

Technology Services Board Quarterly Meeting

June 29, 2017

9:00 a.m. - 12:00 p.m.



WA • Office of the

Chief Information Officer

AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and opening remarks <ul style="list-style-type: none"> New Board Members 	Michael Cockrill	Information	9:00
UW Project Update	David Walddon	Information	9:05
Policy & Standards Approval <ul style="list-style-type: none"> Policy 188 – Accessibility Policy 187 – Open Data Planning Policy 113 & Standards – Technology Business Management 	Rob St. John Sue Langen Ryan Leisinger Will Saunders Cammy Webster	Approval	9:10
Technology Business Management <ul style="list-style-type: none"> Update Demo 	Rob St. John Cammy Webster Derek Puckett	Information / Demo	9:30
Work Plan Results & Action Plans <ul style="list-style-type: none"> Enterprise Architecture Activities IT Project Assessment Tool Oversight Framework Intervention Readiness for Go-Live 	Rob St. John Sue Langen David Walddon Whitney Dickinson Rich Tomsinski Kathy Pickens-Rucker	Information / Feedback	10:00
BREAK			10:45
OCIO Portfolio of Work & Prioritization – Setting the stage for future conversation	Rob St. John	Information	11:00
Project Updates <ul style="list-style-type: none"> ctcLink 	Rob St. John Kathy Pickens-Rucker	Information	11:10
Public Comment			11:35
Executive Session – Closed to the Public	Michael Cockrill		11:40
ADJOURN – 12:00 noon			

Welcome New Board Members



Mark Harmsworth
House Republican



Zack Hudgins
House Democrat



Patty Kuderer
Senate Democrat

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Current TSB Members

Industry Members

Kris Kutchera – Alaska Airlines*
Paul Moulton - Costco

Legislative Members

Rep. Harmsworth – House R
Rep. Zack Hudgins - House D
Sen. Patty Kuderer – Senate D
Sen. Mark Miloscia - Senate R

Executive Branch (Agency Directors)

Michael Cockrill – CIO & Chair
David Danner - UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Other Government

Bill Kehoe – CIO King County
Jeff Paulsen – Labor Rep

Blue – members present
Black – members absent

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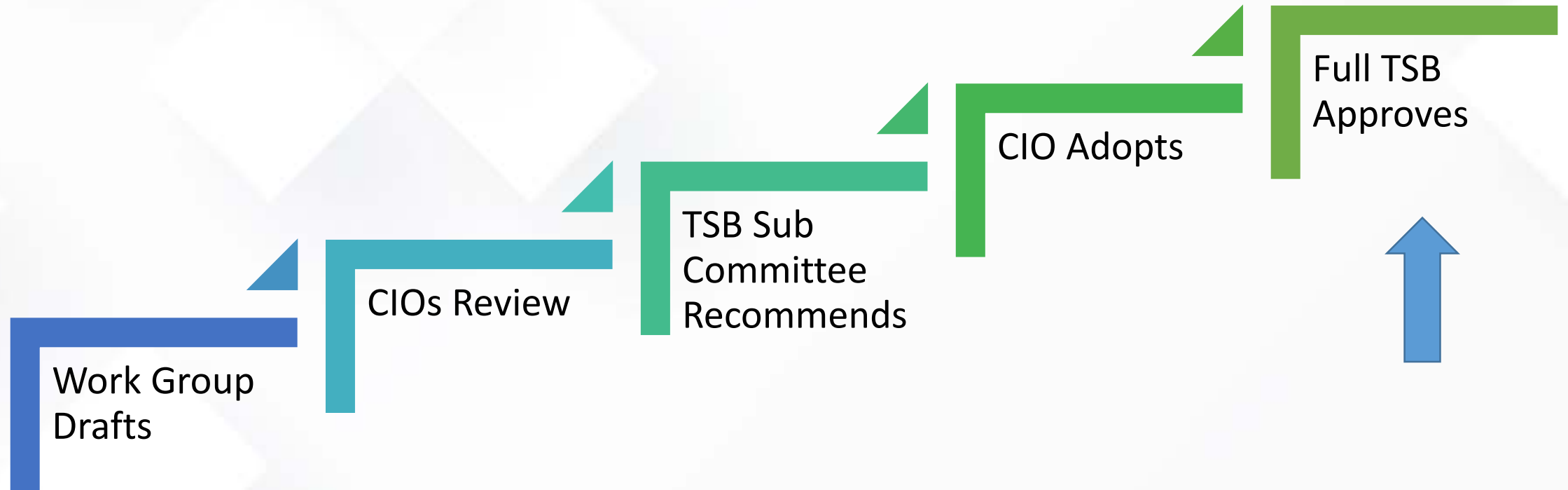
Policies & Standards

Approval Needed

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Where Are We?



Policy #188 Accessibility

Exposing non-compliance and possibly opening the Agency up for civil legal action	Verse	Being transparent in order to avert action from the Dept. of Justice or Office of Civil Rights
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TIMELINE

- March 14 Proposed change prompted discussion at TSB
- March 20 Memo to Agency CIOs moving date to June 30
- April 27 Meeting to discuss risk associated with Accessibility Plan
- May 11 Present change to TSB Subcommittee
- May 22 Policy Advisory Group meets to discuss next improvements
- June 29 Recommend approval by TSB

CHANGE SUMMARY

Remove requirement to post Accessibility Plan for public
Adjust requirements due date



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Open Data Planning - Sunset review



Purpose of action

- Continue Open Data planning
- Promote transparency
- Facilitate data sharing between agencies



Business case

- Don't wait for the records request
- Helps little agencies do big things
- A transparent marketplace is good for business



Key objectives

- Make agencies have a plan
- Keep it flexible and informative
- Improve within existing resources



Strategic alignment

- Results Washington Goal 5
- State IT strategy – accountable IT
- State transparency complements citizen privacy



Implementation


- In place and supported
- Light touch for light budgeting
- Adoption slow but growing



Success criteria




- Increase the number of agencies reporting sustainable progress (Results WA [Goal 5 3.1](#))
- Increase the variety of data available on state portals (Results WA [Goal 5 3.1.a](#))

Open Data Planning - Results







Progress / Data

- 26 Participating agencies
 - HCA, DOT, DOL, PDC
- Common elements
 - Repeatable process
 - Data inventory
 - Agency champion




Results / Impact

- LNI contractor safety data
- DFW collaboration
- ATG consumer complaints
- Impact map stories



Cost / Risk / Effort

- DSHS concerns about staff
- HCA is implementing through information governance
- Statewide budget impact = \$0



Next Steps

- Letter to outliers
- Promote data use in libraries

Technology Business Management (TBM)



Purpose of action

- Request approval of sunset review update of an existing policy and standards
- Request recension of outdated standard
- Request approval of new standard



Business case

- [RCW 43.105.054 Section 2\(f\)](#) requirement for TBM Program
- From lessons learned - streamline program work efforts and processes



Key objectives

- Use data driven analytics to identify opportunities for efficiency and savings of IT spend
- Reduces complexity to program participants
- Link IT spend to business service value



Strategic alignment

- Supports efficient, effective and accountable government by using industry standard taxonomy and common terms
- Show what agencies get for IT spend



Implementation

- 44 agencies to use standardization to categorize IT spend for analysis and reporting
- Reduce time spent correcting foundational categorization elements
- One-on-One meetings with agencies



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

Technology Business Management (TBM)

Information/Demo

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Technology Business Management

Budget

Align technology strategy & public policy

IT strategy

4-6 year projection

Lessons learned

Capital budget model

IT budget pool

Portfolio

Invest in the right things

Enterprise strategies

Modern / Transform

Enterprise resource planning (ERP)

Unified business identifier (UBI)

Humans

eGov

Technology Business Management (TBM)

Delivery

Execute & deliver outcomes

Quality Assurance

Risk / Severity

Triggers / major projects to TSB

Process

People/skill

Responsibility

Governance

Project / Program management (PMO)

Taskforce

Technology Business Management Improvements

IT Spend

- \$1B - \$1.3B Increase identified in minutes vs. hours
- Trending +/- IT spend by government function or agency

Leadership

- Industry leader - Federated rollout to 44 agencies
- Federal Government looking at us as a model

Value

- Agencies identifying Total Cost of Ownership of applications
- Value to Business – DOL identify IT spend per drivers license
- Benchmarking against government and industry

Program Performance Measures

Data Quality

Agencies using TBM Program reports to capture and correct AFRS IT coding errors prior to monthly close increases to 100%



Business Value

Agencies advancing application Total Cost of Ownership increases from 14% to 100%

Agencies demonstrating total technology cost to business services increases from 5% to 23%

Technology Business Management



Work Plan Results & Action Plans

Information / Feedback

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Develop an Enterprise Architecture

Budget

Align technology strategy & public policy

IT strategy

4-6 year projection

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Strategic Architecture Vision: Health & Humans

Eligibility



- Client Centered not program (or agency) centered
 - Consolidate data & present single view of client
- Horizontally integrated 'services', shared services with clear governance
- Give business control of business rules

Payment



- Client Centered Payment Tracking
 - Provide holistic view
 - Improve business intelligence
- Payment Processing as a 'service'
 - Consolidate, standardize payment processing
 - Eliminate paper and manual processes

Both



- Mature governance overall
- Drive towards strategy
 - Improve portfolio management process and practices
 - Add and retire applications in relation to strategy
- Build out architecture to support strategies

Current Enterprise Architecture Activities

SDC Migration



- Published [updated SDC Plan](#)
- Continue to track and monitor agency migrations
 - [Publish monthly dashboard](#)

Administrative & Financial Systems



- Support One Washington Strategy
- Review & Approval needed for:
 - Finance
 - Mgmt Accounting
 - Budgeting
 - HR
 - Risk Mgmt
 - Procurement
 - Grant Mgmt
- 28 requests

Radio



- Enhance & empower SIEC
- Working on cross-agency architecture
 - Shared resources
 - Policy/standards

Current Enterprise Architecture Activities

IPv6



- Cross agency workgroup to develop statewide strategy for migration from IPv4 to IPv6
- Draft policy & supporting materials
 - Complete planning by 12/2021
 - Complete migration by 12/2025

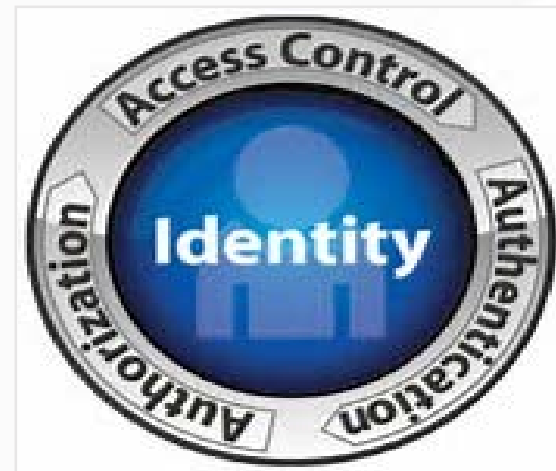
Integration/Interoperability



Cross agency workgroup will

- Evaluate and update existing integration and service oriented architecture standards
- Develop new components to promote standardization and reuse

Identity Management



Internal and cross agency workgroups will

- Evaluate and update existing identity management standards and architecture
- Includes both internal and external identity management

Improving Project Outcomes

Budget

Align technology strategy & public policy

IT strategy

4-6 year projection

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Governance

Project / Program management (PMO)

Taskforce

- Done
- Done
- Done

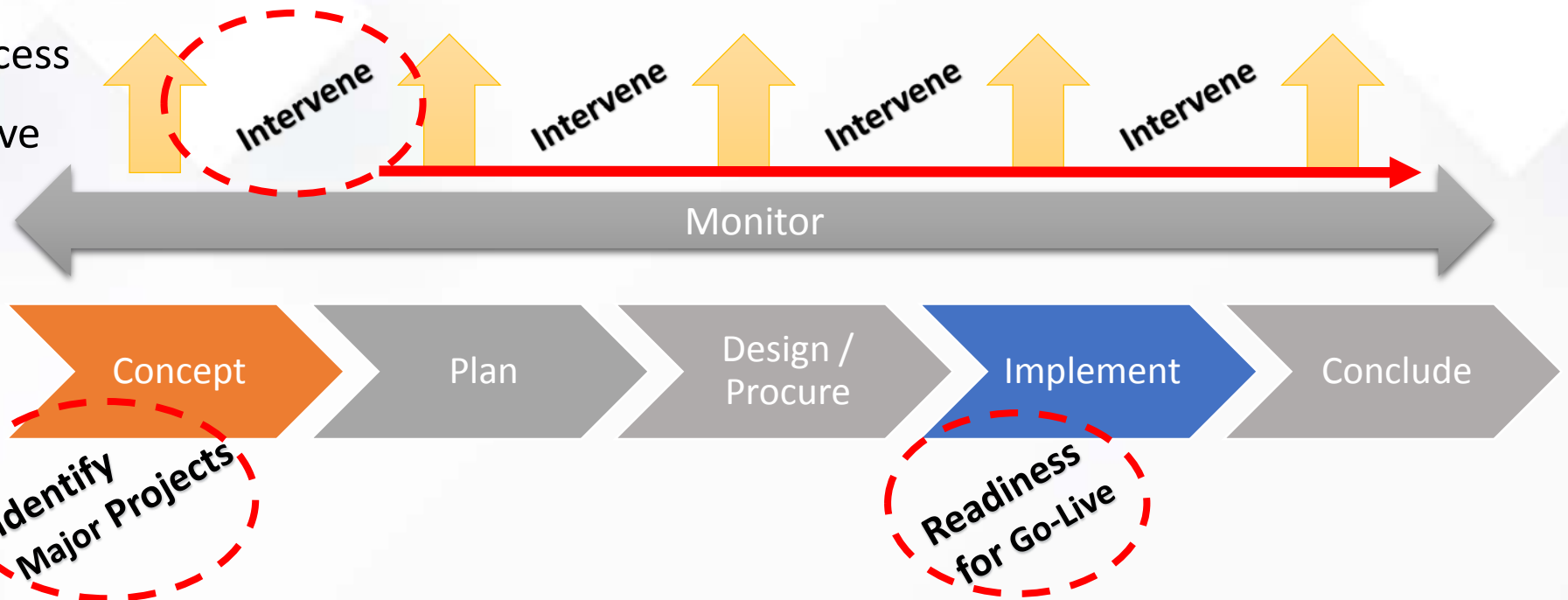
EXECUTIVE SPONSOR TRAINING

- Half Day Training
- Aimed at Executive Level participants
- Pilot Project with:
 - 5 Agencies
 - 3 Agency Directors
 - 3 Agency Deputy Directors
 - 2 Project Business Sponsors
- Next Steps
 - Iterate on curriculum
 - Run one more pilot
 - Schedule ongoing training



Selected Process Improvements Across the Project Life Cycle

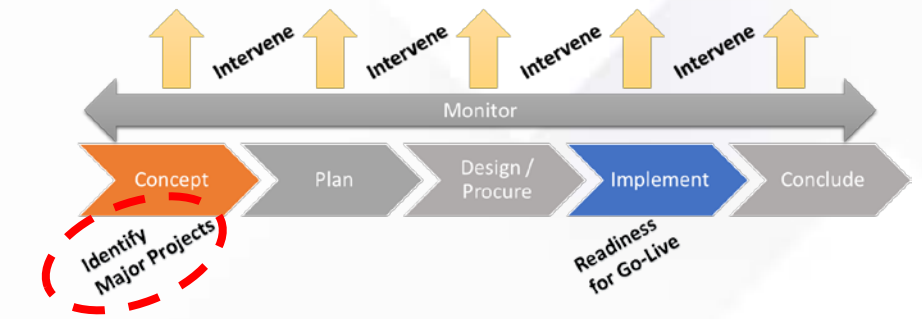
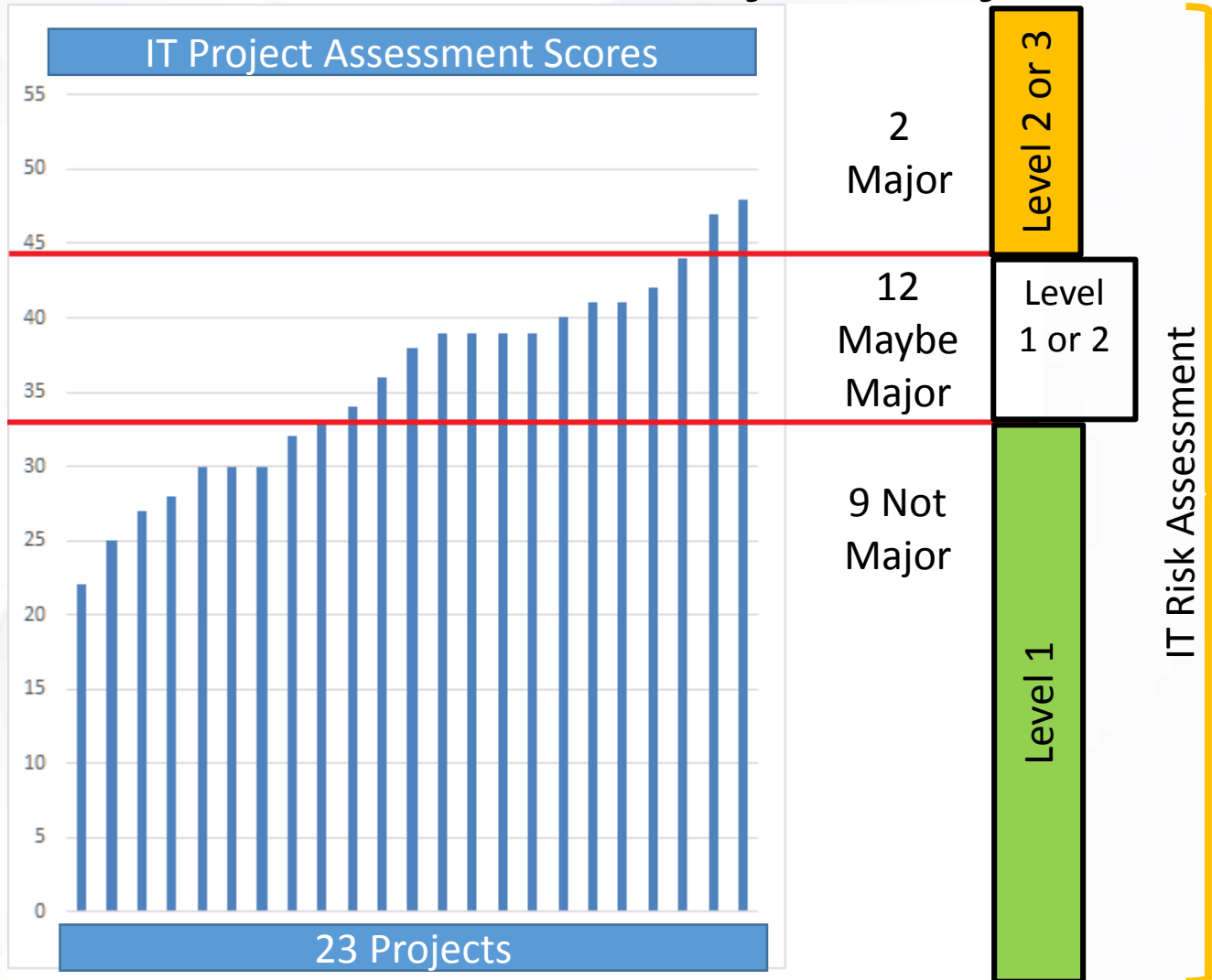
1. Identify Major Projects
2. Oversight Framework
3. Intervening for Success
4. Readiness for Go-Live



Identify Major Projects

Readiness for Go-Live

Identification of Major Projects – Update May 1 to June 23



Submissions	Project Score	Financial/Admin
9	Not Major <34	2
12	Maybe Major = 34 to 44	6
2	Major > 44	0
	Not Financial/Admin	15
23	Totals	23

Update:

- Implemented May 1
- 23 submissions/ 15 agencies
- 9 – Not Major - review not required
- 12 – Maybe Major - review required
- 2 – Major – oversight required by default
- 8 submissions self-identified Financial/Admin systems

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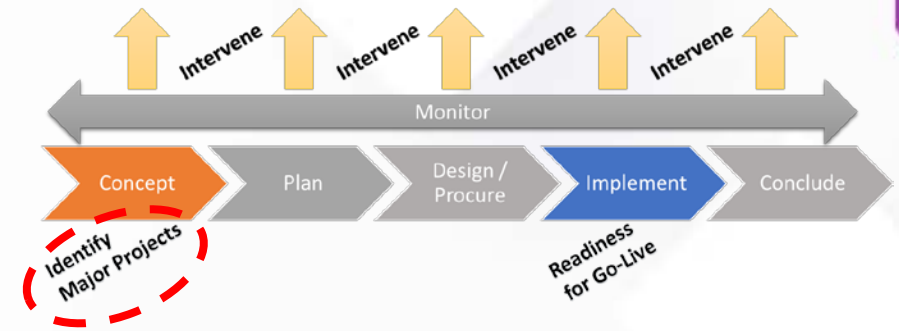
Identification of Major Projects

Next Steps:

- Agency request to add new functionality with RSS feed
- Develop/implement change control process
- Review and analyze data for potential adjustments to score ranges

Proposed Measures:

- % of Maybe Major projects concluded to be Major (under project oversight)
- # of agencies submitting assessments over the last 12 months



Intervention/Escalation

Problem to be solved:

Intervention/escalation concept and processes that critical conversations at executive levels will occur is

- not clearly defined
- not consistently applied

Activities/Outcomes/Conclusions :

- Convened workgroup of IT/PMO/Project Managers to identify triggers
- Virtually all triggers identified fall within normal project management or oversight processes (e.g. project governance, risk assessment, etc.)
- Intervention/Escalation is triggered when OCIO/consultants assess need/risk

Proposal:

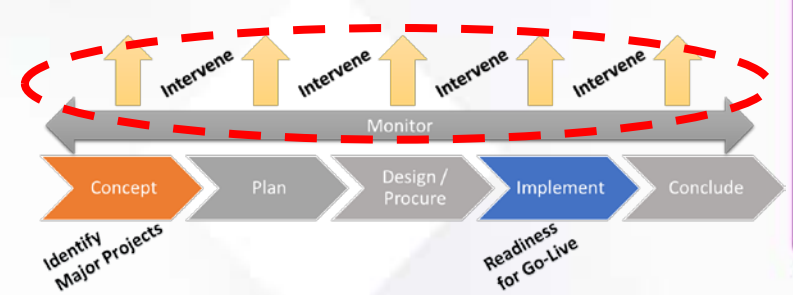
Intervene/escalate when OCIO consultant assessments are RED for two months

Outcome: Increased and proactive transparency, engagement, mentoring

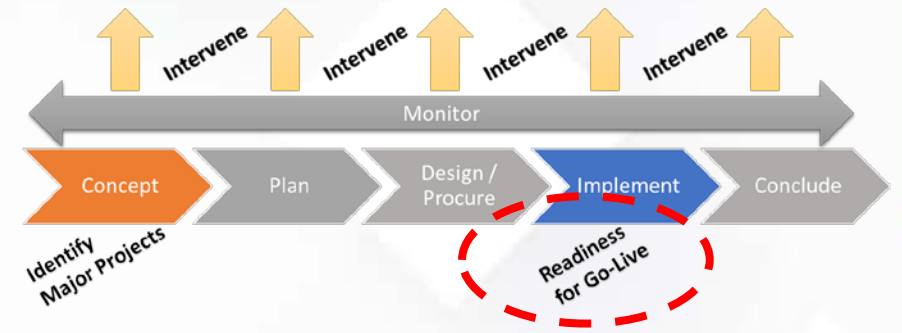
Result: Improvement – reduced risk – move out of the RED

Proposed Measures:

- Number of projects assessed RED for 2 or more months
- Number of months a project remains RED after intervention/escalation
- Percentage of intervened projects that complete successfully



Readiness for Go-Live



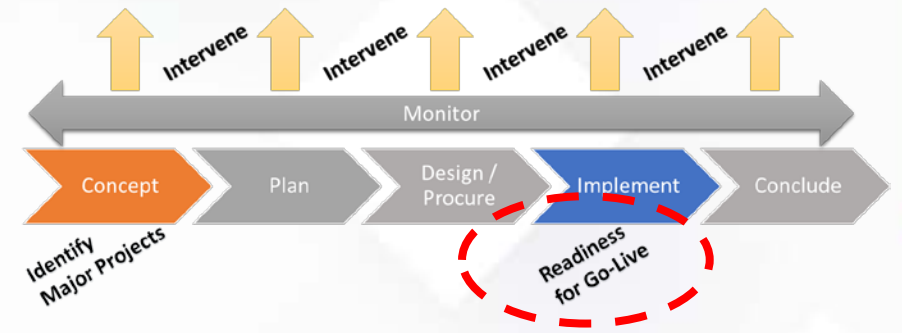
Problem to be solved:

- Agency maturity in making a go/no-go decision varies widely
- Premature implementations have proven to be very costly to the state in the past
 - Reputational damage
 - Actual damages/losses to customers
- These critical decisions should be discussed with the OCIO but there is no standard procedure or expectation published in policy or standard

Target:

Agencies apply a set of defined criteria for determining readiness and know how and when to involve the OCIO in this critical decision

Readiness for Go-Live



Proposal:

- Publish a new standard that requires projects assess readiness before go-live in these four areas:
 - Technology, Data, Users, Processes
- Publish a new procedure for engaging the OCIO in go-live briefings when requested by the oversight consultant

858 Line Items reviewed for Go Live Readiness Assessment				
Blue	Green	Yellow	Red	Trending
43%	49%	8%	0%	

Measure:

- Reports of post-go-live problems; compared to projects assessed as ready by the agency and those assessed ready by the agency and the State CIO

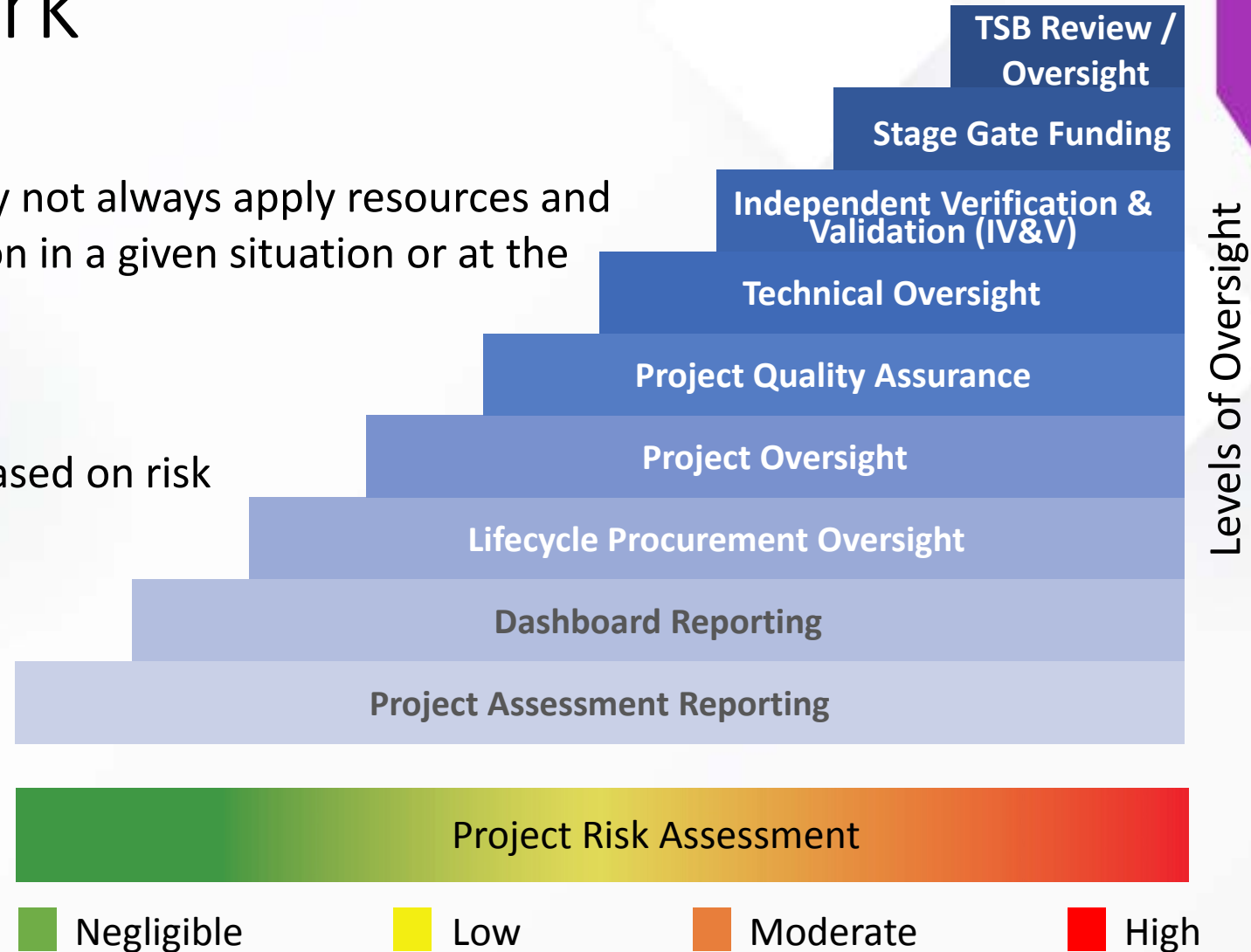
Oversight Framework

Problem to be solved:

Current oversight methods and processes may not always apply resources and focus attention in the most appropriate fashion in a given situation or at the right time.

Target:

- Focus oversight resources and processes based on risk factors to achieve the greatest value
 - Identify and define oversight levels
 - Define triggers for each type of oversight
 - Determine activities for each type of oversight
 - Assign oversight level based on ITPA score (pillar vs layer)



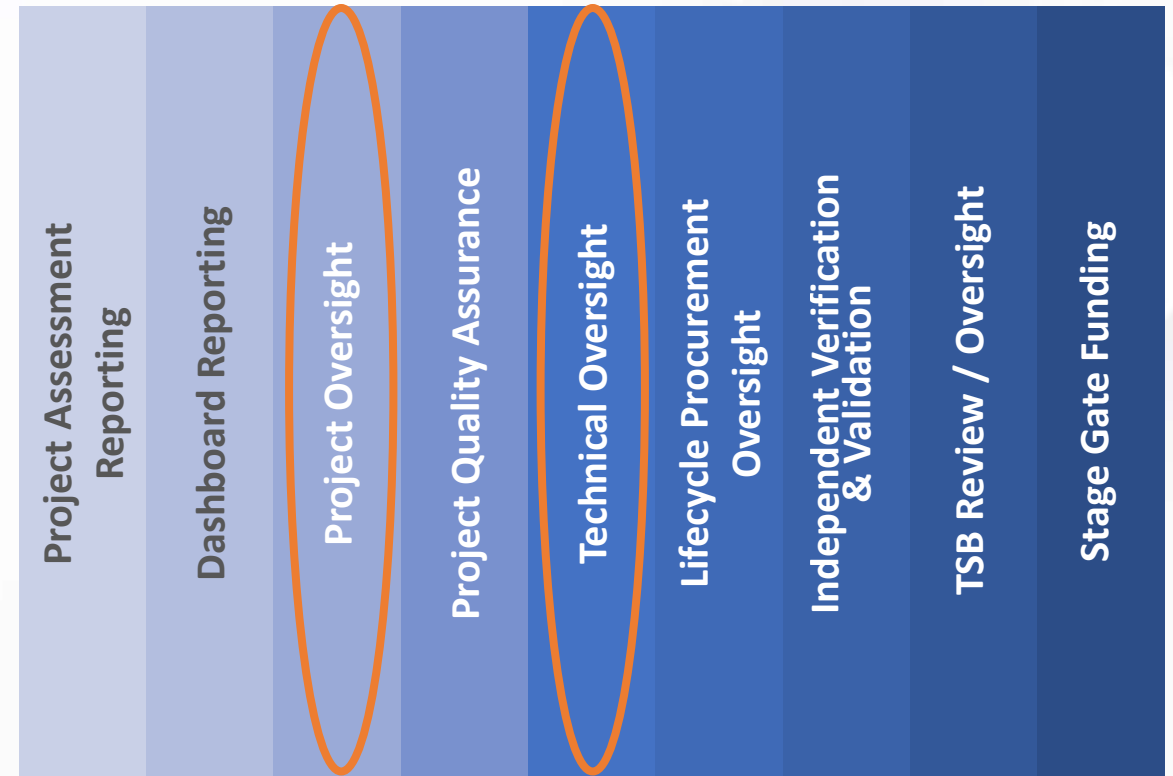
Oversight Framework - pillars

Proposal:

- Workgroup recommendation:
 - Project Oversight
 - Technical Oversight – strategic alignment
- Evaluate highest value “pillars” for next steps
- Develop plan for new/modified oversight pillar

Measure:

- Plan developed
- Process modified/created
- Metrics identified



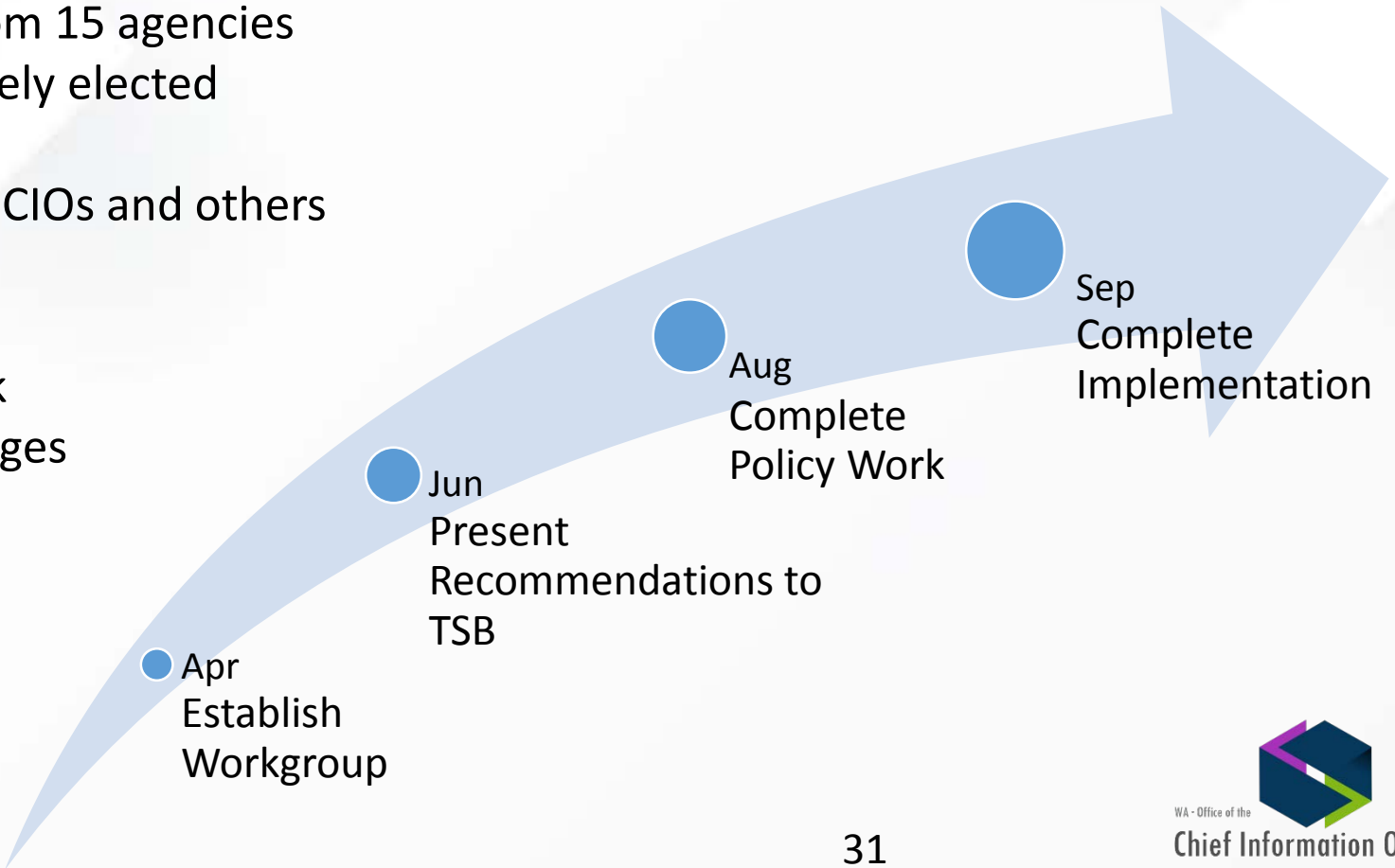
Work Plan for Process Improvement

- Working sessions – *April through May*
- Strong stakeholder engagement from 15 agencies
- Small, medium and large & separately elected agencies
- Project Managers, PMO managers, CIOs and others

Next Steps:

- Complete policy development work
- Communicate and implement changes
- Continue Oversight Framework

- **Oversight Framework**
- **Intervention**
- **Readiness for Go-Live**



OCIO Portfolio & Priorities

Discussion

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2017 – 2021 Technology Strategic Plan

- New [Enterprise Technology Strategic Plan](#) introduced
 - 1 page summary level
 - Interactive site (to be published)

Are the old priorities the right ones?

OCIO Priorities FY13-15

Top 5

1. IT Strategy
2. Policies & Standards
3. Project Outcomes
4. Enterprise Architecture
5. Investment Consultation

Other Priorities

Security*
BizHub/WaBOS*
Technology Business Mgmt
Open Data
GIS
Privacy*
SIEC/FirstNet

OCIO Priorities FY16

Top 5

1. Project Outcomes
2. Enterprise Architecture
3. Investment Consultation
4. IT Strategy
5. Policies & Standards

Other Priorities

Technology Business Mgmt
Open Data
GIS
SIEC/FirstNet
Security
Privacy

Current Priorities Linked to Strategic Plan

Results Washington Goal 5: Efficient, Effective & Accountable Government



Accountable IT Management

- Portfolio Management
- TBM Program
- Project outcome improvements
- Prioritization improvements
- Increase transparency
- Support IT Pool or similar
- IT Procurement
- Develop & implement program
- Monitor & Measure



Enterprise Architecture

- Support Strategic Plan alignment & progress
- One WA Support
- Admin/Financial Systems Review
- Radio architecture
- Policy Management
 - Waiver process
- Technology Architecture development
- Communicate & monitor



Security & Privacy

- Policy/standards
- Training/Awareness
- System reviews
- Enterprise security services

Candidate Priorities Linked to Strategic Plan

Results Washington Goal 5: Efficient, Effective & Accountable Government



Accountable IT Management

- Increase portfolio management maturity
 - TBM
 - Governance
- Technology leadership to authorizing environment
- Increase communication, education & awareness
- WHAT ELSE?



Enterprise Architecture

- Create resources to promote strategy adoption
- Data as a shared asset/governance
- Location based services
- WHAT ELSE?



Security & Privacy

- Data privacy
- WHAT ELSE?

Project Updates

Information

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ctcLink Update

A single, centralized system to provide students, faculty and staff 24/7 access to a modern, efficient system for all 34 community and technical colleges and the State Board. PeopleSoft software with Ciber as the system integrator. Three colleges began using new solution in August 2015. Still remediating issues reported by those colleges.

- Provided status of remediation effort at 04/18 & 5/11 TSB Subcomm.
- Current status → Remediation Dashboard

TSB requires a new investment plan be submitted for approval before additional colleges go-live.

Public Comment

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Executive Session

Closed to the Public

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