date Submitted:	6/1/2022
Mandate:	
Mission Critical:	
Description:	

Outsource the printing and mailing of customer correspondence.

BRnT Call Center Technology Upgrades

BRT Type:	Business Requirement for New Technology
Date Submitted:	6/16/2021
Mandate:	
Mission Critical:	Yes
Description:	

The agency needs to find and evaluate call center tools to handle the increased call volumes resulting from the pandemic.

Financial Management System (FMS) VEC

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	

Associated Project: CTP21094 - EO19 FMS

Financial Management System (FMS) VEC	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/31/2021
Mandate:	
Mission Critical:	
Description:	
Associated Project: CTP20598 - EO19_VEC_Aggregate_Rehost	

IT Strategic Plan Projects

Agency:	182 Virginia Employment Commission
Date:	9/24/2022

Financial Management System Upgrade	
Category 4	Project Initiation Approval
Upgrade VEC's Oracle E-Business Suite application to a newer version. This also involves upgrading the underlying Oracle database version. Work to be done by contractor and will be hosted within VITA's Oracle Cloud Infrastructure.	

Project Start Date		10/9/2020	Project End Date	6/30/2022
Estimated Costs:	**Total**		**General Fund**	**Non-General Fund**
Project Cost	$117,400.00			$4,400,000.00
Estimated first year of biennium:	$3,150,000.00		$0.00	$3,150,000.00
Estimated second year of biennium:	$1,250,000.00		$0.00	$1,250,000.00

Project Related Procurements

Financial Management System Upgrade 2020

Unemployment Insurance Modernization
Category 1   Project Initiation Approval

The modernization of the Unemployment Insurance System is a major initiative for the VEC in the Agency Strategic Plan. This client/server system will replace the VEC's decades-old IBM-mainframe Benefits, Tax, and Wage systems. Agency stakeholders for this IT Investment include the VEC Commissioner, VEC Assistant Commissioner for Field Operations, the VEC Chief of Benefits, the VEC Chief of TAX, the VEC Director of the Customer Contact Center, the VEC IT Director, and the IT Project Manager. These stakeholders will have direct leadership and governance responsibilities for the Investment. Customer stakeholders include employers of the Commonwealth as well as individual citizens who require support from the Unemployment Insurance program. Input from these stakeholders was analyzed and documented through research performed by Peer Insight and will be further monitored through the use of surveys.

Project Start Date		Project End Date	
Estimated Costs:	**Total**	**General Fund**	**Non-General Fund**
Project Cost	$81,533,031.32	$5,000,000.00	$34,691,930.52
Estimated first year of biennium:	$5,789,540.49	$2,500,000.00	$3,289,540.49
Estimated second year of biennium:	$6,933,789.82	$2,500,000.00	$4,433,789.82

Project Related Procurements

Procurement - NonProd Additional Capacity
PBA UI Mod Iteration 3 Modifications

IT Strategic Plan Procurements

Agency:	182 Virginia Employment Commission
Date:	9/24/2022

Stand Alone Procurements:

Procurement Name:	Identity Verification Service Procurement
Procurement Date	2/22/2021
Procurement Description:	Procure an identity verification solution to combat fraud using a GSA contract (GS-35F-0486V).

Procurement Name:	Procurement - Outsource Print and Mailing
Procurement Date	2/1/2023
Procurement Description:	Procurement to outsource the printing and mailing of VEC's outbound mailings. VEC will conduct an RFP for a 5 year contract

Procurement Name:	Procurement - Renew Fraud Data Analytics O&M
Procurement Date	9/1/2022
Procurement Description:	This is a renewal of an existing Fraud Data Analytics Operations and Maintenance contract through CAI. The Unemployment Claims Fraud Detection Analysis System is hosted in the ChiefData Officer (CDO) environment which is hosted at QTS.

Procurement Name:	Procurement - Staff Augmentation FMS 2022
Procurement Date	5/31/2022
Procurement Description:	Procuring Oracle E-Business Suite developers off of the CAI contract to help maintain the agency's Financial Management System.