

OFFICE OF THE STATE CONTROLLER



STRATEGIC PLAN

and

INFORMATION TECHNOLOGY PLAN

FY 2017 - 2019



By

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Office of the State Controller

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1. Office of the State Controller Strategic Plan Executive Summary

The State Controller is the State’s Chief Fiscal Officer and serves as an independent resource to protect the financial integrity of the State and to promote accountability in an objective and efficient manner through its accounting, disbursing, payroll, internal control, data management, eCommerce and financial reporting systems. We exist as a centralized, enterprise-focused agency whose mission is to provide essential fiscal services to support North Carolina's State Government. We assist State agencies in complying with state and federal fiscal laws, rules, regulations, and generally accepted accounting principles.

Enterprise systems managed by the State Controller include the following:

- Statewide Accounting – maintains system for use by state agencies, ensures use of proper accounting principles, compiles and issues annual financial statement (CAFR)
- Cash Management – maintains system for use by state agencies, manages cash flow
- Integrated HR-Payroll System – maintains system, pays approximately 80,000+ employees
- Risk Mitigation and Internal Controls – ensures a proper system of internal controls
- E-Commerce – manages statewide contracts for merchant card processing and EFT’s
- Tax Compliance Program - – provides training to state entities to ensure compliance.

To “**Provide Exceptional Customer Service**” continues as the Office of the State Controller’s ultimate goal and is achieved by reaching these three additional simple goals:

- Operational Excellence
- Risk Avoidance
- High Performance Culture

As an organization, **Providing Exceptional Customer Service** is what we strive to do in all aspects of our business. This is only achieved by having the best resources, both people and systems; maintaining a supportive and positive environment; empowering and consistently expecting professionalism; creativity; honesty and promptness in each and every action. Thus we always have the implicit goal of retaining and recruiting motivated, innovative skilled professionals and ensuring equipment and systems are up to date and appropriate to meet agency business needs.

The Office of the State Controller’s Strategic Plan supports this ultimate goal in conjunction with the agency’s vision and mission and aligns with the Governor’s vision as follows:

- Economy - Prudent financial management of the State’s resources and helping agencies achieve compliance with applicable laws and regulations
- Education - Human Resources, Payroll and Accounting support for DPI and Financial Reporting for colleges & universities

- Efficiency - Lean responsive customer service oriented organization supporting cost effective statewide enterprise systems

As an enterprise focused IT organization providing fiscal support to state agencies, we indirectly impact both economy and education; however, our most significant alignment with the Governor's vision are in the areas of efficiency and customer service oriented as evidenced by our three simple goals of Operational Excellence, Risk Avoidance and High Performance Culture.

Because of our substantial IT focus, our vision, mission and goals are in direct alignment with the State CIO's vision, mission and goals and are detailed in this document in Section 6, Office of the State Controller Information Technology Plan Executive Summary. Our key initiatives promote operational efficiency, pair business and IT using innovative technology, invest in security and minimize risk as well as enhance service reliability and delivery.

2. Office of the State Controller Quick Reference Guide

Goal	Objective	Measure	Initiative/ Strategy Type	Initiative/Strategy Name	Description
Goal 1 Operational Excellence	Objective 1.1 Publish CAFR and other reports	Measure 1.1.1 Obtain unqualified audit opinion	Strategy	Unqualified audit opinion	Publish a CAFR that receives an unqualified audit opinion
		Measure 1.1.2 Receive the GFOA certification	Strategy	GFOA certification	Certification for achieving the highest standard in governmental accounting and financial reporting
Goal 2 Risk Avoidance	Objective 2.1 Protect and maintain State's bond ratings	Measure 2.1.1 Obtain and unqualified audit opinion	Strategy	Unqualified audit opinion	CAFR receives a clean unqualified audit opinion
		Measure 2.1.2 Receive the GFOA certification	Strategy	GFOA certification	Government Finance Officers Association award for financial reporting meeting and exceeding GAAP and reporting disclosure guidelines
Goal 3 High Performance Culture	Objective 3.1 Maintain consistent dependable OSC Integrated HR- Payroll System up time	Measure 3.1.1 Percentage of time system operationally available	IT Strategy	System up time	Maintain 99.5% or greater up time operational availability during normal operating hours
	Objective 3.2 Payroll processing accurate and timely as per normal biweekly and monthly payroll schedules	Measure 3.1.2 Payroll processing accurate and timely	IT Strategy	Payroll processing accuracy	Payrolls processed off cycle or outside normal biweekly and monthly payroll schedules 0.05% or less
	Refer to Sections 7 and 9 on pages 10 and 13 for additional OSC goals specifically relating to Information Technology	Refer to Sections 7 and 9 on pages 10 and 13 for additional OSC measures specifically relating to Information Technology	IT Initiative	Refer to Sections 7 and 9 on pages 10 and 13 for additional OSC Initiatives/Strategies specifically relating to Information Technology	Refer to Sections 7 and 9 on pages 10 and 13 for additional OSC Initiative/Strategy descriptions specifically relating to Information Technology

3. Enterprise Opportunities

3.1. Potential Initiatives

None at this time.

3.2. Collaborative Opportunities

Major collaborative enterprise opportunities are statewide IT related and thus discussed in detail in Section 11., Enterprise IT Opportunities, of this document.

4. Office of the State Controller Vision, Mission, and Values

4.1 Vision

The Vision of the Office of the State Controller is to be an organization committed to excellence in:

- Ensuring maximum funds are available for Treasury investment
- Delivering cost effective quality services that achieve efficiencies and promote collaboration
- Building and maintaining core enterprise business systems

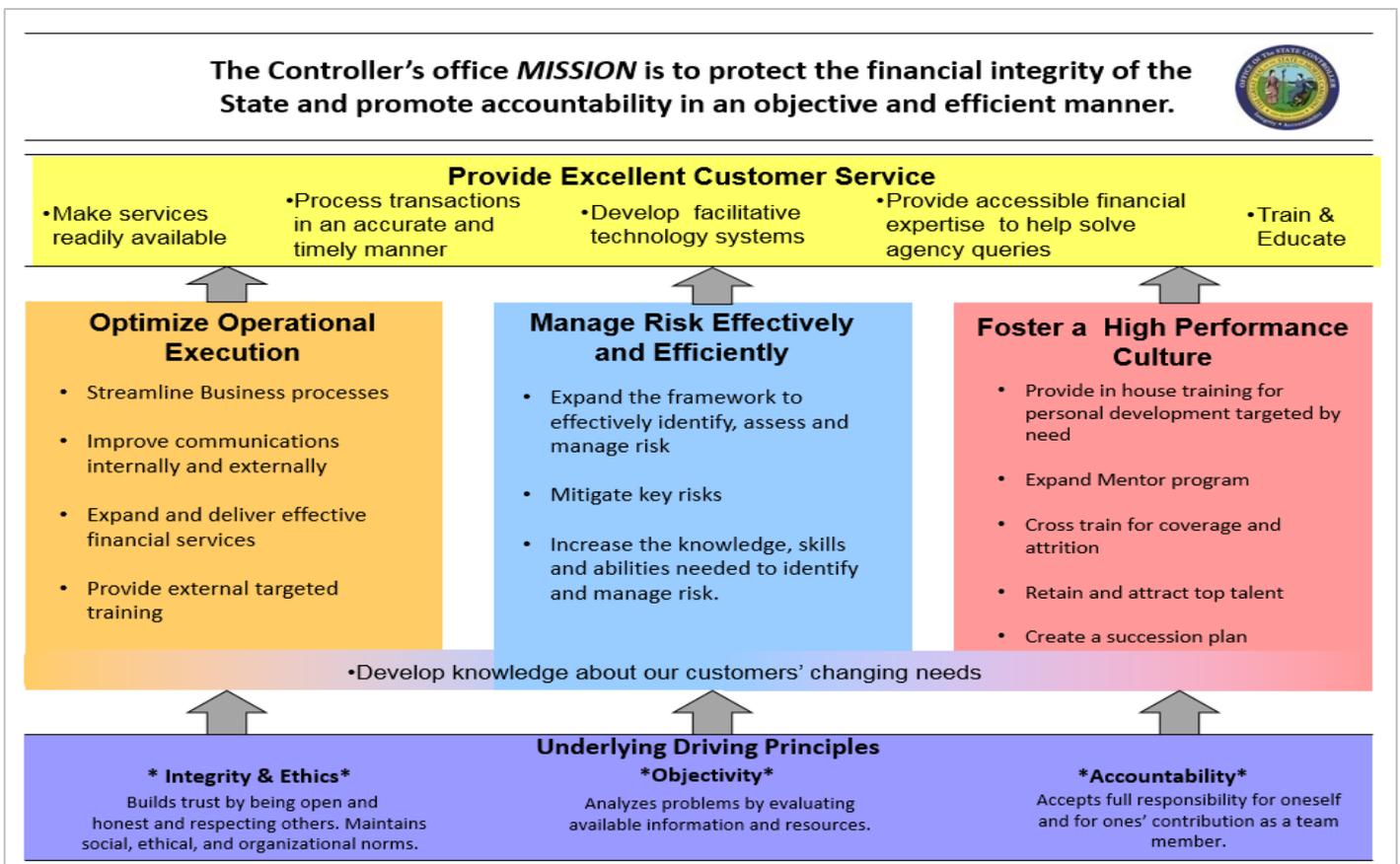
4.2 Mission

OSC’s mission is to protect the financial integrity of the State and promote accountability in an objective and efficient manner.

4.3 Values

- Build **Trust** by being open, honest, reliable and respecting others
- Make decisions based on facts that optimize **Outcomes** without compromising professional judgment and actions
- Take **Responsibility** for achieving timely and cost effective results meeting customer needs

Below is a quick reference guide of the State Controller’s overall strategic plan.



5. Office of the State Controller Goals, Objectives, and Measures of Success

Goal 1 - Operational Excellence

Support and manage an organization with superior resources providing quality outcomes.

Aligns to SCIO goals of Optimize, Unite, Revitalize, Invest and Transform

Partners and stakeholders are OSC staff, State agencies, DIT and vendors

1.1 Objective – Publish the CAFR and all other legislative reports on a timely basis

1.1.1 Measures of Success – Obtain an unqualified audit opinion.

Strategies/Initiatives – CAFR unqualified audit opinion.

1.1.2 Measures of Success – Receive the GFOA certification.

Strategies/Initiatives – GFOA certification

Goal 2 - Risk Avoidance

Ensure systems, processes and resources are secure, up-to-date on latest security technology and data is protected and accessible only by appropriately authorized persons.

Aligns to SCIO goals of Optimize, Invest and Transform

Partners and stakeholders are OSC staff, DIT and vendors

2.1 Objective – Protect and maintain State’s bond ratings

2.1.1 Measures of Success - Receive the GFOA certification.

Strategies/Initiatives - GFOA certification

2.1.2 Measures of Success - Obtain an unqualified audit opinion.

Strategies/Initiatives - CAFR unqualified audit opinion.

Goal 3 - High Performance Culture

Ensure OSC has resources, systems and equipment to continue operational excellence

Aligns to SCIO goals of Optimize, Unite, Revitalize, Invest and Transform

Partners and stakeholders are OSC, DIT, SAP

3.1 Objective – Maintain consistent dependable OSC Integrated HR-Payroll System up time

3.1.1 Measures of Success – Percentage of time system operationally available during normal operational hours

Strategies/Initiatives – Maintain 99.5% or greater up time availability

3.2 Objective – Payroll processing accurate and timely as per normal biweekly and monthly payroll schedules

3.2.1 Measures of Success – Percentage of time payrolls accurately processed on time

Strategies/Initiatives – Payroll processed off cycle or outside normal biweekly and monthly payroll schedules 0.05% or less

Refer to Sections 7 and 9 on pages 10 and 13 for additional OSC goals, objectives and measures specifically relating to Information Technology.

6. Office of the State Controller Information Technology Plan Executive Summary

As with the overall OSC Strategic plan, our ultimate goal to **Provide Exceptional Customer Service** and its three additional simple goals of Operational Excellence, Risk Avoidance and High Performance Culture are the foundation for our Information Technology Plan.

Key initiatives for the upcoming FY 2017-2019 period contributing to ultimate goal as well as the three simple goals **include**:

- Security improvements, including items such as further encryption, multifactor authentication, implementing SAP's PI module and potential DDOS prevention services for the OSC Integrated HR-Payroll System*
- New OSC Integrated HR-Payroll System user interface and mobile options
- Potentially moving NCAS DSS reporting system to a new platform
- OSC internet web moving to a DIT Digital Commons-based platform
- Additional OSC Integrated HR-Payroll System enhancements, including:
 - Business Intelligence (BI) reports for payroll services
 - Online W2 processing
 - Supporting OSHR with their initiatives such as the new Applicant Tracking System (ATS) and potential Org Management solution
- Planning and taking initial steps toward a new Statewide Financial Backbone Initiative

The above IT initiatives combined with our implicit goals of retaining and recruiting skilled staff and ensuring equipment and systems are up to date and appropriate to adequately support OSC are consistent with supporting the Governor's vision to reform State government to better serve the people of North Carolina at a cost that respects the taxpayer in that they provide increased efficiencies, improved security/minimized risk and contribute to overall operational effectiveness and excellence.

Likewise, all of these key initiatives align with DIT goals of operate more efficiently, pair business and IT using innovative technology, invest in security and minimize risk as well as enhance the reliability and delivery of services. Undeniably our perpetual goal of retaining and recruiting skill staff along with ensuring equipment and systems are up to date enforce the DIT goal of attracting and developing an engaged and motivated workforce.

All OSC initiatives strengthen our ultimate goal thereby enabling us to continue to consistently **Provide Exceptional Customer Service**.

*End to end complete multifactor authentication requires authentication within all agencies, thus as outlined in Section 11.2. Collaborative Opportunities, to be completely effective this must be a statewide enterprise funded initiative.

7. Office of the State Controller Information Technology Quick Reference Guide

Goal	Objective	Initiative	Brief Description	Funding Mechanism	Anticipated Completion Date
Goal 1 Operational Excellence	Objective 1.1 Improve Integrated HR-Payroll System user interface and mobile options	Initiative 1.1.1 Implementation of SAP Fiori	SAP Fiori implemented to enhance user interface, improve performance and increase accessibility	Existing OSC funds and possible OSHR funding	06/30/18
	Objective 1.2 Improve OSC internet site usability	Initiative 1.2.1 Convert existing internet site to DIT's Digital Commons Platform	Convert internet web site to DIT's Digital Commons Platform to provide a more modern, user friendly, mobile-ready and intuitive web experience	Existing OSC funds	12/31/16
	Objective 1.3 Review and potentially move NCAS DSS reporting system to a new platform	Initiative 1.3.1 Review and potentially move NCAS DSS reporting system to a new platform	Review and potentially move NCAS DSS reporting system to a new platform	Existing OSC funds	06/30/19
	Objective 1.4 Additional OSC Integrated HR-Payroll System enhancements	Initiative 1.4.1 Additional OSC Integrated HR-Payroll System enhancements	Implement additional OSC Integrated HR-Payroll System enhancements such as: o BI reports for payroll services o Online W2 processing o Supporting OSHR initiatives	Existing OSC funds and possible OSHR funding	Ongoing to 6/30/19
	Objective 1.5 Planning and taking initial steps toward a new Statewide Financial Backbone Initiative	Initiative 1.5.1 Planning and taking initial steps toward a new Statewide Financial Backbone Initiative	Planning and taking initial steps toward a new Statewide Financial Backbone Initiative	Requires new statewide funding	06/30/21

Office of the State Controller Information Technology Quick Reference Guide Continued

Goal	Objective	Initiative	Brief Description	Funding Mechanism	Anticipated Completion Date
Goal 2 Risk Avoidance	Objective 2.1 Improve Integrated HR-Payroll System security	Initiative 2.1.1 Implementation of further encryption, multifactor authentication, SAP's PI module, and potential DDOS prevention services for the OSC Integrated HR-Payroll System	Successful implementation of further encryption, multifactor authentication, SAP's PI module, and potential DDOS prevention services for the OSC Integrated HR-Payroll System	Existing OSC funds	12/31/18
	Objective 2.2 Review servers located at OSC	Initiative 2.2.1 Complete study of operational needs and best practices for OSC site servers	Study and determine appropriateness of consolidating and relocating physical servers at OSC and OSC backup servers at DPI to DIT EDC and WDC	Existing OSC funds	12/31/17
Goal 3 High Performance Culture	Objective 3.1 Retain and recruit skilled professional staff	Initiative 3.1.1 Staff retention and recruitment	Create environment and opportunities that retain, attract and encourage dedicated, high performing, professional staff supporting OSC's mission, goals and values	Existing OSC funds	Ongoing
	Objective 3.2 Ensure equipment and systems are up to date and appropriate	Initiative 3.2.1 Equipment and systems review and replacement	Replace/upgrade computers, monitors, telephones, servers and equipment as needed when needed to ensure staff are equipped with tools to exceed in their duties	Existing OSC funds	Ongoing

8. Office of the State Controller IT Vision, Mission, and Values

8.1 IT Vision

The IT Vision of the Office of the State Controller is an organization committed to continued excellence through ongoing enhancement, modernization and effective management of enterprise focused systems.

8.2 IT Mission

The Office of the State Controller's IT mission is to manage essential IT fiscal systems to ensure processes that promote value-added solutions to maximize agency performance and improve results in a measurable, accountable, and reliable manner.

8.3 IT Values

- Build **Trust** by being open, honest, reliable and respecting others
- Make decisions based on facts that optimize **Outcomes** without compromising professional judgment and actions
- Take **Responsibility** for achieving timely and cost effective results meeting customer needs

9. Office of the State Controller IT Goals, Objectives, and Measures of Success

Goal 1 – Operational Excellence

Support and manage an organization with superior resources providing quality outcomes.

Aligns to SCIO goals of Optimize, Unite, Revitalize, Invest and Transform

Partners and stakeholders are OSC staff, State agencies, DIT and vendors

1.1 Objective – Improve Integrated HR-Payroll System user interface and mobile options

Improve OSC Integrated HR-Payroll System SAP user interface to enable a more personalized, responsive and simpler user experience, including mobile option

Measures of Success - New measure. Successful implementation of SAP Fiori to enhance user interface.

1.2.1 Initiatives – SAP Fiori implemented and operational

Organizational Unit responsible: OSC Integrated HR-Payroll System technical team

Estimated funding requirements: TBD

Timeline: By 6/30/2018

1.2 Objective – Improve OSC internet site usability

Update OSC internet to DIT's Digital Commons platform to provide a more modern, user friendly, mobile ready, intuitive web experience

Measures of Success - New measure. Successful conversion of existing OSC website to DIT's Digital Commons platform

1.3.1 Initiatives – OSC web converted to DIT's Digital Commons platform and operational

Organizational Unit responsible: OSC Communication and IT teams

Estimated funding requirements: None

Timeline: 12/31/2016

1.3 Objective – Review and potentially move NCAS DSS to determine if new platform is appropriate

Study and determine appropriateness of a new platform such as Business Objects or SAS for DSS reporting

Measures of Success - New measure. Completion of study/analysis determining operational, cost, best practice, impacts of converting DSS to new platform. Moving to new platform if practical.

1.3.1 Initiatives – OSC NCAS DSS platform options study complete

Organizational Unit responsible: OSC IT team

Estimated funding requirements: None for study to determine new platform. Future objective of new platform implementation cost TBD once platform solution is identified and implementation is planned.

Timeline: 6/30/2019

1.4 Objective – Additional OSC Integrated HR-Payroll System enhancements

Implement additional OSC Integrated HR-Payroll System enhancements such as:

- BI reports for payroll services
- Online W2 processing
- Supporting OSHR initiatives

Measures of Success - New measure. Additional functionality provided to the OSC Integrated HR-Payroll System

1.3.1 Initiatives – Additional OSC Integrated HR-Payroll System enhancements

Organizational Unit responsible: OSC IT team

Estimated funding requirements: TBD based primarily on OSHR initiatives

Timeline: 6/30/2019

1.54 Objective – Planning and taking initial steps toward a new Statewide Financial Backbone Initiative

Measures of Success - New measure.

1.3.1 Initiatives – Planning and taking initial steps toward a new Statewide Financial Backbone Initiative

Estimated funding requirements: \$150M (for Financial Backbone replacement)

Timeline: 6/30/2021

Goal 2 – Risk Avoidance

Ensure systems and resources are secure, up-to-date on latest security technology and data is protected and accessible only by appropriately authorized persons.

Aligns to SCIO goals of Optimize, Invest and Transform

Partners and stakeholders are OSC staff, DIT and vendors

2.1 Objective – Improve Integrated HR-Payroll System security

Measures of Success – New measure. Successful implementation providing additional security to Integrated HR-Payroll System

2.1.1 Initiative - Implementation of further encryption, multifactor authentication, SAP's PI module, and potential DDOS prevention services for the OSC Integrated HR-Payroll System

Organizational Unit responsible: OSC Integrated HR-Payroll System technical team and DIT for statewide

Estimated funding requirements: TBD for OSC Integrated HR-Payroll System. Statewide enterprise initiative agency wide Multifactor Authentication component discussed in section 11. Enterprise Opportunities.

Timeline: 12/31/2018

2.2 Objective – Review servers located at OSC to determine if can be consolidate and moved to DIT data center

Study and determine appropriateness of consolidating and relocating physical servers at OSC and OSC backup servers at DPI to DIT EDC and WDC

Measures of Success - New measure. Completion of study/analysis determining operational, cost, backup capabilities, testing and best practice impacts of relocating and consolidating and/or relocating servers to DIT EDC and WDC.

2.2.1 Initiatives – OSC server consolidation/relocation evaluation complete

Organizational Unit responsible: OSC IT technical team and DIT
Estimated funding requirements: None
Timeline: 12/31/2017

Goal 3 – High Performance Culture

Ensure OSC has resources, systems and equipment to continue a high performance culture

Aligns to SCIO goals of Optimize, Unite, Revitalize, Invest and Transform

Partner and stakeholder is OSC

3.1 Objective – Retain and recruit skilled professional staff

Measures of Success – Retention, promotion from within and recruitment of fittingly skilled staff.

3.1.1 Initiative - Create environment and opportunities that retain, attract and encourage dedicated, high performing, professional staff supporting OSC's mission, goals and values

Organizational Unit responsible: OSC and OSHR
Estimated funding requirements: None
Timeline: On-going

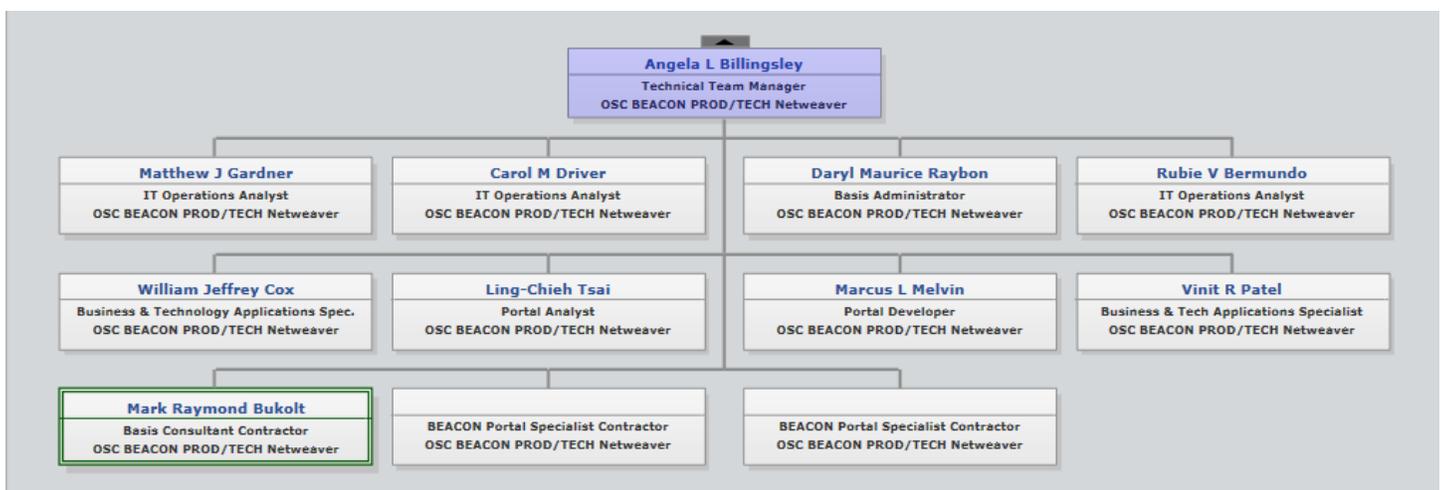
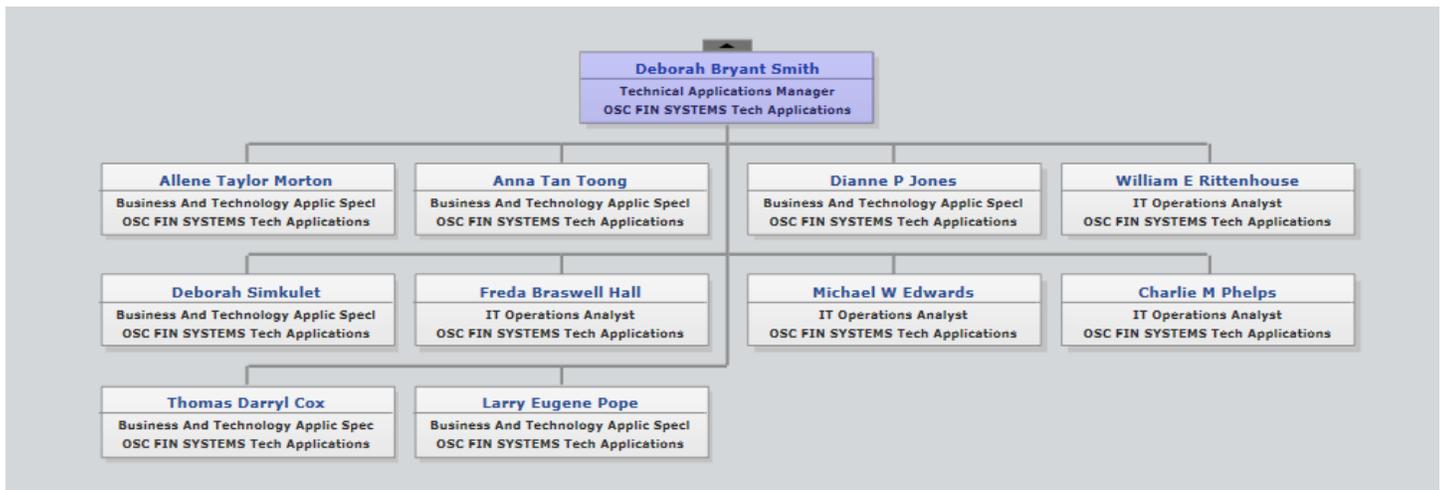
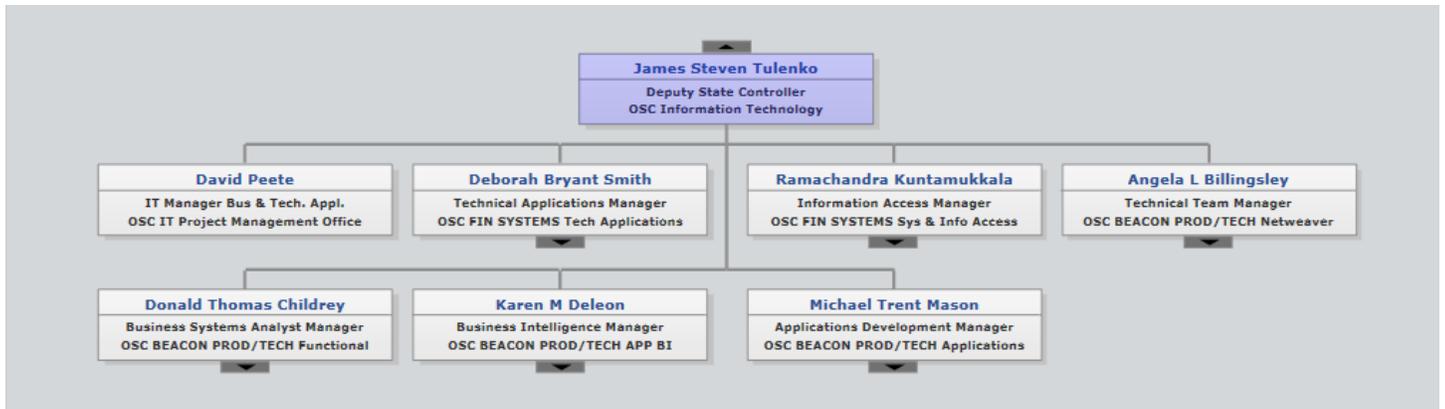
3.2 Objective – Ensure equipment and systems are up to date and appropriate to adequately support staff and OSC operations.

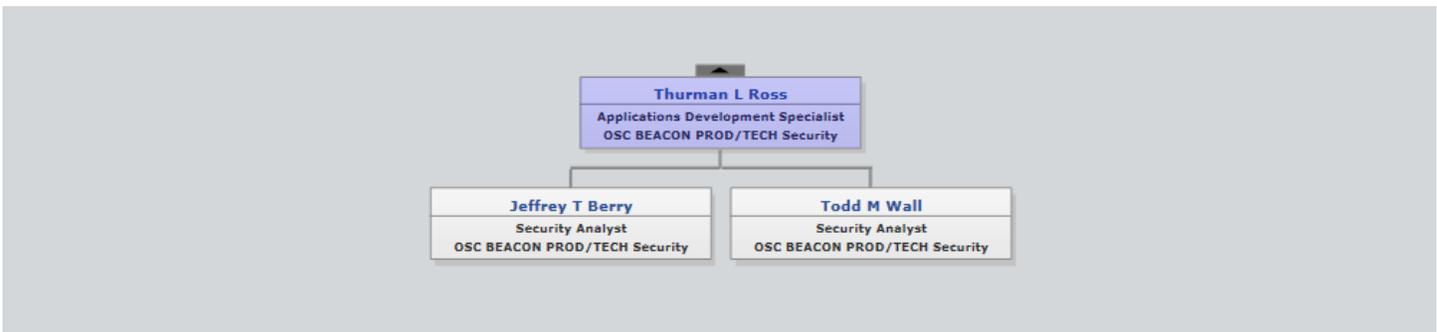
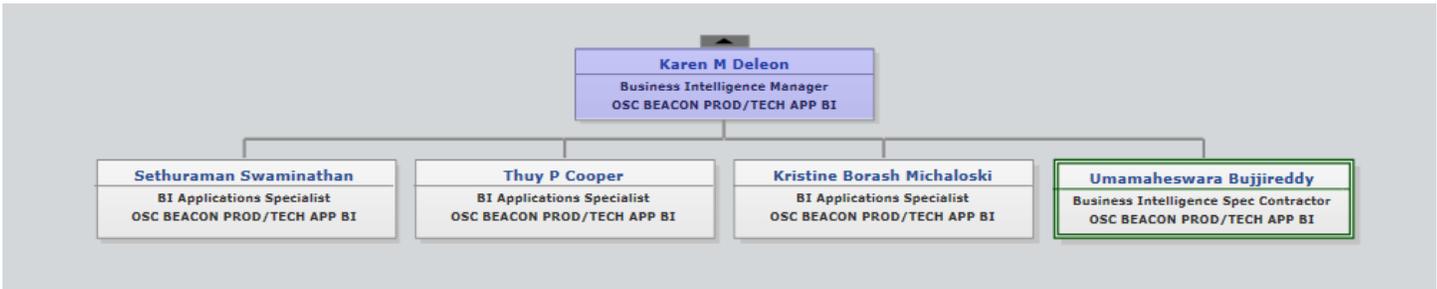
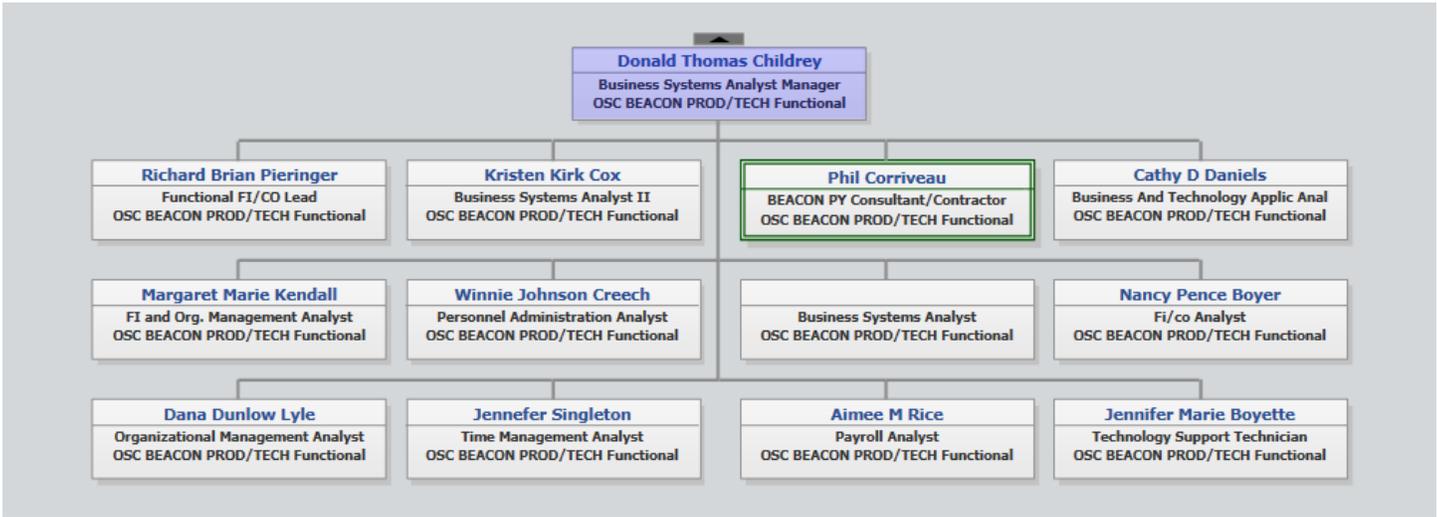
Measures of Success – Staff are equipped with appropriate tools to excel in their duties. New PC, monitors, telephones, equipment in place.

3.2.1 Initiatives - Replace/upgrade computers, monitors, telephones, servers and equipment as needed when needed to ensure staff are equipped with tools to exceed in their duties

Organizational Unit responsible: OSC
Estimated funding requirements: TBD
Timeline: On-going through-out fiscal year

10. Office of the State Controller IT Organizational Structure





11. Enterprise IT Opportunities

11.1. Potential Initiatives

None at this time.

11.2. Collaborative Opportunities

- ERP Statewide Financial System
 - A key requirement for the success of the State is a robust, integrated and adaptable financial system that meets the business needs of all state agencies and provides a consolidated reporting mechanism that easily adjusts to changes and demands of the agencies, legislature and provides on-going up to date security technology. This can only be met by an enterprise based infrastructure financial reporting system. To that end, a new ERP system to replace the existing NCAS is imperative. This requires significant up-front non-recurring initial funding as well as on-going recurring operations and maintenance funding combined with resources and effort of OSC, OSBM, DIT and other State agencies.

- Agency wide Security Encryption and Multifactor Authentication
 - Encryption ensures access is not available to anyone not authorized and must occur at both the sending/operating end as well as the receiving/user end, thus for encryption to work it needs to be an enterprise funded mandate for all agencies and thus encryption always is in place at both the operating/system and user sides of the business. Without enterprise level funding, agencies may elect to limit or avoid funding encryption needs if cost or agency budget issues are a factor. Encryption should be considered for all areas of business from the system side down to the data level. Encryption at the data level provides an extra level of security in the event a laptop or mobile device is lost/stolen or in the unforeseen event anti-malware software eventually detects that malicious software is active on a system or device.
 - Multifactor authentication combines two or more independent credentials resulting in an added level of security required before access is granted and thereby pretty much eliminates the likelihood of password only type breaches.

Appendix A: Office of the State Controller Major IT Projects

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
<i>Initiative/Project Name</i>	<i>Provide a short description of this item (Please also indicate if this is a project or application with a cost over \$500,000).</i>	<i>To what agency goals and objectives and/or SCIO goals does this project relate?</i>	<i>Please identify funding strategy (expansion, grant, etc.) For existing projects, note whether they are fully funded or require expansion.</i>	<i>Provide a summary of any anticipated benefits.</i>	<i>Provide an estimated completion date for the project.</i>
New Initiatives/Projects					
<i>Initiative/Project Name</i>					
OSC Integrated HR-Payroll System Security Enhancements	Security improvements, including further encryption, multifactor authentication, implementing SAP's PI module and potential DDOS prevention services for the OSC Integrated HR-Payroll System <\$500,000	OSC - Operational Risk Avoidance SCIO – Optimize, Invest and Transform	Minimal or no funding impact for OSC component Multifactor Authentication does require funding from agencies or optimally from General Assembly to ensure enterprise wide adherence	Security risk avoidance and unauthorized user access avoidance	12/31/18
DSS Platform Replacement Study and potential replacement	Determine appropriate new platform for NCAS DSS	OSC - Operational Excellence, Risk Avoidance and High Performance Culture	No funding impact for study to identify replacement platform. Future funding requirement once new	Improved reporting and increased functionality	6/30/19

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
	<\$500,000	SCIO – Optimize, Unite, Revitalize, Invest and Transform	platform is identified and implementation planned.		
OSC internet web moving to a DIT Digital Commons-based platform	Convert OSC internet to DIT’s Digital Commons platform <\$500,000	OSC - Operational Excellence and High Performance Culture SCIO – Optimize, Unite, Invest and Transform	Existing if any	Improved user experience and more up to date technology	12/31/2016
OSC Servers	Determine appropriateness of relocating OSC based servers to EDC/WDC <\$500,000	OSC - Operational Excellence and High Performance Culture SCIO – Optimize, Unite, Invest and Transform	None. Should be cost neutral.	Reduced risk, Adherence to Data Center Consolidation Statute	12/31/2017
OSC Equipment	Replace dated/inadequate computers, monitors, telephones and other equipment <\$500,000	OSC - Operational Excellence, Risk Avoidance and High Performance Culture SCIO – Optimize, Unite, Revitalize, Invest and Transform	Expansion – non recurring	Improved productivity	Ongoing
New OSC Integrated HR-Payroll System user interface and mobile option	Review and implement SAP mobile (Fiori) and improved HR Renewal	OSC - Operational Excellence and Risk Avoidance	Existing if any for OSC. Possible OSHR funding.	Improved productivity	6/30/2018

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
	User Interface as appropriate <\$500,000	SCIO – Optimize, Unite, Revitalize, Invest and Transform			
Additional OSC Integrated HR-Payroll System enhancements	Enhancement possibilities include: - Business Intelligence (BI) reports for payroll services - Online W2 processing - Supporting OSHR with their initiatives such as the new Applicant Tracking System (ATS) and potential Org Management solution <\$500,000	OSC - Operational Excellence and Risk Avoidance SCIO – Optimize, Unite, Revitalize, Invest and Transform	Existing if any (excluding any funding required from OSHR for their initiatives)	Improved productivity	6/30/2019
ERP Financial System	Replace NCAS with new ERP financial System >\$500,000	OSC - Operational Excellence and Risk Avoidance SCIO – Optimize, Unite, Revitalize, Invest and Transform	Expansion, non-recurring and recurring	Improved productivity, reduced risk	6/30/2021

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
Existing Initiatives/Projects					
No previously funded initiatives will carry forward from FY 14-16 to FY 17-19 Biennium					
HR/PR Hardware refresh	Upgrade dated SAP hardware to new Oracle Supercluster environment >\$500,000	OSC - Operational Excellence, Risk Avoidance and High Performance Culture	Fully Funded	Improved performance, substantial servers and storage costs savings, improve user experience	September 2016
HEAT Voice	Replace service center Avaya call routing application with HEAT <\$500,000	OSC - Operational Excellence, Risk Avoidance and High Performance Culture	Fully Funded	Improved performance, integrated reporting, operating costs savings monthly and recurring maintenance	October 2016
OSC Integrated HR-Payroll System Business Objects reporting	HR-Payroll reporting migration from Business Intelligence to Business Objects <\$500,000	OSC - Operational Excellence, Risk Avoidance and High Performance Culture	Fully Funded	Improved performance and user accessibility	March 2107

Appendix B: Office of the State Controller IT Accomplishments and Progress Review

FY14-16 Goal	FY 14-16 Objective	FY 14-16 Initiative	Progress Review	Anticipated Completion Date
Goal 1 Provide exceptional enterprise customer service	Objective 1.1 Develop/implement facilitative technology	Initiative 1.1.1 Implementation of finance backbone/NCAS replacement	In Progress	TBD
		Initiative 1.1.2 CMCS to Core Banking	Project Cancelled	N/A
	Objective 1.2 Improve HR-Payroll reporting	Initiative 1.2.1 Roll out business object to improve HR-Payroll reporting	In Progress	March 2017
Goal 2 Optimize operational execution	Objective 2.1 Develop/implement facilitative technology	Initiative 2.1.1 Implementation of finance backbone/NCAS replacement	In Progress	TBD
		Initiative 2.1.2 CMCS to Core Banking	Project Cancelled	N/A
	Objective 2.2 Improve HR-Payroll Infrastructure	Initiative 2.2.1 Refresh BEACON HR-Payroll hardware	In Progress	Sept 2016
Goal 3 Manage risk effectively and efficiently	Objective 3.1 Develop/implement facilitative technology	Initiative 3.1.1 Implementation of finance backbone/NCAS replacement	In Progress	TBD

FY14-16 Goal	FY 14-16 Objective	FY 14-16 Initiative	Progress Review	Anticipated Completion Date
		Initiative 3.1.2 CMCS to Core Banking	Project Cancelled	N/A
Goal 4 Foster a high performance culture	Objective 4.1 Develop/implement facilitative technology systems	Initiative 4.1.1 Implementation of finance backbone/NCAS replacement	In Progress	TBD
		Initiative 4.1.2 CMCS to Core Banking	Project Cancelled	N/A
	Objective 4.2 Improve HR/Payroll Reporting	Initiative 4.2.1 Roll out Business Objects to improve HR/Payroll reporting	In Progress	March 2017