

Agency IT Strategic Plan (Form) / **152 TD FY14-16 ITSP** (Item) / **Today** (Data)

as of: May 4, 2015)

Form Report, printed by: Truman, Cheryl, **May 4, 2015**

IT SUMMARY

General Information		
Item Name:	152 TD FY14-16 ITSP	<i>Choose the CTP-prepared Agency ITSP item for the appropriate biennium</i>
Home Portfolio:	152 TD IT Strategic Plans	<i>Choose your Agency Portfolio for ITSP</i>
ITSP Biennium:	FY14-16	
Proponent Secretary:	190 Secretary of Finance	
Proponent Agency:	152 Department of the Treasury	
Submitted by:	Administrator, System	
Agency has BRTs or Investments:	Yes	
Has CETR been updated?	Yes	
Date Submitted:		
For additional CETR information, secure link address or CETR access request go to the following VITA website:		
http://www.vita.virginia.gov/oversight/default.aspx?id=349		

About the IT Summary

The purpose of the agency IT Strategic Plan is to establish an agency-wide vision and priorities for agency investments in IT and IT operations so that they promote the achievement of agency's mission and business outcomes. The IT Plan Summary describes how agency IT strategies, goals, and objectives align with the mission, vision, values, and daily operations identified in the Agency Strategic Plan. This IT Plan Summary identifies the implications outlined in the Agency Strategic Plan and integrates them into implementable objectives and directives.

Current Operational IT Investments

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 6 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency's strategy for managing existing operational IT investments:

- *Are there existing IT investments that will require additional funding over the next year to 6 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?*
- *If there are systems that will no longer support the agency's business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?*
- *If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?*

As steward of the Commonwealth's financial resources, the Department of the Treasury's mission is to ensure excellence in the management of its banking, investing, and financing services and the administration of unclaimed property and insurance programs.

Treasury has a number of applications written using legacy technologies that support this mission. These legacy systems present support and maintenance issues due to the age of the technologies used and the lack of available IT resources to support them. Staff with expertise in the legacy technologies are not readily available in the marketplace, and this situation is expected to worsen in the coming years.

Current Operational IT Investments include:

Treasury Unclaimed Property System (TUPS) Development - The current TUPS project will likely extend into FY16. This was not planned for at the beginning of the project and will require additional FY16 funding. The agency will need the additional resources so that it may continue with and complete development of the system.

Treasury Unclaimed Property System (TUPS) Enhancements – UCP will continue to enhance the functionality of the newly developed TUPS application. Enhancements would include but not be limited to the Unclaimed Property Holder Upload Upgrade, UCP needs to expand the functionality of the web-based page to allow unclaimed property Holders to report and remit their annual unclaimed property report. Non-General funds are available for these enhancements.

PaperVision Upgrade – The agency needs to expand usage of the document management system to improve efficiencies, replace outdated work flows and decrease printed paper. Expansion of the system will require additional software modules and licensing.

Check Processing Network Migration - Migration of the check processing framework will enable the agency to take advantage of hardware and software upgrades offered by VITA as well as improve security and connectivity for disaster recovery printing.

Check Processing Data Standardization - Treasury currently receives multiple formats of data from agencies which is used to print checks. Major progress has been made to migrate some agencies to a standard format but there are still agencies using legacy formats. Completion of the migration to the new standard will allow for much easier maintenance of the check processing system.

Cardinal - Treasury is a major participant in the migration of CARS to Cardinal. Treasury accounting and other systems are not currently designed to interface with Cardinal. Cardinal requirements will affect many accounting processes at the agency and will require the retirement or upgrade of many systems and processes. Treasury will be required to obtain additional resources to update agency systems to work with Cardinal.

Develop Database for Leasing Programs – Debt Management (DM) needs to convert the records related to outstanding lease purchase obligations to a database format. The records are currently maintained in multiple Excel workbooks under a process that was established 25 years ago. The new system will provide the ability to query, generate and prepare required reports and improve the management of these long-term obligations of Commonwealth agencies.

Server Virtualization – The agency is currently in the process of virtualizing all physical server hardware and implementing these virtual machines at the Commonwealth Enterprise Solutions Center (CESC). Migrating the servers to CESC and at the same time upgrading the operating systems and SQL Server database systems helps eliminate Operational Risk Issues with operating system and database system versions. Migrating away from the Monroe physical location eliminates risk associated with the servers and the physical space.

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agency's current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agency's customer base, product and service providers, or new federal or state legislation or regulations. Each requirement or mandate from an external source must have a corresponding Business Requirement for New Technology (BRnT) or Business Requirement for Existing Technology (BReT) entered into the CTP. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not.

If the agency's existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank.

• For each mandated change, summarize your agency's response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?

• Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?

Treasury recently learned that the Cardinal implementation will have a major impact on the way we do business. Treasury supports a number of systems that integrate and have interfaces with Cardinal, these systems will require upgrades and replacement as a result of the new system. Agency accounting systems are not compatible with the new Cardinal system and will require replacement, this is a major effort and will likely require additional resources to meet the Cardinal production deadlines.

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 6 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:

• What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?

• If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?

• Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?

• If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?

Data Dashboard - The Dashboard Reporting project will allow management to integrate, gather, present, and analyze internal and external data from disparate sources. Through the dashboard, management will have more readily available and timely information to provide insight into the organization's performance related to daily operations and long-term goals. This real-time data will allow management to monitor both agency and division-level performance and facilitate fact-based decision making. Mid-level managers will be able to track

progress against performance measures and goals in real-time, improving the ability to proactively manage the operations. Treasury intends to have dashboard drill down analysis capabilities to allow managers to further investigate data outliers to more readily identify anomalies, new trends, or new correlations. The dashboard will improve the agency's ability to monitor Treasury's numerous regulatory requirements, including those related to the cash and investments programs.

Unclaimed Property Reporting Application – UCP needs to implement software that will support Treasury in reporting outstanding checks in accordance with §55-210 of the Code of Virginia for the due diligence and charge-off of checks process. The solution may be in the form of off the shelf software or a custom solution written in-house.

Debt Management Website Enhancements – DM needs to modify and enhance investor information related to bonds and bond programs provided on Treasury's website. There is increasing demand by investors and regulators for accurate information to be promptly available to bond investors. Virginia has fallen behind other states in this effort.

Virginia Auto Count and Car Care System (VACCS) Integration into Civitas (Risk Management's claims and billing system) – To enhance efficiencies in accounting and reporting and to provide for future upgrades, these stand-alone systems should be migrated to Civitas and become a module of Civitas where all member and billing data is stored and maintained. There is currently no funding for this necessary upgrade.

AdVantage – The AdVantage system utilizes legacy technologies which in the future will no longer be supported. AdVantage should be rewritten using up to date technologies. The agency needs to implement credit card processing features for the AdVantage module. There is currently no funding for this necessary upgrade.

Click and Claim System Enhancements – Unclaimed Property Division (UCP) must expand the functionality of the Click and Claim web-based page, which allows the rightful owners of unclaimed accounts to search and claim accounts reported to the Division. UCP needs to upgrade existing technology and functionality to provide for a mobile version of Click & Claim and Click & Report programs. UCP needs to enhance the functionality in the Click & Claim and Click & Report processes to allow claimants and holders to upload completed forms and supporting documentation. Non-General funds are available for these enhancements.

Process Development, Integration and Simplification – The agency needs to improve critical business processes in order to gain efficiencies through automation of key processes. Processes under review would include all operating divisions. Integrating these functions electronically will greatly enhance efficiencies, reduce the risk of error and simplify the management information and reposting processes. Implementing this plan may require hiring a full time business analyst position or a contractor to manage the process.

Information Technology Management Suite - An information technology management suite that will assist in the overall management of Information Technology resources consisting of account management, equipment inventory, software inventory, reporting, project and change management modules. The new system would replace the existing standalone Centralized Access Database (CAD) account management system and Workspaces, the Information Systems project and documentation system.

Report Title: Strategic Plan

Agency: Department of the Treasury

Date: 5/4/2015

Current IT Services

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Projected Service Fees	\$377,622	\$566,331	\$387,062	\$580,489
VITA Infrastructure Changes	\$0	\$0	\$0	\$0
Estimated VITA Infrastructure	\$377,622	\$566,331	\$387,062	\$580,489
Specialized Infrastructure	\$59,600	\$37,400	\$59,600	\$37,400
Agency IT Staff	\$56,265	\$732,511	\$56,265	\$732,511
Non-agency IT Staff	\$21,500	\$26,250	\$21,500	\$26,250
Cloud Computing Service	\$0	\$0	\$0	\$0
Other Application Costs	\$32,150	\$24,275	\$32,150	\$24,275
Total	\$547,137	\$1,386,767	\$556,577	\$1,400,925

Proposed IT Investments

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Major IT Projects	\$0	\$529,801	\$0	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Agency-Level IT Projects	\$0	\$0	\$0	\$300,000
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Agency-Level Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Total	\$0	\$529,801	\$0	\$300,000

Projected Total IT Budget

Category	Costs Year 1		Costs Year 2		Total
	GF	NGF	GF	NGF	

					Costs
Current IT Services	\$547,137	\$1,386,767	\$556,577	\$1,400,925	\$3,891,406
Proposed IT Investments	\$0	\$529,801	\$0	\$300,000	\$829,801
Total	\$547,137	\$1,916,568	\$556,577	\$1,700,925	\$4,721,207

Report Title: Business Requirements For Technology

Agency: Department of Treasury (TD)

Date:5/4/2015

2013 Overall Audit Program

BRT Type: Business Requirement for Existing Technology

Date Submitted: 9/29/2014

Mandate: No

Mission Critical: No

Description:

The agency was not in compliance with the overall audit program requirements for 2013.

AdVantage System Replacement

BRT Type: Business Requirement for Existing Technology

Date Submitted: 10/1/2014

Mandate: No

Mission Critical: No

Description:

This self-insurance program provides liability and automobile physical damage protection for the owner-operators of vans and vanpools placed for coverage by or through GWRC. DRM is the program administrator, providing claim, legal, and insurance services. The AdVantage system utilizes legacy technologies which in the future will no longer be supported. AdVantage should be rewritten using up to date technologies and features commonly found in modern web applications. The agency needs to implement credit card processing features for the AdVantage module. There is currently no funding for this necessary upgrade.

Cardinal Migration

BRT Type: Business Requirement for New Technology

Date Submitted: 1/8/2015

Mandate: No

Mission Critical: Yes

Description:

Treasury is a major participant in the migration of CARS to Cardinal. Treasury accounting systems are not currently designed to interface with Cardinal. Cardinal requirements will affect many accounting processes at the agency and will require the retirement or upgrade of many systems and processes.

Check Processing Network Migration	
BRT Type:	Business Requirement for New Technology
Date Submitted:	12/1/2014
Mandate:	No
Mission Critical:	Yes
Description:	
Existing check processing network architecture is outdated and inefficient. The software and hardware use legacy technology that is no longer supported by Microsoft or the software vendor. Migration of the network to the COV environment will allow for support from VITA on network, hardware and operating systems and allow for improved efficiency in system maintenance and upgrades. The solution requires retirement of legacy hardware and network and the implementation of the replacement system onto a secure network segment of the COV network.	
Click and Claim System - Mobile Support	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	10/27/2014
Mandate:	No
Mission Critical:	No
Description:	
The Treasury Unclaimed Property Division (UCP) must expand the functionality of the Click and Claim web application, which allows the rightful owners of unclaimed accounts to search and claim accounts reported to the Division. Upgrade the existing technology and functionality to provide for a mobile version of Click & Claim and Click & Report programs. Enhance the functionality in the Click & Claim and Click & Report processes to allow claimants and holders to upload completed forms and supporting documentation.	
Dashboard Reporting System	
BRT Type:	Business Requirement for New Technology
Date Submitted:	12/2/2014
Mandate:	No
Mission Critical:	No
Description:	
The Dashboard Reporting project will allow management to integrate, gather, present, and analyze internal and external data from disparate sources. Through the dashboard, management will have more readily available and timely information to provide insight into the organization's performance related to daily operations and long-term goals. This real-time data will allow management to monitor both agency and division-level performance and facilitate fact-based decision making. Mid-level	

managers will be able to track progress against performance measures and goals in real-time, improving the ability to proactively manage the operations. Treasury intends to have dashboard drill down analysis capabilities to allow managers to further investigate data outliers to more readily identify anomalies, new trends, or new correlations. The dashboard will improve the agency's ability to monitor Treasury's numerous regulatory requirements, including those related to the cash and investments programs.

Additionally, Treasury would like to implement a public facing dashboard to promote transparency and openness with Commonwealth citizens and stakeholders. Furthermore, the Treasury Board can utilize the dashboard to obtain more timely performance information for Treasury's various programs, including the cash and investments, Securities for Public Deposit Act, and various bond programs.

Information Technology Management Suite

BRT Type: Business Requirement for New Technology

Date Submitted: 10/27/2014

Mandate: No

Mission Critical: No

Description:

An information technology management suite that will assist in the overall management of Information Technology resources consisting of account management, equipment inventory, software inventory, reporting, project and change management modules. The new system would replace the existing standalone Centralized Access Database (CAD) account management system and Workspaces, the Information Systems project and documentation system.

Migration of VACCS to Civitas

BRT Type: Business Requirement for Existing Technology

Date Submitted: 9/29/2014

Mandate: Yes

Mission Critical: Yes

Description:

Virginia Auto Count and CarCare System (VACCS) Integration into Civitas (Risk Management's claims and billing system) :
 CarCare is an optional automobile physical damage program for state agency-owned vehicles as well as state-owned vehicles on long-term lease from the centralized fleet managed by the Department of General Services. CarCare provides comprehensive and collision coverage similar to that found in most commercial automobile insurance policies.

To enhance efficiencies in accounting and reporting and to provide for future upgrades, these stand-alone systems should be migrated to Civitas and become a module of Civitas where all member and billing data is stored and maintained. The Civitas system is compliant with VITA security standards and utilizes modern development languages and architecture. There is currently no funding for this necessary upgrade.

Server Migration**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 1/8/2015**Mandate:** No**Mission Critical:****Description:**

Server migration is the process of migrating legacy Windows Server 2003 physical servers to Windows 2012 Virtual Servers. This process is currently underway via the submittal of work requests for server virtualization. The project also includes the upgrade of all SQL Servers versions lower than SQL Server 2008 to SQL Server 2012. Physical servers are retired as part of this process and replacement virtual machines are consolidated to save costs.

TD 2014 MS Server 2003**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 9/29/2014**Mandate:** No**Mission Critical:** No**Description:**

Servers running the Windows 2003 operating system still exist in the environment and host agency applications and data. The agency has a plan underway for replacement and virtualization of the servers. All servers running the Windows 2003 operating system are scheduled to be replaced.

TD 2014 SQL Server 2005**BRT Type:** Business Requirement for Existing Technology**Date Submitted:** 9/29/2014**Mandate:** No**Mission Critical:** No**Description:**

Vendor support for MS SQL Server 2005 database will end 4/12/2016.

TD 2014 Windows XP**BRT Type:** Business Requirement for Existing Technology**Date** 9/29/2014

Submitted:	
Mandate:	No
Mission Critical:	No
Description:	
Windows XP is still used as part of the Check Processing system. There is an effort currently underway to upgrade the software making it compliant with Windows 7. This effort will eliminate the need for the Windows XP operating system.	
Treasury Unclaimed Property System (TUPS) - Enhancements	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	10/27/2014
Mandate:	Yes
Mission Critical:	Yes
Description:	
<p>The Treasury Unclaimed Property Division will require enhancements to the functionality of the newly developed TUPS system. Limited project scope required postponing several lower-priority functions. System requirements that could not be completed in the original project phases will need to be combined with features and functions identified after system production release.</p> <p>Enhancements will include but not be limited to:</p> <ol style="list-style-type: none"> 1) Ability to support Advertisements of Unclaimed Property 2) Ability to support Auctions 3) Holder web page enhancement for ability to securely validate their own NAUPA files and release to COV for processing once the file is determined to be valid (and final). Solution would include the ability for the Holders to manage their own passwords securely. 4) Support UCP Audit functions 5) Support a method to assess Holders with penalties and interest 6) Claimant authentication so that claims can be made completely electronically (without sending paper claim and documentation in the mail) 7) UCP would also like to have the capability of being able to "reconcile" securities with the custodians. 	

Report Title: Appendix A 14 - 16 Report

Agency: Department of Treasury (TD)

Date: 5/4/2015

Agency Head Approval:

No

Budget Category: Major Projects				
Unclaimed Property System Web Migration				
Oversight and Governance Category: Category 3: Medium/medium, Medium/Low, Low/High				
Appropriation Act/Funding Status			Project Initiation Approval -	
The Unclaimed Property System which has been in production for 15 years can no longer provide the agency or it's constituents with efficient and timely research and processing of unclaimed property claims. The product was written in a language for which support is difficult to obtain. The agency is at risk because of the dependency on outdated technology and specific vendor. The upgrade will consist of migrating from the Windows environment to a Web environment and the system will be developed using modern agency supported languages and development environment.				
Planned project start date: 4/8/2013 Planned project end date: 4/15/2016				
PPEA Involvement:				
Estimated Costs:				
	Total	General Fund	Nongeneral Fund	Nongeneral Funding Source
Project Cost (estimate at completion):	\$1,889,962			
Estimated project expenditures first year of biennium:	\$592,131	\$0	\$592,131	
Estimated project expenditures second year of biennium:	\$476,041	\$0	\$476,041	
Service Area			Weight	
There are no service areas for this project.				
Project Related Procurements				
Unclaimed Property System Web Migration - Procurement				
Procurement Description:	The Unclaimed Property System which has been in production for 15 years can no longer provide the agency or it's constituents with efficient and timely research and processing of unclaimed property claims. The product was written in a language for which support is difficult to obtain. The agency is at risk because of the dependency on outdated technology and specific vendor. The upgrade will consist of migrating from the Windows environment to a Web environment and the system will be developed using modern agency supported languages and development environment.			
Planned Delivery Date:	6/30/2014			

There are no

Category
4 IT
Projects
for this
agency.

Report Title: Appendix A 14 - 16 Report

Agency: Department of Treasury (TD)

Date: 5/4/2015

Agency Head Approval:

No

There are no major procurements for this agency.

There are no
non-major
procurements
for this
agency.