2024 - 2026 IT Strategic Plan

Agency: 182 Virginia Employment Commission

Date: 11/20/2023

Current IT State

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agencys strategy for managing existing operational IT investments:

Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?

If there are systems that will no longer support the agencys business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?

If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?

The agency continues to maintain existing systems with classified and wage staff along with contractors. The agency contracts for staff augmentation to assist supporting existing applications where we have had challenges attracting or retaining classified staff.

The agency is upgrading versions of our existing commercial off the shelf (COTS) financial system to include the version of both the application and underlying database. This work is being done via 3rd party.

The agency continually reviews existing call/contact center processes and technologies and is making adjustments to increase productivity and efficiencies.

The agency continues progress to fully transform under VITA managed services (PRJ0013350 and PRJ0013398).

The agency will outsource correspondence printing and mailing services to increase efficiency and decrease costs.

The agency will continue to identify targeted use cases for Robotic Process Automation to streamline manual processes where fully automated solutions are not available or practical.
Customer "ease of use" is an effort where the agency is reviewing customer facing instructions and correspondence to ensure the language is understandable and uses "plain language" wherever possible.

This will ultimately require VEC websites and outbound correspondence to be modified.

As is being driven by legislation, the agencies lines of business are to be separated. Virginia Employment Commission will be one agency and the other will be solely focused on Workforce Services. The desire of the Commonwealth is to consolidate Workforce Services under a single leadership structure.

The agencies will need to rely on staff augmentation to perform routine application development and system support activities.

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agencys current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agencys customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agencys existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank

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

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

The agency's lines of business will be separated into separate agencies where Workforce services will reside in one agency and Unemployment Insurance services will reside in another agency. This is being driven by legislation and the desire of the Commonwealth to consolidate Workforce services under a single leadership structure.

We continue to struggle in attracting and retaining technical talent to maintain and enhance existing systems which impacts our ability to support the business needs of the agency.

The agency is continually reviewing existing business processes to increase productivity, efficiency, and customer ease of use. The drivers for these initiatives come from our customers, the Governor's Office, other State Workforce Agencies around the country, and internal suggestions.

The short term initiatives are adequately funded. However, the funding for sustaining all of the enhancements can be problematic based on how the agency is funded. State funds have been received to address several initiatives. However, it is not clear how these solutions will be funded in the long term.

Proposed IT Solutions

In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agencys strategy for initiating new IT investments:

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

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

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

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

The agency will continue to review customer "ease of use" of existing systems and language used on customer facing websites and correspondence. This will materialize in ongoing changes to websites and correspondence. These efforts will be completed with a mixture of classified staff and IT staff augmentation.
Existing applications will continue to evolve and be enhanced for increased customer and staff productivity. These enhancements will be done through a mixture of classified staff and IT staff augmentation.

The agency will review audit management applications to internally manage audit findings and responses. This is expected to be a Software as a Service, SaaS solution. This effort is expected to be fully outsourced.

The transition of in-house printing of customer correspondence to a third party will be outsourced. The work here will primarily fall onto the new vendor but will require oversight from the agency.

The agency expects to continue identifying new use cases for Robotic Process Automation to reduce the amount of human repetitive tasks so staff can focus on assisting customers or our customer's challenges.

The agency will completely transition off the mainframe. The small footprint that remains will be removed.

We will continue the use of third-party identity verification and validation services.

The agency's lines of business will be separated into separate agencies where Workforce services will reside in one agency and Unemployment Insurance services will reside in another agency. This is being driven by legislation and the desire of the Commonwealth to consolidate Workforce services under a single leadership structure.

The agency is continually reviewing existing business processes to increase productivity, efficiency, and customer ease of use.

The agency will continue to create initiatives focusing on reducing fraud and overpayments.

Agency applications will begin their transition into being cloud-ready.

Business Requirements For Technology

Agency:	182 Virginia Employment Commission
Date:	11/20/2023

BReT - Correspondence Updates Plain Language

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	

Upcoming procurement to modify correspondence for plain language. Also, restructuring of correspondence for simplified maintenance.

BreT - Renew Fraud Data Analytics O&M

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	

Renew the existing Fraud Data Analytics, FDA, Operations and Maintenance contract. The supplier provides ongoing support and maintenance of the FDA application and platform.

BReT - Replace application deployment tool

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	

Replace existing application deployment tool.

BReT - Replace secure file transfer system

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	
Replace legacy in-house developed security file transfer system with a commercial off the shelf product.	

BReT - VUIS 3rd Party Maintenance

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	Yes
Description:	
Procuring a 3rd party to provide a year of maintenance for the Virginia Unemployment Insurance System, VUIS.	

BReT Hosted Fax

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	
Replace the agency's existing on-premise fax solution.	

BReT Hosted FileNet Solution

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	
Migrate our on-premise FileNet solution over to a managed solution.	

BReT Mainframe Offboarding

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

Transition off of mainframe.

BReT Robotic Automation

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	

Continue expanding robotic process automation to improve efficiency and reduce manual efforts where appropriate.

BReT Staff Augmentation

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	

The agency will utilize contingent labor for various initiatives as needed.

BReT Transformation

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	

To determine what is needed to close out Transformation, develop a plan for Transformation, and close out Transformation.

BReT Transition DWDA

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	Yes
Mission Critical:	Yes

Description:

Stand up and transition workforce systems over to the new agency Department of Workforce Development and Advancement, DWDA.

BRnT - LexisNexis Identity Verification

BRT Type:	Business Requirement for New Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	Yes

Description:

Perform customer identity verification services from LexisNexis to include one or more of their products to assist in identifying and preventing fraud.

BRnT - Outsource Print and Mailing

BRT Type:	Business Requirement for New Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	

Description:

Outsource the printing and mailing of customer correspondence.

BRnT - PinDrop

BRT Type:	Business Requirement for New Technology
Requested Start:	11/17/2023

Mandate:	
Mission Critical:	
Description:	
Add the VITA PinDrop service to the existing VEC instance of Virtual Contact Center.	

BRnT Audit Management Software

BRT Type:	Business Requirement for New Technology
Requested Start:	11/16/2023
Mandate:	
Mission Critical:	
Description:	
Software to manage audits, discovery, and associated findings.	

BRnT Call Center Technology Upgrades

BRT Type:	Business Requirement for New Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	Yes
Description:	
The agency needs to find and evaluate call center tools to handle the increased call volumes resulting from the pandemic.	

BRnT Initiatives to Increase Prod and Effiency

BRT Type:	Business Requirement for New Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	
The agency is continually reviewing existing business processes to increase productivity, efficiency, and customer ease of use.	

Migrate VUIS Application to the Cloud

BRT Type:	Business Requirement for New Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	
Description:	

Migrate the existing Virginia Unemployment Insurance System application to a cloud native application.

VEC SD-WAN Upgrade

BRT Type:	Business Requirement for Existing Technology
Requested Start:	11/17/2023
Mandate:	Yes
Mission Critical:	Yes
Description:	

Configure existing routers to support SD-WAN capability across all agency locations. This approach prepares agency location(s) with the ability to add additional network capabilities (multiprotocol label switching (MPLS), broadband, wireless (i.e., Cradlepoint)) to take advantage of application -aware routing over private and public networks.

Three step process:

Remote internetwork operating system (IOS) software upgrade on the router.

Remote SD-WAN deployment

Circuit deployment as needed

VEC Website Modernization

BRT Type:	Business Requirement for New Technology
Requested Start:	11/17/2023
Mandate:	
Mission Critical:	Yes
Description:	

The primary objective of the COV Website Modernization and the CMS Virginia.gov projects are to ensure all state sites are on a single common platform and are following required VITA, COV and 508 standards

IT Strategic Plan Budget Tables

Agency:	182 Virginia Employment Commission
Date:	11/20/2023

Current IT Services

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Projected Service Fees		$23,772,834.27		$24,486,019.30
VITA Infrastructure Changes				
Estimated VITA Infrastructure	$0.00	$23,772,834.27	$0.00	$24,486,019.30
Specialized Infrastructure				
Agency IT Staff		$9,391,279.80		$9,860,843.79
Non-agency IT Staff		$9,000,000.00		$9,450,000.00
Cloud Computing Service		$1,561,380.00		$2,216,949.00
Other Application Costs		$7,000,000.00		$7,000,000.00
Total:	$0.00	$50,725,494.07	$0.00	$53,013,812.09

Proposed IT Investments

Category		Costs Year 1		Costs Year 2	
		GF	NGF	GF	NGF
Major IT Projects:			$4,000,000.00		$4,000,000.00
Non-Major IT Projects:			$1,000,000.00		$1,000,000.00
Agency-Level IT Projects:			$50,000.00		$50,000.00

Major Stand Alone IT Procurements:		$3,000,000.00		$3,000,000.00
Non-Major Stand Alone IT Procurements:		$1,250,000.00		$1,250,000.00
Agency-Level Stand Alone IT Procurements:		$250,000.00		$250,000.00
Procurement Adjustment for Staffing:				
Total:	$0.00	$9,550,000.00	$0.00	$9,550,000.00

Projected Total IT Budget				
		Costs Year 1		**Costs Year 2**
Category	**GF**	**NGF**	**GF**	**NGF**
Current IT Services	$0.00	$50,725,494.07	$0.00	$53,013,812.09
Proposed IT Investments	$0.00	$9,550,000.00	$0.00	$9,550,000.00
Total	$0.00	$60,275,494.07	$0.00	$62,563,812.09

Commonwealth Projects >= $250,000.00

Agency:	182 Virginia Employment Commission
Date:	11/20/2023

Financial Management System Upgrade	
Category 4	Project Initiation Approval

Upgrade VEC's Oracle E-Business Suite application to a newer version. This also involves upgrading the underlying Oracle database version. Work to be done by contractor and will be hosted within VITA's Oracle Cloud Infrastructure.

Project Start Date	10/9/2020	Project End Date	1/31/2024
Estimated Costs:	**Total**	**General Fund**	**Non-General Fund**
Project Cost	$117,400.00		$4,400,000.00
Estimated first year of biennium:	$3,150,000.00	$0.00	$3,150,000.00
Estimated second year of biennium:	$1,250,000.00	$0.00	$1,250,000.00

Project Related Procurements

Financial Management System Upgrade 2020

Unemployment Insurance Modernization	
Category 1	Project Initiation Approval

The modernization of the Unemployment Insurance System is a major initiative for the VEC in the Agency Strategic Plan. This client/server system will replace the VEC's decades-old IBM-mainframe Benefits, Tax, and Wage systems. Agency stakeholders for this IT Investment include the VEC Commissioner, VEC Assistant Commissioner for Field Operations, the VEC Chief of Benefits, the VEC Chief of TAX, the VEC Director of the Customer Contact Center, the VEC IT Director, and the IT Project Manager. These stakeholders will have direct leadership and governance responsibilities for the Investment. Customer stakeholders include employers of the Commonwealth as well as individual citizens who require support from the Unemployment Insurance program. Input from these stakeholders was analyzed and documented through research performed by Peer Insight and will be further monitored through the use of surveys.

Project Start Date			Project End Date	11/30/2023

Estimated Costs:	Total		General Fund	Non-General Fund
Project Cost		$81,533,031.32	$5,000,000.00	$34,691,930.52
Estimated first year of biennium:		$5,789,540.49	$2,500,000.00	$3,289,540.49
Estimated second year of biennium:		$6,933,789.82	$2,500,000.00	$4,433,789.82

Project Related Procurements

Procurement - NonProd Additional Capacity
PBA UI Mod Iteration 3 Modifications

VEC VITA-Transformation 1 & 2	
Category 3	Investment Business Case Approval
Finalize and complete the VITA-Transformation efforts for the agency.	

Project Start Date		4/3/2023	Project End Date	3/1/2024

Estimated Costs:	Total		General Fund	Non-General Fund
Project Cost		$2,000,000.00		$2,000,000.00
Estimated first year of biennium:		$0.00	$0.00	$0.00

Estimated second year of biennium:		$0.00	$0.00		$0.00

Project Related Procurements

There are no procurements for this project

PinDrop VITA Service	
Category 3	Investment Business Case Approval

Implement the VITA Service PinDrop as part of VITA's existing managed service Virtual Contact Center to assist in fraud detection of voice calls. This is being worked as VITA Project PRJ0013583.

Project Start Date		11/1/2023	Project End Date		7/31/2024
Estimated Costs:	Total		**General Fund**	**Non-General Fund**	
Project Cost		$1,000,000.00			
Estimated first year of biennium:		$0.00	$0.00		$0.00
Estimated second year of biennium:		$0.00	$0.00		$0.00

Project Related Procurements

There are no procurements for this project

Commonwealth Procurements >= $250,000.00

Agency:	182 Virginia Employment Commission
Date:	11/20/2023
Stand Alone Procurements:	
Procurement Name:	Procurement - Outsource Print and Mailing
Procurement Date	2/1/2023
Procurement Description:	Procurement to outsource the printing and mailing of VEC's outbound mailings. VEC will conduct an RFP for a 5 year contract