Virginia Department of Social Services

Organizational Structure Report

January 1, 2018-August 1, 2020

As one of the largest state agencies in the Commonwealth, The Virginia Department of Social Services (VDSS) is responsible for partnering with 120 local departments of social services, along with faith-based and non-profit organizations, for the administration of over 35 programs in six primary service areas: Benefit Programs, Family Services, Child and Early Childhood Development Services, Community and Volunteer Services, Child Support Enforcement, and Licensing. Virginia's social services system is comprised of approximately 1,870 state staff and more than 10,000 employees of local departments of social services and community action agencies who work together each day "to design and develop high quality human services that help Virginians achieve safety, independence and overall well-being" and ensure that thousands of Virginia's most vulnerable citizens have access to the best services and benefits available to them.

In January 2018, agency executive leadership consisted of the Commissioner (At-Will Appointee), Chief Deputy Commissioner (At-Will Appointee), Deputy Commissioner/Division Director for Child Support Enforcement (Classified), and Deputy Commissioner for Operations (Classified). The staffing and structure had evolved over the years in response to retirements, resignations, a major technology project, and tactical decisions to address to immediate, short-term needs. Executive leaders had a large span of responsibility and control over misaligned functions. (Appendix A – January 2018 VDSS Organization Chart)

In 2018, a new structure was designed to enable the agency to more effectively lead and sustain the organizational changes necessary to deliver the agency's Mission. The new structure was implemented in August 2018. (Appendix B – 2020 VDSS Organization Chart).

The new VDSS organizational structure achieved several objectives:

- Established new functions and supports needed to fulfill the mission that did not exist
- Brought together dispersed functions for better coordination, effectiveness, and efficiency as an integrated team
- Provided better support to local departments of social services (LDSS) with a focus on their business operations and training

Functions

The **Executive Team** is a cross-collaborative leadership team consisting of the Commissioner, Chief Deputy Commissioner, Chief of Staff and the Deputy Commissioners of key programs areas: Technology, Administration, Human Services, State Programs, and Strategy and Engagement. This Executive Team shares ownership of the agency's effectiveness and builds mutual accountability across the organization. The team shapes strategies, develops objectives and collectively resolves issues that are critical to the overall agency performance. They oversee processes for strategic planning and are tasked with critical decision-making that will advance the agency towards organizational goals. All Deputy Commissioners and Chief of Staff are civil servants, ensuring continuity of operations across administrations.

Technology –This change creates a single portfolio that consolidates lines of business that focus on technology and systems with an integrated vision and oversight to promote alignment and efficiency. This grouping of like lines of business promotes collaboration and streamlined efforts designed to achieve common agency goals. It includes project planning, budget and oversight, administration of all IT systems, applications and operations and incorporates the following Divisions:

- **Enterprise Business Solutions** focuses on VDSS enterprise information technology projects, with an emphasis on self-service benefits and services models that are efficient, effective, and customer friendly.
- **Application Development** provides solutions to meet the app (software application or program) development requirements of various business divisions of VDSS.
- **Infrastructure Operations** provides support and ongoing management for technology used by the agency's 10,000+ staff statewide. This includes IT operations management, customer support, asset and change management, and Virginia Information Technology Agency (VITA) coordination.
- **Information Security & Risk Management** protects VDSS information systems by addressing security compliance, risk, and opportunities in alignment with VDSS and stakeholder objectives.

Administration - Lines of business that provide operational support to the entire agency through the following divisions:

- The Division of **Finance** provides management and oversight of the agency's financial operations. This includes providing financial guidance, along with establishing formal policies and procedures for both VDSS and local departments, as well as ensuring fiscal compliance with state and federal regulations.
- The Division of **General Services** provides management and oversight of the agency's contracts and procurement, internal technical assistance and guidance to agency personnel regarding property and facilities management, and support the Commonwealth's emergency management efforts for state shelters.
- The **Organizational Development** Division is focused on creating a positive organizational culture and supporting the acquisition, management, development,

engagement, retention, and well-being of a qualified and productive workforce. The division serves both state and local employees and managers.

Human Services –Lines of business that collaborate as a team to support local departments and their customers. Local departments are county and city government departments of social services for which VDSS hat both oversight responsibility as well as training, technology and technical assistance responsibilities. Program staff focuses on policy development, program design and assessing program outcomes.

- The Division of **Family Services** promotes safety, permanency and well-being for children, families and individuals in Virginia through program areas that include adoption, foster care, child protective services, abuse prevention and more.
- The Division of **Benefit Programs** is responsible for the supervision and management of 16 public assistance programs (SNAP, TANF, Energy Assistance, etc.) that provide income support benefits and employment services to families and individuals in the Commonwealth. A new **Workforce Services** function was created in this division to provide comprehensive workforce services to all those that touch our system.
- The Division of **Child Care and Early Childhood Development** enhances the quality, affordability, and supply of child care in Virginia by operating the child care subsidy program, implementing a quality rating system, and providing professional development for child care workers.
- **Local Engagement & Support** is comprised of staff at the VDSS home office and five regional offices across the Commonwealth. Teams work collaboratively across each location to support Virginia Social Services System initiatives by consulting and supporting Local Departments of Social Services.
- **Workforce Development & Support** is a new **program training** function that was established to deliver centralized, coordinated training across all Human Services programs to state and local employees.

State Programs – The following lines of business, within VDSS, provide support and services at the state level (not via local departments).

- The Division of **Child Support Enforcement** is responsible for ensuring that Virginia's children receive financial support by reaching noncustodial parents, establishing and enforcing child support obligations, supporting parents with family-centered resources, and collecting and disbursing payments. A Division Director position was established to lead this division. The division leadership role was previously incorporated in the Deputy Commissioner position.
- The Division of **Licensing Programs** protects the safety, health and well-being of children and adults receiving care in non-medical day and residential programs through the licensing of adult and children's programs. The Children and Adult functions were consolidated under a single Division Director.
- **Business Operations** is comprised of the Office of Background Investigations supported by Licensing Programs and the State Disbursement Unit supported by Child Support Enforcement) for VDSS. The Office of Background Investigations provides background investigation searches of individuals with founded cases of child abuse or neglect, as well as criminal fingerprint records searches for barrier crimes. The State Disbursement

Unit collects child support funds for the Commonwealth of Virginia, documents those collections in the statewide automated system and disburses those funds to custodial parents.

Strategy & Engagement – This portfolio was established to create a focus and enhance the agency's ability on developing and driving human services strategies and strategic projects to shape the future of the social services system across the Commonwealth of Virginia.

- The Division of **Community & Volunteer Services** (CVS) maintains close relationships with community organizations, faith-based organizations, non-profits and local departments of social services to enable Virginia's social services system to pool resources and provide a safety net for services. CVS also implements the federal Community Services Block Grant through the 31 Community Action Agencies in Virginia, as well as the services offered by the Refugee Resettlement Program operated through its six refugee resettlement program providers.
- The Office of **Innovation & Strategic Initiatives** – A new division established to identify and deploy best practices as well as leverage human centered design and innovation to rapidly develop and test innovative strategies and methodologies. This division collaborates with the broader social services system, community based organizations, other state agencies, and nontraditional partners to implement innovation projects and strategic initiatives that will increase the agency's capacity to better achieve its mission.
- The Office of **Research & Planning** – Elevates the agency's capability in all lines of business in researching, reporting and using data for program evaluation, process improvement, forecasting, risk management and decision-making. It provides research expertise and fulfills data requests for state and local social services staff to support planning, evaluation, decision -making, and compliance with state and federal reporting requirements.

Compliance – Independent from all lines of business, this newly established function separated oversight responsibility from program operations. This function is responsible for agency-wide compliance and risk mitigation that helps to ensure adherence to state and federal legal and regulatory standards, including Appeals and Fair Hearings, Quality Control, Freedom of Information Act and Sub-recipient Monitoring, cooperation with OSIG investigations, FOIA, and oversight of fraud investigation activities.

Legislative & Regulatory Affairs is responsible for providing oversight of all legislative and regulatory activities of VDSS, including monitoring legislation during each General Assembly session, coordinating year round regulatory activities and assuring departmental compliance with state and federal mandates.

Changes

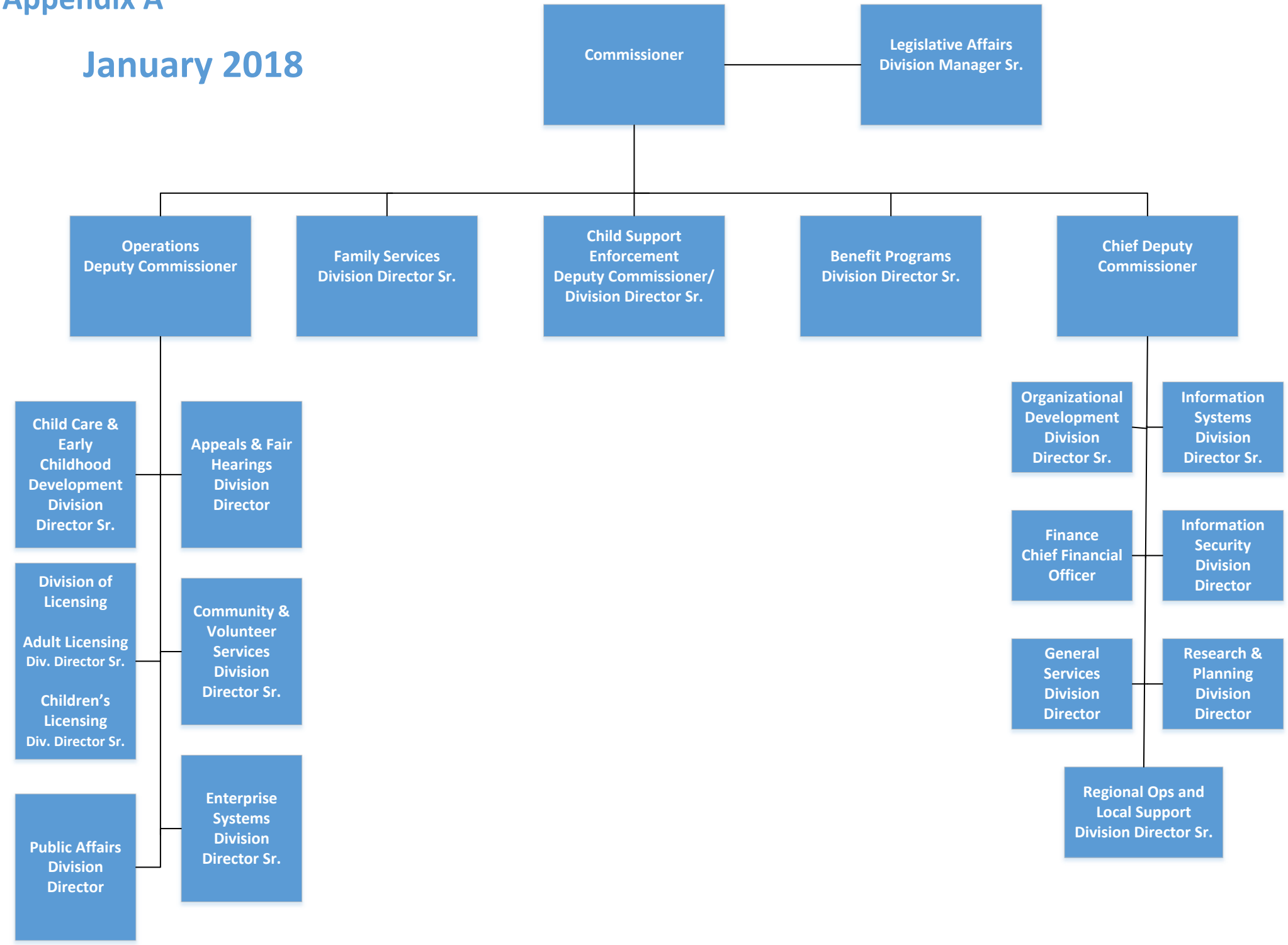
In addition to the 2018 structure changes described above, the following changes have been made at the leadership level in the past twelve months.

- Filled the at-will Chief Deputy Commissioner position and changed the reporting relationship of the Compliance function from the Commissioner to this position.
- Established the Office of the Chief of Staff and filled a Chief of Staff position – This Office was established to drive the execution of key internal and inter-agency priorities, cross-functional project coordination, sound administrative and communications processes, and to provide strategic leadership to the agency in efforts to build capacity, improve customer experiences and ensure organizational effectiveness. It also oversees the Public Affairs & Communications function.
    - **Public Affairs** – Supports public relations, communications and digital solutions and provides comprehensive internal and external communications services through education, awareness and outreach efforts to employees, community partners, the media and the public citizens, including management of VDSS' public and internal web portals.
- Established an Assistant Deputy of Human Services position. All support functions related to the local departments of social services are now solely under the authority of this position. Additionally, a training division was established within this portfolio to support the programs.
- As part of the integration and reorganization of the Information Technology Services function, established a Deputy Chief Information Officer (CIO) position, and established Division Director positions for the Application Development and Infrastructure Operations Divisions.
- Established the Information Technology Investment Council (ITIC) responsible for the oversight and delivery of all investment decisions, to ensure the effective and efficient use of technology in enabling VDSS to achieve its strategy and goals within acceptable levels of risk. The Council is accountable for ensuring that technology services deliver business value and an excellent customer experience and that expected benefits from new investments are fully realized. (Appendix C – Information Technology Investment Council)

A list of current agency full-time and part-time positions, by job title, is available in Appendix D.

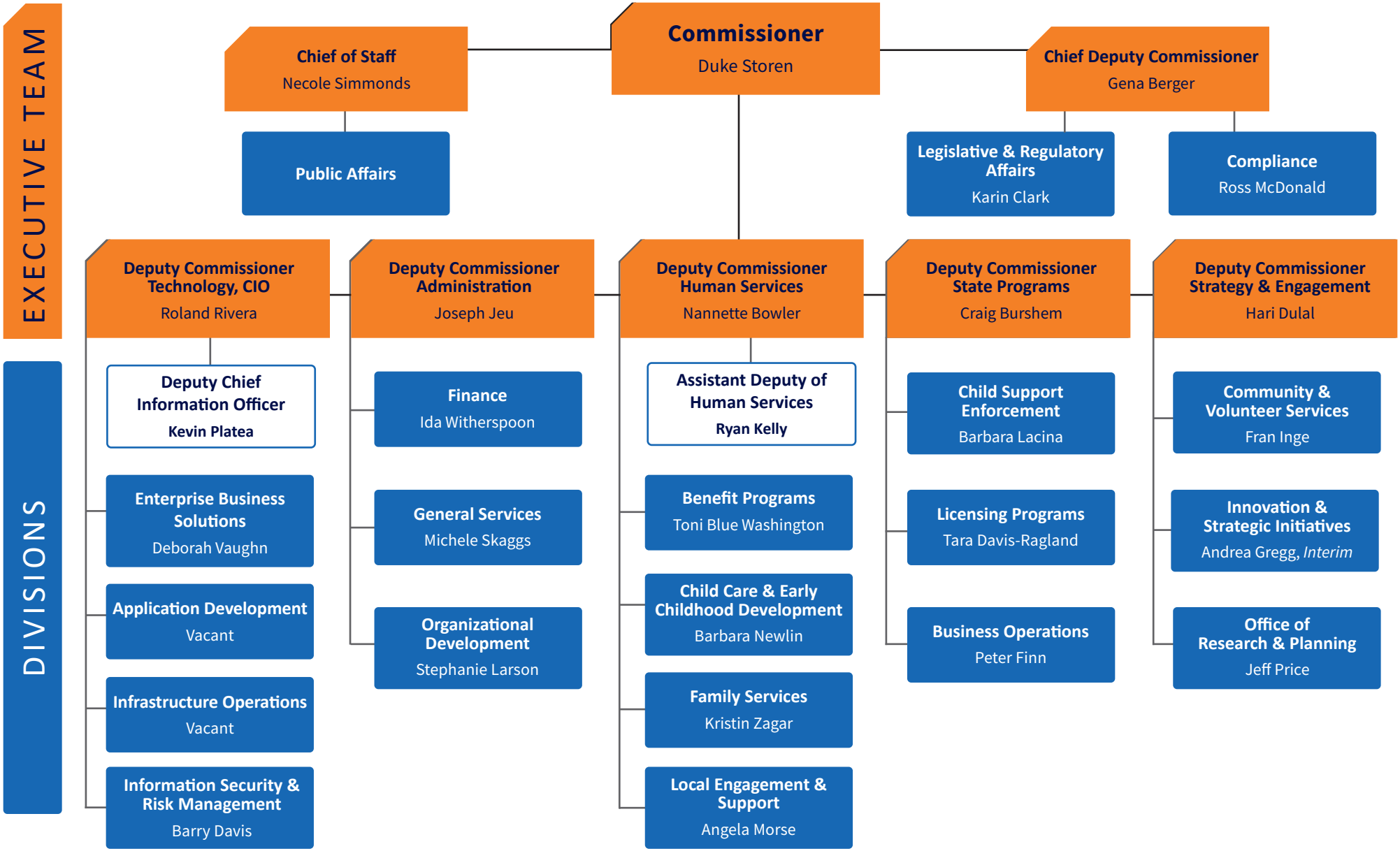
Appendix A

January 2018



Appendix B

VIRGINIA DEPARTMENT OF SOCIAL SERVICES ORGANIZATIONAL CHART



Virginia Department of Social Services
Information Technology Governance Charter
July 31, 2020, version 3.0

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Governance Charter

Purpose

The IT Investment Council (Council) is responsible for the oversight and delivery of all IT investment decisions in support of the overall strategic direction of the Virginia Department of Social Services (VDSS) established by the Executive Team. The purpose of the Council is to ensure the effective and efficient use of technology in enabling the VDSS to achieve its strategy and goals within acceptable levels of risk. The Council is accountable for ensuring that technology services deliver business value and an excellent customer experience and that expected benefits from new investments are fully realized. The Council will also adhere to the concepts and frameworks for Project Portfolio Management (PPM), which is the continuous process of identifying, selecting and managing a portfolio of projects in alignment with key performance metrics and strategic business objectives.

The Council will make decisions by discussing items or issues and coming to agreement. This agreement does not necessarily mean that each member concurs with the decision itself, but rather, supports the decision and will visibly demonstrate that support in the public arena within VDSS.

Authority

The VDSS IT Governance Charter is established in accordance with COV ITRM Policy GOV 105-05 (TECHNOLOGY MANAGEMENT POLICY) dated July 9, 2018, which provides a recommended practice-base IT portfolio management methodology that is used to support both the selection of new agency IT investments and the evaluation of operational IT investments based on criteria established by the CIO. VDSS will also comply with the Commonwealth Information Technology Investment Management (ITIM) process described in the Information Technology Resource Management Standard posted on the Virginia Information Technology Authority (VITA) website at: http://www.vita.virginia.gov/uploadedFiles/Library/PSGs/ITRM_Policy_GOV102_01_july09.pdf The ITIM process follows the investment life cycle:

- Select and prioritize the best IT investments in line with the goals of the agency.
- Access the ability to move forward based on VITA procedures and agency resources.
- Develop and implement the plan; ensure stringent oversight of the projects.

- Measure and evaluate IT investment costs, risks and benefits prior to selection and after implementation.

Figure 1. Investment Life Cycle

Council Membership

The Council is composed of leaders in the enterprise:

- Commissioner, Duke Storen
- Chief Deputy Commissioner, Gena Boyle Berger
- Chief of Staff, Necole Simmonds
- Deputy Commissioner for Technology / Chief Information Officer, Roland Rivera
- Deputy Commissioner for Administration, Joseph Jeu
- Deputy Commissioner for Human Services, Nannette M. Bowler
- Deputy Commissioner for State Programs, Craig Burshem
- Deputy Commissioner for Strategy and Engagement, Hari Dulal
- Chief Financial Officer, Ida Witherspoon
- Director of General Services, Michele Skaggs (non-voting member)
- Chief Information Officer of the Commonwealth, Nelson P. Moe, or his designee (non-voting member)
- President, League of Social Services, Andy Crawford or his designee (non-voting member)

Council Chair

The Chief Deputy Commissioner will chair the Council. The Chief Information Officer is the backup to the Chief Deputy Commissioner.

Consensus Decision Making

Consensus decision making is a creative and dynamic way of reaching agreement among all members of a group. Instead of simply voting for an item and having the majority of the group determine the outcome, a group using consensus is committed to finding solutions that everyone actively supports or can at least live with. This ensures that all opinions, ideas, and concerns are taken into account. The group aims to come up with proposals that work for everyone by listening closely to each other.

The goal of consensus decision making is to dismantle hierarchy of any kind and replace it with shared power. It is based on the values of equality, freedom, co-operation, and respect for everyone's needs. The benefits of consensus include sharing power, building a strong IT investment council, making better decisions, getting things done, protecting minority needs and opinions, and building strong relationships.

The IT Investment Council shares VDSS's goals and is committed to working together towards achieving those goals. We are committed to reaching consensus by agreeing to the principles of trust and openness, taking the time necessary to come to consensus, supporting the consensus process (see figure 4), and actively participating in order to come to a decision together.

The Chief of Staff shall facilitate the consensus decision-making process.

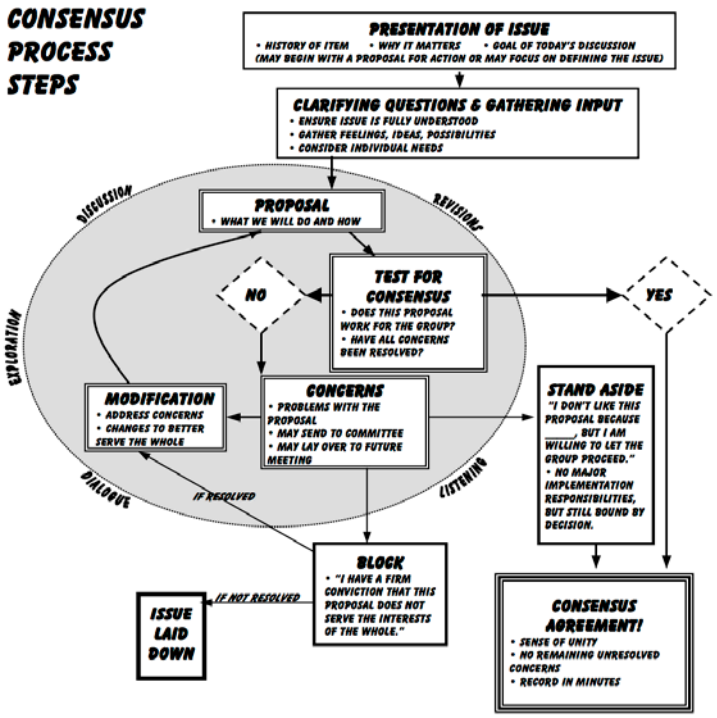


Figure 2. Consensus Decision Making Process

Responsibilities of the IT Investment Council

The Council ensures that the IT investments are aligned with the business strategy for the enterprise within acceptable levels of risk. Although the IT Strategic Planning process begins with technology portfolio analysis, the agency will continuously manage and evaluate the technology portfolio. The graphic

below shows the life cycle of the IT Investment Management (ITIM) process, which relies on analysis of the agency portfolio.

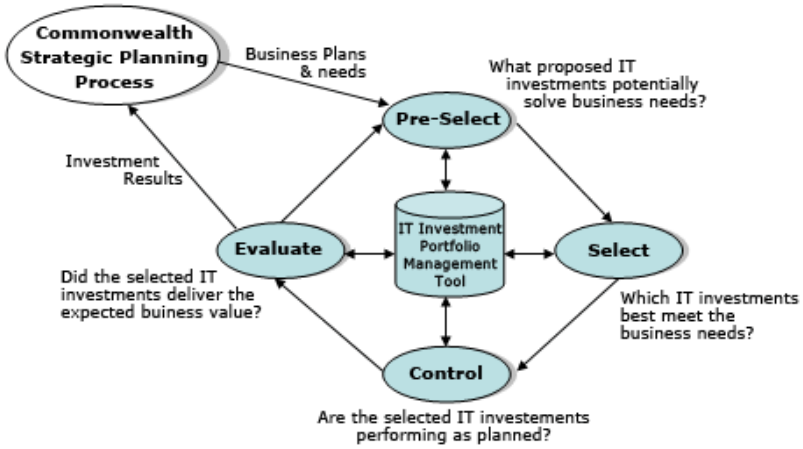


Figure 3. Investment Life Cycle Process

Responsibilities include:

- Decide on agency IT strategies, objectives and capabilities of the enterprise. Review and approve a portfolio of assets and investments for the enterprise and align technology services and investments with the VDSS strategy and the IT portfolio.
- The CIO will recommend and the Council shall approve a five-year IT Strategic Plan. The Council will approve changes to the plan as necessary and document the end-state in the to-be Architecture. Integrate the five-year plan into the Enterprise Architecture in the form of a to-be Architecture to help identify capability-gaps that need to be filled and resourced in the plan.
- Determine the IT investment approach. Create investment principles that serve to guide investment decisions for the enterprise. Determine funding sources and financial authority and establish audit responsibilities and accountabilities.
- Balance IT investment risk against potential investment opportunities, selecting those investments that are in line with the risk profile of the enterprise.
- Ensure a steady flow of communications. Communicate IT strategy and investment decisions to employees and stakeholders (State Board of Social Services, Department of Planning and Budget (DPB), VITA, VDSS, and local departments of social services) to create understanding at all levels of the enterprise about the investments that have been approved. Communicate changes to the VDSS strategy that may have an impact on technology services.
- Deliver results. Balance the agile process and structured development approaches to successfully manage both large, complex distributed IT projects and small, co-located IT projects. Ensure the progress of technology projects, services and investments at the strategic level is successful. Resolve issues that impede the effective delivery of investments. Ensure enterprise and technology strategies align and that deviations are intentionally managed.
- Improve IT governance. Continuously assess the effectiveness of the governance process and of the IT Investment Council and make changes to improve the process and effectiveness and prevent chaotic or reckless behavior on the part of the enterprise and its people.

- The IT Investment Council will meet monthly for the remainder of 2019 and during 2020. Beginning in January 2021, the Council will meet quarterly.
  - A quorum is a simple majority of the IT Investment Council members.
  - Meetings will include members, member designees, and invited subject matter experts or guests.
  - Members of the IT Investment Council will make decisions through consensus.
  - The IT Investment Council recognizes that failure of members to attend meetings will result in issues. The IT Council Chair and/or the Commissioner will discuss non-attendance with members if necessary and try to re-engage them in the Council. Design Council meetings to engage members to use their expertise and participate in making meaningful decisions.

Responsibilities of the CIO

The CIO ensures that the technology strategy is consistent with the business strategy and meets the needs of other lines of business.

Responsibilities include:

- Deliver a compelling vision of a future target state for IT and the road map to get there in manageable steps.
- Resolve cross-functional issues within the technology strategy.
- Implement the technology strategy. This includes recommending a five-year IT Strategic Plan.
- Ensure the enterprise architecture represents the agency direction and strategy, as well as incorporates new and relevant technologies as appropriate to advance the VDSS mission.
- Establish and maintain a current asset portfolio of hard assets like production applications, hardware, tools and staff linked to soft assets such as business processes, data, hosted services, supporting applications, capabilities, knowledge, and skills. Maintain this in both as-is, and to-be Enterprise Architecture models and present to the Council annually.
- An Enterprise Architecture should inform IT leadership on at least four questions: what do I have, where is it, what is on it, and what business process does it support? There should be a process to inform the future-state vision of the Enterprise Architecture, of which IT is a component. There should a process that informs the future-state vision of the Enterprise Architecture, of which IT is a component.
- Maintain and manage an IT project portfolio to manage both ongoing and operational projects. Update the Council quarterly on all projects.
- Screen, prioritize, and recommend IT Investments as defined in the ITIM process based on evaluation of strategic business priorities to maximize VDSS investment in IT support of VDSS's mission. Provide information on IT investment requests and propose recommendations and priority of proposed projects to the Council**.**

Responsibilities of the Line of Business (LOB) Executives

The LOB executives drive the technology strategy for the agency. They work with the CIO to ensure that business and technology strategies are clearly understood and executed throughout the agency. They are responsible for providing regular reports to the Council chair on the progress of business and technology investments and services at an operational level within their respective business areas. All executives are accountable to the IT Council for successful delivery of their areas' business outcomes.

Responsibilities include:

- Proactively and equally share in discussions to determine the enterprise strategy.
- Champion the enterprise and technology strategy within their respective lines of business. Ensure that LOB operational plans are consistent with the enterprise and technology strategies.
- Ensure that the Council clearly understands existing and changing business needs and incorporate those needs into the investment portfolio as appropriate.
- Leverage the architectural road map.
- Manage interdependencies with other business areas, partners, and suppliers created by new investment and change projects. Influence and resolve cross-functional issues that result from any new investment and change projects.
- Ensure that benefits from technology investments are completely realized.

Responsibilities of Others

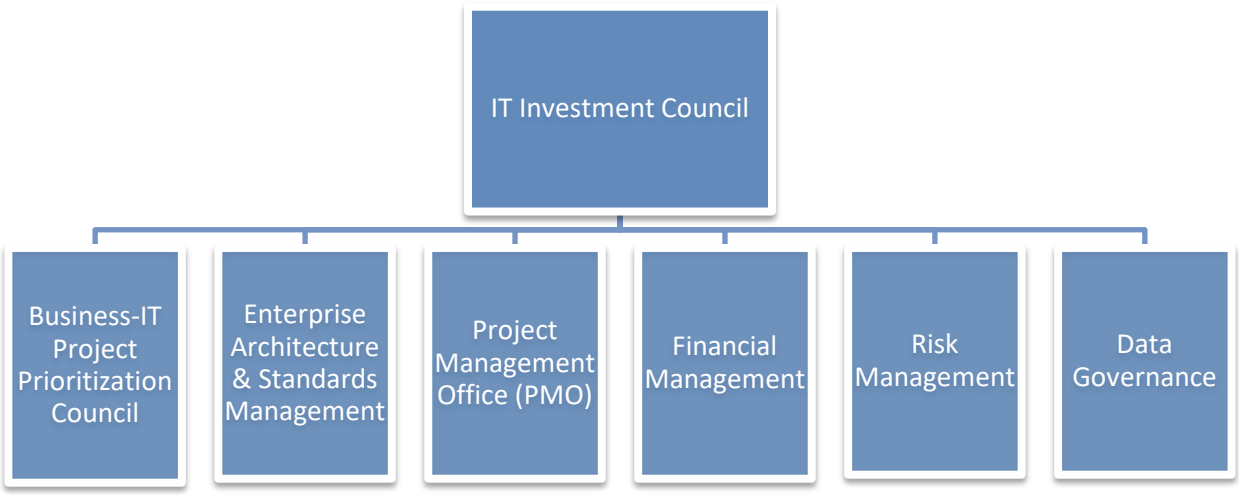
Other Council members include the Chief Financial Officer, Chief Deputies, Chief of Staff, President of the League of Social Services, and possibly others, including VITA Chief Operating Officer, DPB financial analyst, and Office of the Attorney General (OAG) IT procurement legal counsel.

Their responsibilities are to:

- Offer their unique perspective to the investment decision at hand.
- Provide specific industry insight as it relates to their respective areas — for example, upcoming legal changes, VITA offerings or contracts for services, budgetary issues, local department of social services challenges— that may influence the IT enterprise strategy.
- Participate as required to become an executive sponsor for initiatives and ensure those initiatives deliver the expected results.
- VaCMS Steering Committee
- Steering Committee - The body established to give guidance for Project Change Requests from Program areas supported by VaCMS. The Steering Committee is responsible for specific business program areas of Information Technology Investment Management. The Steering Committee will be empowered by and report to the Information Technology Investment Council. The Steering Committee is duly empowered to make recommendations related to Project Change Requests.

IT Investment Council Structure

Figure 4. IT Council Structure



From "A Minimalist Approach to Organizing Governance Groups."

Tertiary Councils

Business-IT Project Prioritization Council — Composed of 80% business and 20% IT functional heads or business unit heads, this team makes recommendations to the IT investment Council about the types of IT investments that are required to achieve agency goals and capabilities. It has detailed knowledge about the capabilities of the IT organization and enterprise road map of initiatives. In some organizations, where there is not a separate enhancement committee, the scope for this group will include capital investments and enhancement requests. These people are not required to have technical knowledge, but are required to have detailed information about the business priorities from their respective areas. One of the essential functions of this group is to prioritize enhancements to existing systems.

Enterprise Architecture (EA) and Standards Management — Architecture and architectural standards serve as a solution framework for the execution of IT projects. Architectural standards would include approved technical protocols, software applications and hardware, and would be used by the project team responsible for delivering the approved initiatives. The architecture and standards recommended by this team are based on the technology required to fulfill the business goals. The challenge of architecture is to provide the enterprise at all times the exact combination of resources — not more, not less — needed to achieve business objectives. EA ensures that the right decisions are made to fulfill this mission.

Project Management Office (PMO) — The PMO determines the impact of the recommended changes to the portfolio on the entire portfolio. The PMO also creates and maintains the "supply side" of the IT portfolio. By understanding the types of resources and their availability, the PMO works with the IT investment committee or business-IT prioritization team to determine when projects can be implemented. Common tools created by the PMO for governance processes include: a portfolio view of the various investment possibilities and how they relate to each other in terms of value and risk; detailed delivery processes that are designed to successfully deliver approved initiatives; a benefits scorecard ensuring initiatives are delivered and are as expected; and a project investment dashboard, which serves as a one-page summary of the intent of each proposed initiative. This document then becomes the core document

used throughout the delivery process to track the project progress and outcomes. The PMO functions as the hub for governance information.

Financial Management — Finance plays a critical role in governance in verifying business cases, tracking the financial benefit of projects in progress and verifying financial results as part of benefits realization. Finance also plays a critical role in governance by ensuring that financial investment decisions are made so that appropriate funding is allocated to execute the investment decisions.

Risk Management — Risk Management drives decisions among the different possibilities, including decisions around a calculated risk approach, and assesses risks, including compliance, ability to execute against project plans, revenue risk (DCSE) and reputation risk, among others. A holistic risk approach is recommended.

Data Governance — Data governance is the specification of decision rights and an accountability framework to ensure appropriate behavior in the valuation, creation, consumption, and control of data and analytics. It is the overall management of the availability, usability, integrity, and security of data. Governance ensures data is consistent and trustworthy. This project should involve a governing council that includes representatives from business operations and IT and data management teams, along with a defined set of procedures and a plan to execute the procedures.

Exception Process

The Council has incorporated an exception process into its governance process to create enterprise agility in the marketplace. Exceptions happen and business changes. The purpose of this exception process is to accommodate these "out of cycle" changes to the business strategy, to capture consumer shifts, to adapt to regulatory change, and/or to incorporate innovation into the business model.

To invoke the exception process, contact the Council executive to whom you report and be prepared to answer the following questions before being guided through the exception process:

- What is the opportunity that needs to be discussed?
- Why does this opportunity require out-of-cycle attention? For example, is it required by a change in federal or state law?
- If agreed to by the Council, where in the portfolio might the opportunity reside? For example, how will this change be accommodated?

Meetings and Types of Decisions

Four Key Meetings

- **Meeting 1 — Approve or review the charter.** Discuss the governance charter, make necessary edits, and approve the charter. Review annually and make changes as necessary.
- **Meeting 2 — Establish Tertiary Councils and begin to draft the IT Governance process document**. Identify council members and assign a process development workgroup composed of members from the IT Council and the Tertiary councils.
- **Meeting 3 — Establish prioritization criteria.** Discuss and adopt the criteria used to prioritize investment initiatives. The CIO and CFO will provide draft criterion. The Council will review and approve the criteria in this meeting. The criteria will be added to the IT Governance process document. In subsequent meetings, the Council will review the current portfolio against the prioritization criteria, and adjust as required.

- **Meeting 4 — Establish or review the enterprise strategy.** The CIO will draft and propose a five-year IT Enterprise Strategy for the Council to review and approve. Adjust the portfolio as required.

Additional Topic-Specific Meetings

- Review the supply pipe. How much demand that comes in should be accommodated?
- Decide on the sourcing strategy. How will demand be met? Should demand be met 100% using internal staff or a combination of internal staff supplemented with external contractors or partnerships?
- Review, discuss, update, and approve cost allocation annually. Determine if the enterprise should charge back Divisions for certain technology investments.
- Develop principles that will guide investment decisions, such as, "The enterprise will purchase COTs applications before developing new applications."
- Discuss other topics that may be identified by the Council.

Monthly Meetings

- Review the status of major ongoing initiatives, and monitor steps and decisions made by supporting steering committees.
- Review new demand against the prioritization criteria, the active portfolio, and the ability to meet demand (the supply pipe).
- Continue to monitor and study competitive shifts in the industry that might impact the business strategy.

Annual Meetings

- Assess the effectiveness of IT supporting workgroups, committees, etc. based on their individual charters and update charters as required to improve performance for the next year.
- Review the Council charter and answer the following questions:
  - Is the Council effectively achieving its purpose and expected outcomes?
  - Are the right stakeholders involved in the process?
  - Is the exceptions process effectively capturing new opportunities for the enterprise?
- Review the five-year IT Strategic Plan and make changes as necessary.
- Review current IT asset portfolio.

Appendix A VaCMS Steering Committee Charter

1.0 Executive Summary / Purpose

Steering Committee - The body established to give guidance for Project Change Requests from Program areas supported by VaCMS. The Steering Committee is responsible for specific business program areas of Information Technology Investment Management. The Steering Committee will be empowered by and report to the Information Technology Investment Council and the Eligibility & Enrollment (E&E) Executive Steering Committee. The VaCMS Steering Committee is duly empowered to make recommendations related to Project Change Requests to the VDSS IT Investment Council and the E&E Executive Steering Committee. The Steering Committee's mission is documented to them through the Investment Council Governance Charter.

The VaCMS Steering Committee is the joint VDSS/DMAS management team that focuses on managing all matters related to VaCMS.

This Committee will serve as the Change Control Board for Project Change Requests (PCR) submitted for VaCMS and the scheduling of future VaCMS releases.

The VaCMS Steering Committee will review, validate, and where required modify the Working Group recommendation for VaCMS changes.

The VaCMS Steering Committee will validate contract modification(s) submitted for completion of approved Project Change Requests

The VaCMS Steering Committee shall determine how allotted hours are assigned for each VaCMS release (48% DMAS, 52% DSS per the current MOU)

The VaCMS Steering Committee will operate with the support of a VaCMS working group.

The VaCMS Steering Committee is effective as of July 2020.

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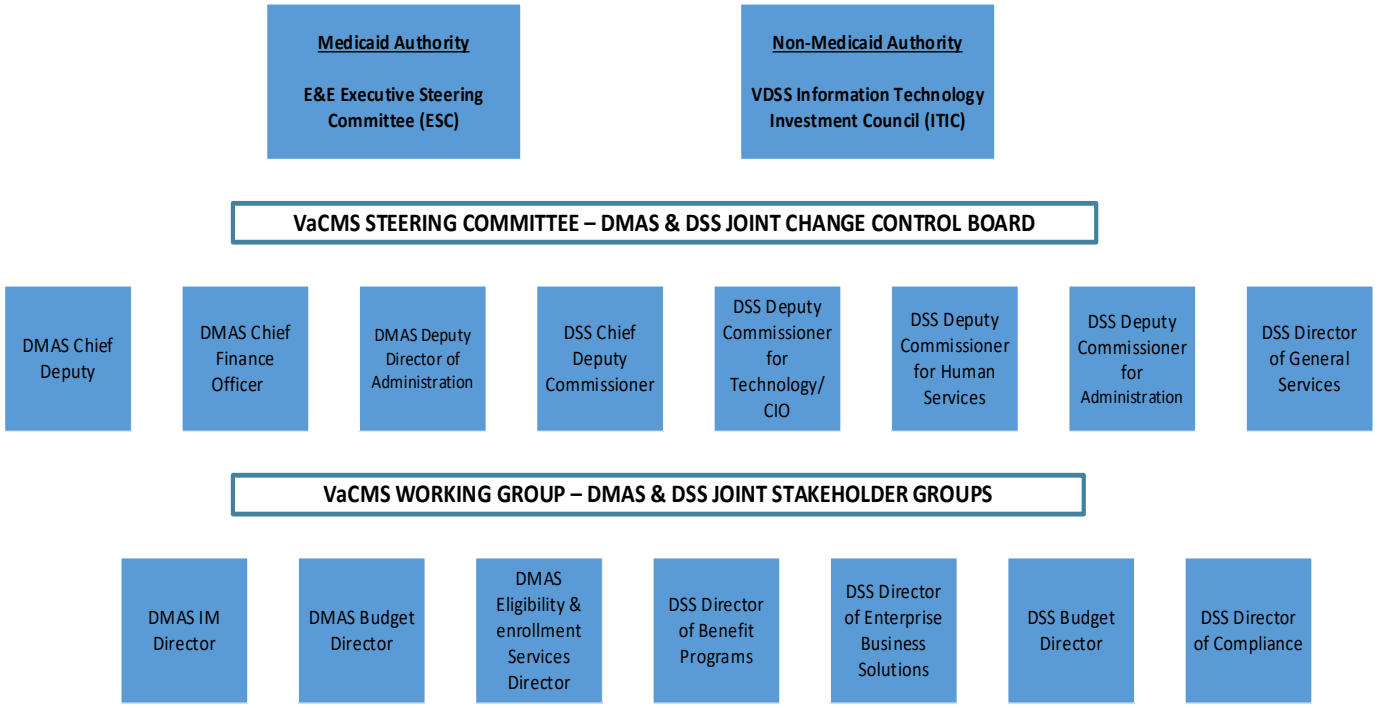
2.0 Authority

The VaCMS Steering Committee will operate under the authority of the Information Technology Investment Council and the E&E Executive Steering Committee and is effective as of July 2020.

2.1 Authority Structure



3.0 Membership

3.1 VaCMS Steering Committee

The VaCMS Steering Committee members:

- DSS Chief Deputy Commissioner,
- DSS Deputy Commissioner for Technology / Chief Information Officer
- DSS Deputy Commissioner for Administration
- DSS Deputy Commissioner for Human Services
- DSS Director of General Services

- DMAS Chief Deputy
- DMAS Chief Finance Officer
- DMAS Deputy Director of Administration

The DMAS Representatives are a partner on the Steering Committee based on an approved Memorandum Of Understanding (MOU) between DMAS and VDSS, Appendix 23

3.2 VaCMS Working Group

The VACMS Working Group members:

- DSS Director of Benefit Programs
- DSS Director of Enterprise Business Solutions
- DSS Budget Director
- DSS Director of Compliance
- DMAS Information Management Director
- DMAS Budget Director
- DMAS Eligibility and Enrollment Services Director

The DMAS Representatives are a partner on the VaCMS Working Group based on an approved Memorandum Of Understanding (MOU) between DMAS and VDSS. The VaCMS Working Group is equivalent to the "Stakeholders" in the MOU, Appendix 23.

4.0 Responsibilities

4.1 VaCMS Steering Committee

The VaCMS Steering Committee will review, validate and/or modify the VaCMS Working Group recommendation and validate the contract modification(s). The VaCMS Steering Committee will present prioritized Project Change Requests to the Information Technology Investment Council and the E&E Executive Steering Committee for consideration and/or final approval. The presentation will identify quarterly release information and an annual release plan.

4.2 VaCMS Working Group

The VaCMS Working Group will receive all PCRs. The VaCMS Working Group will review submitted requirements, prioritize, and make a recommendation to the VaCMS Steering Committee on what will be included in the next release. Additionally the VaCMS Working Group will review all PCRs and recommend prioritization for future ***annual*** VaCMS releases.

5.0 Reporting

The VaCMS Steering Committee will meet on a Quarterly basis to review PCRs that have been received since the last Steering Committee meeting.

An analysis of the PCRs will be conducted with the result being a recommendation of the PCRs to move forward for presentation to the IT Investment Council and the E&E Executive Steering Committee.

Quarterly Status Reports will be the mechanisms used by the VaCMS Steering Committee to keep Investment Council and the E&E Executive Leadership and other stakeholders informed.

Appendix D

2020 VDSS Positions
Division: Application Development

Salaried Positions

Number of Positions	Role	Work Title
1	Info Technology Manager II	Cloud Application Dev Dir
1	Info Technology Specialist II	Business Analyst
1	Info Technology Specialist III	Application Dev Analyst
1	Info Technology Specialist III	Application Dev Analyst-Expert
1	Info Technology Specialist III	Power Builder Dev
5	Info Technology Specialist III	Systems Analyst Advanced
15	Info Technology Specialist III	Web Appl Devel Analyst
25	**Total**	

2020 VDSS Positions
Division: Benefit Programs

Salaried Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Customer Svc Rep Sr
3	Admin and Office Spec III	Program Support Technician
1	Financial Services Manager II	Accounting Manager Sr
1	Gen Admin Manager III	Dir HS Workforce Dev & Train
1	Gen Admin Manager III	Division Director Sr
3	Gen Admin Supv I/Coord I	Administrative Staff Assistant
1	Gen Admin Supv I/Coord I	EAP Vendor Services Specialist
1	Gen Admin Supv II/Coord II	Admin Services Manager
1	Prog Admin Manager III	Associate Director Sr
1	Prog Admin Manager III	Business Project Manager
4	Prog Admin Manager III	Program Manager
1	Prog Admin Manager III	Workforce Services Manager
4	Prog Admin Specialist II	Business Operations Specialist
3	Prog Admin Specialist II	Program Consultant
20	Prog Admin Specialist II	Program Consultant Sr
3	Prog Admin Specialist II	Program Specialist
2	Trainer and Instructor III	Curriculum Developer
6	Trainer and Instructor III	Trainer
2	Trainer and Instructor III	Trainer (Benefit Programs)
59	**TOTAL**	

2020 VDSS Positions
Division: Business Operations

Salaried Positions

Number of Positions	Role	Work Title
28	Admin and Office Spec III	Administrative Assistant Sr
10	Admin and Office Spec III	Payment Processing Specialist
2	Financial Services Manager I	Finance Manager
1	Financial Services Manager I	Payment Processing Manager
1	Financial Services Manager III	Dir of State Disbursement & BI
2	Financial Services Spec I	EFT Supervisor
10	Financial Services Spec I	Financial Services Tech Sr
2	Financial Services Spec II	Payment Processing Supervisor
1	Financial Services Spec II	Sr. Financial Comp. Analyst
1	Gen Admin Manager I	Office Backgrnd Invest Manager
1	Gen Admin Supv I/Coord I	Administrative Staff Assistant
4	Gen Admin Supv I/Coord I	Administrative Staff Spec
1	Gen Admin Supv II/Coord II	Centralized Mail Supervisor
1	Prog Admin Manager III	Associate Director Sr
5	Prog Admin Specialist III	Licensing Consultant
70	**Total**	

Wage Positions

Number of Positions	Role	Work Title
2	Admin and Office Spec III	Payment Processing Specialist
2	**Total**	

2020 VDSS Positions
Division: Child Care & Early Childhood Development

Salaried Positions

Number of Positions	Role	Work Title
1	Financial Services Spec I	Accountant II
2	Financial Services Spec II	Financial Analyst Sr
1	Gen Admin Manager III	Division Director Sr
1	Gen Admin Supv I/Coord I	Administrative Staff Spec
2	Gen Admin Supv I/Coord I	Vendor Services Specialist
1	Gen Admin Supv II/Coord II	Vendor Services Supervisor
2	Info Technology Specialist II	Business Analyst
1	Info Technology Specialist III	Program Manager
1	Policy Planning Spec II	Program Eval Monitoring Coord
1	Prog Admin Manager III	Associate Director Sr
1	Prog Admin Manager III	Director Office of CEO
1	Prog Admin Manager III	Program Manager
1	Prog Admin Specialist I	Program Coordinator
1	Prog Admin Specialist II	Head Start St Collab Ofc Dir
1	Prog Admin Specialist II	Program Consultant
2	Prog Admin Specialist II	Program Consultant Sr
3	Prog Admin Specialist II	Program Development Consultant
1	Prog Admin Specialist II	Program Supervisor
3	Prog Admin Specialist II	Training Education Consultant
1	Prog Admin Specialist II	Vendor Relations Supervisor
1	Trainer and Instructor III	Curriculum Developer
1	Trainer and Instructor III	Trainer
30	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Program Assistant
3	Admin and Office Spec III	Program Support Technician
1	Policy Planning Spec III	Policy & Planning Spec III
1	Prog Admin Specialist I	Program Practitioner
1	Prog Admin Specialist II	Head Start State Dir (Acting)
1	Trainer and Instructor III	Trainer
8	**Total**	

2020 VDSS Positions
Division: Child Support Enforcement

Salaried Positions

Number of Positions	Role	Work Title
4	Admin and Office Spec III	Administrative Assistant Sr
41	Admin and Office Spec III	Fiscal Technician
10	Admin and Office Spec III	Fiscal Technician Sr
1	Admin and Office Spec III	Program Assistant
90	Admin and Office Spec III	Program Support Technician
3	Assistant Attorney General-I	Assistant Attorney General I
1	Assistant Attorney General-II	Assistant Attorney General I
4	Assistant Attorney General-II	Assistant Attorney General II
1	Assistant Attorney General-II	Special Counsel I
3	Assistant Attorney General-III	Assistant Attorney General II
16	Assistant Attorney General-III	Assistant Attorney General III
1	Assistant Attorney General-III	Special Counsel III
5	Financial Services Spec II	Accountant Sr
1	Financial Services Spec II	Financial Ops Supervisor
1	Gen Admin Manager III	Director of Admin & Finance
3	Gen Admin Manager III	Director of Operations
1	Gen Admin Manager III	Director of Program Operations
1	Gen Admin Manager III	Division Director Senior
1	Gen Admin Supv I/Coord I	Admin Staff Spec
8	Gen Admin Supv I/Coord I	Administrative Staff Assistant
13	Gen Admin Supv I/Coord I	Administrative Staff Spec
1	Gen Admin Supv I/Coord I	Administrative Support Spec
1	Gen Admin Supv I/Coord I	Consumer Response Lead Worker
1	Gen Admin Supv I/Coord I	Legal Assistant
3	Gen Admin Supv I/Coord I	Regional Executive Assistant
2	Gen Admin Supv II/Coord II	Executive Assistant

3	Info Technology Specialist III	Business Planner
7	Info Technology Specialist III	Web Appl Devel Analyst
1	Policy And Planning Manager II	Division Manager Sr
2	Policy Planning Spec II	Program Eval Monitoring Anlyst
1	PR & Mktg Spec IV	Program Communications Coord
1	Prog Admin Manager II	DCSE HR Program Supervisor
1	Prog Admin Manager III	Business Project Manager
2	Prog Admin Manager III	District Administrator
16	Prog Admin Manager III	District Manager
1	Prog Admin Manager III	Division Comm Initiatives Mgr
1	Prog Admin Manager III	Division Manager Sr
2	Prog Admin Manager III	Program Manager
2	Prog Admin Manager III	Program Manager Sr
1	Prog Admin Specialist I	Intergovernmental QA Spec
1	Prog Admin Specialist I	Intergovernmental Spec Sr
5	Prog Admin Specialist I	Intergovernmental Specialist
1	Prog Admin Specialist I	Program Specialist Mgmt Svcs
1	Prog Admin Specialist I	Support Enforcement Spec
1	Prog Admin Specialist I	Support Enforcement Spec- ICMP
89	Prog Admin Specialist I	Support Enforcement Spec Sr
415	Prog Admin Specialist I	Support Enforcement Specialist
1	Prog Admin Specialist II	Central Registry Supervisor
73	Prog Admin Specialist II	Field Supervisor
1	Prog Admin Specialist II	Legal Assistant Sr
8	Prog Admin Specialist II	Policy Program Consultant
2	Prog Admin Specialist II	Program Communications Coord
1	Prog Admin Specialist II	Program Consultant
7	Prog Admin Specialist II	Program Consultant Sr
3	Prog Admin Specialist II	Program Contract Administrator
1	Prog Admin Specialist II	Program Contract Specialist
5	Prog Admin Specialist II	Program Coordinator Sr
9	Prog Admin Specialist II	Program Eval Monitoring Anlyst
9	Prog Admin Specialist II	Quality Assurance Specialist
3	Prog Admin Specialist II	Training Consultant

1	Prog Admin Specialist III	Data & Reporting Consultant SR
3	Prog Admin Specialist III	Product Owner
1	Prog Admin Specialist III	Program Budget Consultant Sr
1	Prog Admin Specialist III	Security Compliance Analyst Sr
4	Senior Special Counsel I	Senior Asst Attorney General I
1	Sr Asst Attorney General I-DSS	Assistant Attorney General III
2	Sr Asst Attorney General I-DSS	Senior Special Counsel II
1	Sr Asst Attorney General I-DSS	Sr AAG & Regl Dir of Legal Ops
3	Sr Asst Attorney General I-DSS	Sr Asst Attorney General II
1	Sr Asst Attorney General I-DSS	Sr. Asst Attorney General I
1	Sr Asst Attorney General II	Regional Sr Special Counsel II
1	Sr Asst Attorney General II	Sr Asst Atty General& Director
2	Trainer and Instructor III	Instructional Designer
1	Training & Instruction Mgr I	Training Supervisor
917	**Total**	

Wage Positions

Number of Positions	Role	Work Title
6	Intern	Case Management Assistant
1	Intern	Fellow Intern
1	Intern	Intergovt Case Mgmt Asst(Paral
8	**Total**	

2020 VDSS Positions
Division: Commissioner's Office

Salaried Positions

Number of Positions	Role	Work Title
1	Assistant Attorney General-III	Assistant Attorney General III
1	Chief Deputy	Chief Deputy Commissioner (At Will)
1	Director of Social Services	Commissioner (At Will)
1	Gen Admin Manager III	Chief of Staff
1	Gen Admin Manager III	Assist Deputy Human Services
1	Gen Admin Manager IV	Deputy Comm State Programs
1	Gen Admin Manager IV	Deputy Human Services
1	Gen Admin Manager IV	Chief Information Officer
1	Gen Admin Manager IV	Deputy Strategy
1	Gen Admin Manager IV	Chief Administrative Officer
4	Gen Admin Supv II/Coord II	Executive Assistant
14	**TOTAL**	

2020 VDSS Positions
Division: Community & Volunteer Services

Salaried Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Administrative Assistant Sr
1	Admin and Office Spec III	Program Support Technician
1	Gen Admin Manager III	Division Director Sr
1	Gen Admin Supv I/Coord I	Administrative Staff Assistant
1	Gen Admin Supv I/Coord I	Administrative Staff Spec
1	Policy Planning Spec III	Project Manager
1	Prog Admin Manager II	Program Manager AmeriCorp
2	Prog Admin Manager III	Associate Director Sr
1	Prog Admin Manager III	Program Manager
1	Prog Admin Specialist II	Budget Analyst Sr
11	Prog Admin Specialist II	Program Consultant Sr
22	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Policy Planning Spec II	Research Associate Senior
1	PR & Mktg Spec IV	Community & Outreach Coord
1	Prog Admin Specialist I	AmeriCorps Monitor & Comp Spec
1	Prog Admin Specialist I	CSBG Program Supp Specialist
1	Prog Admin Specialist II	AmeriCorp Data Rev QA Coord
1	Prog Admin Specialist II	AmeriCorp Dis Read Resp Coord
6	**Total**	

2020 VDSS Positions
Division: Compliance

Salaried Positions

Number of Positions	Role	Work Title
4	Admin and Office Spec III	Program Support Technician
1	Gen Admin Supv I/Coord I	Administrative Staff Assistant
1	Gen Admin Supv I/Coord I	Office Manager
1	Hearing Legal Servcs Mgr III	Division Director
8	Hearing Legal Servcs Offcr II	Hearings Officer
5	Hearing Legal Servcs Offcr III	Hearings Officer Sr
1	Policy Planning Spec I	Statistical Analyst
22	Prog Admin Specialist I	Quality Assurance Analyst
4	Prog Admin Specialist II	Field Supervisor
2	Prog Admin Specialist II	Program Consultant Sr
1	Prog Admin Specialist II	Program Specialist
1	Prog Admin Specialist II	Quality Assurance Coordinator
3	Prog Admin Specialist II	Quality Assurance Specialist
1	Prog Admin Specialist II	Quality Assurance Supervisor
1	Prog Admin Specialist II	Subrecipnt Monitor FOIA Coord
1	Prog Admin Specialist III	Program Manager
57	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Program Support Technician
1	Audit Services Manager III	Division Director Sr
2	Intern	Intern - Hearings Officer

1	Intern	Intern - Program Support
1	Policy Planning Spec I	Assistant Statistical Analyst
1	Prog Admin Specialist I	Food Stamp Case Reader
5	Prog Admin Specialist II	SNAP Mgmt Evaluation Reviewer
12	**Total**	

2020 VDSS Positions

Division: Deputy Chief Information Officer's Offi

Salaried Positions

Number of Positions	Role	Work Title
1	Info Technology Manager II	Deputy CIO
2	Info Technology Specialist II	Power Builder Dev
3	Info Technology Specialist III	Application Architect
1	Info Technology Specialist III	Application Dev Analyst-Expert
1	Info Technology Specialist III	Enterprise IT Architect
2	Info Technology Specialist III	Scrum Master
10	**Total**	

2020 VDSS Positions

Division: Deputy Commisioner Technology's Offi

Salaried Positions

Number of Positions	Role	Work Title
1	Gen Admin Manager II	Business Manager
1	Gen Admin Manager III	Director of Info Technology
1	Gen Admin Supv I/Coord I	Administrative Staff Spec
1	Info Technology Manager I	IT Asset Manager
2	Info Technology Specialist II	Business Analyst
2	Info Technology Specialist II	IT Inventory Control Coord
1	Info Technology Specialist III	Database Administrator Expert
2	Info Technology Specialist III	Project Management Associate
1	Info Technology Specialist III	Web Appl Devel Analyst
1	Info Technology Specialist III	WebSphere LDAP Admin
1	Info Technology Specialist IV	Technical Program Manager Sr
14	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Info Technology Specialist II	Business Analyst - Entry
1	Info Technology Specialist II	Project Manager
1	Admin and Office Spec III	Office Services Specialist
5	Info Technology Specialist II	Business Analyst Entry
8	**Total**	

2020 VDSS Positions
Division: Enterprise Business Solutions

Salaried Positions

Number of Positions	Role	Work Title
27	Info Technology Specialist II	Business Analyst
5	Info Technology Specialist III	Business Planner
1	Info Technology Specialist III	Project Management Associate
15	Info Technology Specialist III	Project Manager
1	Info Technology Specialist III	Systems Analyst Advanced
1	Info Technology Specialist III	Technical Supervisor
1	Info Technology Specialist III	Web Appl Devel Analyst
1	Info Technology Specialist IV	Technical Program Manager Sr
52	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Info Technology Specialist III	Systems Analyst-Advanced
1	**Total**	

2020 VDSS Positions
Division: Family Services

Salaried Positions

Number of Positions	Role	Work Title
3	Admin and Office Spec III	Administrative Assistant Sr
1	Admin and Office Spec III	Operational Support Specialist
1	Gen Admin Manager II	Budget and Operations Manager
1	Gen Admin Manager III	Division Director Sr
1	Gen Admin Supv I/Coord I	Admin Staff Spec
1	Gen Admin Supv I/Coord I	Administrative Staff Assistant
1	Gen Admin Supv I/Coord I	Administrative Staff Spec
3	Info Technology Specialist II	Business Analyst
1	Info Technology Specialist III	Project Management Associate
1	Physician Manager I	Director of FC Health & Safety
1	Policy Planning Spec II	Child Fatality Specialist
1	Policy Planning Spec II	Link Sys Care Proj Specialist
1	Policy Planning Spec II	Permanecy Data Analyst
1	Policy Planning Spec II	Permanency Data Analyst
1	Policy Planning Spec II	Program Eval Monitoring Coord
2	Policy Planning Spec II	Program Supervisor
1	Policy Planning Spec II	Protection Data Analyst
1	PR & Mktg Spec V	Virginia Fosters Campaign Dir
1	Procurement Officer I	Procurement Specialist
2	Prog Admin Manager III	Assistant Division Director Sr
1	Prog Admin Manager III	Family Recruitment Program Mgr
1	Prog Admin Manager III	FS Capacity Build Proj Mgr
8	Prog Admin Manager III	Program Manager Sr
1	Prog Admin Specialist I	Project Coordinator
5	Prog Admin Specialist II	Adoption Compliance Consult Sr
4	Prog Admin Specialist II	Change Management Specialist

2	Prog Admin Specialist II	Domestic Violence Program Spec
2	Prog Admin Specialist II	Hotline ProtectSvcs Shift Supv
1	Prog Admin Specialist II	Program Consultant
21	Prog Admin Specialist II	Program Consultant Sr
24	Prog Admin Specialist II	Program Specialist
4	Prog Admin Specialist II	Program Supervisor
13	Prog Admin Specialist II	Protective Srvs Hotline Spec
1	Prog Admin Specialist III	FS Project Manager
1	Prog Admin Specialist III	Prog Dev Consultant Senior
1	Prog Admin Specialist III	Prog Dev Consultant Sr
2	Prog Admin Specialist III	Program Lead
1	Prog Admin Specialist III	Project Management Associate
1	Prog Admin Specialist III	Project Manager
1	Prog Admin Specialist III	Project Manager SFI
1	Prog Admin Specialist III	Quality Improvement Proj Mgr
5	Prog Admin Specialist III	Strategic Consultant Sr
3	Trainer and Instructor III	Curriculum Developer
1	Trainer and Instructor III	eLearning Content Coordinator
1	Trainer and Instructor III	Technical Training Supervisor
2	Trainer and Instructor III	Trainer
1	Trainer and Instructor III	Trainer Developer Specialist
1	Training & Instruction Mgr II	Training Manager
136	**TOTAL**	

Wage Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Administrative Assistant Sr
1	Gen Admin Supv I/Coord I	Operational Support Spec. Sr.
1	Intern	Intern
1	Policy Planning Spec I	Management Analyst - Entry
1	Policy Planning Spec II	Policy Analyst Sr

1	Prog Admin Specialist I	Planning Specialist
1	Prog Admin Specialist I	
1	Prog Admin Specialist II	Child Fatality Specialist
1	Prog Admin Specialist II	COMPASS Contr Fin Consult Sr
5	Prog Admin Specialist II	Program Consultant Sr
6	Prog Admin Specialist II	Program Specialist
14	Prog Admin Specialist II	Protective Srvs Hotline Spec
1	Prog Admin Specialist III	Program Lead
1	Trainer and Instructor III	Trainer
16	Trainer and Instructor III	Trainer (Family Services)
52	**TOTAL**	

2020 VDSS Positions
Division: Finance

Salaried Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Fiscal Technician Sr
2	Financial Services Manager I	Accounting Manager
3	Financial Services Manager II	Accounting Manager Sr
1	Financial Services Manager II	Budget Manager
1	Financial Services Manager II	Division Manager Sr
1	Financial Services Manager II	Local Reimbursement Mgr
1	Financial Services Manager III	Chief Financial Officer
1	Financial Services Manager III	Controller
1	Financial Services Manager III	Division Director
1	Financial Services Spec I	Accountant II
3	Financial Services Spec I	Financial Services Tech Sr
9	Financial Services Spec II	Accountant Sr
1	Financial Services Spec II	Cost Allocation Processor
5	Financial Services Spec II	Financial Analyst Sr
2	Financial Services Spec II	Lead Accounting Analyst
1	Financial Services Spec II	Lead Mgmt Analyst
1	Financial Services Spec II	Payroll Accountant Senior
5	Financial Services Spec II	Sr Fin Compliance Analyst
1	Financial Services Spec III	Financial Policy Consultant Sr
1	Gen Admin Supv I/Coord I	Administrative Staff Spec
1	Info Technology Manager I	Systems Administrator Expert
2	Info Technology Specialist II	Systems Analyst Entry
1	Info Technology Specialist III	Systems Analyst Advanced
3	Info Technology Specialist III	Systems Analyst Intermediate
2	Policy Planning Spec II	Financial Analyst Sr
4	Policy Planning Spec II	Grants Analyst

3	Policy Planning Spec II	Management Analyst Sr
1	Trainer and Instructor III	Training Consultant
59	**Total**	

2020 VDSS Positions
Division: General Services

Salaried Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Mailroom Clerk Lead
2	Admin and Office Spec III	Mailroom Postal Tech
1	Financial Services Spec I	Fiscal Technician Sr
1	Gen Admin Manager III	Division Director
1	Gen Admin Supv I/Coord I	Parking & Transportation Spec
1	Lnd Acq & Prop Mgmt Agent II	Property Facility Coordinator
1	Lnd Acq & Prop Mgmt Manager I	Property Facilities Manager
1	Policy Planning Spec II	Emergency Prep Planner Shelter
1	Policy Planning Spec II	Management Analyst Sr
1	Policy Planning Spec III	Mass Care Coordinator
1	Printing Technician III	Printing Specialist
1	Procurement Manager III	Purchasing Manager
2	Procurement Officer I	Procurement Specialist
1	Procurement Officer II	Procurement Contract Officer
5	Procurement Officer III	Procurement Contract Ofcr Sr
1	Procurement Officer III	Procurement Contract Ofcr Supv
2	Procurement Officer III	Sr Procurement/Contract Ofcr
1	Prog Admin Manager III	Emergency Manager
1	Prog Admin Specialist II	Emerg Preparedness Coord.
1	Store & Warehouse Spec III	Receiving Specialist
1	Trainer and Instructor III	Curriculum Design Delivery
28	**Total**	

2020 VDSS Positions
Division: Information Security & Risk Management

Salaried Positions

Number of Positions	Role	Work Title
1	Audit Services Manager II	Internal Audit Manager Sr
1	Financial Services Spec III	Business Risk Analyst Sr
6	Info Technology Specialist II	Security Analyst
1	Info Technology Specialist III	Asst. Division Dir
3	Info Technology Specialist III	Info Security Analyst Sr
1	Info Technology Specialist III	IT Risk Manager
1	Info Technology Specialist IV	Division Director
1	Policy Planning Spec III	Emergency Planner COOP
15	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Info Technology Specialist II	Data Control Coordinator
1	**Total**	

2020 VDSS Positions
Division: Infrastructure Operations

Salaried Positions

Number of Positions	Role	Work Title
1	Info Technology Manager II	Cloud Infrastructure Ops Dir
4	Info Technology Specialist I	Customer Support Cntr Tech
2	Info Technology Specialist II	Business Analyst Entry
1	Info Technology Specialist II	Customer Support Cntr Suprvisr
2	Info Technology Specialist II	Data Control Coordinator
4	Info Technology Specialist II	IT Inventory Control Coord
2	Info Technology Specialist III	Application Dvelper Integrator
5	Info Technology Specialist III	Database Administrator
2	Info Technology Specialist III	Database Administrator Expert
1	Info Technology Specialist III	Enterprise IT Architect
1	Info Technology Specialist III	Operations Manager
1	Info Technology Specialist III	System Admin Bld Release LDAP
3	Info Technology Specialist III	Systems Administrator
1	Info Technology Specialist III	Systems Administrator Advanced
3	Info Technology Specialist III	Systems Analyst
1	Info Technology Specialist III	Technical Operations Manager
2	Info Technology Specialist III	Technical Supervisor
1	Info Technology Specialist III	Web Appl Devel Analyst
37	**Total**	

Wage Positions

Number of Positions	Role	Work Title
4	Info Technology Specialist II	Business Analyst Entry

2	Info Technology Specialist II	Quality Engineering Consult
6	**Total**	

2020 VDSS Positions
Division: Innovation & Strategic Initiatives

Salaried Positions

Number of Positions	Role	Work Title
1	Confidential Asst Policy/Admin	Spec Advisor Fam/Children/Pov
1	Gen Admin Manager III	Deputy Director Strat Init (At Will)
1	Prog Admin Specialist II	Program Analyst Innovation
1	Prog Admin Specialist II	Program Analyst Strat Init
4	**Total**	

2020 VDSS Positions
Division: Legislative & Regulatory Affairs

Salaried Positions

Number of Positions	Role	Work Title
1	Policy And Planning Manager II	Division Manager Sr
1	**TOTAL**	

2020 VDSS Positions
Division: Licensing Programs

Salaried Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Fiscal Technician Sr
14	Admin and Office Spec III	Program Support Technician
2	Financial Services Spec I	Financial Services Tech Sr
1	Financial Services Spec II	Budget Manager
1	Gen Admin Manager II	Associate Director Sr
1	Gen Admin Manager III	Division Director Sr
1	Gen Admin Supv I/Coord I	Administrative Staff Assistant
1	Gen Admin Supv I/Coord I	Administrative Staff Spec
1	Gen Admin Supv I/Coord I	Licensing AdminSvcsCoordinator
2	Gen Admin Supv I/Coord I	Program Support Technician Sr
1	Info Technology Specialist II	Dolphin Systems Administrator
1	Info Technology Specialist III	Systems Administrator Advanced
4	Prog Admin Manager III	Associate Director Sr
1	Prog Admin Manager III	Licensing Gov Affairs Officer
123	Prog Admin Specialist II	Licensing Inspector
16	Prog Admin Specialist III	Licensing Administrator
13	Prog Admin Specialist III	Licensing Consultant
1	Prog Admin Specialist III	Licensing Consultant Sr
1	Prog Admin Specialist III	Licensing Operations Manager
2	Prog Admin Specialist III	Nurse Consultant
188	**Total**	

2020 VDSS Positions
Division: Local Engagement & Support

Salaried Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Administrative Staff Assistant
1	Admin and Office Spec III	Office Services Specialist
6	Admin and Office Spec III	Operational Support Specialist
1	Audit Services Manager II	Internal Audit Manager Sr.
3	Auditor II	CSA Program Auditor
1	Financial Services Spec II	Financial Specialist
5	Gen Admin Manager I	Regional Administrative Mgr
1	Gen Admin Manager II	Business Manager
1	Gen Admin Manager III	Dir Regional Ops Local Support
5	Gen Admin Manager III	Regional Director
1	Gen Admin Manager III	
5	Gen Admin Supv I/Coord I	Administrative Staff Spec
1	Info Technology Manager I	Information Tech. Mgr. - OCS
1	Info Technology Specialist II	IT Business Analyst
1	Policy Planning Spec II	Org Effectiveness Consult
2	Policy Planning Spec III	Org Effectiveness Consult Sr.
1	Prog Admin Specialist II	Family Placement Specialist
16	Prog Admin Specialist II	Practice Consultant
32	Prog Admin Specialist II	Program Consultant Sr
1	Prog Admin Specialist II	
86	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Admin and Office Spec III	Office Services Specialist
1	**Total**	

2020 VDSS Positions
Division: Office of Research & Planning

Salaried Positions

Number of Positions	Role	Work Title
1	Info Technology Specialist II	Application Dev Analyst-Advanc
1	Info Technology Specialist II	Business Analyst
2	Info Technology Specialist II	Data Warehouse Analyst
1	Info Technology Specialist II	Data Warehouse Programmer
1	Info Technology Specialist II	Web App Devel Analyst intmd
1	Info Technology Specialist III	Application Dev Analyst Sr
1	Info Technology Specialist III	Data Warehouse Analyst Sr
1	Info Technology Specialist III	Data Warehouse Architect
1	Info Technology Specialist III	Data Warehouse Developer Sr
1	Info Technology Specialist III	Project Manager
1	Policy Planning Manager III	Division Director
7	Policy Planning Spec II	Research Associate Senior
1	Prog Admin Specialist III	Business Intelligence Mgr
20	**Total**	

2020 VDSS Positions
Division: Organizational Development

Salaried Positions

Number of Positions	Role	Work Title
3	Admin and Office Spec III	HR Operations Assistant
1	Admin and Office Spec III	Operational Support Specialist
1	Gen Admin Manager III	Division Director Sr
1	Gen Admin Supv I/Coord I	Administrative Staff Assistant
1	Gen Admin Supv I/Coord I	Records Administrator
1	Human Resource Analyst I	Benefits Administrator
4	Human Resource Analyst I	HR Operations Specialist
1	Human Resource Analyst II	Benefits Supervisor
1	Human Resource Analyst II	Class & Comp Consultant
2	Human Resource Analyst II	HR Operations Analyst
1	Human Resource Analyst II	HR Policy Analyst Sr
7	Human Resource Analyst II	Recruiter
1	Human Resource Analyst II	Talent Acquisition Supervisor
2	Human Resource Analyst III	Class & Comp Consultant Sr
6	Human Resource Analyst III	OD Consultant Sr
1	Human Resource Manager II	Associate Director Sr
1	Human Resource Manager II	Associate Division Director
1	Human Resource Manager II	HR Operations Manager
1	Human Resource Manager II	Talent Management Prgm Manager
1	Info Technology Specialist III	HR Business Analyst Sr
3	Policy Planning Spec II	HR Data Analyst
1	Prog Admin Specialist III	Business Process Reengin Mgr
1	Trainer and Instructor III	Learning Develop Facilitator
2	Trainer and Instructor III	Talent Development Consultant
2	Trainer and Instructor III	Talent Development Specialist
47	**Total**	

Wage Positions

Number of Positions	Role	Work Title
2	Human Resource Analyst II	Human Resources Analyst
1	Human Resource Analyst III	HR Policy Analyst Sr
1	Human Resource Analyst III	OD Consultant Sr
2	Prog Admin Specialist III	Executive Coach
6	**Total**	

2020 VDSS Positions
Division: Public Affairs

Salaried Positions

Number of Positions	Role	Work Title
1	Info Technology Specialist II	Digital Solutions Developer
1	Info Technology Specialist III	Associate Director
1	Info Technology Specialist III	Digital Solutions Developer SR
1	Info Technology Specialist III	Multimedia Designer
1	Media Specialist IV	Graphic Designer
1	PR & Mktg Mgr III	Associate Director
2	PR & Mktg Spec IV	Public Relations Practitioner
1	PR & Mktg Spec V	Sr Communications Consultant
9	**Total**	

Wage Positions

Number of Positions	Role	Work Title
1	Info Technology Specialist II	Web Developer
1	Intern	Intern (Web Design)
2	**Total**	