



**COMMONWEALTH of VIRGINIA**  
*Department of General Services*

Christopher L. Beschler  
Director

Joseph F. Damico  
Deputy Director

June 22, 2016

1100 Bank Street  
Suite 420  
Richmond, Virginia 23219  
Phone (804) 786-3311  
FAX (804) 371-8305

To: The Honorable Nancy Rodrigues  
Secretary of Administration

The Honorable Richard D. Brown  
Secretary of Finance

From: Joseph F. Damico, Deputy Director  
Department of General Services

Lewis R. McCabe, Deputy State Comptroller  
Department of Accounts

The Department of General Services (DGS) and the Department of Accounts (DOA) are pleased to provide the final quarterly progress report to the Secretaries of Administration and Finance for submission to the Governor and Chairmen of the House Appropriations and Senate Finance Committees on the integration of eVA and Cardinal as required by the by the 2015 *Acts of Assembly*, Chapter 665, Item 76.C.2. This response serves as the reporting requirement for the following reports identified in the Virginia legislative Information System – Reports to the General Assembly:

- Quarterly Report on the implementation progress of the integration between eVA and the statewide financial management system known as Cardinal (Q3 CY 2015)
- Quarterly Report on the implementation progress of the integration between eVA and the statewide financial management system known as Cardinal (Q4 CY 2015)

(Q1 and Q2 of CY 2015 were filed together by report # RD147)

Final report on the implementation timetable, scope, and cost for real time integration between eVA and the statewide financial management system known as Cardinal, with the objective that the integration be completed within one year of the Cardinal Wave 2 rollout.

As previously communicated, for the July through October 2015 time period, the items to be focused on included:

- 1) Confirmation by DGS and DOA of the jointly developed business process flows and narratives
- 2) Confirmation of business requirements and completion of a fit-gap analysis against those requirements

- 3) Completion of an implementation estimate, project schedule and staffing plan related to the integration of eVA and Cardinal as required by the 2014 Acts of Assembly

### **Previous Progress:**

The eVA and Cardinal teams have been working very collaboratively over the past several months to analyze the fourteen business processes in-scope to the eVA Cardinal Integration effort. Through a series of workshops, each process has been decomposed into detailed sub processes to better understand the current state, the ideal future state, and the business requirements. For each of these business processes, a draft flow and narrative has been created to document:

- How the business processes interact with the business/user roles
- Flow and sequence of tasks and dependencies, including inputs, outputs and outcomes
- Business rules applicable to the organization with which the system must comply
- Change management and training impacts
- Integration and technical considerations

Once these flows and narratives were confirmed by the joint project team, a fit-gap analysis was conducted to identify the gaps in the existing Cardinal software that must be addressed to meet the establishment requirements. The final deliverable resulting from the working sessions, flows and narratives, and fit-gap assessment, was the completion of a detailed implementation estimate that included a proposed scope, implementation costs, schedule, and the necessary DOA staffing for the Cardinal to eVA integration implementation effort.

### **Scope Conclusions:**

The Department of General Services and the Department of Accounts have concluded the integration assessment of eVA and Cardinal as required by the by the 2015 Acts of Assembly, Chapter 665, Item 76.C.2. The integration of two enterprise applications, such as eVA and Cardinal, is a significant undertaking and should be viewed as a major effort by the Commonwealth. DGS and DOA, during the integration assessment, have concluded the following:

- Although the integration directed in the Acts of Assembly was to integrate eVA and Cardinal, it was agreed early in the analysis process that despite implementing a successful eVA and Cardinal solution, more than 115 state agencies and institutions would not benefit from the integration; and the integration would not provide comprehensive procure to pay data transparency for the Commonwealth as required by § 2.2-1115.1.
- The Virginia Department of Transportation (VDOT), a Cardinal agency with significant procurement transaction volume and spend, is not currently processing procurement transactions to enable inclusion in an eVA/Cardinal integration solution. Therefore, VDOT's procurement transaction data could not be included in the eVA/Cardinal integration analysis.

- Credit card transactions were determined to be out-of-scope to the integration because individual purchase transactions do not result in individual matching voucher payments to the associated vendors. Instead, agencies issue one consolidated monthly payment in Cardinal to the credit card company. Itemized purchases paid with credit cards and the associated detailed descriptions reside in eVA. eVA public reports provide the detailed information required by § 2.2-1115.1.

### **Estimated Costs:**

The cost for DGS, through its contractor CGI, to complete the software design and implementation in eVA for the analyzed integration solution is approximately \$260,000.

The cost for DOA, through its contractor Accenture, to complete the software design and implementation in Cardinal for the analyzed integration solution is approximately \$7,900,000.

### **Conclusion:**

The costs identified in this report are significant and do not provide for a comprehensive integration solution; procurement transactions from 115 Cardinal-exempted state agencies and institutions, VDOT and credit card purchases were not included in the final solution and cost analysis. Therefore, DGS and DOA have concluded that it is cost prohibitive for the Commonwealth to proceed with a comprehensive eVA/Cardinal integration solution at this time. However, DGS and DOA recommend that integration be revisited as the 115 Cardinal-exempted state agencies transition from their own financial systems to Cardinal, and VDOT and credit card transactions are included in the integration solution. DGS and DOA will continue to work collaboratively to improve procure to pay transparency in the Commonwealth.