2024 - 2026 IT Strategic Plan

Agency:	165 Department of Housing & Community Development
Date:	8/22/2023

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 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 Virginia Department of Housing and Community Development (DHCD) partners with state, federal, local, and nonprofit housing and community and economic development initiatives. DHCD programs strive to maintain the vibrancy of communities throughout the Commonwealth and include providing universal broadband access, investing in economic development initiatives, promulgating the statewide building and fire regulations, preserving the affordability and efficiency of Virginia's homes and buildings, addressing homelessness, reducing eviction rates across the state, and fostering innovative solutions to create affordable housing.

DHCD is developing, implementing, and enhancing several technology projects that have increased customer access to agency services. The goal is to deliver applications and services that are available to customers of the Commonwealth at any time from any location via an internet connection.

Enhancements to the licensing and seals systems have included improved reporting and modifications due to changes in requirements for processing customer requests.

DHCD has also launched modifications to CAMS (Centralized Application and Management System) to provide additional customer service improvements and internal efficiencies. CAMS is a web-based portal to improve processes and data quality. CAMS allows DHCD staff to access centralized external customer contact information, review and process various applications and proposals from external customers and automate numerous project management functions such as financial management, reporting and data collection. The system allows DHCD's customers to submit electronically grant applications, reports, reimbursement requests, as well as monitor and manage their local programs using the same management tools as DHCD staff. CAMS has allowed DHCD to service its customers and stakeholders faster, with a higher quality of service and unparalleled governance of state and federal funds. The system links programs and services across all divisions within the Agency. Additional functionality improvements are planned for both internal and external users. DHCD will continue to further upgrade both the user experience and the agency's internal processes.

CAMS has recently been modified to allow greater communication with internal staff and external partners by providing automated messaging when actions on projects are needed. Changes to internal audit compliance rules has also been implemented to allow agency staff better insight into an organizations audit profile for funding. Additionally, modifications to allow agency staff to better assist grantees by providing a view of the user portal has allowed DHCD to

provide exceptional customer service to our customers.

The training and certification web system has undergone several functional enhancements that will provide a more streamlined process for both the external customer and internal staff.

DHCD has released into production several new applications to improve internal efficiency and improve service for our customers. The new WRITE internal request and ticketing system is helping the IT department to better manage day to day requests and requests for new projects and software enhancements. The Building and Fire Regulation division has a new internal system to track code opinions that will allow greater efficiency in searching historical opinions and allow answers to constituents in a timelier manner. A new Lead Hazard Reduction Program (LHRP) system has been developed to allow customers to make inquiries about program eligibility and connect with agency program staff and a new pre-screening application has also been released to work in conjunction with the program. The VATI division of DHCD has a new external system to allow customers to inquiry and apply for program resources for the LECAP initiative.

DHCD is currently deploying the Tableau reporting system to help internally track metrics and build graphical

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 Head periodically receives requests from the Governor's Office and/or the Secretary of Commerce and Trade to implement new programs and therefore new systems and/or IT processes may need to be developed. New requirements from the MSI could affect the agency and how IT resources are applied.

Below is a new mandate the agency received from legislation that will be implmented in the next biennium.

• Residential Sites Locator (SB1114) - DHCD is required to develop and operate a Virginia Residential Sites and Structures Locator database to assist localities in marketing any structures and parcels determined by the locality to be suitable for future residential or mixed-use development or redevelopment. The program staff, along with the IT staff, are looking at the options for implementation and possible partnership with VEDP. At this time funding for the IT portion seems to be adequate.

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?

DHCD is looking at the possibility of new IT solutions as well as improving our current systems.

IT staff continues to perform a complete inspection of all enterprise systems to assess which systems may need to be refactored or change platforms due to age. This is a 5-6 year plan in order to stay current with changing technologies and to ensure IT staff is able to support systems well into the future with minimal interruptions to service.

DHCD is in the early stages of exploring the modernization of the CAMS system. This system is used to manage 90% of the agency grants and programs. The system was put into production in 2012 and carries a fair amount of technical debt. With changes in technology and internal process of how grants and funding are managed there are necessary modifications of the core architecture that would benefit from an extinsive upgrade or rewrite of the system. While this discussion is just starting it will need to include funding and procurement as the project moves forward.

The VATI division is working to procure a cloud based solution from Ready.net to aid in managing and implementing funding of the BEAD program. That procurement is ongoing and due to be complete in late 2023.

The agency's current IT staff have the appropriate skill set needed to support these future agency technology needs. If necessary, the agency will address any additional required skill sets with appropriate training opportunities. DHCD is also looking at augmenting staff in the next one to two years due to increased hiring around new programs. This new staff would help support growth of new programs and provide overall technical help to increase the transparency of those programs.

IT Strategic Plan Budget Tables

Agency:	165 Department of Housing & Community Development
Date:	8/22/2023

Current IT Services

	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Projected Service Fees	$610,999.49	$437,994.39	$629,329.47	$451,134.22
VITA Infrastructure Changes	$173,503.00	$124,375.00	$178,708.00	$128,107.00
Estimated VITA Infrastructure	$784,502.49	$562,369.39	$808,037.47	$579,241.22
Specialized Infrastructure				
Agency IT Staff	$824,054.00		$859,827.00	
Non-agency IT Staff				
Cloud Computing Service		$612,000.00		$392,000.00
Other Application Costs	$8,000.00		$9,000.00	
Total:	$1,616,556.49	$1,174,369.39	$1,676,864.47	$971,241.22

Proposed IT Investments

		Costs Year 1		Costs Year 2	
Category		GF	NGF	GF	NGF
Major IT Projects:			$1,000,000.00		
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	$1,000,000.00	$0.00	$0.00

Projected Total IT Budget					
		Costs Year 1		Costs Year 2	
Category		GF	NGF	GF	NGF
Current IT Services		$1,616,556.49	$1,174,369.39	$1,676,864.47	$971,241.22
Proposed IT Investments		$0.00	$1,000,000.00	$0.00	$0.00
Total		$1,616,556.49	$2,174,369.39	$1,676,864.47	$971,241.22

Business Requirements For Technology

Agency:	165 Department of Housing & Community Development
Date:	8/22/2023

BReT-Maintenance of Existing Applications	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	8/1/2023
Mandate:	
Mission Critical:	Yes

Description:

Maintenance of the following:
Centralized Application and Management System
JPVBCA
Manufactured Housing Licensing
Seals Program
Enterprise Zone
SharePoint
Vehicle Request System
Website(s)
Local FIS Web Portal
Tableau reporting environment

BRnT DHCD BEAD/Ready.net	
BRT Type:	Business Requirement for New Technology
Date Submitted:	8/4/2023
Mandate:	Yes
Mission Critical:	

Description:

This is a procurement for a cloud-based software system to assist in the commonwealths BEAD program. DHCD will receive funding to close the digital divide in Virginia from the National Telecommunications and Information Administration. These funds are granted through the federal Broadband Equity, Access, and Deployment (BEAD) program under the Infrastructure Investments

and Jobs Act and will be prioritized to reach the remaining unserved homes, businesses and community anchors in the Commonwealth."

BRnT DHCD Cloud Based Learning Management System

BRT Type:	Business Requirement for New Technology
Date Submitted:	
Mandate:	
Mission Critical:	

Description:

The agency is exploring the procurement of a new cloud-based Learning Management System. This system would allow the agency the ability to increase its ability to deliver online training to customers that currently must attend in person.

BRnT Residential Sites Locator

BRT Type:	Business Requirement for New Technology
Date Submitted:	9/1/2023
Mandate:	Yes
Mission Critical:	Yes

Description:

DHCD is required to develop and operate a Virginia Residential Sites and Structures Locator database to assist localities in marketing any structures and parcels determined by the locality to be suitable for future residential or mixed-use development or redevelopment.

DHCD BRnT CAMS modernization

BRT Type:	Business Requirement for New Technology
Date Submitted:	8/15/2023
Mandate:	
Mission Critical:	Yes

Description:
This is an initial exploration of modernizing the agency's centralized grants management system.

DHCD BRnT Rent Relief Program

BRT Type:	Business Requirement for New Technology
Date Submitted:	5/24/2023
Mandate:	Yes
Mission Critical:	Yes

Description:
The Virginia Rent Relief Program (RRP) is administered by DHCD as the Commonwealth's emergency rent relief program in response to the Covid-19 pandemic. Funding for RRP has predominantly come from federal sources such as Coronavirus Relief Funds (CRF) and the Emergency Rental Assistance program (ERA), but some state funds have also been used. ERA as a funding source will remain available to DHCD until September 30, 2025. The programmatic structure of DHCD's administration of RRP has had multiple iterations since its inception in late-June 2020. Beginning in late summer 2021, DHCD will again be evolving its program structure resulting in the need for an RFP related to a cloud/web based software system and services for constituent support. The software will ideally allow tenants and landlords to cooperatively apply for rental assistance that would be paid directly to the landlord via direct deposit, while also allowing the service provider of constituent services to process direct payments to tenants in the event a landlord chooses not to participate. This latter ability is mandated as a program feature by the U.S. Department of the Treasury. The cloud/web based software system will need to support a program application that captures a variety of data elements required for monthly and quarterly reports to the U.S. Department of the Treasury on areas such as, but not limited to: spending rates, number of households served, household demographics, etc. In addition, the cloud/web based software will need to provide applicants, service provider(s), and DHCD with the ability to track the status of an application's status in terms of completion progress, attachment of required documents, review by processors, negotiation(s) from processors to applicants, approval time, length of time within each status level, approval date, payment date, and allow for constituents to return for multiple rounds of assistance while ensuring there are no duplicative payments for a time period to either a landlord or a tenant, and tracking payments across multiple funding sources.   In addition to the software to manage the program the agency also is in need of hiring contracted staff to manage a call center, review applications and process payments for the program.

DHCD 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

DHCD 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 Projects

Agency:	165 Department of Housing & Community Development
Date:	8/22/2023

DHCD Rent Relief Program Project	
Category 3	Investment Business Case Approval

The Virginia Rent Relief Program (RPP) is administered by DHCD as the Commonwealth's emergency rent relief program in response to the Covid-19 pandemic. Funding for RRP has predominantly come from federal sources such as Coronavirus Relief Funds (CRF) and the Emergency Rental Assistance program (ERA), but some state funds have also been used. ERA as a funding source will remain available to DHCD until September 30, 2025. The programmatic structure of DHCD's administration of RRP has had multiple iterations since its inception in late-June 2020. Beginning in late summer 2021, DHCD will again be evolving its program structure resulting in the need for an RFP related to a cloud/web based software system and services for constituent support. The software will ideally allow tenants and landlords to cooperatively apply for rental assistance that would be paid directly to the landlord via direct deposit, while also allowing the service provider of constituent services to process direct payments to tenants in the event a landlord chooses not to participate. This latter ability is mandated as a program feature by the U.S. Department of the Treasury. The cloud/web based software system will need to support a program application that captures a variety of data elements required for monthly and quarterly reports to the U.S. Department of the Treasury on areas such as, but not limited to: spending rates, number of households served, household demographics, etc. In addition, the cloud/web based software will need to provide applicants, service provider(s), and DHCD with the ability to track the status of an application's status in terms of completion progress, attachment of required documents, review by processors, negotiation(s) from processors to applicants, approval time, length of time within each status level, approval date, payment date, and allow for constituents to return for multiple rounds of assistance while ensuring there are no duplicative payments for a time period to either a landlord or a tenant, and tracking payments across multiple funding sources.

Project Start Date	5/24/2021	Project End Date	5/27/2025
Estimated Costs:	**Total**	**General Fund**	**Non-General Fund**
Project Cost	$4,000,000.00		$4,000,000.00
Estimated first year of biennium:	$0.00	$0.00	$0.00
Estimated second year of biennium:	$1,000,000.00	$0.00	$1,000,000.00

Project Related Procurements

DHCD Rent Relief Program Procurement

IT Strategic Plan Procurements

There are no standalone procurements for this agency.