# 2024 - 2026 IT Strategic Plan

**Agency:** 765 Department of Social Services

**Date:** 12/5/2023

**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?**

VDSS continues with the overall business improvement processes through the use of Information Technology. As new technologies emerge, the opportunity to improve mission-driven activities will also emerge.

Digital Transformation is one of the top priorities of this agency for the upcoming biennium. We are committed to the success of this work and have started to make investments to ensure we can execute multiple transformation projects over the next few years.

One of those investments, is the Enterprise Digital Transformation Office (DTO). The DTO will serve as a central hub for Enterprise Transformation efforts, establishing standards and education for application of Agile methodology, promoting citizen centricity, providing organizational change management and communications support, and helping to centrally manage our large portfolio of work. As we continue to build and scale the Agile framework across the agency, the DTO will orchestrate critical communication and alignment across Portfolio and Shared Services Teams to ensure we address our top priorities – with the goal of meeting the needs of our Virginia citizens with agility.

This plan also includes an assessment of the current state of IT within the agency, and outlines a strategy for the future state of IT. The current Portfolio supports The Virginia Social Services system. The workforce is comprised of 1700 state staff and more than 10,000 employees to ensure children, adults, families and communities have access to critical services and resources needed to enhance their individual and collective well-being. The Agency is responsible for a variety of programs supported by active operational IT solutions. Current IT solution support the following lines of business: Adoption; Foster Care; child protective services; child-care subsidy program; child support enforcement; the Supplemental Nutrition Assistance Program; the Energy Assistance Program; eligibility for Medicaid; the Temporary Assistance for Needy Families Program; the Refugee Resettlement Program; community action agencies; licensing of adult living facilities; child-care facilities; and child placing agencies. The agency has legacy systems that support the majority of our lines of business.

These legacy systems will ultimately be migrated to state-of-the-art technologies a using low code application platform (LCAP). This migration is driven by the comprehensive design of a reference blueprint architecture that outlines reuse of functionality using "containers", and integration of data through a comprehensive data management and data governance approach that includes data sources, data lakes, an integrated data warehouse, and data marts. The reference blueprint architecture and the data management approach will be realized in production via an IT Operating Model that addresses multiple components needed for production systems including a strategic vision tied to the agency goal and objectives, a unified IT organization, a centralized governance and

delivery pipeline, a consolidated service model, and a set of strategic technology platforms to support LCAP including data analytics, cloud computing, robotic process automation.

**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?**

Factors impacting information technology at DSS include:

Ongoing need for new technology to meet customer demands and DSS business requirements. Aging IT workforce.

Customer expectations for fast and efficient DSS services.

Funding and budgetary constraints.

Workforce availability for new technology

**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?**

In order to perform its core business functions and provide services effectively and efficiently, DSS must continue to focus on the use of innovative technology solutions and services to strengthen DSS' system infrastructure and service delivery processes. Strategic utilization of technology also enables DSS to accomplish its overall mission, goals, and objectives in order to support its core business processes and customers. DSS has developed a variety of Business Requirements for Technology (BRTs) that illustrates the strong need for utilizing technology. Examples of these technology initiatives that DSS plans to undertake during the biennium include, the state's contract for the

mainframe is currently set to expire in June 2024.

•Child Support Enforcement Modernization - replace DCSE's outdated legacy system (APECS), which provides child support enforcement services to nearly 350,000 children and families in the Commonwealth. The new child support system will adhere to the agency-established enterprise architecture, which is built to leverage a low-code application platform (LCAP) and reuse of components. The automated system will allow DSS to meet parents where they live and work. The system may offer the ability to provide state-of-the-art customer engagement, including a self-help portal, chat bots, and other bots, such as UiPath, to process applications and case intake. The projected timeframe for this required funding ($45M) is FY24 or as soon as possible.

•Comprehensive Child Welfare Information System (CCWIS) - OASIS (Family Services) is a legacy client server solution. As required by the Administration for Children & Families (ACF) and as defined in 45 CFR 1355.50 - 59, which outlines the need for a CCWIS system to ensure the safety and well-being of children and all family members. Ongoing operations are already accounted for in the agency operations and maintenance budget. There is an immediate need because the state cannot meet Federal requirements using the legacy system known as the On-line Automated Services System (OASIS), which is currently used to automate processes and information for child welfare programs and other social services. The new CCWIS system will adhere to the agency established enterprise architecture which is built to leverage a low code application platform (LCAP) and reuse of components. The automated system will meet the new federal Family First requirements, allowing the system to manage the requirements of the program, interface with the courts and mandated court processes, interface with the licensing process for foster homes and licensed facilities, and manage expenditures. If we do not fund the new CCWIS system, VOSS will be forced to invest $1M in changes to the legacy OASIS system to meet the new minimum federal foster care reporting requirement and avoid financial penalties. The projected timeframe for this required funding ($23.89M) is FY24 or as soon as possible.

•VaCMS Replacement - VaCMS is the agency's automated eligibility determination system for public assistance programs. VaCMS initially supported the Child Care Subsidy program, and has provided the foundation upon which additional programs were added, including Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Energy Assistance Programs (EAP), Fraud, and Appeals. The new system will adhere to the agency established enterprise architecture which is built to leverage a low code application platform and reuse of components.

•Network Refresh - VDSS network that provides mission critical network connectivity to 120 local DSS offices, 5 regional offices, and 25 state offices. This network is vital to most local offices, which only use partial telework schedules. The network allows state and local staff at these locations to access enterprise software application systems used to support the agency mission, which includes services for adult care, child care, foster care and adoption, community support, child support, abuse and neglect, and a variety of benefit programs. The current legacy network is severely under-sized. VDSS currently has a $4M annual expenditure for network services provided through.  DSS just kicked off phase 4 of a 5-phase.  Projected close out is estimated for August 1, 2024.

•ITS Call Center Support Services - Call center integration within VDSS ITS Enterprise Operations and lines of business, enabling the Enterprise to successfully provide a point of consolidation for all eight existing agency call centers. This also paves the path for the assumption of support services as the agency transition a portion of the existing Enterprise Call Center (contracted to vendor Young Williams) to ensure compliance with Federal regulations for eligibility determination. This funding will provide the immediate and recurring staff required to prepare for the automation and convergence of all eight agency call centers.

• Energy Assistance Program (EAP) - Virginia HB2330 established the Percentage of Income Payment Plan (PIPP) as a component of the Energy Assistance Program (EAP). PIPP is to assist low-income customers of Dominion and APCo/AEP in Virginia with paying their electricity bills. VaCMS will be modified to allow the submission of EAP-PIPP applications by Call Center workers. The changes made to RDE will allow PIPP applications to be submitted anytime during the year. The assumption is that CommonHelp will be modified by VDSS to allow residents to apply from CommonHelp where CommonHelp will also allow PIPP applications to be submitted anytime during the year. Cases approved for EAP PIPP components will be referred to the Department of Housing and Community Development (DHCD) for audit purposes. An interface with DHCD will be created in VaCMS to include the EAP PIPP approved cases in a daily fixed length file that will be sent to DHCD.

• Automated Newborn Enrollments (baby bot) - This project will enhance VaCMS to receive information reported daily by providers, MCOs, and customers reported through CoverVA CSR to automate case processing, eligibility, and MMIS enrollment of deemed newborns. Additionally, if SNAP is active on the same case and if the child lives in the mother's household, then automation will also run eligibility and certify SNAP.

•The Grants & Contracts Management System - is being implemented on the Salesforce Platform for the purposes of facilitating the application, review, approval and distribution of grants and contracts payments, report on the grant and contract applications, and funds distribution processes. It will enable VDSS to create interactive online applications and forms; collect, manage, and review grant submissions; track progress in real-time; guide DSS staff through review and processing; and support programmatic and financial oversight throughout the entire grant and contract lifecycle.

•BIS/CRS - VDSS requires design, development, and implementation of an information system (application) into a Salesforce-based LCAP tool. This technology will replace the existing legacy Java application system (CRS and BIS) which will have significant improvement in performance compared to legacy systems.

Additional proposed IT solutions uploaded to documentation site.

# Business Requirements For Technology

| Agency: | 765 Department of Social Services |
|---|---|
| Date: | 12/4/2023 |
| | |

| (BReT) VaCMS - Deloitte Sole Source | |
|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 11/15/2023 |
| Mandate: | Yes |
| Mission Critical: | Yes |
| Description: | |

The Virginia Case Management System (VaCMS) is the system of record for statewide public assistance programs, including Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Child Care, Low Income Home Energy Assistance Program (LIHEAP), Fraud, Appeals, and other public assistance programs.

Since the Fall of 2013, over time, the program areas listed above have requested over 570 enhancements due to federal, state, and program priority changes. Every year, additional program changes are added to this list for that reason. Between 60-70 enhancements have been implemented each year. Currently, change management for VaCMS has recorded over 200 remaining enhancements out of 570 that need to be prioritized and implemented over the next 3-5 years. The programs completed their prioritization of 127 system enhancements for implementation that covers the accompanying Procurement Business Alignment (PBA) timeframe.

These critical system changes continue to be needed for compliance with federal program requirements that require specialized resources to achieve and enhance processing for these public assistance programs. The specialized resources must know the VaCMS system technology, workflow, business processes, tables, automated processes, interfaces, etc. These system changes result in modification of the VaCMS to include updates to the database structure, rules engine for eligibility determination, reports, and system workflows that will require requirements, design, development, testing, and implementation.

A large part of the effort is related to SNAP (i.e. Federal Final Rule, APA audit findings) and Medicaid enhancements (i.e. Ofc of Civil Rights changes, increased automation), system stabilization through the resolution of reported defects, and software upgrades prioritized by the internal technical team (ex. ESB, WODM). The implementation of these changes within VaCMS will optimize existing functionality, streamline business processes, and minimize the level of manual processing for local department workers and call centers. Additional legislatively mandated changes will affect the actual number of enhancements being requested and implemented for a given release. Additional details of the known requested changes can be found in the attachment to this Business Requirement for Technology (BRT) document. The program areas that request enhancements for VaCMS: Medicaid, SNAP, TANF, Childcare, Appeals, LiHEAP, Finance, Fraud, Quality Assurance (QC), internal Security, internal Technical.

While this specialized team of resources are focusing on these program enhancements, VDSS and VITA will continue to collaborate on the future strategic direction of the department; movement to the Cloud and the implementation of an enterprise platform solution that will support the majority of the applications used within the Virginia Social Service Systems (VSSS). VDSS and VITA has identified broad platform general technical requirements. The collaborative team will continue their efforts to identify platform data requirements and then focus on business requirements as they relate to the strategic implementation plan determined by the department. Eventually, the improvements and enhancements made within VaCMS will prepare the system for its planned implementation on the selected enterprise platform solution.

(BReT) Accuity

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 11/15/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

States are required by the federal Centers for Medicare and Medicaid Services (CMS) to use an electronic interface with an Asset Verification Service (AVS) vendor to verify financial assets to determine eligibility for the Medicaid Aged, Blind, and Disabled (ABD) and Long Term Care (LTC) categories.  The AVS vendor must have formal agreements with financial institutions to provide account information both on demand and on a quarterly basis.  The scope of financial institutions includes both banks and credit unions.  CMS also mandates a preceding 60-month search for accounts.


The ECOS assessment (DSS-0260758) was submitted and is VITA-3rd review.

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## (BReT) Appriss Justice Intelligence

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 11/15/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

Division of Child Support Enforcement (DCSE) uses APPRISS (JusticeXChange) to provide near real time information for  individuals (non custodial parent)  in the child support system who are in and out of the correctional system for the Virginia Department of Social Services.

DCSE needs to extend the existing contract CSE-20-063 with APPRISS that ends on 2/28/23 for an additional 6 months. Extending the contract will exceed the $250K threshold for IT procurements therefore a BReT/PGR is required.

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## (BReT) Contact Wireless

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 6/1/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

The Division of Child Support Enforcement (DCSE) previously used Contact Wireless to provide text messaging services for DCSE case managers to interact with clients.   Contact Wireless has experience and extensive history with multiple child support agencies across the country and has tailored this text messaging service for use by child support agencies.

### (BreT) Dev/Ops Automation & COE Governance Process

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 5/1/2023 |
| Mandate: | |
| Mission Critical: | |
| Description: | |

Incapsulate will assist the division of Information Technology Services to establish a Center of Excellence Governance Process  to build out key processes, establish methodology and develop expertise across the enterprise.  They will assist in creating an automated continuous integration/continuous delivery pipeline to support software development.

### (BReT) DSS Enterpise FieldPrint

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 6/1/2021 |
| Mandate: | Yes |
| Mission Critical: | Yes |
| Description: | |

FieldPrint statewide fingerprinting solution will allow all Foster, Adoptive and Kinship Families to submit fingerprints for mandatory criminal history background check conducted through the Central Criminal Records Exchange and the National Crime Investigation Center via the Virginia State Police in a secure approved environment. Services to be obtained via VITA contract VA-170525-FPIC. VDSS will be paying all costs associated with every applicant and background check. This includes all fees to VSP and FieldPrint administration costs as well as any applicable fees.

### (BReT) DSS IT Security Audits 2023

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 8/31/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

Performance of IT Security Audits for in-scope sensitive IT systems to assist VDSS management in evaluating whether the agency is in compliance with the following Virginia Information Technology Agency (VITA) Information Security Standard (SEC501) Control Family requirements.

### (BReT) DSS Network Refresh

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 11/15/2023 |
| Mandate: | |
| Mission Critical: | |
| Description: | |

DSS submitted a request to the Secretary's Office for funding of $6M in Federal Fiscal Recovery Funds to upgrade the VDSS network that provides mission critical network connectivity to 120 local DSS offices, 5 regional offices, and 25 state offices.

### (BReT) DSS Overall Audit Program

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 8/4/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

DSS Audit - Security Upgrade

### (BReT) DSS Staff Aug for VaCMS

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|---|---|
| BRT Type: | Business Requirement for New Technology |
| Requested Start: | 4/3/2023 |
| Mandate: | |
| Mission Critical: | |
| Description: | |

6 System Analysts required to support multiple PHE unwinding activities and support the implementation of other complex business critical efforts.

### (BReT) EAP PIPP (CR671)

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 11/1/2023 |
| Mandate: | |
| Mission Critical: | |
| Description: | |

Virginia HB2330 established the Percentage of Income Payment Plan (PIPP) as a component of the Energy Assistance Program (EAP). PIPP is to assist low-income customers  in Virginia with paying their electricity bills.

### (BReT) EBT Processing for SNAP

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 10/21/2021 |
| Mandate: | Yes |
| Mission Critical: | Yes |
| Description: | |

Electronic Benefit Transfer (EBT) services for SNAP recipients which are authorized through the VDSS Eligibility Determination System (ADAPT/VaCMS).

### (BRet) Equifax Workforce Solutions

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 4/1/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

Benefit Program workers use Equifax Solutions Employment and Verification Services to determine eligibility for benefits.

### (BReT) iE11 Remediation

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 11/12/2023 |
| Mandate: | Yes |
| Mission Critical: | Yes |
| Description: | |

iCAL, Harmony, Safe Measures, SNAP APPTRK, Q5i, ANOWAS, DCSTS, Rushmore, Data Warehouse Reports in Cognos, EPIC EBT, iAPECS, FAAS, LASER, LETS, SNAPCALC, VaCMS, SAMS, DSNAP, SPIDeR, Dolphin, VEMAT, SNAP MANUAL, SDM, MIAP, BIS,

## (BReT) Random Moment Sampling (RMS)

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

The current contract (FIN-15-019) for Random Moment Sampling (RMS) expires on 5/1/21. VDSS needs to issue a RFP for continued services to qualify for federal funding.

The current vendor is Interactive Voice Applications, Inc.

ECOS oversight (DSS-0178825).

## (BReT) VaCMS Automation of Newborn Enrollment

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 6/20/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

This change request will enhance VaCMS to receive information reported daily by providers, MCOs, and
customers reported through CoverVA CSR to automate case processing, eligibility, and MMIS enrollment of deemed newborns. Additionally, if SNAP is active on the same case and if the child lives in the mother's household, then automation will also run eligibility and certify SNAP.

## (BReT) VaCMS O&M RFP

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|---|---|
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 5/1/2024 |
| Mandate: | |
| Mission Critical: | Yes |

| Description: |
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| DSS will be issuing an RFP to provide vendor services to support Operations & Maintenance and perform  enhancements for the VaCMS application.  The current contract with Deloitte expires on 4/30/2024.<br><br>DSS plans to migrate the current VaCMS application legacy system to Low Code Application Platform (LCAP). |
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| (BReT) Virginia Paternity Establishment Program (V | |
| --- | --- |
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 11/15/2023 |
| Mandate: | Yes |
| Mission Critical: | Yes |
| Description: | |

The Virginia Department of Social Services' Division of Child Support Enforcement (DCSE) is required to operate a paternity establishment program (VPEP). Congress established the Child Support Enforcement Program in 1975 through Title IV-D of the Social Security Act. The program mandates that states enact laws and carry out required functions to ensure that parents contribute to the support of their children. In the Commonwealth, VDSS through DCSE, has administered the Child Support Enforcement program since 1977. Enacted by Congress in 1993, the Omnibus Budget Reconciliation Act required every state to establish a program for the voluntary acknowledgment of paternity in hospitals at the time of the birth of a child to an unmarried mother. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) set forth additional requirements. States must have a process for voluntarily acknowledging paternity in hospitals, state birth record agencies and other state-designated entities. The mother and father must be given notice, either orally or through the use of audio or video equipment and in writing, of their responsibilities, legal consequences of, and alternatives for acknowledging paternity. Since 2003 DCSE has out sourced this program. Due to the imminent expiration of our existing contract, this RFP is being issued to obtain a vendor to satisfy one of the components needed to meet our agency's needs to continue to operate within required federal regulations and state law.

| (BReT) XEROX MPS | |
| --- | --- |
| BRT Type: | Business Requirement for Existing Technology |
| Requested Start: | 11/1/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

| DSS needs to replace current Xerox devices, through VITA contract VA-191121-XERX |
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### (BreT) Xerox Print Services

| BRT Type: | Business Requirement for Existing Technology |
| --- | --- |
| Requested Start: | 1/1/2024 |
| Mandate: | |
| Mission Critical: | Yes |

**Description:**

Refresh Xerox equipment used in DSS Home Office and Field Offices.  Coverage period for ongoing print services agreement will be 1/1/2024 through 12/31/2029.

### (BRnT) CCWIS -Comprehensive Child Welfare Info Sys

| BRT Type: | Business Requirement for New Technology |
| --- | --- |
| Requested Start: | 1/1/2024 |
| Mandate: | Yes |
| Mission Critical: | Yes |

**Description:**

Replace legacy child welfare systems and modernize delivery of child welfare services. Allow mobility, document imagining, role based security, electronic signature and compliance with COV security standards.

### (BRnT) Child Support Enforcement Modernization

| BRT Type: | Business Requirement for New Technology |
| --- | --- |
| Requested Start: | 7/1/2023 |
| Mandate: | |
| Mission Critical: | Yes |

**Description:**

The Virginia Department of Social Services Division of Child Support Enforcement (DCSE) provides for the location, establishment, and enforcement of child support orders through education, prevention, technology and enforcement activities. The batch functionality of DCSE application APECS currently runs on the mainframe using programming languages COBOL and JCL.  The current VITA mainframe contract with Unisys ends June 2022, however there are 2 - 1 year extensions, term ending June 2024.  DSS' plan is to migrate off of the mainframe by May 2024.  VITA is encouraging agencies to migrate off of mainframe as soon as possible. VDSS plans to retire existing mainframe technology and replace the functionality with a Low Code Application Platform. There are approximately 450 jobs consisting of 770 programs that make up the mainframe batch schedule and executed from 6pm to 6am every day of the year. The batch application programs perform the processing of; Incoming and outgoing payments, Case management, Order enforcement and Action while interfacing with 36 external entities. These batch processes also interface with internal DSS systems such as Family Services, Benefit Programs and other entities. The Project will ensure all the batch jobs are identified and migrated to a Low Code Application platform solution. The project will ensure that Software development principles are followed and the functionality is thoroughly tested prior to production use. The project will also seek recertification from the federal Office of Child Support Enforcement (OCSE). The Mainframe batch migration is expected to be performed by a vendor. The vendor is expected to be selected by RFP process.

## (BRnT) Salesforce Integrator Pool RFP

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|---|---|
| BRT Type: | Business Requirement for New Technology |
| Requested Start: | 11/30/2023 |
| Mandate: | |
| Mission Critical: | |
| Description: | |

The Virginia Department of Social Services would like to release a Request for Proposals ("RFP"), Salesforce Integrator Pool #ITS-22-051, to establish of a pool of experienced suppliers that are able to configure the Salesforce Low Code Application Platform ("LCAP") for health and human services programs, eligibility and enrollment, and benefits determination and issuance.

## (BRnT) VaCMS System Replacement (LCAP)

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|---|---|
| BRT Type: | Business Requirement for New Technology |
| Requested Start: | 1/1/2024 |
| Mandate: | Yes |
| Mission Critical: | Yes |
| Description: | |

DSS plans to migrate the current VaCMS legacy system to low code application platform (LCAP). Current contract with Deloitte expires 4/30/2024. The agency is requesting ARPA funding for this project. the project will be done in phases with CommonHelp slated first

## BRnT) VDSS Enterprise Transformation

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|---|---|
| BRT Type: | Business Requirement for New Technology |
| Requested Start: | 4/2/2023 |
| Mandate: | |
| Mission Critical: | |
| Description: | |

DSS is requesting VITA approval to engage CapTech via the CAI contract VA-210625-CAI to establish an enterprise transformation team to accelerate change and transformation to support the planning and execution of upcoming initiatives, while laying the foundation for an Enterprise Transformation Office that will operate long-term. Once established, Enterprise Transformation Office is intended to create greater integration and alignment across all VDSS lines of business to move the agency towards an integrated social services ecosystem.

This initiative follows the Enterprise Readiness Assessment conducted by CapTech to evaluate DSS's capability to undertake several separate, concurrent major initiatives using the existing internal resources, coupled with external contracted system integrators.

## CRS/BIS BRnT

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|---|---|
| BRT Type: | Business Requirement for New Technology |
| Requested Start: | 11/5/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

CRS and BIS applications are legacy systems, and whose functionality is very constrained (e.g., interfacing with other systems, ability to develop enhancements, high latency). Substantial and frequent manual intervention is required to keep the systems running to resolve noticeable production issues. The systems, in particular CRS, has reached its capacity to handle increasing volumes of records. The CRS and BIS replacements are intended to bring stability and increase efficiency. Increased stability will reduce downtime and free critical ITS resources to shift from continual maintenance to enhancements. The project also needs to be completed in the timeframe to realize the use of ARPA funds before they are no longer available.

## DSS SD-WAN Upgrade

| BRT Type: | Business Requirement for Existing Technology |
|---|---|
| Requested Start: | 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

### DSS Website Modernization

| BRT Type: | Business Requirement for New Technology |
|---|---|
| Requested Start: | 6/16/2023 |
| 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

### Grants Management Solution (GMS) BRnT

| BRT Type: | Business Requirement for New Technology |
|---|---|
| Requested Start: | 11/5/2023 |
| Mandate: | |
| Mission Critical: | Yes |
| Description: | |

The Grants & Contracts Management System project is being implemented on the Salesforce Platform for the purposes of facilitating the application, review, approval and distribution of grants and contracts payments, report on the grant and contract applications, and funds distribution processes. It will enable VDSS to create interactive online applications and forms; collect, manage, and review grant submissions; track progress in real-time; guide DSS staff through review and processing; and support programmatic and financial oversight throughout the entire grant and contract lifecycle. The current Grants & Contracts Management System is critically limited because multiple applications (word, excel, etc.) are utilized for processing portions of the work which are largely paper-based. Upon implementation, the new SalesForce-based application will meet the needs of the business by developing an integrated enterprise-based solution to capture the end-to-end workflow of the Grants & Contracts Management System process.

# IT Strategic Plan Budget Tables

| Agency: | 765 Department of Social Services |
|---|---|
| Date: | 12/5/2023 |
| | |

### Current IT Services

| | Costs Year 1 | | Costs Year 2 | |
|---|---|---|---|---|
| Category | GF | NGF | GF | NGF |
| Projected Service Fees | $27,146,275.62 | $26,524,476.33 | $27,960,663.89 | $27,320,210.62 |
| VITA Infrastructure Changes | $27,200,000.00 | $27,200,000.00 | $29,900,000.00 | $29,900,000.00 |
| Estimated VITA Infrastructure | $54,346,275.62 | $53,724,476.33 | $57,860,663.89 | $57,220,210.62 |
| | | | | |
| Specialized Infrastructure | | | | |
| Agency IT Staff | $9,241,590.00 | $9,241,590.00 | $9,900,000.00 | $9,900,000.00 |
| Non-agency IT Staff | $3,709,440.00 | $3,709,440.00 | $3,709,440.00 | $3,709,440.00 |
| Cloud Computing Service | | | | |
| Other Application Costs | | | | |
| Total: | $67,297,305.62 | $66,675,506.33 | $71,470,103.89 | $70,829,650.62 |

### Proposed IT Investments

| | | Costs Year 1 | | Costs Year 2 | |
|---|---|---|---|---|---|
| Category | | GF | NGF | GF | NGF |
| Major IT Projects: | | $13,818,000.00 | $31,318,000.00 | $12,103,000.00 | $31,353,000.00 |
| Non-Major IT Projects: | | $60,000.00 | $60,000.00 | $60,000.00 | $60,000.00 |
| Agency-Level IT Projects: | | | | | |

| Major Stand Alone IT Procurements: | | $15,000,000.00 | $21,000,000.00 | $16,500,000.00 | $21,000,000.00 |
|---|---|---|---|---|---|
| Non-Major Stand Alone IT Procurements: | | $120,000.00 | $172,000.00 | $120,000.00 | $172,000.00 |
| Agency-Level Stand Alone IT Procurements: | | | | | |
| Procurement Adjustment for Staffing: | | | | | |
| Total: | | $28,998,000.00 | $52,550,000.00 | $28,783,000.00 | $52,585,000.00 |
| | | | | | |
| **Projected Total IT Budget** | | | | | |
| | | **Costs Year 1** | | **Costs Year 2** | |
| Category | | GF | NGF | GF | NGF |
| Current IT Services | | $67,297,305.62 | $66,675,506.33 | $71,470,103.89 | $70,829,650.62 |
| Proposed IT Investments | | $28,998,000.00 | $52,550,000.00 | $28,783,000.00 | $52,585,000.00 |
| Total | | $96,295,305.62 | $119,225,506.33 | $100,253,103.89 | $123,414,650.62 |

# Commonwealth Projects >= $250,000.00

| Agency: | 765 Department of Social Services (DSS) |
|---|---|
| Date: | 12/6/2023 |

| | |
|---|---|

| VA Child Support & Mgmt Process System (vCHAMPS). | |
|---|---|
| Category 1 | Investment Business Case Approval |

 The Virginia Department of Social Services Division of Child Support Enforcement (DCSE) provides for the location, establishment, and enforcement of child support orders through education, prevention, technology, and enforcement activities. The functionality of the DCSE application, APECS, is currently run on mainframe using programming languages COBOL and JCL. The current mainframe contract  will end June 2024. VITA is directing agencies to migrate off of the mainframe at the earlier possible date. VDSS plans to retire existing mainframe technology and replace the functionality. There are approximately 450 jobs consisting of 770 programs that make up the mainframe batch schedule and executed from 6pm to 6am every day of the year. The batch application programs perform the processing of; Incoming and outgoing payments, Case management, Order enforcement and Action while interfacing with 36 external entities. These batch processes also interface with internal DSS system such as Family Services and other entities. The project will ensure all the batch jobs are identified and migrated to a new solution. The project will ensure the Software development principles are followed and the functionality is thoroughly tested prior to production use. The project will use industry standard (Agile) project methodology. The project will also seek certification from the federal Office of Child Support Services (OCSS).

| Project Start Date | | 9/1/2023 | Project End Date | 7/30/2027 |
|---|---|---|---|---|
| **Estimated Costs:** | Total | | **General Fund** | **Non-General Fund** |
| Project Cost | | $63,570,354.00 | $15,300,000.00 | $29,700,000.00 |
| Estimated first year of biennium: | | $0.00 | $0.00 | $0.00 |
| Estimated second year of biennium: | | $1,187,444.40 | $231,200.00 | $956,244.40 |

## Project Related Procurements

CSE Modernization - Procurement (vCHAMPS)

## EAP Percentage of Income Payment Program (CR671)

| Category 4 | Project Initiation Approval |
|---|---|

Virginia HB2330 established the Percentage of Income Payment Plan (PIPP) as a component of the Energy Assistance Program (EAP). PIPP is to assist low-income customers of Dominion and APCo/AEP in Virginia with paying their electricity bills.

VaCMS will be modified to allow the submission of EAP-PIPP applications by Call Center workers. The changes made to RDE will allow PIPP applications to be submitted anytime during the year. The assumption is that CommonHelp will be modified by VDSS to allow residents to apply from CommonHelp where CommonHelp will also allow PIPP applications to be submitted anytime during the year.

Cases approved for EAP PIPP components will be referred to the Department of Housing and Community Development (DHCD) for audit purposes. An interface with DHCD will be created in VaCMS to include the EAP PIPP approved cases in a daily fixed length file that will be sent to DHCD.

| Project Start Date | | 11/1/2022 | Project End Date | | 7/1/2024 |
|---|---|---|---|---|---|
| Estimated Costs: | Total | | General Fund | Non-General Fund | |
| Project Cost | | $1,373,427.00 | $1,373,427.00 | | |
| 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

## VaCMS Automation of Newborn Enrollment (SOW D-102)

| Category 4 | Project Initiation Approval |
|---|---|

This project will enhance VaCMS to receive information reported daily by providers, MCOs, and customers reported through CoverVA CSR to automate case processing, eligibility, and MMIS enrollment of deemed newborns. Additionally, if SNAP is active on the same case and if the child lives in the mother's household, then automation will also run eligibility and certify SNAP.

This work is being done under the existing Delloitte contract.

VaCMS is hosted at QTS.

| Project Start Date | | 6/20/2023 | Project End Date | | 11/30/2023 |
|---|---|---|---|---|---|
| Estimated Costs: | Total | | General Fund | Non-General Fund | |
| Project Cost | | $571,031.57 | | | |
| 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

| CRS/BIS - Project | |
|---|---|
| Category 2 | Investment Business Case Approval |

 CRS and BIS replacement. VDSS requires design, development, and implementation of an information system (application) into a Salesforce-based LCAP tool. This technology will replace the existing legacy java application system (CRS and BIS) which will have significant improvement in performance compared to legacy systems.

The central registry is a check to determine if the person has ever been the subject of a founded complaint of child abuse or neglect in Virginia.The Background Information System is for compliance with State and Federal law requiring comprehensive background checks for individuals affiliated child care.The cost has been updated with removal of the contingency.

| Project Start Date | | 9/18/2023 | Project End Date | | 9/23/2024 |
|---|---|---|---|---|---|
| Estimated Costs: | Total | | General Fund | Non-General Fund | |

| Project Cost | $4,013,894.90 | | $3,200,000.00 |
|---|---|---|---|
| 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

DSS - CRS/BIS - Procurement

| Grants Management (GMS) - Project | |
|---|---|
| Category 2 | Investment Business Case Approval |

 The Grants &amp; Contracts Management System project is being implemented on the Salesforce Platform for the purposes of facilitating the application, review, approval and distribution of grants and contracts payments, report on the grant and contract applications, and funds distribution processes. It will enable VDSS to create interactive online applications and forms; collect, manage, and review grant submissions; track progress in real-time; guide DSS staff through review and processing; and support programmatic and financial oversight throughout the entire grant and contract lifecycle.

| Project Start Date | | 12/1/2023 | Project End Date | 1/10/2025 |
|---|---|---|---|---|
| Estimated Costs: | Total | | General Fund | Non-General Fund |
| Project Cost | | $3,621,789.00 | | |
| 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

# Commonwealth Procurements >= $250,000.00

| Agency: | 765 Department of Social Services (DSS) |
|---|---|
| Date: | 12/4/2023 |
| Stand Alone Procurements: | |
| | |
| Procurement Name: | Contact Wireless - Procurement |
| Procurement Date | 5/31/2026 |

| | |
|---|---|
| Procurement Description: | Contact Wireless offers a two-way product that allows the caseworker to truly communicate with the client. It allows canned messages, group messages, contact management, and logging, and exporting of messages that can be managed through the case worker's dashboard.  Other features are offered, such as a shared blacklist, which restricts messages to mobile numbers who have opted out of receiving text messages from DCSE, and autoreply, which sends a specific autoreply when a keyword is used.  Additionally, PII protection is offered, which automatically blurs sensitive information.  Therefore, no PII information will be disclosed in the messaging.<br><br>The product is available at the caseworker's computer and can be used for anything the caseworker would normally discuss with a client through a phone call. The service also uses local area code specific to each case worker's location, and each case worker is assigned a personal phone number. Caseworkers can also use the chat function to pop out specific messaging threads with individual clients. Each caseworker can easily pull up the history of their communications with a single client or see a listing of all their communications in general.<br><br>The bulk messaging feature allows both mass messaging and customized one-on-one messaging. The autoreply function allows for specific response to be sent to clients whenever a customizable keyword is used. These keywords and responses are unlimited and can be designed by DCSE for campaigns and initiative, also including an autoreply link to drive applications or web pages. This product allows prescheduled messages, which can be used for anything DCSE wants to disseminate to parents, including payment reminders, court date reminders, and notices.<br><br>ECOS assessment submitted on 4/26/23 (RITM0724415) |
| | |
| Procurement Name: | Data Builders - Procurement |
| Procurement Date | 6/30/2025 |
| Procurement Description: | This application provides an automated database to submit SNAP Quality Assurance findings to USDA.  It creates state and local error rate analysis and allows for ad hoc reporting. It is a vendor supplied and supported client server software package running on Dell servers using an MS SQL database. |

| | |
|---|---|
| Procurement Name: | DCSE CSE Modernization IV&V - Procurement |
| Procurement Date | 4/30/2025 |
| Procurement Description: | Procure IV&amp;V services for the DCSE CSE Modernization project. The Office of Child Support Enforcement (OCSE) requires IV&amp;V services throughout the project. This PGR will be for the entire two year project (DDI). |
| | |
| Procurement Name: | DCSE CSE Modernization QA - Procurement |
| Procurement Date | 9/30/2024 |
| Procurement Description: | The Division of Child Support Enforcement (DCSE) selected Maximus US Services through the CAI SOW program to provide Quality Assurance (QA) services for the DCSE CSE Modernization project. Under the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), OCSE requires States to provide evidence of adequate QA. |
| | |
| Procurement Name: | DCSE Payment Processing - Procurement |
| Procurement Date | 7/1/2018 |

| | |
|---|---|
| Procurement Description: | The Virginia Department of Social Services' Division of Child Support Enforcement is required to operate a State Disbursement Unit (SDU). Since 2005 the SMILE (Support Money Impacts Lives Everyday) system has been utilized to process incoming child support payments from employers, agencies, and non-custodial parents for the Commonwealth. SMILE was custom-built to match VDSS' current hardware selections for imaging and mail extraction. Since implementation, enhancements have been made to SMILE to meet Image Cash Letter Presentment processes for bank deposits.<br><br>This RFP is to replace or update the existing SMILE system to meet this agency need and to allow for additional functionality. The continuity of support and maintenance for this software system is critical to ensure prompt processing of child support payment operations |
| | |
| Procurement Name: | DSS - Grants Management (GMS) - Procurement |
| Procurement Date | 1/10/2025 |
| Procurement Description: | The Grants &amp; Contracts Management System project is being implemented on the Salesforce Platform for the purposes of facilitating the application, review, approval and distribution of grants and contracts payments, report on the grant and contract applications, and funds distribution processes. It will enable VDSS to create interactive online applications and forms; collect, manage, and review grant submissions; track progress in real-time; guide DSS staff through review and processing; and support programmatic and financial oversight throughout the entire grant and contract lifecycle.<br><br>Documentation has been uploaded containing further description of this PGR. |
| | |
| Procurement Name: | DSS - Xerox Refresh Print Services - Procurement |
| Procurement Date | 12/31/2029 |
| Procurement Description: | Refresh Xerox equipment used in DSS Home Office and Field Offices. Coverage period for ongoing print services agreement will be 1/1/2024 through 12/31/2029. |
| | |

| Procurement Name: | EBT Processing and Financial Services for SNAP |
|---|---|
| Procurement Date | 9/30/2022 |
| Procurement Description: | Electronic Benefit Transfer (EBT) services for SNAP recipients which are authorized through the VDSS Eligibility Determination System (ADAPT/VaCMS). |
| | |

| Procurement Name: | ECC Attendance Tracking and Payment Procurement |
|---|---|
| Procurement Date | 7/23/2028 |
| Procurement Description: | Electronic Child Care (ECC) attendance tracking, online transaction processing, payment processing (which includes posting attendance transactions manually), reporting and financial services for the Child Care subsidy program.<br><br>The ECC system provides an automated means to track attendance for children of families eligible for the subsidy program, provides the basis for payment for vendors providing child care for the children and provides data to enable the department to monitor and analyze metrics and strategic goals. |
| | |

| Procurement Name: | Enterprise Print & Mailing Services -  Procurement |
|---|---|
| Procurement Date | 10/31/2025 |

| | |
|---|---|
| Procurement Description: | This is a contract extension.  DSS sends a encrypted file to BMS Direct.  BMS mails paper egilbility forms to citizens.  The cost covers forms, processing and mailing.<br><br>Printing &amp; mailing (including postage) notices and forms for Medicaid, SNAP, TANF, Child Care, Energy Assistance Program, and Child Support Enforcement.<br>IFB conducted June 2020 and awarded to BMS Direct<br>Contract: DIS-20-065 effective 11/1/2020 4 one year optional renewals<br>Agency submitted year 2 purchase order - PGR was requested:<br><br>Contract Award:  Year 1<br>APECS: $ 396,450.40<br>Central: $1,634,087.84<br>Total: $2,030,538.24<br><br>MODS:<br>APECS: $3,252.86<br>Central: $88,353.12<br>Year 2 - 5: Printing<br>APECS: $399,703.26<br>Central: $1,722,440.96<br><br>Contract Print Total: $10,610,721.10<br>Annual Postage: $2,600,000.00 * 5 years = $13,000,000 |
| | |
| Procurement Name: | Experian Aperature Data Studio - Procurement |
| Procurement Date | 12/31/2025 |
| Procurement Description: | 36 month renewal of . This software allows the agency to provide accurate data on the number of customer VDSS serves through a variety of benefit programs, by eliminating duplicates for customers receiving multiple benefits. The Agency uses an on premise solution, leveraging the VITA AIS (SOA) stack to host the Experian products. |
| | |

| | |
|---|---|
| Procurement Name: | Random Moment Sampling (RMS) - Procurement |
| Procurement Date | 5/1/2021 |
| Procurement Description: | The RMS process distributes 6,500 sample request to approximately 5,800 random direct employees to collect data concerning federal programs they are working on at the time of the sample. This statewide data is gathered throughout the quarter and reports are generated by the DOF - Local Reimbursement Unit (LRU) from the automated system in order to provide statistics and calculations for the VDSS cost allocation process. |

| | |
|---|---|
| Procurement Name: | Stellarware (2023) - Procurement |
| Procurement Date | 6/12/2028 |
| Procurement Description: | This service is maintenance for the New Hire database, data board, website, and the New Hire Reporting Center, which facilitates the location of thousands of non-custodial parents through their employers and assists with collecting child support payments for the Division of Child Support Enforcement (DCSE).  The New Hire Reporting Center operates and maintains the Virginia State Directory of New Hires, which is authorized to obtain information from the Virginia Employment Commission (VEC).  DCSE uses this employee information to aid in locating non-custodial parents who are responsible for the payment of child support. |

| | |
|---|---|
| Procurement Name: | Xerox MPS (Procurement) |
| Procurement Date | 10/31/2024 |
| Procurement Description: | DSS needs to replace current Xerox devices, through VITA contract VA-191121-XERX.

They are copy devices with multi functions that support scan to mail, scan to fax and scan to folder.

DSS has an existing exception for Xerox and will apply for a renewed exception. |