

## Minutes

Monday, August 6, 2012

Commonwealth Enterprise Solutions Center (CESC)

Multipurpose Rooms 1222-23

11751 Meadowville Lane, Chester VA 23836

### Attendance

#### Members present

John R. Broadway  
Jennifer Aulgur  
Karen R. Jackson  
Secretary James D. Duffey, Chair  
Lt. Col. Robert G. Kemmler  
Christopher I. McIntosh

Dendy Young  
CIO Sam Nixon, Vice Chair  
Cathy Nott

#### Members absent

Richard S. Alvarez  
Linda D. Foster  
Richard D. Holcomb  
Jamie Walton

Jamie Lewis  
Belchior Mira  
Dr. Ernest F. Steidle

#### Others present

Janice Akers, VITA  
Marcella Williamson, VITA  
Perry Pascal, VITA

Dave Burhop, DMV

### Call to Order

Chairman Duffey called the meeting to order at approximately 1:05 p.m.

Mr. Duffey asked Ms. Akers to call the roll. Ms. Akers confirmed the presence of a quorum at 1:06 p.m.

Mr. Duffey noted that draft minutes from the May 7, 2012, meeting were posted online and members were provided with a link to the minutes. He asked if members had changes or corrections to the minutes. There were none. Mr. Duffey asked for

approval of the minutes. A motion to approve was brought forth and seconded. The minutes were approved on a voice vote.

Mr. Duffey set the meeting schedule for ITAC for the 2013 calendar year. He asked all members to note the meeting dates of Feb. 4, May 6, Aug. 5 and Nov.4. These represent the first Mondays in the second month of each quarter.

Mr. Duffey said the presentations at today's meeting would provide members an overview of what strategic directions are being undertaken in the secretariats concerning IT. His hope is to hear from members at today's meeting and wrap up at the November meeting.

## Secretariats' Strategic Plans

### Office of the Secretary of the Commonwealth

Jennifer B. Aulgur, Deputy Secretary of the Commonwealth, gave an overview of her secretariat and the challenges they faced with their IQ system. All eight divisions utilized a database called IQ, and while functional, it had many drawbacks, including workflows being handled manually. The Governor's Challenge called agencies to look for ways to become more effective and efficient, and as Ms. Aulgur pointed out, that meant a technology upgrade for her group. She explained that she worked with Microsoft and VITA's Workplace Productivity Team to create a CRM solution to get all eight divisions off of IQ. She pointed out that division directors were highly involved in building the systems around business processes.

Ms. Aulgur described their migration as beginning in April 2010 with the board/commissions portal, and then proceeding to the other divisions that summer and into 2012. They are currently working to migrate historical board data, lobbyist registrations/disclosure, pardons and extraditions.

The results have been great and they have seen an increase in productivity and the erasure of backlogs. Ms. Aulgur complimented the on-site support and troubleshooting of the VITA team and commented on the flexibility of the CRM product. Ms. Aulgur was delighted to report that employees like the new system, and the cost of results is estimated to be \$600K over 2.5 years. There are infrastructure savings to operations and staff salary/hourly savings. Ms. Aulgur believes that moving forward, the estimated savings over the next two years in Community Relations will be \$200K, which includes improved processing, elimination of vendor fees and reduced paper and postage costs. Some additional benefits include the reduction of processing time by 45% and the ability to create metrics and analysis for the Governor on trending topics. It ensures that cabinet staffs have data and tools to respond to citizens.

Ms. Aulgur described the benefits to the Notary and Authentication division as a three year projected savings of \$340K, the removal of a four week backlog, and a reduced turnaround from 25 days to seven.

Mr. Young asked where the money saved would be reallocated. Ms. Aulgur replied that all savings go back into the general fund.

### Secretary of Transportation

Dave Burhop, DMV Deputy Commissioner, presented on behalf of ITAC board member Rick Holcomb. Mr. Burhop began his presentation by giving the board an overview of the business strategies of the transportation secretariat. He stressed that DMV strategy is really about how technology can be used to move traffic better. He highlighted programs such as EZ-Pass, 511, TREDIS (incident tracking) and virtual solutions such as e-commerce, teleworking and virtual call centers.

Mr. Burhop stated that citizen access needs to be convenient, private, device agnostic and online in a single portal. All of these goals can be promoted through PR and specific programs targeted to the audience. He also stated that the systems need to be modernized while maintaining cost effectiveness and following federal guidelines.

The initiatives they are currently supporting include:

- Virtual Call Center (at home or at the counter)
- Cloud-based applications
- PCI compliance
- Mobile application development
- Cardinal
- Social media
- VDOT CSC's 800-For-Roads
- Highway Performance Monitoring System
- Aircraft Registration System
- Enhancements to Airport IQ
- Scanning in satellite offices
- CAS (Commonwealth Authentication Services)
- EVVE (Electronic Verification of Vital Events)
- FACE (For All Customers and Employees)

### Commonwealth's Office of Veterans Affairs and Homeland Security

Chris McIntosh, Statewide Interoperability Coordinator, gave a presentation on situational awareness and crisis management in Virginia. Mr. McIntosh began his presentation by stating that situational awareness and crisis management tools are not being utilized to their full potential. He believes that there needs to be a balance between technology, policies and procedures. He finds that situational awareness is unique because you cannot determine what information you need due to the fact that you need everything available. He believes that having access to technology is only 20 percent of the solution, and that flexibility emerges through governance.

Mr. McIntosh believes the solution is found through governance, standard operating procedures, technology, training and exercises, and usage. He suggests that GIS (Geographic Information Systems) can provide a foundation with VOIP (Voice Over Internet Protocol), as Virginia provides the largest availability. Mr. McIntosh also thinks that radio technology needs to be more frequently utilized, and that users should be allowed access to more systems from their laptops.

In regards to training, Mr. McIntosh stresses that situational awareness training must deal with a high turnover rate and should be available online. He points out that Virginia has historical data available that should be used to create specialized models for more effective training. He believes that everyday usage is essential to get users up to date on passwords and practicing multiple ways to access their data.

### Secretary of Agriculture and Forestry

Cathy Nott, Information Systems Director at the Dept. of Agriculture and Consumer Services, outlined her secretariat's strategic priorities in her presentation to the council members. The Agriculture and Forestry secretariat promotes and enhances statewide economic growth in the agricultural and forestry industries. The combined industries annually contribute more than \$79 billion to the commonwealth's economy and provide 10.3% of jobs in Virginia.

Ms. Nott reviewed the key objectives for her secretariat:

- ▶ Prevent and manage animal and poultry diseases
- ▶ Increase the market value of Virginia food, agricultural, and forestry products
- ▶ Enhance food safety and security programs
- ▶ Increase permanently preserved working farms and forests
- ▶ Reduce the acres of forests burned by wild fires
- ▶ Increase compliance with best management practices on forest harvest sites
- ▶ Increase the number of forestry conservation projects
- ▶ Protect consumers.

She highlighted the recurring technology themes seen by her agencies. She emphasized that they need to supply a mobile workforce with technology and communication tools so that staff can work anywhere. Examples of such tools include:

- Handheld scanning devices to capture animal information
- Mobile devices and smart phones for business applications and various communication needs
- Web applications that capture and disseminate information to constituents, customers, government entities and industry

Ms. Nott also stressed that providing web-facing and mobile applications for constituents to register products, provide licenses/permits, pay fees, and locate resources is a main focus. These applications will be more efficient for workers in the field.

Ms. Nott wrapped-up her presentation by showing how focusing on these functions is helping her secretariat's technology priorities align with COV Technology Business Plan Initiatives. This focus will:

1. Improve information-sharing to optimize current business functions and supporting systems
2. Leverage technology to improve worker productivity and make state employment more attractive to the future workforce
3. Support educational attainment initiatives—key to achieving state economic development and quality of life goals
4. Emphasize programs and tools that enable all citizens to interact with government 24x7—safely and securely, and when, how, and where they want it
5. Expand and support back-office platforms and productivity tools that align with Governor's Reform Commission recommendations on streamlining government operations

Mr. Nixon pointed out that the Agriculture and Forestry secretariat has a different revenue model to capture technology fund money, and that it can be challenging for them. Ms. Nott agreed that general fund resources are tight and that they are lagging behind to get these resources online for customers. They are unable to make big strides forward.

## Infrastructure Update

### Transformation

Mr. Nixon, CIO of the Commonwealth, gave a high-level update of transformation and services as a point of reference. He began his presentation by showing the ITAC members that VITA's IT footprint touches 2,247 sites throughout the commonwealth with some piece of equipment. He went on to say that he was proud to reach the point of a critical mass; only three agencies remain to be transformed. This marks the largest consolidation of services to date, and Virginia stands alone in this accomplishment.

Mr. Nixon then outlined VITA's enterprise initiatives that have the goal of increasing efficiency and productivity in state government. Enterprise applications and services include: Enterprise ERP (Cardinal), Performance Budgeting, Time and leave (TAL), Commonwealth authentication services (CAS), Enterprise data management (EDM), and the Enterprise service-oriented architecture (ESOA) platform. VITA is also launching new services such as SharePoint, Electronic Workflow, Email Archiving, VoIP and support for mobile computing. Mr. Nixon pointed out that VITA continues with technology upgrades and is 95% done with the Exchange 2010 migration. Over 6,000 desktop refreshes have been completed with an additional 14,000 scheduled for this year. Mr. Nixon also commented that load balancing is happening at SWESC now, which is a great resource. These changes are being completed by Northrop Grumman and the model that the commonwealth envisioned is working.

Mr. Duffey asked about the impact on rates and what ITAC can do to help VITA. Mr. Nixon was pleased to report that in FY2013 there has been a decrease of 2.3% in rates, while overall spend has increased. Mr. Nixon believes that the Technology Business Plan is a step in the right direction and we need to catalog service offerings and note what agencies are doing in order to see the overlaps and gaps. VITA wants to know what services can be put in place to help agencies map the best services- VITA wants to be on the same path as agencies.

### Work Requests

Mr. Pascual, Customer Service Project Management Organization (CSPMO) at VITA, gave an update on work request performance. He gave an overview of the history of the process from July 2006-present and showed the data from improvements over the contract years in the process. As of June 2012, 1,110 work requests have been completed and the process has grown over time.

Mr. Pascual then detailed the current process challenges and improvements that are under discussion currently. Northrop Grumman gives a report on work request process performance monthly at the joint rhythm review (JRR) meeting, which is reviewed and validated by VITA for accuracy. Mr. Pascual then showed the ITAC members a sample work request, solution development and implementation summaries. He commented that most custom solutions should take 30 days and the goal is to engage and manage customer expectations. VITA and requesting agencies also impact the delivery of work request proposals. Mr. Pascual estimates that the average impact is 15.2 business days.

Recent process improvements that Mr. Pascual outlined included eight new standard forms, a modified custom work request form which is streamlined to reduce time and delays and a significantly updated infrastructure ordering guide. He also pointed out that the use of standard forms instead of custom work requests has helped VITA increase efficiency and manage the growth of work requests. He went on to say that planned process improvements include four new standard forms, a release of 3.0 of the service catalog and continued identification of "pain points" in the process for improvement, as work requests are critical in the ordering processes for VITA, its customers and infrastructure services.

Mr. Duffey asked the net out time for solution completion and if VITA follows an implementation schedule. Mr. Pascual responded that it currently takes 34 days and 60% of requests hit the target for implementation. Mr. Duffey followed up by asking if VITA believes that the schedules are realistic. Mr. Pascual detailed his answer by saying that the project management division has been brought in to create controls, determine if prices are reasonable, and establish what dependencies and agency expectations are available. Ms. Nott also commented that she has seen an operational improvement and that the PM staff has gotten better in developing and gathering requirements.

## **New Business**

Mr. Duffey asked for new business at 2:34 p.m. There was no new business. Mr. Duffey encouraged ITAC members to caucus to pull together presentations to help CIO Sam Nixon get IT business improvements started at VITA. He pointed out that the commonwealth is fortunate to have dedicated platforms to provide services to multiple agencies. VITA has a common platform to access agencies 24/7 and it's the agency's responsibility to put together a deliberate base so that it can operate the state as an enterprise business.

## **Public Comment**

Mr. Duffey asked for public comment.

Mr. Burhop asked if ITAC planned to hear from each secretariat on their strategic plans. Mr. Duffey responded that it was the goal of the committee and ITAC would continue to fill out the agenda with the presentations as members could present.

## **Adjourn**

Mr. Duffey adjourned the meeting at approximately 2:37 p.m.