Technology Services Board

Portfolio/Policy Subcommittee Meeting
October 13, 2022
10:00 a.m. – 12:00 p.m.

TSB Members Meeting Attendance

Industry Members
Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO
Tanya Kumar – T-Mobile

Legislative Members
Rep. Matt Boehnke – House R
Rep. David Hackney – House D
Sen. Joe Nguyen – Senate D

Executive Branch (Agency Directors)
Bill Kehoe – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS

Other Government
Viggo Forde – Snohomish County

Vacancies:
Agency Director
Senate Representative
Labor Union Representative

Members present
Members absent

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome / Agenda Review	Bill Kehoe	Introduction	10:00
Review/Approve Minutes from July 14 Subcommittee Meeting	Bill Kehoe	Review/Approval	10:05
Policy/Standard Review • Policy 113, 113.10, 113.30 and 113.40 - Technology Business Management (**NO CHANGES, new sunset review date**)	Derek Puckett Samantha Zee Cammy Webster	Review/feedback/ recommendation for approval	10:15
Decision Package Scoring Criteria Weights – Results	Cammy Webster	Information	10:30
Project Briefings – Criteria and approach for schedule & cadence	David Sorrell	Information	10:45

Program Status – One Washington
• **Opening Comments:**
  ○ **Cristie Fredrickson, Executive Sponsor, OFM**
• **Foundational Data Model (FDM) & Design**
  ○ **Scott Kibler, OFM**
• **Program Updates & Closing Comments**
  ○ **Cristie Fredrickson, Executive Sponsor, OFM**
	Amy Pearson	Program Status/Discussion	11:00

Public Comment			11:30

Approve 7/14/22 Meeting Minutes

Policy 113 – Technology Business Management

Where Are We?

Work Group Drafts

CIOs Review

TSB Sub Committee Recommends

CIO Adopts

Full TSB Approves
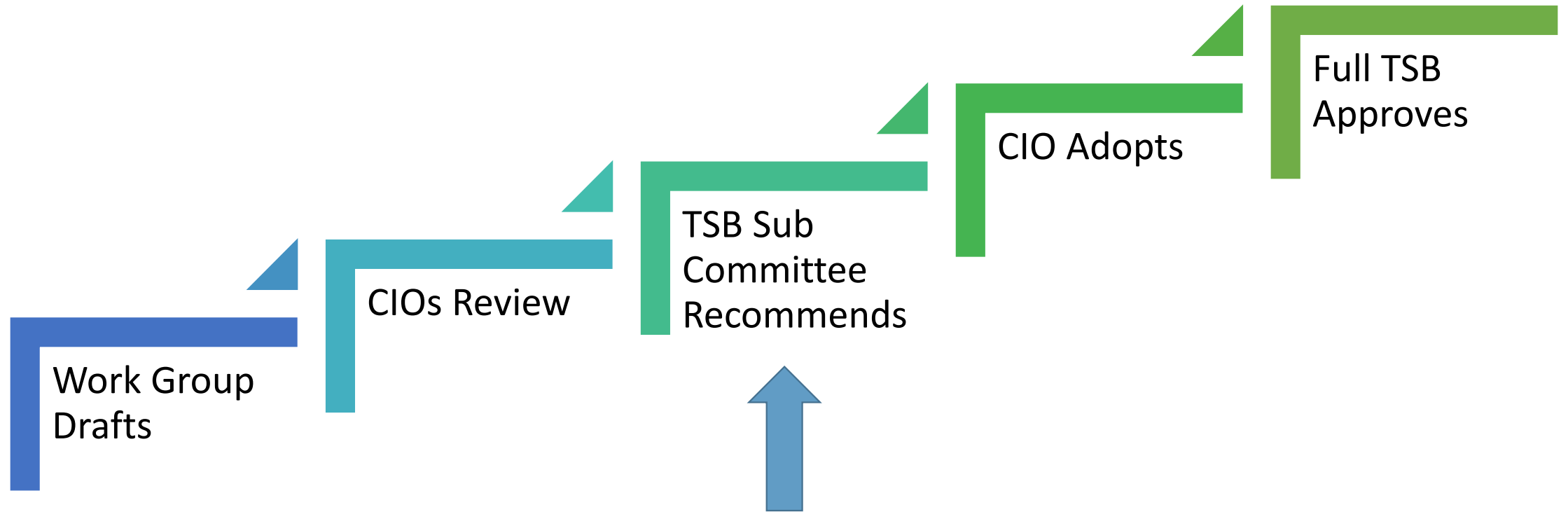
Technology Business Management

Purpose of action
- Request approval of sunset review update of existing policy and standards

Business case
[RCW 43.105.054 Section 2(f)](#) requirement for TBM Program
Program has been operationalized with agencies performing review and update on a bi-yearly basis

Key objectives
- Use data driven analytics to identify opportunities for efficiency and savings of IT expenditures
- Link IT expenditures to technology investment

Strategic alignment
- Supports efficient, effective and accountable government by using industry standard taxonomy and common terms
- Shows what agencies get with their IT investments

Implementation
- 58 agencies are using standardization to categorize IT spend by technology tower
- Bi-yearly check in with each agency to ensure accuracy in their reporting

Success criteria
- Agency reporting is 100%
- Increased accuracy in coding IT spend
- More agencies can show value of IT to business service and monitor performance of investment

For Recommendation

- Do you recommend updating sunset review date on Policy 113, Standards 113.10, 113.30 and 113.40?

Decision Package Scoring Criteria Weights - Results

Decision Package consults 2022

WaTech
Washington Technology Solutions
Washington's Consolidated Technology Services Agency

Consults with over 30 agencies

Strategic conversations

- Agency strategic plan
- IT strategic plan
- IT modernization plan

DP tie to the agency strategic plan

Goal: Lets keep the conversation going during the year!

23-25 Biennium DP Scoring Criteria

Poised for Success

Agency Readiness

- Due diligence
- Governance and management
- Planning and readiness

Right Technology
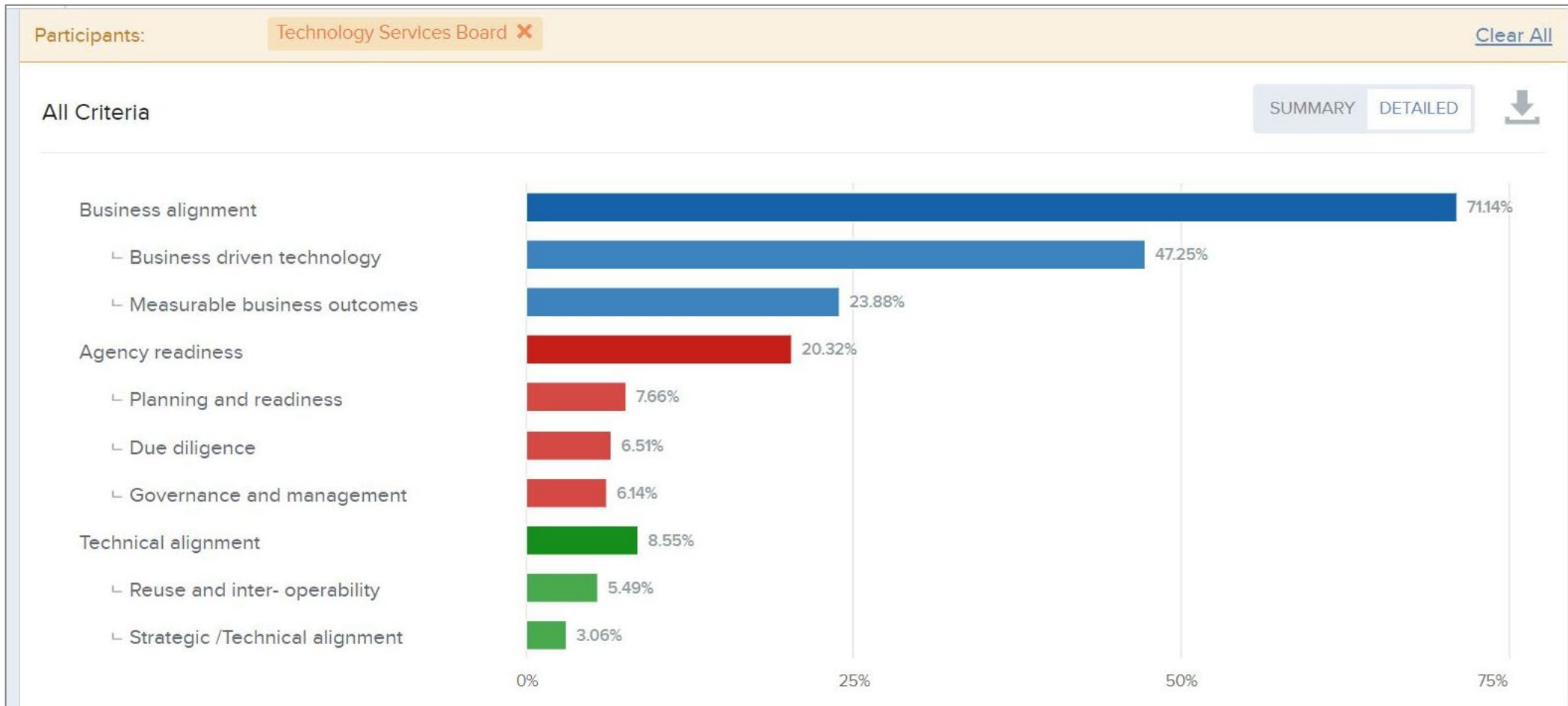
Technical Alignment

- Strategic/technical alignment
- Reuse and interoperability
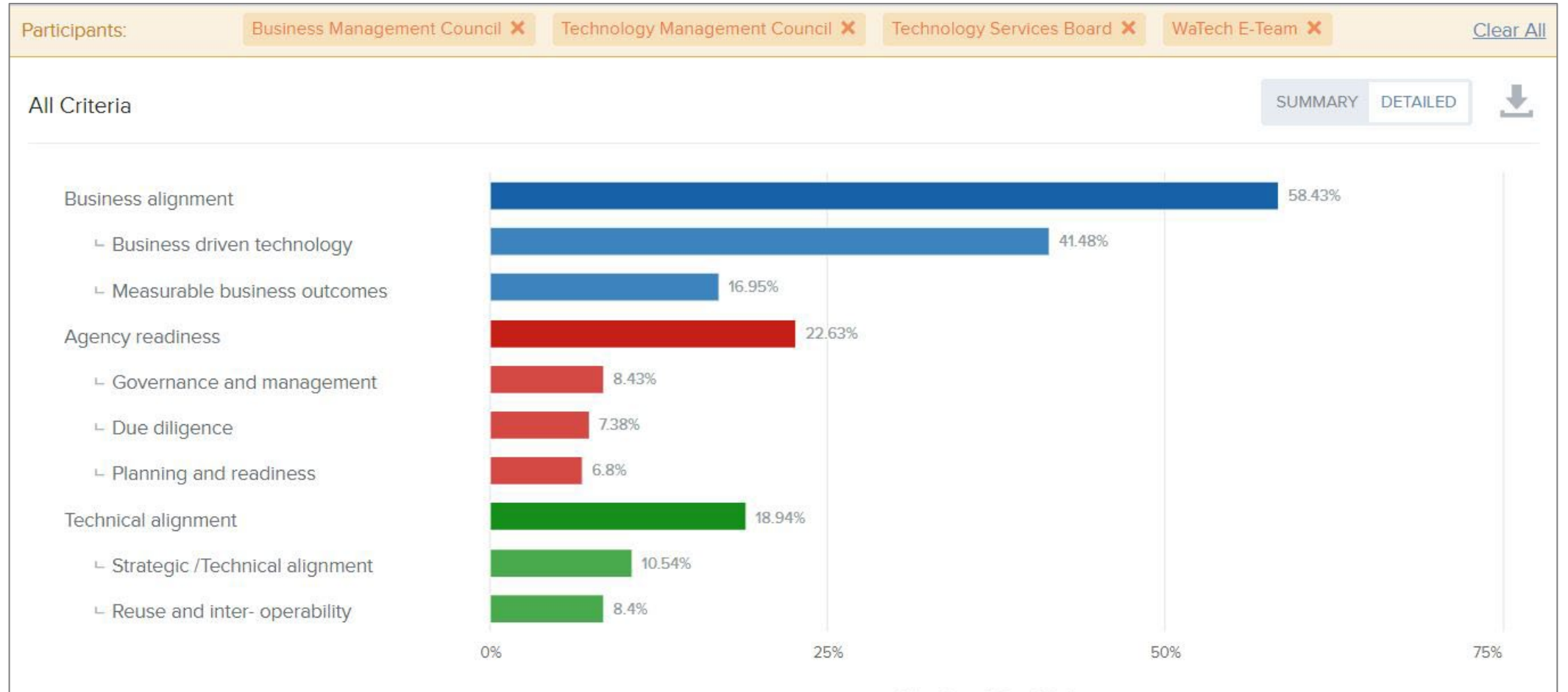
Business Outcomes

Business Alignment

- Business driven technology
- Measurable business outcomes

Technology Services Board weighting

Governance aggregated weighting

Participants: Business Management Council ✕ | Technology Management Council ✕ | Technology Services Board ✕ | WaTech E-Team ✕ | Clear All

All Criteria — SUMMARY | DETAILED

Criteria	Percentage
Business alignment	58.43%
┕ Business driven technology	41.48%
┕ Measurable business outcomes	16.95%
Agency readiness	22.63%
┕ Governance and management	8.43%
┕ Due diligence	7.38%
┕ Planning and readiness	6.8%
Technical alignment	18.94%
┕ Strategic /Technical alignment	10.54%
┕ Reuse and inter- operability	8.4%

Project Briefings – Criteria and approach for schedule & cadence
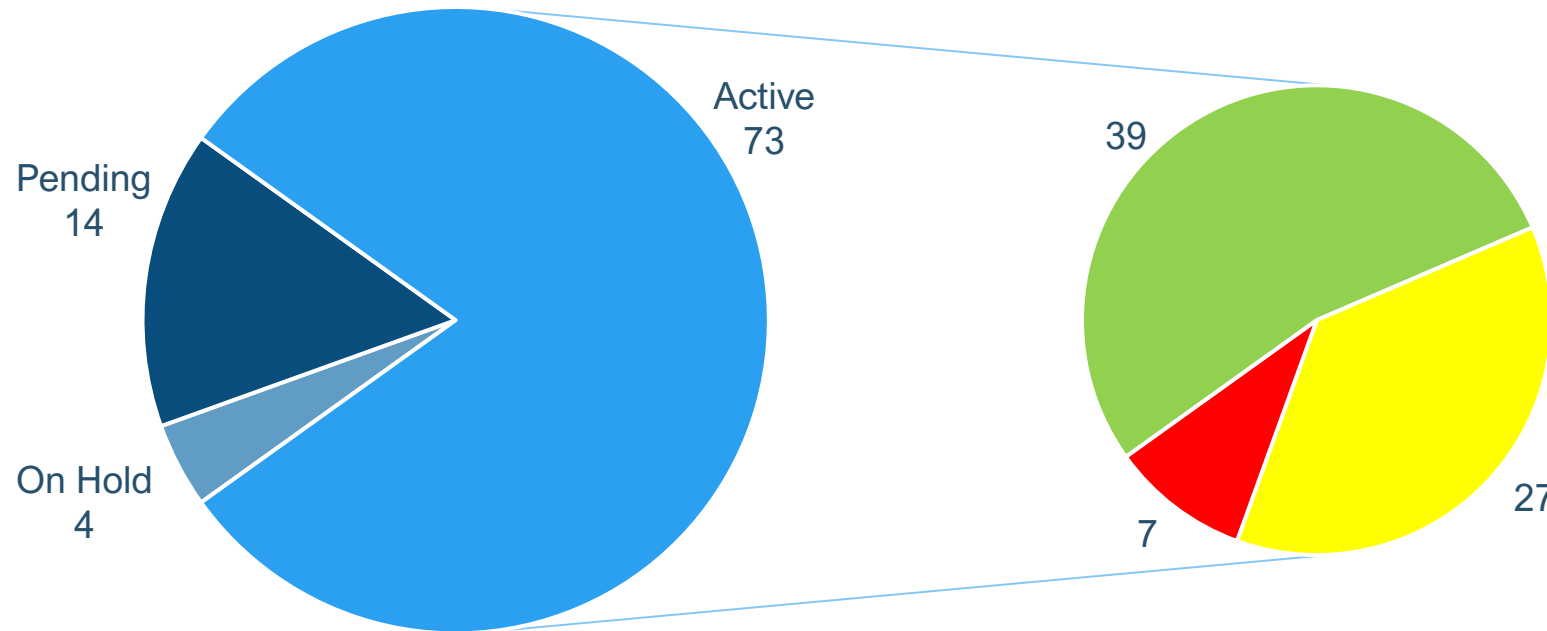
Technology Services Board
Oversight of projects

*The Technology Services Board provides strategic advice and guidance. The board focuses primarily on strategic vision and planning, enterprise architecture, policy and standards, and **major project oversight**.*

✓ Promote transparency with the board and business and IT communities

✓ Engage board members as experts; seek input, counsel, and advice

✓ Celebrate success and highlight lessons learned

Technology Services Board
A look at projects currently under oversight

Active
73

Pending
14

On Hold
4

39

27

7

$1.65B total planned spend

18 projects > $20M

19 projects > 5 years

Washington State Information Technology (IT) Project Dashboard

Technology Services Board
Criteria and approach

Which projects?

Major IT projects under WaTech oversight

Complex, high risk & high visibility programs and projects
- Significant spend
- Multi-year duration
- Multiple programs or agencies
- Legacy modernization and remediation
- Mandates with limited schedule flexibility
- Significant impact on business

When to engage TSB?

❑ At initiation and major milestones (proactive)

❑ When seeking guidance on a specific topic (proactive)

❑ When experiencing significant challenges (reactive)

❑ At end of project as a close-out, celebration and lessons learned (retrospective)

Technology Services Board
Future briefings to be scheduled

- One Washington
- Workers' Compensation Systems Modernization
- CORE: Pension Administration Modernization
- Long Term Services and Supports (aka WA Cares)
- Electronic Health Records as a Service
- Healthcare Enforcement and Licensing Modernization (HELMS)
- Integrated Eligibility and Enrollment
- Social Services Payment System Replacement
- Comprehensive Child Welfare Information System Replacement
- LCB Systems Modernization Project (SMP)
- Others…

One Washington Program

# Foundational Data Model and Design

April - Today: Deliver on our commitments

- Completed baseline design and foundational data model – June 30, 2022
  - Standardized and Transformed: AFRS mainframe   Workday cloud
  - Design and data elements defined to support agency remediation work
  - Developed 128 to-be process flows (future state business processes)
  - Covered 10 functional business areas
  - Documented 34 design decision specifications

- Baseline design system unit testing
  - Prepared 917 User Stories
  - Developed 1,228 Test Scenarios

- Baseline Design Validation
  - Reviews completed with Product Experts, Functional, Technical, Agencies

Product Expert Design Validation

Design Review meetings with program team, Deloitte, and Workday:

- Reviewed and validated design documents
- Solicited feedback on design from product experts
- Considered future phase impacts
- Built core team confidence in the solution decisions

Design Review Plan vs Actual
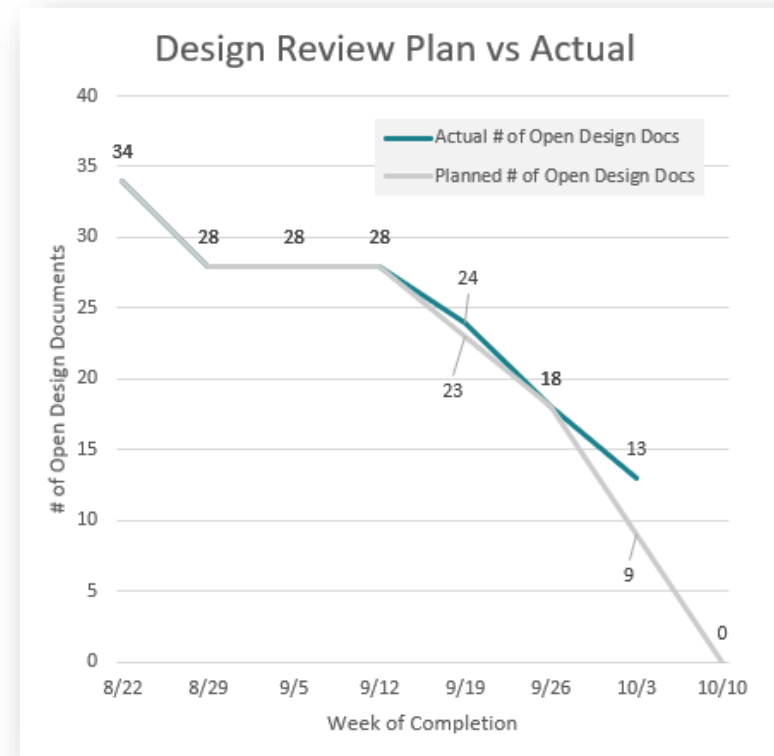
Functional and Technical Design Validation

- 815 test scenarios (65% of the test scenarios)
  - Cycle 1 unit testing -- 90% complete
  - Testing results are tracked by categories: defect, enhancement, refinement, knowledge transfer, researched-no issue

- Technical specification reviews
  - Reviewed functional design and validated technical designs
  - Enterprise Integration Crosswalk
    - Built and ready for testing
  - Standard Integrations:

	Designed	Built/Unit Tested
Not Started	8	13
On Hold	7	9
In-Progress	23	33
Complete	38	20
Total	**76**	**76**

Agency Validation

Foundation Data Model (FDM) and Focus Group Sessions

- **FDM Sessions: October**
    - 42 sessions: 1:1 Agency work sessions, Universities, Financial Management Advisory Committee
    - Review FDM and key set-up for each agency
    - Ask process questions and answer lingering questions related to the FDM
    - Identify issues/concerns/potential gaps in the FDM
    - Collect information to inform development of the next tenant (e.g., revenue/spend category gaps)
    - Emphasize the baseline design is intended to meet statutory requirements

- **Focus Group Sessions: December - February**
    - 39 work sessions, covering 10 functional business areas
    - Review business process flows to educate and identify gaps
    - Answer lingering questions related to design
    - Identify gaps/issues/concerns that may inform new user stories
    - Discuss integrations/EIBs

Program Updates & Closing Comments

Staffing and Organization

- Significant vacancy rate, identifying resource and skillset requirements to onboard
- Finalizing updated organizational structure to support long term success

Schedule Development

Funding Request

- Submitted two Decision Packages, on time, for the 23-25 biennial budget
  - One Washington program (AFRS Replacement) $127.8M
  - ERP Support organization (sustainment) $6.1M

2023-25 Regular Budget Session

Dollars in Thousands

B23 - 23-25 Biennial Budget Submittal

			Average Annual FTEs	General Fund State	Other Funds	Total Funds
ML B2	ERP Support Organization		16.4	0	6,129	6,129
PL B1	OneWA AFRS Replacement 23-25		128.0	0	127,832	127,832

Public Comment