

Technology Services Board Portfolio/Policy Subcommittee Meeting

October 15, 2020

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Jim Weaver	Introductions	10:00
Approve Minutes from August 13 Subcommittee Meeting	Jim Weaver	Approval	10:09
Project Status – Labor & Industries Provider Credentialing <ul style="list-style-type: none"> • Randi Warick, Deputy Director and Executive Sponsor • Karen Jost, Business Sponsor • Debbie Spaulding, Project Manager • Gena Cruciani, ISG, QA • Jeff Closson, ISG, QA 	Sue Langen Amy Pearson	Project Status	10:10
Project Status – WSDOT Tolling Back Office System Replacement Project (BOS) <ul style="list-style-type: none"> • Patty Rubstello, Asst. Secretary and Executive Sponsor • Jennifer Charlebois, Project Manager • Steve Levine, CEO, ETAN • Albert Yi, COO, ETAN • Dana McLean, QA, Public Consulting Group • Heather Coughlin-Washburn, Public Consulting Group 	Sue Langen Rich Tomsinski	Project Status	10:40
Enterprise Architecture Program	Sue Langen Dan Mercer	Information	11:05
Public Comment			11:35

Current TSB Members

Industry Members

Butch Leonardson – Retired CIO

Paul Moulton – Costco

Legislative Members

Rep. Matt Boehnke – House R

Rep. Zack Hudgins - House D

Sen. Patty Kuderer – Senate D

Sen. Ann Rivers – Senate R

Executive Branch (Agency Directors)

Jim Weaver – State CIO & Chair

David Danner – UTC

Tracy Guerin – DRS

Vikki Smith – DOR

Other Government

Viggo Forde – Snohomish County

Members present

Members absent

Welcome/Introductions

Approve 8/13/2020 Minutes

Department of Labor and Industries **Provider Credentialing**

Technology Services Board Subcommittee Meeting
10-15-2020

Randi Warick, Deputy Director/Executive Sponsor
Karen Jost, Business Sponsor
Debbie Spaulding, Project Manager
Gena Cruciani, Jeff Closson, Independent Quality Assurance

1. Purpose and Project Status
2. Project Overview, and History
3. Project Assumptions
4. Project Lessons Learned
5. Project Course Corrections
6. ProviderOne Changes
7. Project Schedule and Budget
8. Independent Quality Assurance

Provider Credentialing Purpose and Status

OCIO has requested L&I present the L&I Provider Credentialing Project Lessons Learned to TSB.

Status

- November 2019 ~ Investment plan expired.
 - July 2020 ~ OCIO suspended project.
 - Project currently about 50% complete.
 - Budget to date:
 - \$2.3M; 17-19 million \$867K from the Business Transformation Proviso, remaining from agency funds
 - \$3.5M; FY 20 in agency funds
- Before continuing, L&I must:
 - Complete project re-planning.
 - Update investment plan.
 - Submit technical budget.
 - Completed lessons learned to date.
 - L&I currently on track to meet OCIO requirement deadlines.

L&I Provider Credentialing Overview

- Each insurer has requirements for providers in its network.
 - L&I network requirements based on state and federal laws
 - Specific rules apply to the medical provider network
 - [WAC 296-20-01030](#) Minimum health care provider network standards
 - Continuous monitoring of provider eligibility makes Workers Compensation unique
 - [WAC 296-20-01040](#) Health care provider network continuing requirements
- L&I manages the registration and record maintenance for over 80,000 medical and non-medical providers.

L&I Provider Credentialing Project History

- 2016 ~ L&I learned the on premise credentialing system (Vistar) would be unsupported (and is currently unsupported).
- L&I requested funds to acquire replacement system in 2017-19 biennium.
- Legislature directed L&I to share Health Care Authority's (HCA) ProviderOne (P1) system.
 - Less funding than L&I requested
 - No funding for HCA's role in the project

Early Assumptions Contributed to Delays

Assumption: L&I's requirements similar to HCA's.

In reality

- Different guidance for workers' compensation (NCQA) & Medicaid (CMS).
- Other differences
 - Every L&I provider is checked for [malpractice](#) claims and monitored monthly. HCA checks only if something alarming pops up in Lexis/Nexis background check.
 - Medicaid uses DOH (licensing), DEA (prescription), and OIG (Inspector General) for background checks. L&I Workers Compensation also uses ABMS (American Board).
 - L&I provider can have multiple provider accounts (1 for each service location).
 - Differences in types of providers: L&I has more non-medical providers than HCA (e.g., taxi ride to a doctor appointment).
 - 17 provider types are unique to L&I, mostly non-medical.

Assumption: Joining HCA's existing system would be easier, cheaper, faster.

In reality

- Change orders on another agency's contract add time & cost (extra layer of review & signatures.)
- L&I change orders require 6-10 months (submission to production.)
 - Missing a window adds at least 2 months.
 - Missing a requirement adds a 6-10 months
- Maintenance vendor (CNSI) uses Waterfall methodology.
 - limited visibility to functionality as its being built to validate requirements were communicated accurately.
- System is not "plug and play."
 - 14 downstream L&I systems must be configured to read P1 data.

Part 1 - Survey of all staff and former staff involved in the Provider Credentialing process

- Summarized the results
- Highlighted the major themes

Part 2 – Video workshops to discuss those major themes

- Rose/Bud/Thorn analysis
- Detail what “good looks like”
- Arrive at course corrections for the remaining Provider Credentialing project.

Lessons Learned – from the project teams

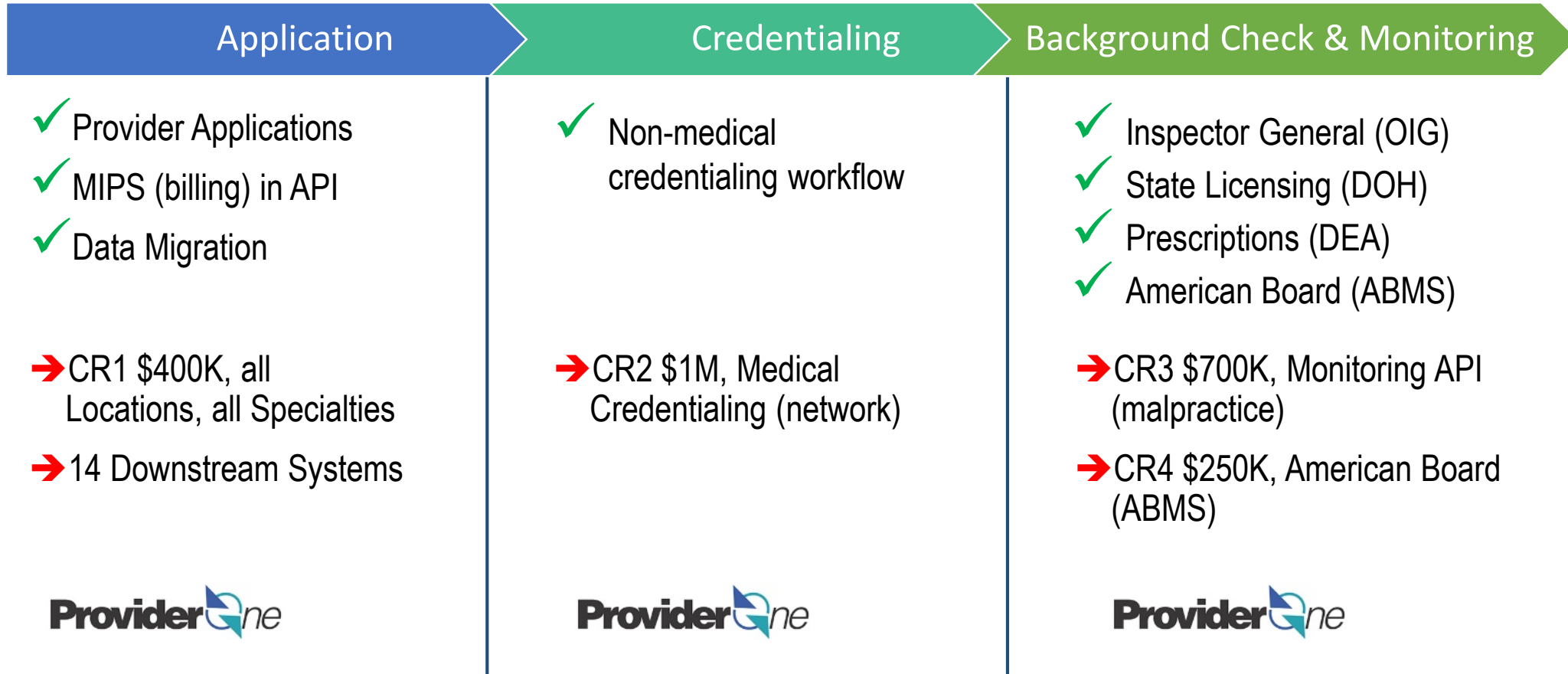
- Input from project team/SMEs/stakeholders must be documented, managed, addressed; results should be communicated to create healthy partnerships.
- Documentation and decisions must be shared timely and accessibly to restore and maintain trust.
- Governance ~ Sponsors and team members need to be available, know their roles and be empowered/informed to do their jobs.
- Hire/access the right staff at the right times.
 - Frequently document roles, processes and protocols. Organize transition hand-offs.
- Protect project team's time so work gets completed.
- Establish quality controls; make them accessible to the team (standards, issue log, risk log, decision log, change log, budget burn-down, status, etc.).
- Projects involving multiple agencies must include ample time for planning and execution to ensure that both agencies' requirements are complete and accurate, and schedules are achievable.

Lessons Learned – Process Lessons

- L&I solution impact analysis in the beginning would have articulated the complete scope of work. Initial requirements focused on the ProviderOne application process but not the case management workflow or all background checks. We are writing these now.
- Project Planning was not completed. It is now almost complete.
- L&I Solutions (SDLC) processes (testing, requirements, data flow, etc.) were not established in the beginning. They are now.
- We bridged many of the gaps in credentialing requirements proving that ProviderOne is a tenable solution, it just took longer and more effort.

- Started by identifying the **solution** gap.
 - Provider applications, MIPS API, data migration development, and most of Lexis/Nexis background checks are ready.
 - Credentialing workflow, confidential data and documents, NPDB API, and remaining Lexis/Nexis configurations remain.

Course Correction



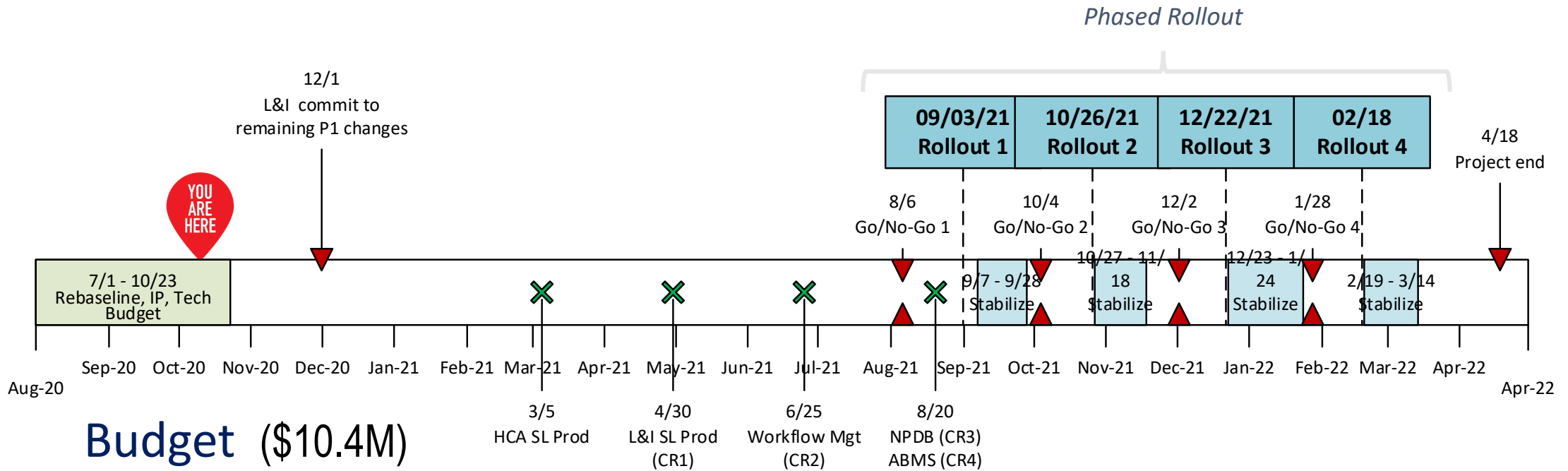
CR1: Capture exact location and exact specialty providers at each location. Shared requirement HCA
CR2: Credentialing review workflow. + support for confidential document attachments
CR3: NPDB (Malpractice monitoring (manual HCA process)
CR4: Add ABMS to Lexis/Nexis monitoring

- Reorganized project team
 - Aligns better with project's needs.
 - New org chart:
 - Project manager and OCM lead changed
 - Added formal test lead
 - New executive sponsor
 - New OCIO oversight and QA vendor
 - New partnership with HCA, L&I IT and L&I business to identify/manage issues and risks.
 - Project re-planning underway to support governance, project processes and SDLC process.
 - Test plan and change management (transition plans, training, communication).

The Remaining Project Effort

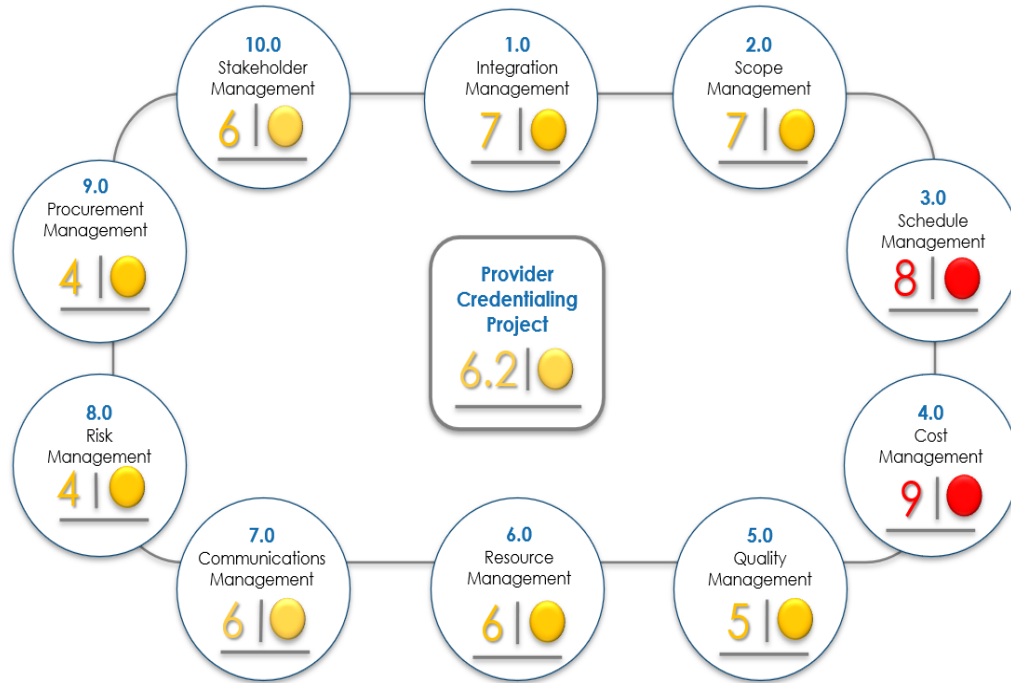
- **Several change orders needed**
 - Credentialing workflow, \$1M
 - Integrating NPDB databank (malpractice, etc.), \$700,000
 - New joint requirement for Medicaid and L&I to collect every provider's work location/s and all specialties at each location.
 - L&I already does this; new requirement for HCA
 - \$400,000 from L&I; \$1M from HCA (through Medicaid)
 - Add American Board of Medical Specialties to Lexis-Nexis background checks, \$250,000
- **Testing**
- **Change management**
- **Phased deployment**

Revised Timeline and Budget



- \$2.3M; 17-19 million \$867K from the Business Transformation Proviso, remaining from agency funds
- \$3.5M; FY 20 in agency funds
- \$2.87M; request to reauthorize 2.87M from 19-21 biennium to 21-23 biennium
- \$1.8M; DP request in the 21-23 biennium

Quality Assurance – September Dashboard



* Lower numbers mean a lower risk rating

Total QA Recommendations Remaining Open	23
Total QA Recommendations Closed (to date)	9
Total QA Recommendations to Date (to date)	32

Management Category	Impact Trending	July	Aug	Sept
Overall Rating	↓	6.9	6.8	6.2
1.0 Integration	↓	8.0	8.0	7.0
2.0 Scope	↓	8.0	8.0	7.0
3.0 Schedule	↓	9.0	9.0	8.0
4.0 Cost	↓	10.0	10.0	9.0
5.0 Quality	↓	7.0	6.0	5.0
6.0 Human Resource	↑	5.0	5.0	6.0
7.0 Communications	=	6.0	6.0	6.0
8.0 Risk	↓	5.0	5.0	4.0
9.0 Procurement	↓	5.0	5.0	4.0
10.0 Stakeholder	=	6.0	6.0	6.0

- **High Level Themes**

- Project prepares a second round of documentation in response to the OCIO suspension
 - *QA lowered risk in 7 of 10 categories based on project's "resetting" efforts and in response to the OCIO's project suspension*
- The project's focus on planning and project management provides the necessary structure for a successful implementation
- Next steps will focus on restarting the project and re-engaging the project team and stakeholders
- Until the pause is lifted, there is risk that key resources may become unavailable

- **Conclusion**

With the replanning effort, clearly defined scope, schedule, budget and management controls, QA assesses the project is positioned to be successful

Washington State Department of Transportation
**Tolling Back Office System
Replacement**

Technology Services Board Meeting
October 15, 2020

Agenda

1. Project overview
2. Implementation status
3. Issue statement and WSDOT Management strategy
4. Questions and Discussion

Project Overview

- The external Back Office System (BOS) is a core element of WSDOT's Toll program. The BOS manages the customer relationship and financial management aspects of WSDOT's Tolling program and its *Good To Go!* Toll payment program.
- Two phases of Implementation:
 - Phase 1 - consists of all current and new core functionality modernized and enhanced.
 - Phase 2 - consists of all select automation upgrades and elected option modules such as trip building, collections functionality, and data warehouse.

Implementation Status

Go Live Update:

- In the last month, WSDOT has worked with ETAN to set expectations for system benchmarks that should be met before resuming the Operations test. This expectation setting is important in ensuring that ETAN understands that the Operations test is intended to demonstrate to WSDOT that the system is “customer ready”.
- Due to the timelines required by ETAN to meet these benchmarks, the schedule for implementation has again been delayed. As of today, the project schedule estimates that the Operations test can resume in early November, resulting in a likely January Go-Live date.
- Risks that could affect this timeline include the number and severity of the system defects uncovered during final testing and the time required to remedy and re-test these issues. We are managing this risk by working to ensure the system has met the appropriate benchmarks before resuming testing, and by using system tools to closely monitor testing trends and the velocity of ETAN’s defect remediation.
- WSDOT’s team is working hard to balance system quality and the timeline for implementation. While delays are not desirable, implementing the system before we can confirm it is fully ready for operations would risk mistakes that could impact our over 1 million *Good To Go!* account holders or that could impact revenue collection.

Benchmarks for resumption of Ad-Hoc Testing

1. All critical and high defects currently in the system should be closed.
 - **Expectation:** ETAN QA can validate closure and regression is in place
 - **WSDOT Measurement prior to re-entry:** WSDOT team will spot check and validate
2. All backend jobs should be running from the scheduler and should have run successfully with no errors
 - **Expectation:** 5 consecutive days without error
 - **WSDOT Measurement prior to re-entry:** WSDOT team will validate through Grafana daily upon direction by ETAN.
3. All major transaction processing workflows should be demonstrated with no critical errors (Example: txn received -> MIR -> DOL lookup -> statement generation -> escalation, etc.)
 - **Expectation:** ETAN will ensure all workflows are operating per the system requirements inclusive of the approved Library of Communications
 - **WSDOT Measurement prior to re-entry:** WSDOT team will validate and provide concurrence
4. All planned Ad-Hoc test scenarios unblocked
 - **Expectation:** ETAN to ensure all processes and functionality, including all required interfaces, in place with appropriate regression (manual or automated) to allow WSDOT Ad-Hoc Testing scenarios to be completed.
 - **WSDOT Measurement prior to re-entry:** WSDOT team will validate through select re-testing across all subject areas of the system.

Implementation Status

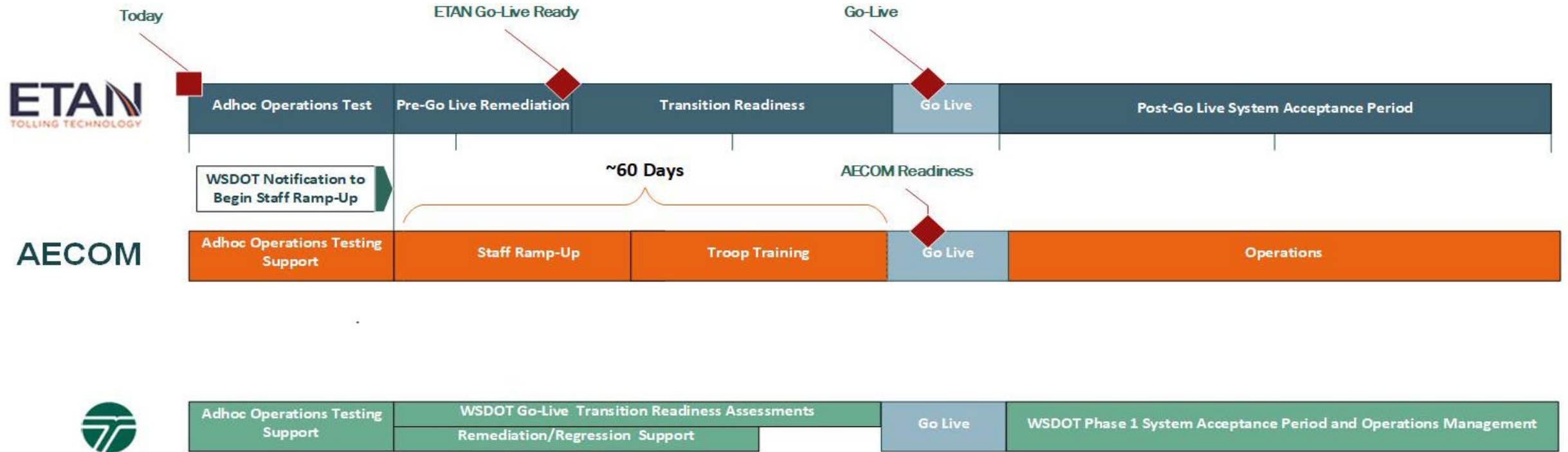
Benchmarks for resumption of Ad-Hoc Testing (cont.)

5. Major data migration issues resolved, both data validation and GL reconciliation
 - **Expectation:**
 - Top Down: ETAN to provide reconciliation analytics to WSDOT related to Passes, Accounts, License Plates, and Queues, Payments, Refunds, Reversals, and Fund Balances
 - Bottom Up Evaluation: ETAN shall ensure data migration related service desk tickets are closed and demonstrate examples of mapping corrections.
 - **WSDOT Measurement prior to re-entry:** WSDOT team will validate analytics and mapping.
6. Finalization of infrastructure testing/changes/latency/challenges remedied.
 - **Expectation:**
 - Performance of all workstations is evaluated against all required functions.
 - All fixes both development and hardware are in place
 - **WSDOT Measurement prior to re-entry:** WSDOT team to retest select previous scenarios to verify performance.
7. Readiness of the ETAN Team to support all Operations and Maintenance processes and procedures
 - **Expectation:** ETAN to demonstrate to WSDOT that post Go-Live processes and procedures are in place and have been communicated to appropriate staff.
 - **WSDOT Measurement prior to re-entry:** Validate all System and Operations Dashboards, KPI alerts, and overall system configuration reflect requirements.

Beyond the established elements above to be validated by WSDOT, ETAN should ensure the entirety of the system including all interfaces are sufficient to meet the necessary readiness benchmark and the intent of the Operations test. An attestation of readiness will be provided to WSDOT.

Implementation Status

Remaining Critical Path Activities:



Issue Discussion and Management Strategy

Issue Statement and Management Strategy

ETAN has continued to struggle with maintaining appropriate resources, accurate estimation of schedule activity durations, and overall schedule adherence

- Even with increased resources ETAN remains limited in its ability to increase project velocity. ETAN Business Analyst retired, replacement being covered by product development lead.
- ETAN continues to struggle with accurately predicting critical activity durations
- The continued project delays increase WSDOT's costs to maintain business continuity and impact other dependent projects.

WSDOT continues to employ the following strategies:

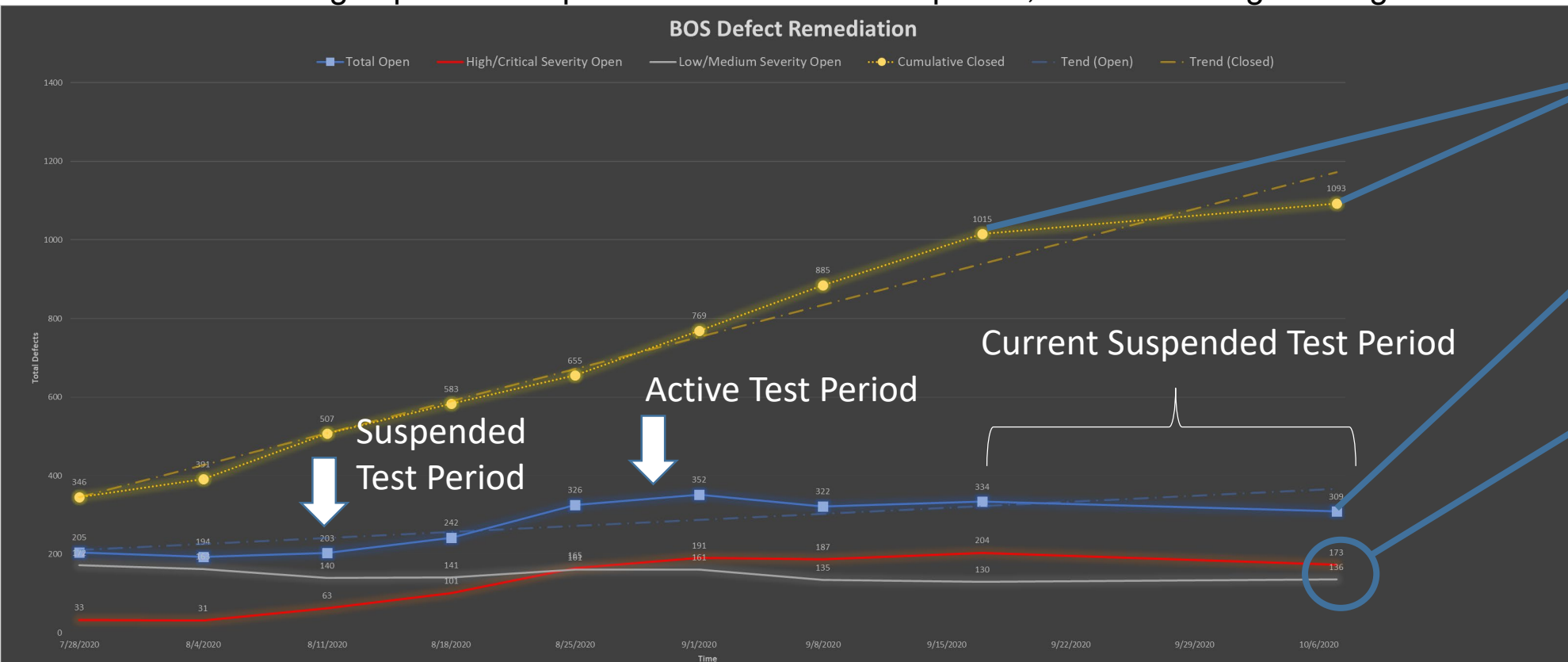
- Maintained weekly Executive-level Oversight
- Maintained increased Transparency through WSDOT Schedule Maintenance & Defect Management
- Increased Resourcing maintained by ETAN
- Maintained National Industry Perspective through our Expert Review Panel
- Maintained increased level of coordination with OCIO
- Maintained independent Quality Assurance and independent Validation & Verification
- Continued discussions on additional contractual liquidated damages to further encourage schedule adherence

While not yielding schedule adherence the management strategy has produced reliable communication and transparency at all levels of the project

Management Strategy and Issue Resolution Plan

- Defect Management:

- Open Defects as of Oct 7 in the System = 309 down slightly from 328 on Sept 8
- Closure Rate increased to 101/week, recently dropping to 78/week during suspension, indicating resource strain
- Assuming peak velocity, closure of all Critical and High defects would take 2 weeks.
- Seeing improved QA process between Development, internal testing and regression



Closure rate peaked this month before dropping off however is still not outpacing observations

Open Defects in System have remained static (aka not gaining ground)

Maintaining more H/C Defects Open in System than Medium/Low

Tolling Back Office System Replacement

- Questions?

OCIO Enterprise Architecture (EA) Program

Technology Services Board Subcommittee Meeting
October 15, 2020

Agenda

1. Overview
2. Challenges and Opportunities
3. Solution: EA Program Reform
4. Implementation Plan
5. Summary
6. Discussion

Overview: Many Definitions of EA

ISO/IEC/IEEE 42010:2011 ...
fundamental concepts or properties
of a system in its environment
embodied in its elements,
relationships, and in the principles of
its design and evolution.

The Open Group (TOGAF):
The structure of
components, their inter-
relationships, and the
principles and guidelines
governing their design and
evolution over time.

Federal EA v2: ... provides an
abstracted view of an enterprise at
various levels of scope and detail ...
to facilitate planning for the future
in a way that transforms the
government while making it more
efficient.

Gartner: ... holistically
leading enterprise responses
to disruptive forces ...

EABOK: ... an organizational model;
an abstract representation of an
Enterprise that aligns strategy,
operations and technology to create
a roadmap for success.

NASCIO: ... a management
engineering discipline that
presents a holistic,
comprehensive view of the
enterprise ...

Overview: Many Definitions of EA

ISO/IEC/IEEE 42010:2011
fundamental concepts
of a system in its env
embodied in its elem
relationships, and in
its design and evoluti

The Open Group (TOGAF):
The structure of
components, their inter-

State of Washington's Definition of EA:

RCW 43.105.20 (5) "Enterprise architecture" means an ongoing activity for translating business vision and strategy into effective enterprise change. It is a continuous activity. Enterprise architecture creates, communicates, and improves the key principles and models that describe the enterprise's future state and enable its evolution.

Federal EA v2: ... provides an
abstracted view of an enterprise at
... levels of scope and detail ...
... planning for the future
... that transforms the
... while making it more

Gartner:
leading en
to disruptive

NASCIO: ... a management
engineering discipline that
presents a holistic,
comprehensive view of the
enterprise ...

Overview: Biggest Drivers for Enterprise Architecture

Technology/Business Impact Analysis	Understanding how a change will impact the business before the change happens.
Application Portfolio Rationalization	Reducing unnecessary applications, saving money, improving efficiency
Roadmaps for Digital Transformation	Planning how IT will change over time - EA is all about managing digital transformation
Business Capability Management	Improving business efficiencies and enabling new capabilities
Business Strategy Modeling	Aligning IT investments with enterprise strategies to ensure the right projects are moving forward
Conceptual and Logical Data Modeling	Aligning information assets with business strategies, identifying unnecessary duplication and ensuring secure access and privacy
Integration Architecture	Breaking down data silos and ensuring data flows across the enterprise

Overview: Biggest Drivers for Enterprise Architecture

Technology/Business Impact Analysis	Understanding how a change will impact the business before the change happens
Application Portfolio Rationalization	...ey, improving
Roadmaps for Digital Transformation	...about managing
Business Capability Management	...w capabilities
Business Strategy Mo	...s to ensure the
Conceptual and Logical Modeling	...gies, identifying unnecessary duplication and ensuring secure access and privacy
Integration Architecture	Breaking down data silos and ensuring data flows across the enterprise

1. Improving Efficiency
2. Managing Change
3. Reducing Risk

Overview: Statutory Mandate for EA

- [RCW 43.105.205](#) and [RCW 43.105.265](#) require the OCIO to lead and implement an ongoing enterprise architecture program for state government with the mission to:

Improve Efficiency

a) Drive opportunities for greater enterprise efficiency;

Manage Change

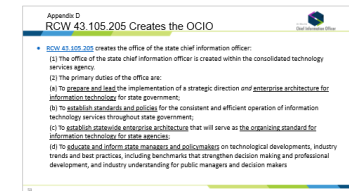
b) Be the organizing standard for statewide IT;

Reduce Risk

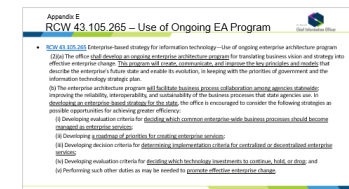
c) Promote effective enterprise change; and

d) Improve the reliability, interoperability, and sustainability of common business processes.

Appendix D:
RCW 43.105.205
OCIO Created with
EA Functions



Appendix E:
RCW 43.105.265
Defines Use of EA



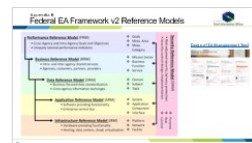
Solution: OCIO EA Program Reform

To realize benefits, we will invest in:

- A. People: Increase staffing and architecture expertise
- B. Process: Statewide EA processes and governance, “light-weight” ... just enough, just in time
- C. Technology: Implement EA tooling and data management for statewide planning, analysis, and decision-making

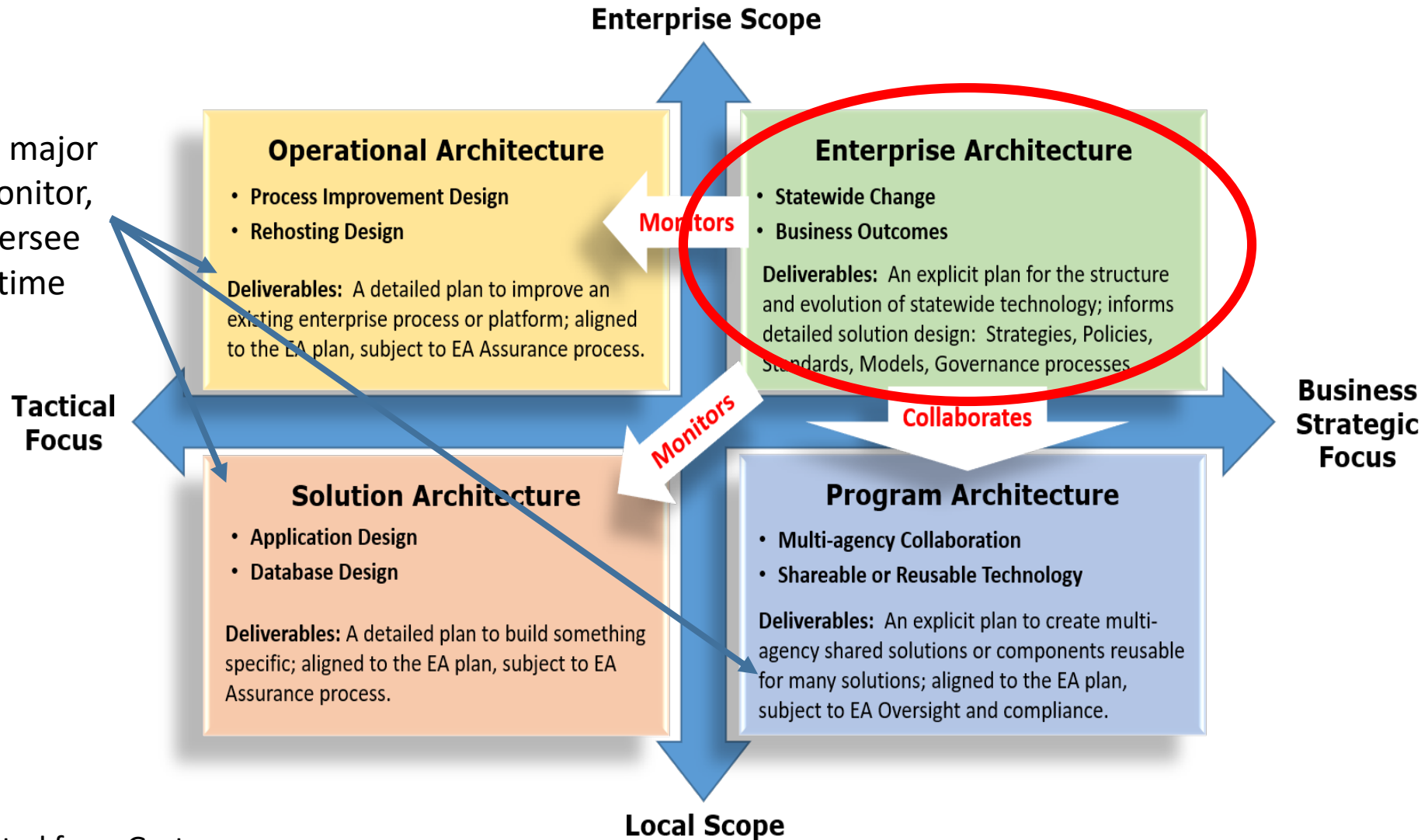


Appendix B: EA
Reference Models
and EA Tool Demo



EA Team Focus: Today

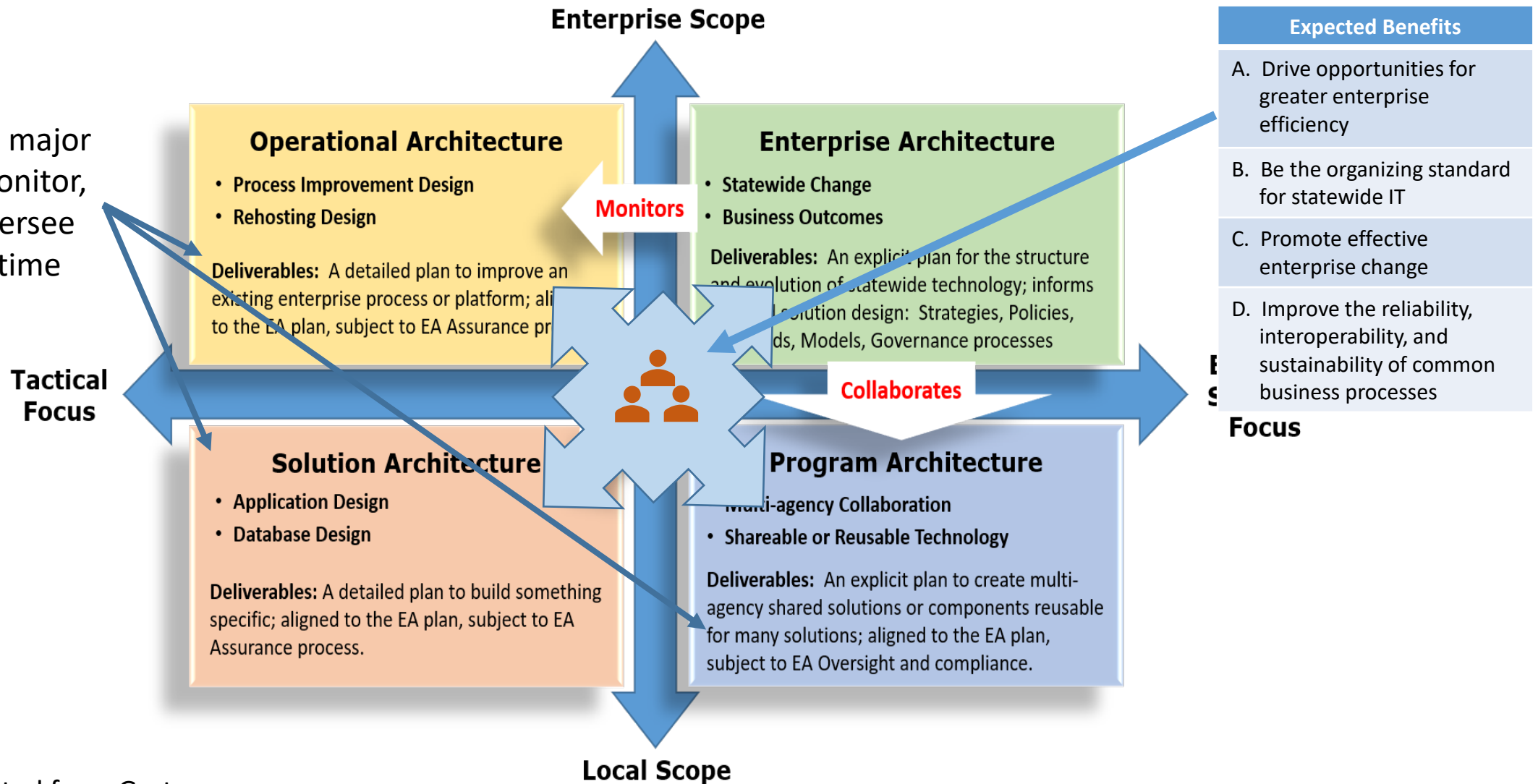
More than 100 major solutions to monitor, advise and oversee at any given time



Source: Adapted from Gartner

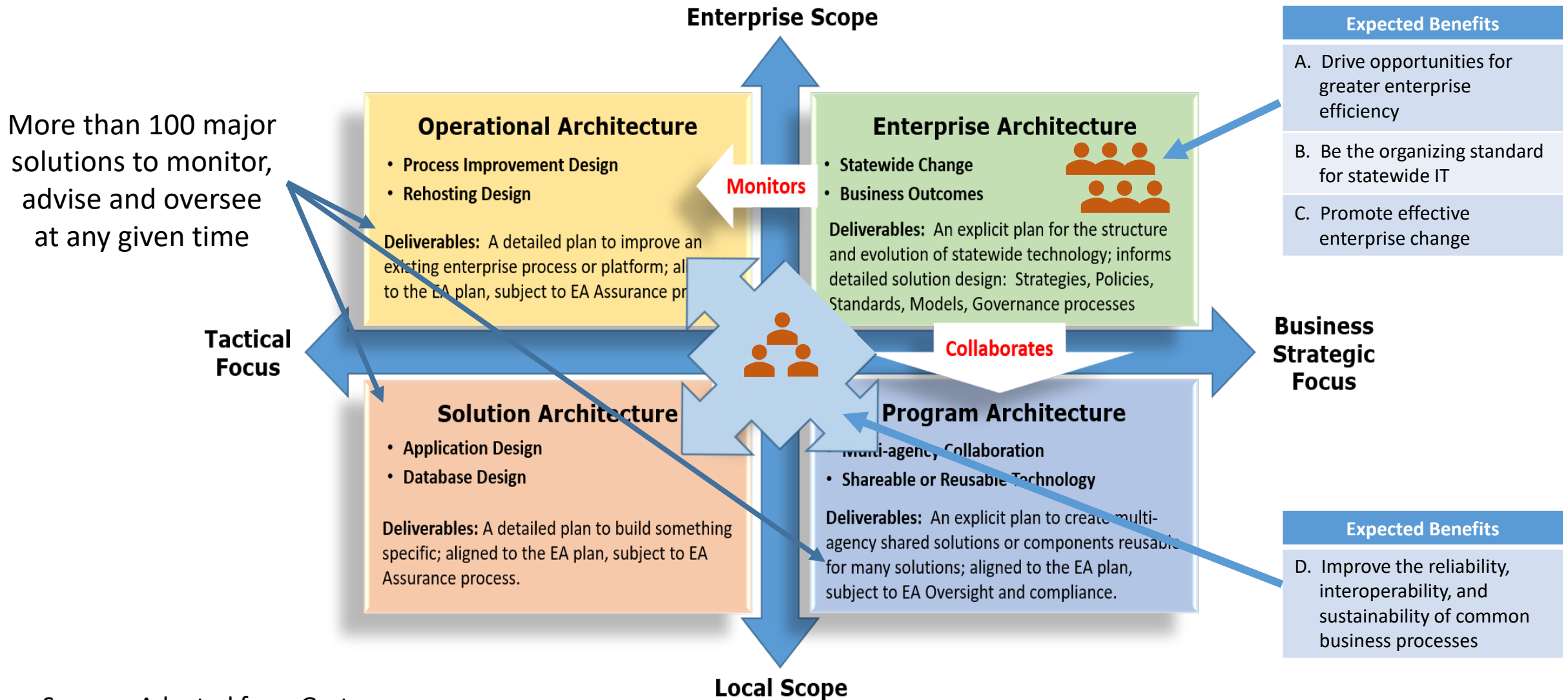
EA Team Focus: Today

More than 100 major solutions to monitor, advise and oversee at any given time



Source: Adapted from Gartner

EA Team Focus: FY2021-FY2023



Source: Adapted from Gartner

Implementation Plan

- Purchase and implement EA tool (in progress)
- Acquire contractor to develop EA processes and train staff (in progress)
- Begin hiring additional Enterprise Architects over next three years (in progress)
- Train EA and Portfolio Management staff on new EA tool and processes
- Train agencies' architects on new EA tool and processes



Summary

- Investing in Enterprise Architecture will enable the OCIO to meet statutory obligations, help the state achieve efficiencies, effectively manage enterprise change, and reduce risk.
- Short term goals include:
 - Deploy a purpose-built EA tool for OCIO and agency architects to analyze data and make strategic decisions
 - Define and document the strategies, principles and models that describe the enterprise's future state and enable its evolution
 - Portfolio rationalization – Identify technical debt and strategic upgrade opportunities
 - Begin to improve the reliability, interoperability, and sustainability of IT investments by focused oversight of solution architectures for major projects and strategic initiatives including OneWa and the HHS Coalition.

Summary



- Longer term, Enterprise Architecture will help the state:
 - Look across all agencies and make decisions based on outcomes rather than good intentions;
 - Reverse the trend towards increased technical debt;
 - Strategically prioritize modernization efforts;
 - Identify common business functions that can be satisfied with a shared IT solution instead of buying the same solution multiple times;
 - Break down data silos, strategically integrate and ensure data flows securely across the enterprise; and
 - Squeeze maximum value from every IT dollar.

Discussion

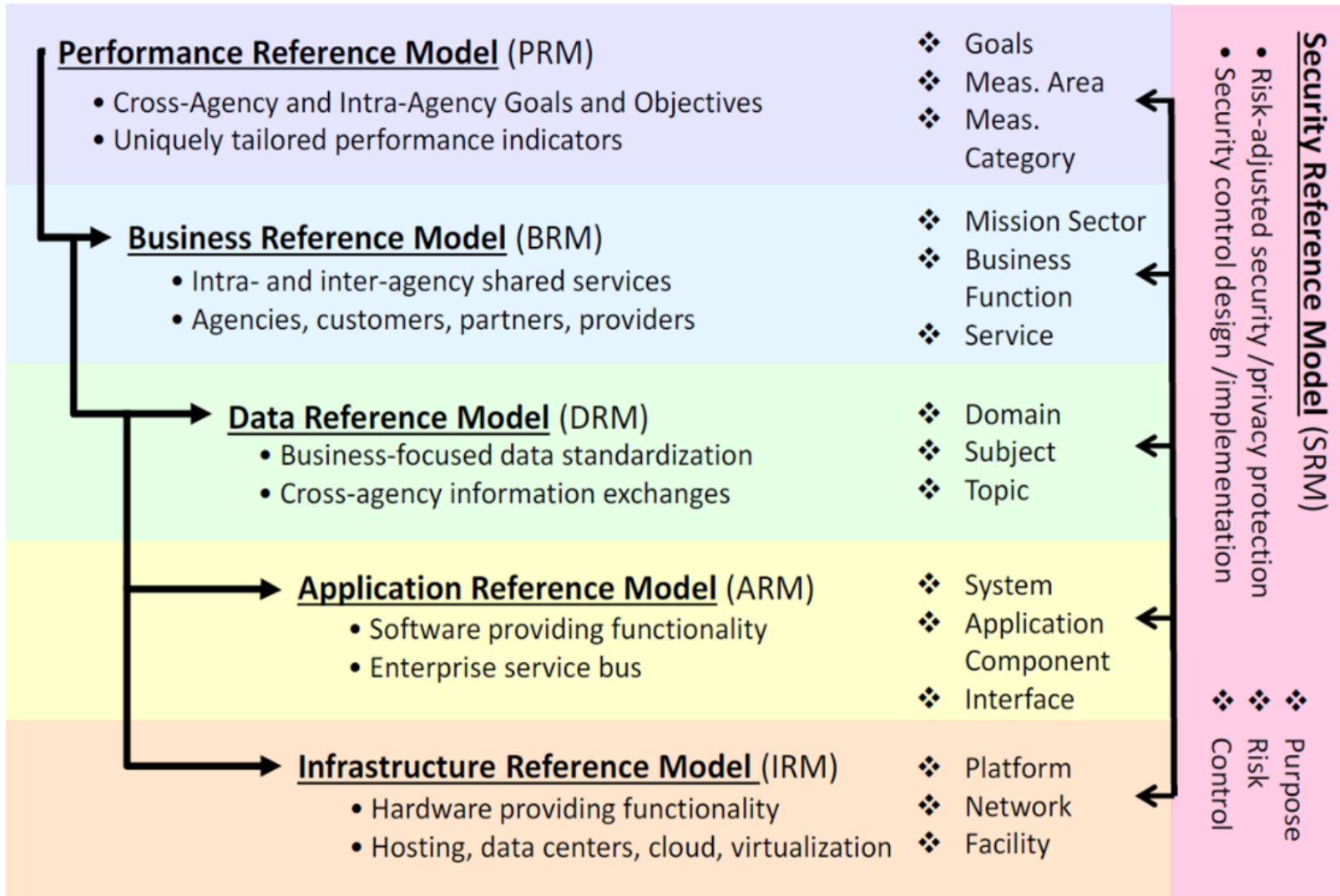
Supplemental Slides

EA Program Primary Duties Required by RCW

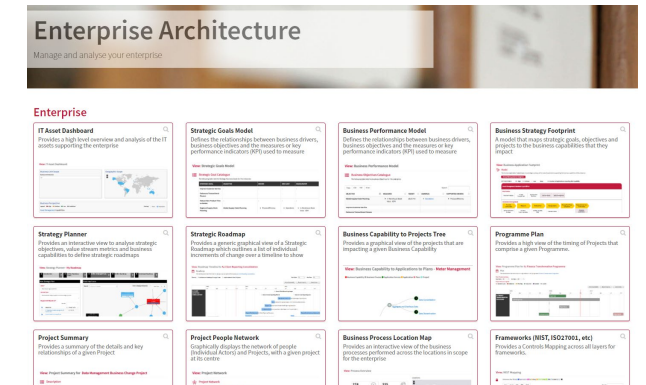
Red = Underinvested

	Duties (What)	Benefits (Why)	Action (How)
1	Develop an ongoing enterprise architecture program.	For translating business vision and strategy into effective enterprise change.	<ul style="list-style-type: none"> • Program management, aligned to priorities of government and the information technology strategic plan.
2	Create, manage and communicate key EA principles and models.	To describe the enterprise's future state and enables its evolution.	<ul style="list-style-type: none"> • Define and create necessary EA artifacts (principles, models, roadmaps, etc.) • Collaborate with agencies to define models and data • Establish and manage a statewide EA data repository
3	Establish statewide enterprise architecture.	To serve as the organizing standard for information technology for state agencies.	<ul style="list-style-type: none"> • Statewide EA Governance • Oversee architectures of major IT programs and projects • Lead a collaborative multi-agency EA resource team • Maintain EA data repository
4	Establish standards and policies.	For the consistent and efficient operation of information technology services throughout state government.	<ul style="list-style-type: none"> • Statewide EA Governance • Strategy, policy and waiver management.
5	Educate and inform state managers and policymakers.	To strengthen decision making, professional development, and industry understanding for public managers and decision makers.	<ul style="list-style-type: none"> • Consulting and research, statewide assessments and reports • Education and outreach • Reporting and models from statewide EA data repository
6	Facilitate business process collaboration among agencies statewide.	To improve the reliability, interoperability, and sustainability of common business processes.	<ul style="list-style-type: none"> • Oversee architectures of major IT programs and projects • Decide which common enterprise-wide business processes should become enterprise services – define in policy
7	Develop enterprise-based strategy for the state.	To drive opportunities for achieving greater enterprise efficiency.	<ul style="list-style-type: none"> • Portfolio rationalization – Identify opportunities for modernization – reduction of technical debt • Develop a roadmap of priorities for creating enterprise services • Determine criteria for centralized or decentralized enterprise services

Federal EA Framework v2 Reference Models

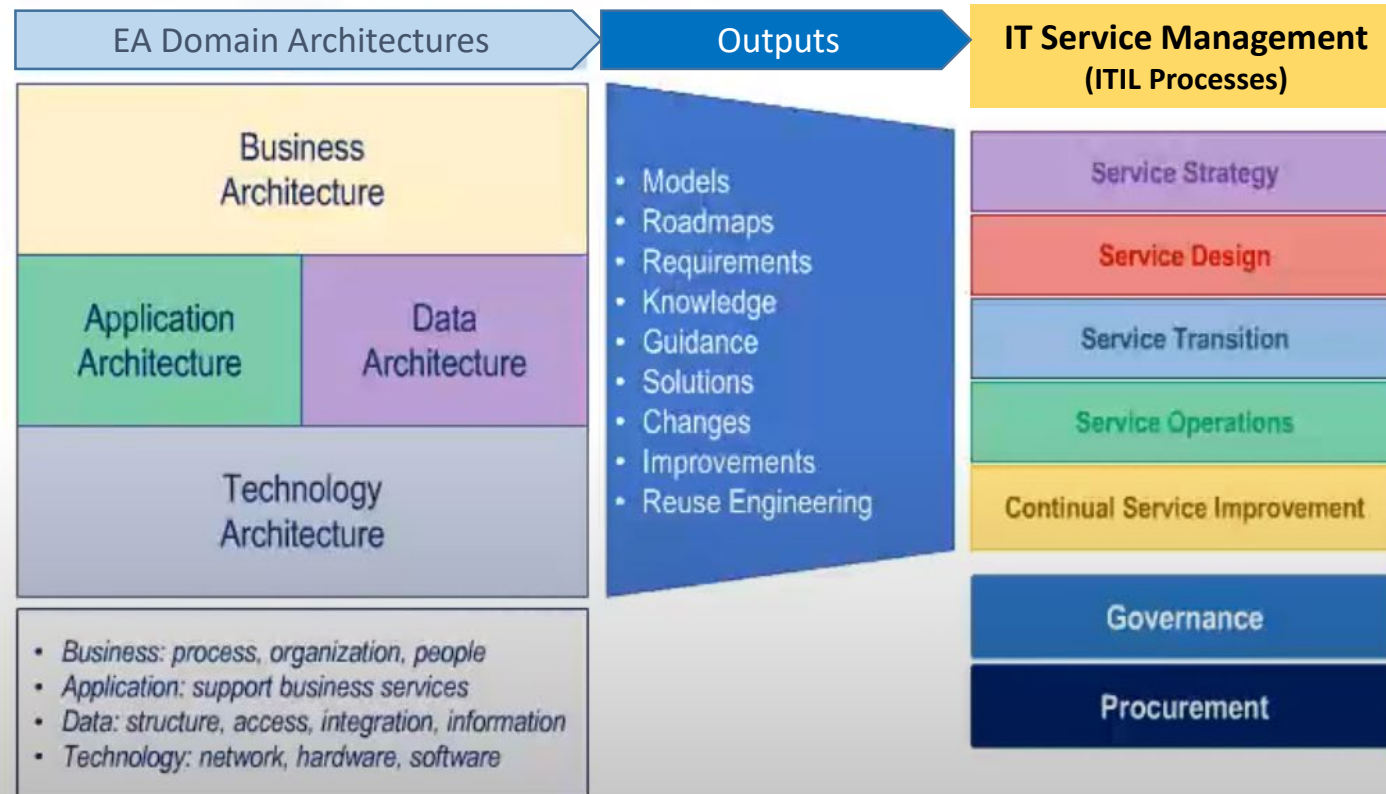


Demo of EA Management Tool



IT Enterprise Architecture

Importance: Represents an organization's knowledge base for business and IT process integration with conceptual blueprints. It enables the effective management of innovation within the enterprise through consistent service orientation, security, interoperability and portability.



RCW 43.105.205 Creates the OCIO

- [RCW 43.105.205](#) creates the office of the state chief information officer:
 - (1) The office of the state chief information officer is created within the consolidated technology services agency.
 - (2) The primary duties of the office are:
 - (a) To prepare and lead the implementation of a strategic direction and enterprise architecture for information technology for state government;
 - (b) To establish standards and policies for the consistent and efficient operation of information technology services throughout state government;
 - (c) To establish statewide enterprise architecture that will serve as the organizing standard for information technology for state agencies;
 - (d) To educate and inform state managers and policymakers on technological developments, industry trends and best practices, including benchmarks that strengthen decision making and professional development, and industry understanding for public managers and decision makers

RCW 43.105.265 – Use of Ongoing EA Program

- [RCW 43.105.265](#) Enterprise-based strategy for information technology—Use of ongoing enterprise architecture program
 - (2)(a) The office shall develop an ongoing enterprise architecture program for translating business vision and strategy into effective enterprise change. This program will create, communicate, and improve the key principles and models that describe the enterprise's future state and enable its evolution, in keeping with the priorities of government and the information technology strategic plan.
 - (b) The enterprise architecture program will facilitate business process collaboration among agencies statewide; improving the reliability, interoperability, and sustainability of the business processes that state agencies use. In developing an enterprise-based strategy for the state, the office is encouraged to consider the following strategies as possible opportunities for achieving greater efficiency:
 - (i) Developing evaluation criteria for deciding which common enterprise-wide business processes should become managed as enterprise services;
 - (ii) Developing a roadmap of priorities for creating enterprise services;
 - (iii) Developing decision criteria for determining implementation criteria for centralized or decentralized enterprise services;
 - (iv) Developing evaluation criteria for deciding which technology investments to continue, hold, or drop; and
 - (v) Performing such other duties as may be needed to promote effective enterprise change.

Public Comment