

# Agency IT Strategic Plan

Secretariat: Finance

Agency Code: 151

Agency: Department of Accounts

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## Agency Profile & Strategic Direction

### Agency Mission Statement:

DOA is committed to excellence in monitoring and accounting for all transactions involving public funds. To this end, DOA's mission is to provide a uniform system of accounting, financial reporting and internal control adequate to protect and account for Commonwealth financial resources.

### Agency IT Vision Statement:

The Department anticipates limited funding opportunities for information technology initiatives in the foreseeable future. This limits future information technology efforts to enhance services to maximizing existing agency resources and systems. Utilization of existing software and web-based development tools will require careful planning of future development efforts and systems enhancements.

DOA must meet the challenge of maintaining existing statewide systems such as CARS, CIPPS, FAACS, and FINDS since agencies throughout the Commonwealth rely on the uninterrupted availability and stability of these aging systems.

DOA equipment, such as desktop workstations, servers, storage devices, and printers, are aging and many are approaching the end of their useful lifecycle. Replacement of approximately 120 agency PC's will be required in the near future, while funding for equipment could be limited. Software upgrades to office systems could become a high priority depending upon the future evolution of common office software products among DOA customers and other entities with whom the agency must communicate and share information.

In the long term DOA plans to upgrade and enhance current business infrastructure systems to make them fault tolerant. This upgrade is required for the agency to consolidate services and cluster mission critical services into four main groups to provide fault tolerance and load balancing. The upgrade will include providing an all-inclusive online backup system, purchasing NAS network data storage, ethernet networking and clustering for all server systems. The expected benefits will include elimination of server failures and increased response rates resulting in increased staff productivity.

Expansion of web-based information will likely play a key role in providing better service to DOA's customers while resources and funding are constrained. DOA will endeavor to increase web-delivered services such as accounting and reporting transactions, remittance advices for EDI and accounting reports.

Participating in building a business case for future enterprise-wide systems development efforts is both an opportunity and an issue. Although DOA has the critical technical expertise needed to ensure the next generation of financial management software meets critical accounting, financial reporting, and payroll needs of the Commonwealth, meeting existing responsibilities while working on the ERP project is an issue.

Total Employees: 95

Total IT Employees: 28

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## Project Selection Criteria:

The requesting department must complete a System Modification Request (SMR) when a change to a system is needed. Following are the five phases, documented in the Systems Modification Request Procedures Manual, used for SMR's:

Phase I initiates a request for modification or development to systems and/or software. Prior to presenting the SMR to senior management, the requestor and representatives from the Systems Analysis and Programming (S&P) and/or Database Administration (DBA) staffs will meet to discuss the SMR requirements and set project priorities.

Phase II provides, from S&P, the initial estimates and the suggested platform to be used for the implementation of the request. The results from Phase I and II are to formally approve or disapprove the SMR Request.

Phase III is the project development phase where the programming is performed.

Phase IV is the project's final approval stage. This phase requires requesting parties to approve the project for move to production. The project requester approves the project and then the Comptroller has final approval.

Phase V is the final move to production.

## Business Case Development:

DOA receives many required system changes due to Legislated mandates, IRS code changes and other FED/state policy makers (ex. tax updates, VSDP). These changes are handled through our normal SMR process and prioritized according to these mandates. Other system modifications or any new systems development is initiated, by the user manager. The user group creates a general design document, which identifies the proposed change and benefits of such change. The proposed change is presented to upper management for approval to create an SMR to conduct cost and labor estimates. Once these are completed the SMR is presented to the Comptroller for approval and project priority is set. Project priorities are adjusted as mandates are identified. The criteria for projects are

1. Legislated mandates or required changes.
2. Cost reduction initiatives (ex. REDIVA, WEB Reporting)
3. Improve service.

Some projects may meet 2 or 3 criteria.

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## Risk Assessment Methodologies:

During each project as risk's are identified countermeasures to reduce the risk are discussed through formal project meetings with upper management fully aware of these risk's. Each project may have the risk assements performed at different levels of formality but in all cases upper management is made of aware of the risk's as they are identified.

## Prioritization Schema:

Projects are included in the IT strategic plan based on the guidelines set by the Secretary of Technology. DOA maintains many statewide applications. Each of these applications may have equal priority projects. See business case development.

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Core Business Activities:

Core Business Activity Title	Core Business Activity Description	Core Business Activity Sub-Function Title	Core Business Activity Sub-Function Description
EXECUTIVE MANAGEMENT	Efforts to assist the Governor in statewide management of state activities.	Executive Management	This program may be used with the prior written approval of the Department of Planning and Budget
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Financial Systems Development and Management	Efforts to provide analysis of general accounting data needs and systems.
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Financial Assistance to Localities -General	Efforts to provide financial assistance to localities through the sharing of revenues.
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Revenue Stabilization Fund	Efforts to provide for deficiencies in revenue collections.
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Virginia Education Loan Authority Reserve Fund	Efforts to meet the Commonwealth's obligations for the privatization of VELA and SEAA.
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Accounting Services	Efforts to establish and administer a state accounting code classification system for assuring the legality of transactions and providing a consistent data base.
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Administrative and Support Services	Efforts to provide overall administrative and logistical support services.
GENERAL SERVICES	Efforts to provide administrative and logistical support to state, regional and local agencies.	Line of Duty	Efforts to provide payments to beneficiaries of certain law enforcement officers pursuant to the Line of Duty Act.

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SUPPORTIVE OPERATIONS	Efforts to provide logistical and ancillary support to state agencies on a reimbursable basis.	Service Center Administration	Efforts to provide administrative services in one central agency for the benefit of other state agencies.
LEGISLATIVE SERVICES	Efforts to support the enactment of legislation and articulation of policy and to evaluate their results.	Damage and Loss Claims	Efforts to provide indemnification to individuals or businesses for negligent actions by the state.

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Key Customers Associated With Each Core Business Activity :

Core Business Activity Title	Core Business Activity Description	Core Business Activity Sub-Function Title	Core Business Activity Sub-Function Description
EXECUTIVE MANAGEMENT  Key Customers State agencies.	Efforts to assist the Governor in statewide management of state activities.	Executive Management	This program may be used with the prior written approval of the Department of Planning and Budget
GENERAL SERVICES  Key Customers State agencies.	Efforts to provide administrative and logistical support to state, regional and local agencies.	Financial Systems Development and Management	Efforts to provide analysis of general accounting data needs and systems.
GENERAL SERVICES  Key Customers Localities of the Commonwealth	Efforts to provide administrative and logistical support to state, regional and local agencies.	Financial Assistance to Localities -General	Efforts to provide financial assistance to localities through the sharing of revenues.
GENERAL SERVICES  Key Customers State agencies.	Efforts to provide administrative and logistical support to state, regional and local agencies.	Revenue Stabilization Fund	Efforts to provide for deficiencies in revenue collections.
GENERAL SERVICES  Key Customers State agencies.	Efforts to provide administrative and logistical support to state, regional and local agencies.	Virginia Education Loan Authority Reserve Fund	Efforts to meet the Commonwealth's obligations for the privatization of VELA and SEAA.

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<p>GENERAL SERVICES</p> <p>Efforts to provide administrative and logistical support to state, regional and local agencies.</p> <p>Key Customers</p> <ul style="list-style-type: none"> <li>Citizens</li> <li>Executive Branch</li> <li>IRS</li> <li>Localities of the Commonwealth</li> <li>State agencies.</li> <li>State Employees</li> </ul>	<p>Accounting Services</p> <p>Efforts to establish and administer a state accounting code classification system for assuring the legality of transactions and providing a consistent data base.</p>		
<p>GENERAL SERVICES</p> <p>Efforts to provide administrative and logistical support to state, regional and local agencies.</p> <p>Key Customers</p> <ul style="list-style-type: none"> <li>General Public</li> <li>State agencies.</li> </ul>	<p>Administrative and Support Services</p> <p>Efforts to provide overall administrative and logistical support services.</p>		
<p>GENERAL SERVICES</p> <p>Efforts to provide administrative and logistical support to state, regional and local agencies.</p> <p>Key Customers</p> <ul style="list-style-type: none"> <li>General Public</li> </ul>	<p>Line of Duty</p> <p>Efforts to provide payments to beneficiaries of certain law enforcement officers pursuant to the Line of Duty Act.</p>		
<p>LEGISLATIVE SERVICES</p> <p>Efforts to support the enactment of legislation and articulation of policy and to evaluate their results.</p> <p>Key Customers</p> <ul style="list-style-type: none"> <li>General Public</li> </ul>	<p>Damage and Loss Claims</p> <p>Efforts to provide indemnification to individuals or businesses for negligent actions by the state.</p>		
<p>SUPPORTIVE OPERATIONS</p> <p>Efforts to provide logistical and ancillary support to state agencies on a reimbursable basis.</p> <p>Key Customers</p> <ul style="list-style-type: none"> <li>State agencies.</li> </ul>	<p>Service Center Administration</p> <p>Efforts to provide administrative services in one central agency for the benefit of other state agencies.</p>		



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State Employees
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Key Activities and Associated Outcomes:

<u>Key Activity</u>	<u>Associated Outcome</u>
Accounting and Disbursements Processing for Benefits and Other Supplemental Deductions	<p>All deducted amounts are reconciled before the funds are disbursed to the appropriate receiving party.</p> <p>Covers the deduction, reconciliation, disbursement and accounting for all amounts deducted from employee pay for both state benefit and supplemental deductions. The deductions include health care (Anthem and HMO), Section 125 flexible spending accounts, and the Section 457 deferred compensation.</p>
Accounts Receivable	<p>The Code of Virginia (§2.2-4801 et seq., the Virginia Debt Collection Act) assigns DOA the responsibility to provide oversight reporting, and monitoring for the procedures used by state agencies to collect accounts receivable.</p> <p>These data are also used for the Comprehensive Annual Financial Report of the Commonwealth (CAFR) and the Report to the Citizens of the Commonwealth (PAFR).</p>
Administration of Fund	<p>Distributions made in accordance with VA code. Financial Reporting determines amount to be held in fund.</p>
Administrative Services Bureau	<p>This sub-activity supports the routine technical aspect of administrative operations of more than one agency. Doa currently serves DPB, Treasury, SHEV and Commonwealth Health Research Board.</p>
Application Systems	<p>The operation and ongoing development of the three major systems maintained by DOA. Components of this sub-activity include system analysis, programming and production control</p> <p>This also includes user liaison and the provision of decision support services that enable individual agencies, through data downloading, to develop management information and promote improved decision making.</p>

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Application Systems	This also includes user liaison and the provision of decision support services that enable individual agencies, through data downloading, to develop management information and promote improved decision making. Edit
Appropriation Control	This sub-activity involves the internal control procedures used by state government to enforce compliance with appropriation law.
Cash-Basis Reporting	<p>Reports typically produced for the Governor, Secretary of Finance and General Assembly include monthly reports on the cash position of the Commonwealth as reconciled to the Department of the Treasury and other selected General Fund and Non-General Fund cash basis financial information.</p> <p>This sub-activity involves ongoing reporting of cash activity in the state accounts throughout the year.</p> <p>This subactivity also produces the August 15 preliminary report to the Comptroller that is required by law.</p>
Centralized Pre-audit	This sub-activity covers agencies not qualified for pre-audit that are required to submit documents to DOA to support all disbursements.
Communications Engineering	This sub-activity includes the design and implementation of data communication linkages both within and outside of DOA.
Compliance Monitoring and Reporting	<p>This sub-activity also includes DOA's role as the state coordinator for compliance questions raised by federal agencies under the Single Audit Act (U.S.C. 7501-7).</p> <p>This sub-activity includes all steps necessary to compile and publish the Quarterly Report, including detailed analysis of recent audit reports issued by the Auditor of Public Accounts</p>
Database Engineering	This sub-activity involves the installation, management and monitoring of state's financial database(s), including security engineering and security operations. Access security of the Commonwealth's major financial systems is a major concern.

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Debt Setoff Program	Section 2.2-4806 of the Code authorizes the recovery of overdue debts owed the Commonwealth from amounts to be paid for procured goods and services. This is a debt setoff program similar to that used by Tax to recover debts from state tax refunds.
Decentralized Pre-audit	This sub-activity includes the identification of qualified agencies, negotiation of delegation agreements, and quality control reviews that monitor delegated pre-audit performance for compliance with published policies and procedures and advice to agencies of corrective measures that may be needed.
Disbursements Review	This sub-activity involves the promulgation and interpretation of policies, procedures and controls governing the disbursement of public funds, and the review of a sample of transactions prior to payment to ensure that policies and controls are being used.
Federal Tax Deposit Reporting	This sub-activity also covers Preparation of year end filings for over 125,000 W-2 forms, electronic reporting to the IRS and the Social Security Administration, and preparation and filing of adjusted forms as needed (Forms 941C, W-2C, and W-3C).  This sub-activity covers the e administration of the Federal Automated Deposit program (FAD), preparation and electronic filing of quarterly withholding reports (IRS Form 941).
Financial Assistance to Localities	General Accounting makes monthly distributions to localities based upon Code of Virginia requirements
Financial Electronic data Interchange (FEDI)	Increases administrative efficiency and reduces costs through the replacement of check payments with automated transactions. The Commonwealth has nearly ten thousand trading partners accepting electronic payments including vendors, localities, state agencies/employees and grant recipients.

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Financial Statement Directives	Produce the State Agency, Higher Education, and Component Unit Financial Statement Directives. Provide guidance and assistance to State Agencies, Institutions of Higher Education, and Component units on the GAAP presentation of financial statement information.
Fixed Asset and Lease Accounting	This sub-activity accounts for all major land, building and equipment assets of the Commonwealth. Also included is the accounting for certain capital leases which are reflected as assets in the Commonwealth financial statements. Typically about 60,000 fixed asset transactions are processed annually.
GAAP-Basis Reporting	This sub-activity produces the Comprehensive Annual Financial Report of the Commonwealth which is audited by the Auditor of Public Accounts.
General Ledger Accounting	This sub-activity involves maintaining the official accounts for the Commonwealth. These accounts are recorded in the state general ledger system (CARS). A daily reconciliation of the state's cash position in the books of the Comptroller to the books of the State Treasurer is performed.
Hardware Engineering	<p>The Department is currently in the implementation phase of a project that enables agencies to receive accounting reports over the internet. This project should be operational by July 1, 2003.</p> <p>The procurement, installation and maintenance of the agency hardware environment which includes several high-speed printers and a networked desktop environment which supports more than 90 users. Services provided to other agencies such as remote print distribution.</p>
Indirect Cost plans	<p>A "full costing" plan is also developed for DPB that supports the recovery of indirect costs borne by the General Fund on behalf of nongeneral funded agencies and programs.</p> <p>The Appropriation Act is used to recover these costs for the General Fund. In FY 2002, \$5.4 million was recovered for the General Fund through this program.</p>

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Indirect Cost plans	The first is prepared in accordance with OMB Circular A-87 and is used by agencies entitled to recover indirect costs from federal grants and contracts.
Information Resources Planning	All planning is done in conformance with the guidelines of the Department of Technology Planning (formerly CIM and to become VITA, as of July, 2003). Weekly management status meetings and the annual update to the agency information technology plan are used to support this activity.  This sub-activity includes the ongoing planning needed to promote the coordinated development and integration of hardware, database systems, application programs, and communications within DOA and between DOA and its customers.
Interest Calculation	Virginia statutory and appropriation law frequently allocates interest income earned by the Treasurer to specific nongeneral funds. This sub-activity includes the detailed calculations and record keeping necessary to allocate interest and demonstrate compliance with the related legal provisions.
Intergovernmental Cash Management	Careful analysis and monitoring of this program is critical due to the interest penalty that accrues for the time that a state agency holds federal cash.  This sub-activity covers the administration of Title 31 U.S.C (the Cash Management Improvement Act of 1990) imposes on the states a responsibility to develop and negotiate agreements governing the flow of cash from the U.S. Treasury to the Commonwealth.
IRS Information Returns	The federal government requires payers of various types of vendor payments to report those payments to the Internal Revenue Service (IRS). FAS prepares statewide guidance on the changing requirements of information returns reporting to the IRS to assist in compliance.

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Line of Duty	DOA is responsible for making lump sum payments to the beneficiaries of certain public safety officers who die from work-related causes. Since July 1, 2000, DOA is also responsible for making an ever growing number of monthly payments for health insurance for surviving spouses and dependents.
Loan, Line of Credit and Grant Coordination	The Appropriation Act provides for intra-governmental loans and lines of credit from the Treasury to support state programs. This sub-activity also includes the processing of state grants to non-state agencies as authorized by the Appropriation Act and regulated by DPB.
Payroll Accounting	This sub-activity involves the reconciliation of all payroll disbursements data to the state general ledger, the Department of Treasury, and the individual agencies.
Payroll Auditing	This sub-activity is required because of the lack of an integrated personnel and payroll system. An "after-the-fact" computer match of payroll and personnel records is made and discrepancies are researched to correct database errors and identify cases where an employee has been overpaid.
Payroll Processing	<p>This sub-activity also covers the recovery of approximately 2,000 void checks each year and the subsequent posting of accounting adjustments to the payroll deduction records.</p> <p>This sub-activity covers the actual calculation and distribution of salaries and wages for most employees of the Commonwealth.</p>
Payroll Service Bureau	DOA operates a payroll service bureau that supports agency level payroll, leave, and certain human resource and benefit data entry activities for 5,000 employees in 38 agencies. The Bureau operates with a staff of nine including eight payroll accountants.

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Payroll Training	This sub-activity includes training programs that cover introductory payroll and leave accounting skills, and special training for new programs as needed. About 100 individuals participate in these programs annually.
Poplar Annual Financial Report (PAFR)	This sub-activity summarizes and simplifies the presentation of information contained in the Commonwealth's Comprehensive Annual Financial Report. This type of report is often referred to as a "popular report."
Prior Year Audit Finding Compilation	Federal mandates require that the Department of Accounts compile the resolution of prior year audit findings for submission in the Commonwealth's Statewide Single Audit Report.
Public Records Management	This sub-activity manages the archival responsibilities for DOA resulting from documents submitted by non de-centralized agencies.
Publications	This sub-activity covers the administrative aspects of publishing statewide policies and procedures as well as monthly and quarterly financial reports.
Revenue Report	Report of General Fund and Lottery revenue collections tracked against the latest revenue forecast. Comparative data on the various revenue sources are provided reflecting actual revenues collected for the month and year-to-date compared to collections for the same period in the prior fiscal year.
Schedule of Expenditures of Federal Awards	Prepared in accordance with the requirements of OMB Federal Circular A-133. Provides guidance to State Agencies, Institutions of Higher Education and Component Units on the preparation of their federal Schedules.  This sub-activity produces the Schedule of Expenditures of Federal Awards for inclusion in the Statewide Single Audit Report.
Small Purchase Charge Card Program (SPCC)	This sub-activity improves administrative efficiency by consolidating multiple vendor payments and reducing associated costs.

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State Employee Fraud, Waste and Abuse Hotline	The State Employee Fraud, Waste and Abuse Hotline was established by Executive Order in October 1992. The Hotline was created as a means of allowing State Employees to report instances of fraud, waste or abuse within their agencies, or within State Government.
Support Locality Revenue Deposits	DOA has general oversight for deposit reconciliation for all sources of state revenue. However, a separate sub-activity involves the processing of deposits from local governments and the court system.
Training	This sub-activity maintains a top quality training program for the State Internal Audit Community to provide state of the art, high quality and cost effective training.  This training enables state auditors to remain current in terms of audit trends and use of technology enabling the state to improve the quality of audits throughout state agencies.
Va Education Loan Authority	Admin services ensures that outstanding loans are serviced until final closure occurs.

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## Major IT Projects

Approved for Preliminary Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for inclusion in your IT Strategic Plan. A project proposal must be submitted to the CIO before the project(s) will be considered for planning approval. Procurements in support of the project(s) are not approved for submission to the VITA Project Management Division (PMD) for execution until the project has been Approved for Planning by the CIO. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.  
<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Commonwealth Integrated Payroll/Personnel System (CIPPS) FINDS Web	07/01/2003	01/01/2005	\$85,000
Lease Accounting System (LAS) Replacement	07/01/2004	06/30/2005	\$85,000

Approved for Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the Secretariat Oversight Committee and the CIO. Projects "Approved for Planning" must be formally approved for development by the Commonwealth IT Investment Board prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.  
<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Hardware Upgrade and Software	08/01/2003	06/30/2005	\$300,000
Geac Software Upgrade	01/01/2002	01/01/2005	\$391,000

Active Projects — The following project(s) are(is) scheduled to continue in the 2004-2006 Budget Biennium as an Active Project. All Active Projects must be tracked on the Commonwealth Information Technology Major Projects Dashboard and are subject to monthly review by the CIO. The CIO is authorized to assess progress of all Active Projects and recommend termination of a project to the Commonwealth IT Investment Board.

There are no major projects in the active projects category.

Collaboration Opportunity — The following project(s) is (are) designated as a Collaboration Opportunity. Your agency should consult with the other agencies listed on the corresponding collaboration report and evaluate whether collaboration between agencies on these projects is feasible. The results of your collaboration efforts and evaluation should be reported when the project is presented to the Commonwealth IT Investment Board for "Development Approval".

### Web-Enablement

Incorporate the Web standards developed by VIPNet into all projects which have customer facing components of Web-enablement. Where possible, combine the customer facing components of various projects together and request a proposal from VIPNet for the enablement services.

Commonwealth Integrated Payroll/Personnel System (CIPPS) FINDS Web

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## Major IT Procurements

Approved Major IT Procurements - The following major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved major procurements.

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Disapproved Major IT Procurements - The following major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved major procurements.

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## Non-major IT Projects

Approved for Planning— The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the CIO. Projects "Approved for Planning" must be formally approved for development by the CIO prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

There are no non-major projects approved for planning.

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## Non-major IT Procurements

Approved Non-major IT Procurements - The following non-major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved non-major procurements.

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Disapproved Non-major IT Procurements - The following non-major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved non-major procurements.