

Agency IT Strategic Plan (Form) / **841 DOAV FY14-16 ITSP** (Item)

(Data as of: Feb 4, 2015)

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

IT SUMMARY

General Information		
Item Name:	841 DOAV FY14-16 ITSP	<i>Choose the CTP-prepared Agency ITSP item for the appropriate biennium</i>
Home Portfolio:	841 DOAV IT Strategic Plans	<i>Choose your Agency Portfolio for ITSP</i>
ITSP Biennium:	FY14-16	
Proponent Secretary:	186 Secretary of Transportation	
Proponent Agency:	841 Department of Aviation	
Submitted by:	Administrator, System	
Agency has BRTs or Investments:	Yes	
Has CETR been updated?		
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?*

The Department of Aviation has several existing operational IT business requirements that are not meeting our business needs and will require enhancement in order to produce the desired business value.

Aircraft Licensing: DOAV utilizes an existing web-based business application (Airport Services Manager ASM) to manage and track Commonwealth aircraft licensing, tax payments and ownership. Business requirements drive the need for enhancements to the application to allow the system to accurately manage dealer and fleet owners, provide a platform for customer interaction and improve payment and reporting functionality. DOAV is currently refining business requirement documents and working with the vendor (GCR Inc.) to develop an SOW and contract for this work. The solution will improve the customer experience, reduce request time, provide better access to information, add new service, increase ease of use, increase service quality, enhance public relations, and reduce personnel costs.

Grants Management: DOAV utilizes an existing web-based business application (Airport Services Manager ASM) to manage several financial assistance programs for the development at airports in the Commonwealth. DOAV needs to integrate and automate the business process of grant reimbursements into the ASM software tool to provide an automated method of recording, tracking and managing reimbursements

from grants allocated to specific Commonwealth airports. Business requirements include the ability to track specific events in the reimbursement process and provide documentation that can be used to measure compliance with Agency strategic goals and accomplishment of performance measures. DOAV is currently refining detailed business requirements for this work and is working with the vendor (GCR Inc.) to develop an SOW and contract vehicle for this work. Development work is likely to begin in early 2015. The solution will improve the customer experience, reduce request time, provide better access to information, add new service, increase ease of use, increase service quality, enhance public relations, and reduce personnel costs.

Staff Augmentation: DOAV utilizes staff obtained through the VITA Contingent Labor contract to provide IT services such as on-site AITR support and related IT tasks that the agency is not staffed to support. Business requirements for these staff augmentation positions include IT technical, business application development and customer service experience. DOAV utilizes these staff augmentation positions to provide daily ongoing support to Agency staff as well as assist Agency management in development of business applications and upgrades as well as change and incident management.

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?

At this time, the Department is not aware of any external factors, requirements or mandates that will require IT investments by the agency in the foreseeable future, beyond those already described in this document under "Current Operational IT Investments" or "Proposed IT Solutions".

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?

Replacement Agency Accounting System (AAS): DOAV's current Aviation Accounting System is hosted on an end-of-life (Windows XP) platform and utilizes outdated software that is undocumented and difficult to maintain. DOAV has contracted with a local vendor via the VITA Contingent Labor contract to develop a Windows 7-based business application to replace the current tool. Principal business requirements include provision of grant encumbrance accounting support and related reporting as well as interface with COV accounting data entry systems. The solution will provide better access to information, increase ease of use, meet Department of Accounts requirements, and reduce error rates.

Implementation of the new system will be accomplished in two phases:

Phase 1 will include development and implementation of a new software application on a supported platform interfacing with the current COV accounting data source CARS. Implementation of phase 1 is expected in first quarter, 2015.

Phase 2 will integrate the new software application with the COV Cardinal application as a data source via interface files. Implementation of Phase 2 is dependent upon the Cardinal roll-out date, currently estimated as February, 2016.

Enterprise Financial System (Cardinal) Deployment: DOAV will be migrating to the Department of Accounts' Cardinal system from the present CARS system as a Wave II Agency in first quarter 2016 (currently scheduled for February, 2016). This system is totally new to the agency, and will require a reorganization of financial accounts (chart of accounts changes, accounting changes etc.) as well as user training on the new system. As with the CARS platform, Cardinal will not handle management of grant encumbrances. DOAV is developing a separate replacement Aviation Accounting System to provide this functionality and interface with Cardinal.

Currently, DOAV's work on Cardinal is on hold as the Wave I agencies migrate to the new system Oct 1, 2014. Once that implementation is complete, DOAV will be working directly with the Cardinal Project team to develop migration plans for accounting functionality.

Concurrently, the vendor DOAV has contracted to build the replacement Aviation Accounting System will work with the Cardinal Project team to integrate and test interface files provided by Cardinal for use in performing grant encumbrance accounting at DOAV.

DOAV requires the availability of both Cardinal and an operational Aviation Accounting System to complete mandated accounting tasks at the Agency.

The Cardinal technology is a PeopleSoft platform while the Aviation Accounting System is being built as a Windows 7 business application utilizing SQL database management and an internal COV web interface. The Aviation Accounting System will, upon implementation, be on servers at CESC to meet COV security requirements. No external access or non-COV data will be required for this system once it is in production. The solution will provide better access to information, increase ease of use, meet Department of Accounts requirements, and reduce error rates.

Enterprise Content Management: The Department is transitioning most of its communications from paper to electronic format. There is a need to manage all agency data consistently to support ease of use, compliance with data retention and destruction policies, and prompt response to Freedom of Information Act (FOIA) requests for information. This will include hardware and software configuration, setup, training, operational support and policy development. The solution will increase constituent service by reducing processing time and providing better access to information, and will improve operational efficiency by reducing personnel cost in responding to FOIA requests.

Telephone System replacement: DOAV's POTS-based telephone system is dated and unreliable. The Agency is experiencing recurring outages that negatively impact customer service, and repairs to the current system are increasingly difficult and expensive. The Agency has opened a work request to implement a voice-over-internet-protocol (VOIP) solution that will improve reliability and offer greater flexibility for customer service by DOAV. The solution will improve the customer experience, add new services, increase service quality, and reduce maintenance costs.

Redesigned Agency Web Site: DOAV's current website does not support the communications and service offerings required by agency customers. The website's technology is outdated and needs to be re-designed to provide more prompt, more effective and more complete information to the citizens and our customers. DOAV is currently identifying requirements for the new website and working with our hosting vendor on the redesign project. The solution will improve the customer experience, reduce request time, provide better access to information, increase ease of use, increase service quality, enhance public relations, and reduce personnel costs.

Report Title: Strategic Plan

Agency: Department of Aviation

Date: 2/4/2015

Current IT Services

Costs Year 1

Costs Year 2

Category	GF	NGF	GF	NGF
Projected Service Fees	\$0	\$230,411	\$0	\$236,171
VITA Infrastructure Changes	\$0	\$110,889	\$0	\$105,129
Estimated VITA Infrastructure	\$0	\$341,300	\$0	\$341,300
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$298,614	\$0	\$298,614
Cloud Computing Service	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$95,000	\$0	\$95,000
Total	\$0	\$734,914	\$0	\$734,914

Proposed IT Investments

Costs Year 1

Costs Year 2

Category	GF	NGF	GF	NGF
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Agency-Level IT Projects	\$0	\$225,000	\$0	\$450,000
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	\$25,000	\$0	\$0
Total	\$0	\$250,000	\$0	\$450,000

Projected Total IT Budget

Costs Year 1

Costs Year 2

Category	GF	NGF	GF	NGF	Total Costs
Current IT Services	\$0	\$734,914	\$0	\$734,914	\$1,469,828
Proposed IT Investments	\$0	\$250,000	\$0	\$450,000	\$700,000
Total	\$0	\$984,914	\$0	\$1,184,914	\$2,169,828

Report Title: Business Requirements For Technology

Agency: Department of Aviation (DOAV)

Date: 2/4/2015

BReT 841 DOAV Aircraft Licensing Enhancements	
BRT Type:	
Date Submitted:	9/24/2014
FunctionalArea:	
Mandate:	Yes
Mission Critical:	
Technology Trends:	
Description:	
DOAV utilizes a web-based purchased system (Airport Services Manager ASM) to manage and track Commonwealth aircraft licensing, tax payments and ownership. Business requirements for enhancement include changes to allow the system to accurately manage dealer and fleet owners, provide a platform for customer interaction and improve payment and reporting functionality. DOAV is currently refining business requirement documents and working with the vendor (GCR Inc.) to develop an SOW and contract for this work.	

BReT 841 DOAV Airport Grant Reimbursement Enhancements	
BRT Type:	
Date Submitted:	9/24/2014
FunctionalArea:	
Mandate:	Yes
Mission Critical:	
Technology Trends:	
Description:	
DOAV utilizes a web-based vendor system (ASM) to manage several financial assistance programs for the development of airports in the Commonwealth. DOAV is integrating the business process of grant reimbursements into the ASM software tool to provide an automated method of recording, tracking and managing reimbursements from grants allocated to specific Commonwealth airports. Business requirements include the ability to	

track specific events in the reimbursement process and provide documentation that can be used to measure compliance with Agency strategic goals regarding grant management. DOAV is currently refining detailed business requirements for this work and is working with the sole source vendor to develop an SOW and contract vehicle for this work. Development work is likely to begin in early 2015.

BReT 841 DOAV Staff Augmentation	
BRT Type:	
Date Submitted:	9/25/2014
FunctionalArea:	
Mandate:	No
Mission Critical:	
Technology Trends:	
Description:	
DOAV utilizes staff obtained through the VITA CAI contract to provide IT services such as on-site AITR support and related IT tasks that the agency is not staffed to support. Business requirements for these staff augmentation positions include IT technical, business application development and customer service experience. DOAV utilizes these staff augmentation positions to provide daily ongoing support to Agency staff as well as assist Agency management in development of business applications and upgrades as well as change and incident management.	

BRnT 841 DOAV Aviation Accounting System Replacement	
BRT Type:	
Date Submitted:	9/24/2014
FunctionalArea:	
Mandate:	No
Mission Critical:	
Technology Trends:	
Description:	
DOAV's current Aviation Accounting System is hosted on an end-of-life (Windows XP) platform and utilizes outdated software that is undocumented and difficult to maintain. DOAV has contracted with a local vendor (eTelic) to develop a Windows 7-based business application to replace the current tool. Principal business requirements include provision of	

grant encumbrance accounting support and related reporting as well as interface with COV accounting data entry systems. Implementation of the new system will be accomplished in two phases:

Phase 1 will include development and implementation of a new software application on a supported platform interfacing with the current COV accounting data source CARS.

Implementation of phase 1 is expected in first quarter, 2015.

Phase 2 will integrate the new software application with the COV Cardinal application as a data source via interface files. Implementation of Phase 2 is dependent upon the Cardinal roll-out date, currently estimated as February, 2016.

BRnT 841 DOAV Cardinal Migration and Integration	
BRT Type:	
Date Submitted:	9/24/2014
FunctionalArea:	
Mandate:	No
Mission Critical:	
Technology Trends:	
Description:	
<p>DOAV will be migrating to the DOA's Cardinal system from the present CARS system as a Wave II Agency in first quarter 2016 (currently scheduled for February 1 , 2016). This system is totally new to the agency, and will require a complete reorganization of financial accounts (chart of accounts changes, accounting changes etc.) as well as user training on the new system. As with the CARS platform, Cardinal will not handle accounting transactions related to management of encumbrances. DOAV is developing a separate replacement Aviation Accounting System to provide this functionality and interface with Cardinal.</p> <p>Currently, DOAV's work on Cardinal is on hold as the Wave I agencies migrate to the new system Oct 1, 2014. Once that implementation is complete, DOAV will be working directly with the Cardinal Project team to develop migration plans for accounting functionality.</p> <p>Concurrently, the vendor DOAV has contracted to build the replacement Aviation Accounting System will work with the Cardinal Project team to integrate and test interface files provided by Cardinal for use in performing grant encumbrance accounting at DOAV.</p> <p>DOAV requires the availability of both Cardinal and an operational Aviation Accounting System to complete mandated accounting tasks at the Agency.</p> <p>The Cardinal technology is a PeopleSoft platform while the Aviation Accounting System is being built as a Windows 7 business application utilizing SQL database management and an internal COV web interface. The Aviation Accounting System will, upon implementation, be hosted at CESC to meet COV security requirements. No external access or non-COV data will be required for this system once it is in production.</p>	

BRnT 841 DOAV Enterprise Content Management

BRT Type:	
Date Submitted:	9/25/2014
FunctionalArea:	
Mandate:	No
Mission Critical:	
Technology Trends:	
Description:	
DOAV needs to identify a business strategy and related technology tools to assist the agency in managing the organization, storage, retrieval, retention and disposal of documents and records related to Agency business. Current manual processes do not provide an effective solution for ensuring compliance with COV storage, retention and disclosure requirements. The Agency realizes the need to effectively shift to virtual storage technology and needs to develop both appropriate technology tools and a business strategy for conversion to the new storage management system.	

BRnT 841 DOAV Server Upgrade 2014

BRT Type:	
Date Submitted:	9/30/2014
FunctionalArea:	
Mandate:	
Mission Critical:	
Technology Trends:	
Description:	
Server operating system (MS Server 2000) on current DOAV server is no longer supported. In addition, DOAV is running out of useable storage space on the server. DOAV took action to resolve both of these issues by replacing the server in May 2014. The operating system was upgraded to Windows Server 2012, and the space was increased. The new server was configured, tested and moved into production on 5/13/2014.	

BRnT 841 DOAV Telephone System Replacement

BRT Type:	
Date Submitted:	9/24/2014
FunctionalArea:	
Mandate:	No
Mission Critical:	
Technology Trends:	
Description:	
<p>DOAV's telephone system is outdated and failing. Repairs are increasingly necessary and replacement equipment is difficult to obtain and expensive. DOAV has initiated a work request with VITA to install a Voice-Over-Internet-Protocol (VOIP) telephone system throughout the agency campus. Requirements for the project include upgrading the agency's network circuit bandwidth (completed earlier in 2014) and upgrading in-wall wiring and wall-mounted connections for the VOIP system (repairs currently underway). The agency has selected equipment and is working with the VITA/NG UcaaS team to develop system configuration and arrange for equipment purchase and installation. Current estimated implementation of the new telephone system is late November - December 2014.</p>	

BRnT 841 DOAV Website Redesign	
BRT Type:	
Date Submitted:	9/25/2014
FunctionalArea:	
Mandate:	No
Mission Critical:	
Technology Trends:	
Description:	
<p>DOAV's current website technology is outdated and does not provide adequate information and services to Agency customers and other citizens of the Commonwealth. In addition, changes needed to meet VITA website design requirements cannot be implemented within the current website. The Agency wants to upgrade website capabilities and improve the appearance and operation of website tools. DOAV is currently gathering business requirements for an improved website, and expects to be discussing development options with the Agency's website host within the next 6-8 months.</p>	

Report Title: Appendix A 14 - 16 Report

Agency: Department of Aviation (DOAV)

Date: 2/4/2015

Agency Head Approval:

No

There are no Category 1, 2, or 3 IT Projects and no Budget Category: Major IT Projects for this agency.

There are no Category 4 IT Projects for this agency.

Report Title: Appendix A 14 - 16 Report

Agency: Department of Aviation (DOAV)

Agency Head Approval:

Date: 2/4/2015

No

There are no major procurements for this agency.

There are no non-major procurements for this agency.