

Technology Services Board

Quarterly Full Board Meeting
September 14, 2023
9:00 am – 11:30 am

Current TSB Members

Industry Members

Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO
Tanya Kumar – Oracle

Legislative Members

Sen. Matt Boehnke – Senate R
Sen. Joe Nguyen – Senate D
Rep. Travis Couture – House R
Rep. Chipalo Street – Senate D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair
David Danner – UTC
Cami Feek - ESD
Tracy Guerin – DRS

Other Government

Viggo Forde – Snohomish County

Vacancies:

Labor Union Representative

Members present

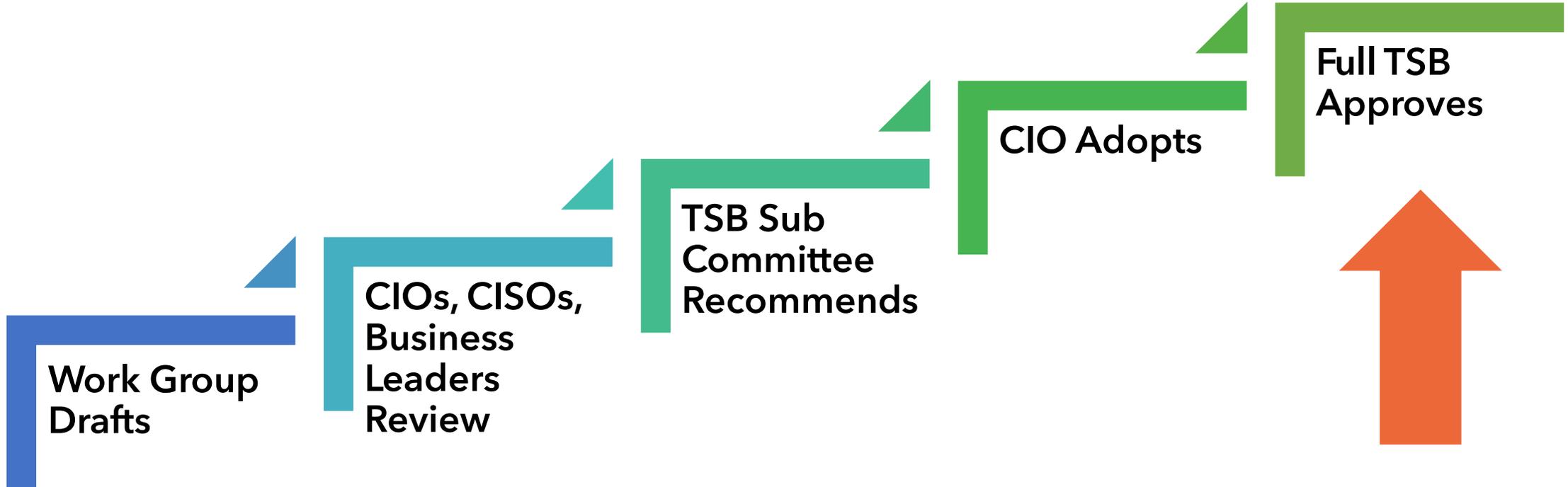
Members absent

TOPIC	LEAD	PURPOSE	TIME
Welcome New member Agenda review	Bill Kehoe	Introductory remarks	9:00 a.m.
Review and approve June 8 meeting minutes	Bill Kehoe	Approval of minutes	9:10 a.m.
Policies & Standards approval	Bill Kehoe	Approval required	9:15 a.m.
Innovation & Modernization fund recommendations from IT Investment Board	Derek Puckett, Nick Stowe	Approval required	9:25 a.m.
Enterprise Electronic Health Records Plan	Bill Kehoe, Amy Pearson	Plan status	9:45 a.m.
Enterprise IT Strategic Plan Update	Deanna Brocker	Plan update, Board feedback	10:15 a.m.
Program Status: One Washington	Eli Hayes, Cristie Fredrickson	Program status, Board feedback	10:30 a.m.
Program Status: Integrated Eligibility & Enrollment (IE&E) Modernization	Amy Pearson, Dan Renfroe	Program status, Board feedback	11:00 a.m.
Lightning round updates	Nick Stowe, Irene Vidyanti	Brief updates on initiatives	11:20 a.m.
Public comment			11:29 a.m.

Review June 8 Minutes

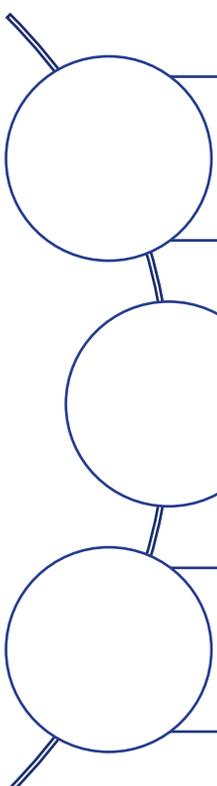
Policy/Standard Approvals

Where are we in the process?



Innovation & Modernization Fund Recommendations

Innovation & Legacy Modernization Fund Overview

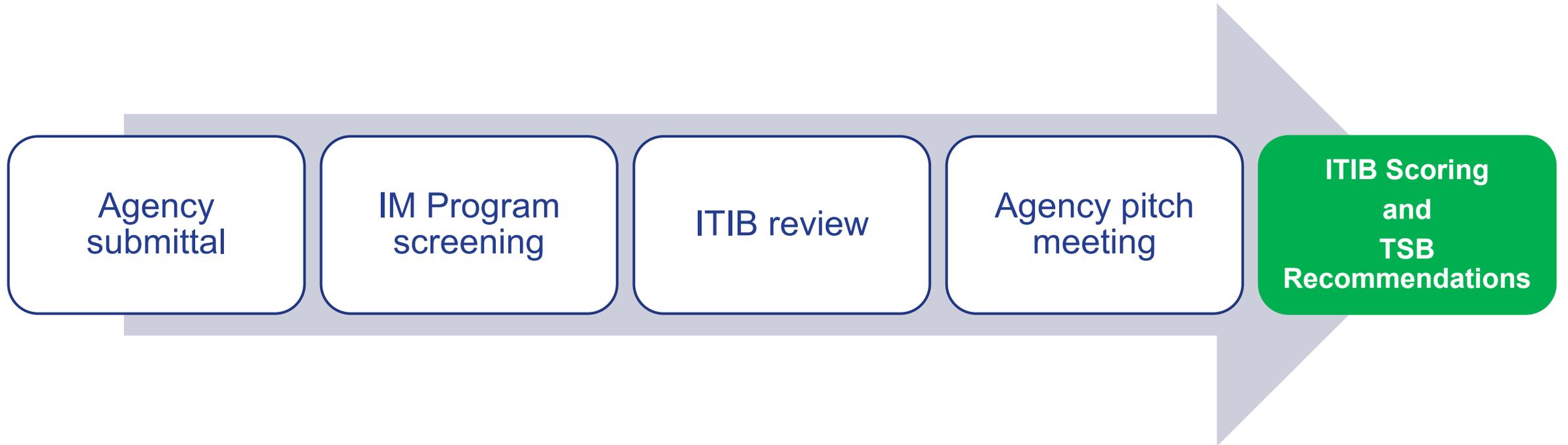


WaTech requested funding through the 2023 – 2025 budget process.

Funding was included in governor's budget and conference budget.

Funds for projects are subject to review and approval by TSB.

Project Review and Scoring Process



Screened for completeness and accuracy.

Scored on strategic and business alignment, and agency readiness.

Project Name: Dept. of Fish & Wildlife AMANDA Permitting Application

One-Time Costs: \$380,000
Ongoing Costs: \$140,000

Problem solved: The manual handling of permit applications leads to delays in processing, increases the risk of misplaced or lost documents, and impedes the ability to track and monitor applications effectively. This inefficiency negatively impacts the department's ability to regulate and manage conservation, harvest, and science related activities.

Solution: Deploy and configure a digital workflow automation solution (AMANDA) to replace outdated systems and paper processes with a modern, integrated platform.

Value: Reduce number of disparate legacy systems, reduce permitting technology complexity, and improve data consistency and accuracy, reduce logistical or print-related barriers for public customers.

Success Factors:

- Executive level of support
- Effective project planning
- Strong technology readiness
- Clear business outcomes: (permit submission rates, staff support time reduction, timeliness metrics on process completion)

Risks:

- User adoption of digital process
- Vendor's ability to construct viable workflows that the business accepts

Key Milestones:

- Service Contract Signed
- Single Sign on enabled
- Case by case deployment of solution.
 - Several business cases already have requirements defined and workflows outlined

Project Name: ArtsWA Art Collection Database Modernization

One-Time Costs: \$80,670
Ongoing Costs: \$6,000

Problem solved: Replace legacy (15+ years old) State Art Collection database. Current problems include no staff mobile access, minimal legacy integration methods, manual laborious data export routines.

Solution: Migrate to Axiell Collections, a modern SQL-based data platform for Arts Management. Proposed solution is browser and mobile optimized, uses a modern integration architecture, and the vendor understands the unique data configurations for ArtsWA.

Value: Known and tested vendor, streamlined, mobile optimized imaging for field workers, digitize 50 years of paper records, potential to participate in more data sharing with benefits to the public, improved art inventory with benefits for agencies that host artworks, supports data analysis, monitoring, and reporting aspects of agency equity goals, improved security capabilities.

Success Factors:

- Steering committee established with executive support
- Data migration maps are complete
- Vendor is ready for next steps

Risks:

- Funding
- Hosting architecture
- Lack of IT expertise on ArtsWA staff
- ArtsWA capacity, possible conflict with SharePoint transition
- Internal communications, keeping staff support even as transition complicates their work

Key Milestones:

- Implementation
- Data Migration
- Configuration
- Training

Project Name: Office of Financial Management Candidate Relationship Tool

One-Time Costs: \$6,000
Ongoing Costs: \$23,919

Problem solved: Over the last several years, the ability to fill IT positions has become much more challenging for the State. Between July of 2019 through February 2023 alone, the State has posted 3,215 advertisements for IT-related roles. We are unable to successfully position the State of Washington as an “employer of choice”, efficiently aid agencies in their attempt to efficiently source potential candidates, or proactively communicate with ideal job seekers.

Solution: Deploy a new module in the existing statewide HR platform (NEOGOV).

Risks: Evolving recruitment strategy requires adoption of new business processes to leverage the system for full benefit.

Value: Elevate capability via landing pages and intake forms, measure ROI of outreach via conversion metrics, allowing recruiters to track communication activity with applicants to enable prompt responsiveness, integrate with current Applicant Tracking System to identify recent applicants for vacant roles.

Key Milestones:

- Discovery
- Configure the System
- Product Go-Live

Success Factors:

- Direct Interface w/current ATS
- Rapid Deployment
- Strong Partner Vendor

Project Name: WSDOT Qualtrics Experience Platform Modernization

One-Time Costs: \$25,000
Ongoing Costs: \$174,000

Problem solved: WSDOT needs an innovative solution to purposefully engage, listen, and measure actionable outcomes from its employees, which aligns to its agency strategic plan goals of Workforce Development, Resilience, and Diversity, Equity and Inclusion. Current survey gathering processes are disjointed and lack connection, making agency analytics difficult.

Solution: Build out an existing enterprise solution (Qualtrics) to aggregate employee feedback in real time.

Risks:
Inability to connect to HRMS & Neogov

Value: Provides a centralized, organized approach to allow leaders to receive and review feedback in real time on agency performance, and further engagement and outreach.

Success Factors:

- Direct executive level support from agency
- Cross agency collaboration for system design and implementation
- Rapid deployment for internal implementation

Key Milestones:

- Contract & Resourcing finalization (Weeks 1-2)
- Survey Design & Hierarchy Build (Weeks 3-8)
- QA Testing Period (Weeks 8-9)
- Survey Go Live (Weeks 9-12)
- Dashboard build and release (Weeks 9-14)

Enterprise Electronic Health Records (EHR) Program Update

Today's agenda

- Update on Enterprise EHR Program
- Budget Proviso Overview & Objective
- EHR Program Plan Summary
- Work Plan & Timeline
- Next Steps

Budget Proviso Overview

ESSB 5187 Sec. 155 Consolidated Technology Services

Overview from subsection (15):

\$20,000,000 for fiscal year 2024 is provided solely for **statewide electronic health records projects** [at *the department of corrections, the department of social and health services, and the health care authority*], which **must comply with the approved statewide electronic health records plan.**

The purpose of the plan is to implement a common technology solution to leverage shared business processes and data across the state in support of client services.

- The plan **must be submitted by July 1, 2023.**
- Funding may not be released until **OFM and the [TSB](#) have approved** the plan.

OBJECTIVE of the EHR Program

To procure and configure a single, enterprise platform instance and licensing that DSHS, HCA, and DOC can leverage as the EHR platform foundation and build upon it based on individual agency client and program needs and requirements.

Budget Proviso | EHR Program Plan

A **proposed governance model** for the electronic health records solution;

- The Enterprise EHR Program is governed and supported by the Health & Human Services Coalition

An **implementation plan** for the technology solution;

- Implementation of the foundational system takes precedent

Estimated budget and resources needed to implement the electronic health records solution across the state, including fund sources;

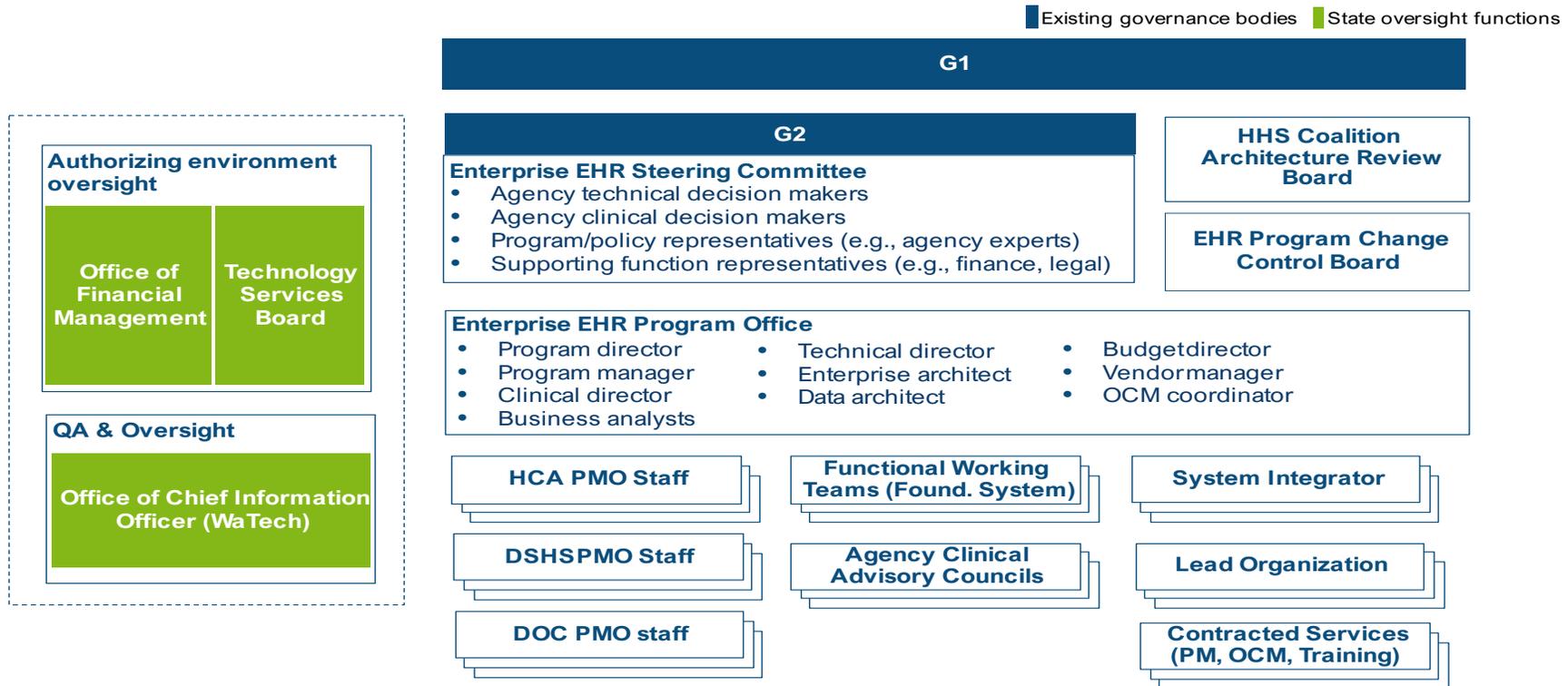
- The Enterprise EHR Plan estimates costs across 10 years. Until the foundational system vendor is procured, budget estimates will change.
- One Decision Package developed that represents enterprise Program and agency project needs

A **licensing plan and procurement approach**, in consultation with the department of enterprise services;

- Purchase and own the EHR license
- EHR solution will be procured to support all participating agencies
- EHR license vendor will host the EHR platform solution

A **recommended program structure** for implementing a statewide electronic health records solution;

Enterprise EHR Program Management & Governance Structure



Budget Proviso | EHR Program Plan

A list of individual state agency projects that will need to be executed within the electronic health records program in order to implement a statewide electronic health records solution;

- Department of Corrections, Department of Social & Health Services, Health Care Authority. The Department of Health and the Department of Children, Youth & Families anticipate future implementation of the enterprise EHR Plan.

The process for agencies to request funding from the consolidated technology services for their electronic health records projects;

- Enterprise EHR Program and agency projects are under oversight and follow gated funding requirements
- The EHR Program Plan requires a technology budget that includes costs for each agency project as well as support for the EHR Program Office

The approval criteria for agencies to receive funds for their electronic health records project.

- **Alignment** to the Enterprise EHR Plan and the Program's aspirations and objectives
- **Urgency** of the request to the ongoing operational continuity of the Enterprise EHR Program
- **Impact on Readiness** to advance agency project and the overall EHR Program

Enterprise EHR Program Plan | Key Take Aways

- Accessible & Consistent Data Saves Lives!!!
- Unprecedented opportunity for an enterprise approach.
- Procurement and configuration of the enterprise foundational system takes precedent.
- Supplemental Budget Request to Fund:
 - Program
 - Functional Teams
 - Agency Programs
- WA is initiating a long-term enterprise program as well as ongoing EHR programs within each agency.

Work Plan & Timeline

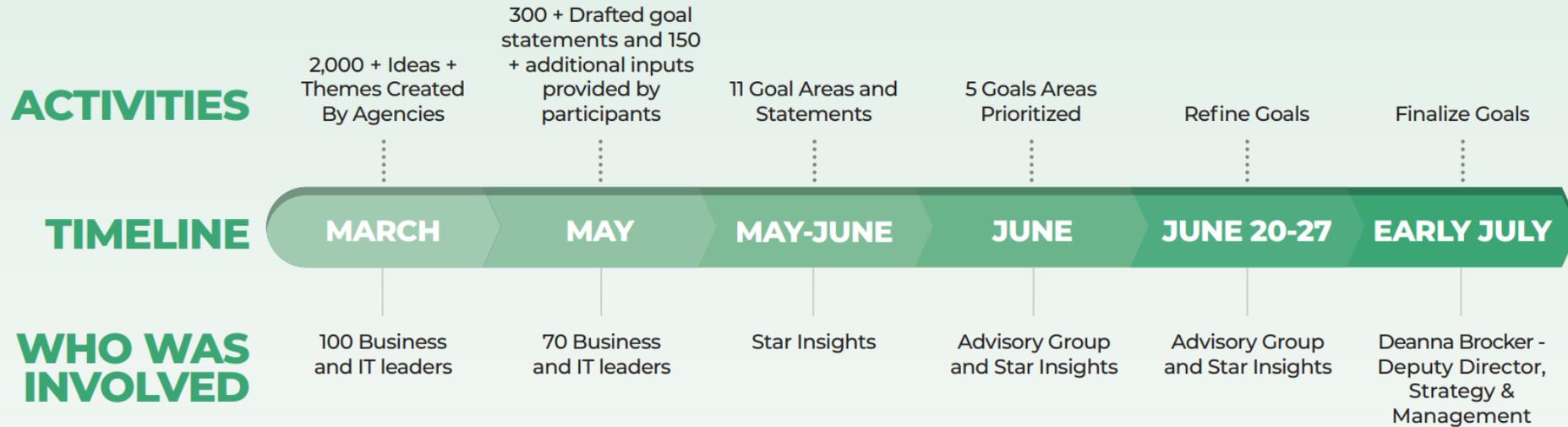


Enterprise IT Strategic Plan

Emphasizing business priorities to improve service delivery for our customers.

Enterprise IT Strategic Plan 2023-2025

Connected Government, Stronger Communities, Better Washington



BY THE NUMBERS

13

Strategic planning workshops

100+

Business and IT leaders

2,000+

Ideas and themes

11

Initial goal areas and statements



Enterprise IT Strategic Plan 2023-2025

Connected Government, Stronger Communities, Better Washington

Goal #1 Create a Government Experience that Leaves No Community Behind

Goal Statement: Through a connected government that emphasizes service delivery and the experience of those we serve, we can achieve equitable outcomes across our communities.



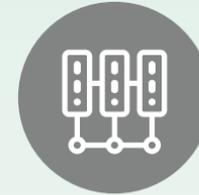
Goal #3 Innovative Technology Solutions Create a Better Washington

Goal Statement: Prioritize solutions emphasizing access, technology, and innovation to address systemic societal challenges and align our decision-making for those we serve.



Goal #2 Better Data, Better Decisions, Better Government, Better Washington

Goal Statement: Use data and insights to improve the experience of those we serve, prioritize service improvements, drive strategic decisions, and improve transparency.



Goal #4 Transform How We Work. Best Workforce Ever.

Goal Statement: Attract and retain technology talent, advance our agencies' skill sets, instill an innovation culture, and establish new and agile processes and practices to achieve our future vision.



Our Pillars Digital Trust | Shared Governance | Equitable Outcomes | Service Excellence

Our Values Human-Centered | Inclusive Ideas | Courageous Innovation | Accessibility | Stay Nimble | Community + Connectivity



Technology Services Board

**Chair: State CIO
Legislators, Agency
Directors, Labor, AAG,
Industry SME's.**

Advise the State CIO on policy, strategy, security, project risk mitigation.

Governor

Legislature

**State Chief
Information Officer**

Goal 1: Service Delivery

Business Management Council

Agency Executives and Program Leaders

Advise CIO and Inform and sponsor technology services, policy, strategy, legislation investments, and initiatives.

Goal 2: Data

Information Management Committee

Chief Data Officer and Department Data Officers, Data Architects and Data Stewards

Advise CDO and inform data policy, strategy, architecture, legislation, contracts, and initiatives.

Goal 3: Innovation

IT Investment Board

State CIO, CISO, EA, WaTech Leadership, Agency Leadership

Review IT Budget DP's, Innovation and Legacy Modernization Fund Requests.

Goal 4: Workforce

Technology Management Council

Agency CIOs and IT Leaders

Advise CIO and Inform and sponsor technology services, policy, strategy, legislation, investments, and initiatives.

Goal Team Sponsors & Leads

- Goal 1: Create a Government Experience that Leaves No Community Behind
Sponsor: Tracy Guerin (DRS) / **Lead:** Business Management Council
- Goal 2: Better Data, Better Decisions, Better Government, Better Washington
Sponsor: Cami Feek (ESD) / **Lead:** Information Management Committee
- Goal 3: Innovative Technology Solutions Create a Better Washington
Sponsor: Sue Birch (HCA) / **Lead:** Information Technology Investment Board
- Goal 4: Transform How We Work. Best Workforce Ever.
Sponsor: Emily Beck (OFM) / **Lead:** Technology Management Council

Happening Now

- Distributed new [Enterprise IT Strategic Plan](#) statewide.
- Encouraging agencies to align Decision Package asks with new strategic goals.

What's Next

- Goal Teams are writing objectives and selecting success measures.
- Goals Team will prioritize initiatives to accomplish the objectives in September.

Program Status: One Washington Office of Financial Management



One Washington
A Business Transformation Program

Welcome and Program Updates

Schedule continues to be progressing as planned for July 2025 Phase 1a Go Live

- Continue schedule elaboration and re-baseline

What has changed/key accomplishments since July TSB presentation

- Completed Purchase Order to Pay Design and Completed business transformation benefits roadmap
- Completed development and unit testing of standard integrations (baseline, not including change orders)
- Completed nonstandard mappings and shared with agencies
- Development and prioritizing of the report inventory

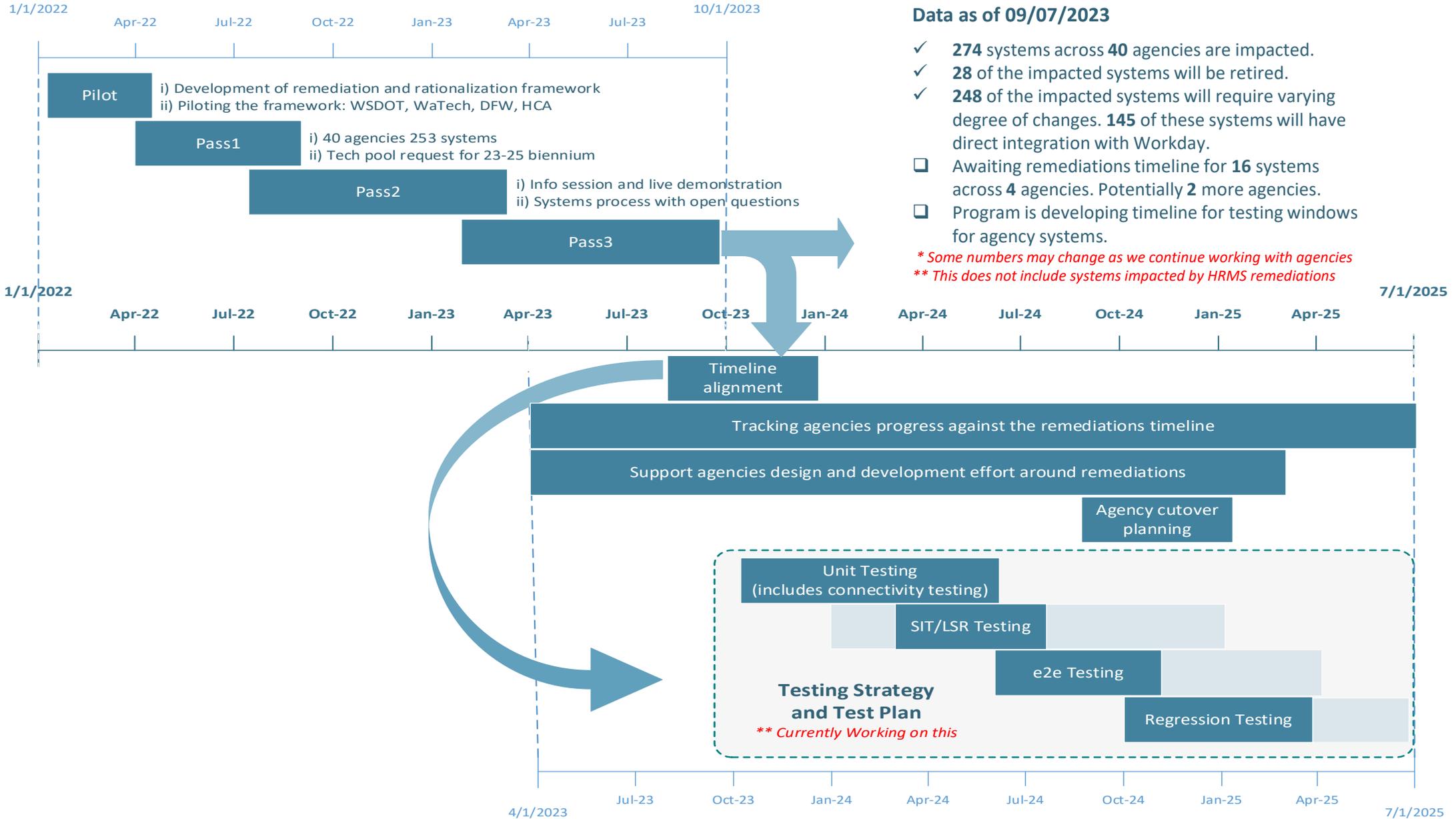
Upcoming for SFY Q2

- Finish Design Refinement
- Complete Testing Strategy
- Reporting Inventory Finalized
- Enterprise Integration Crosswalk ready for E2E

Contracts In Progress

- Deloitte (SI) Amendment 15 – Signed by 9/30/2023
- Bluecrane (QA) Amendment – Signed by 10/30/2023
- Prosci Enterprise Contract – In Progress (DES)

Legacy System Remediation (LSR)



2024 Supplemental Budget Requests

Two Decision Package submissions in the 2024 Supplemental Request

1. Phase 1a implementation (Year 2 funds of 23-25 Biennium)
2. Sustainment Organization

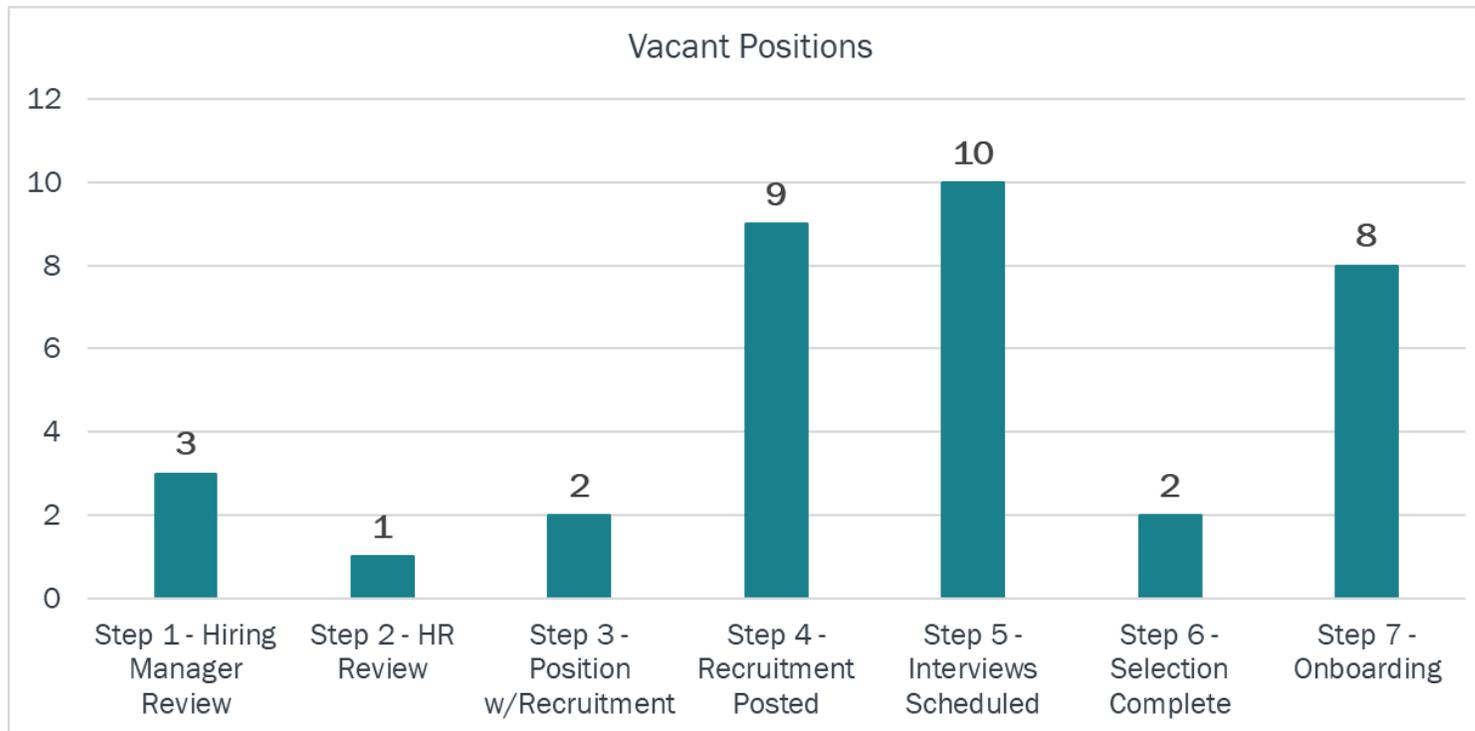
Legacy System Remediation (LSR) Funding Pool (Technology Pool)

- FY 2024 – 28 agency applications were received for remediation support, an increase from the original 24 agency applications received in Summer 2022
- FY 2025 – Using agency application data as basis of the decision package request

Staffing and Recruitment Approach

59 vacancies as of September 7, 2023 (out of 124 positions)

- 35 actively being worked
- 24 future hiring



- Timeline for future hiring:
 - Fall 2023: 10
 - Spring 2024: 4
 - Summer 2024: 10
- Recruitment Approaches:
 - Direct appointment for hard to fill roles
 - Fully remote work
 - Out of state employment
 - Contractors and vendors
 - Interagency agreements

Questions and Closing



One Washington
A Business Transformation Program



IE&E Modernization Program

Technology Services Board

September 14, 2023

The Integrated Eligibility & Enrollment Program

The Integrated Eligibility and Enrollment (IE&E) Program will allow the HHS Coalition to develop a new health and human services integrated eligibility and enrollment solution and **transition** from the Automated Client Eligibility System (ACES) mainframe after full implementation.

ACES is managed by DSHS and used by HHS Coalition partner agencies to provide services and benefits to shared clients. **A multi-year roadmap** has been developed and is supported by a strong HHS Coalition governance model and equity and human-centered design guiding principles to drive **incremental transition from legacy systems to modern solutions.**

The IE&E Program encompasses both **maintenance and operations** of business-critical systems and **cloud-focused transformation** of state systems and processes.



IE&E Roadmap Vision

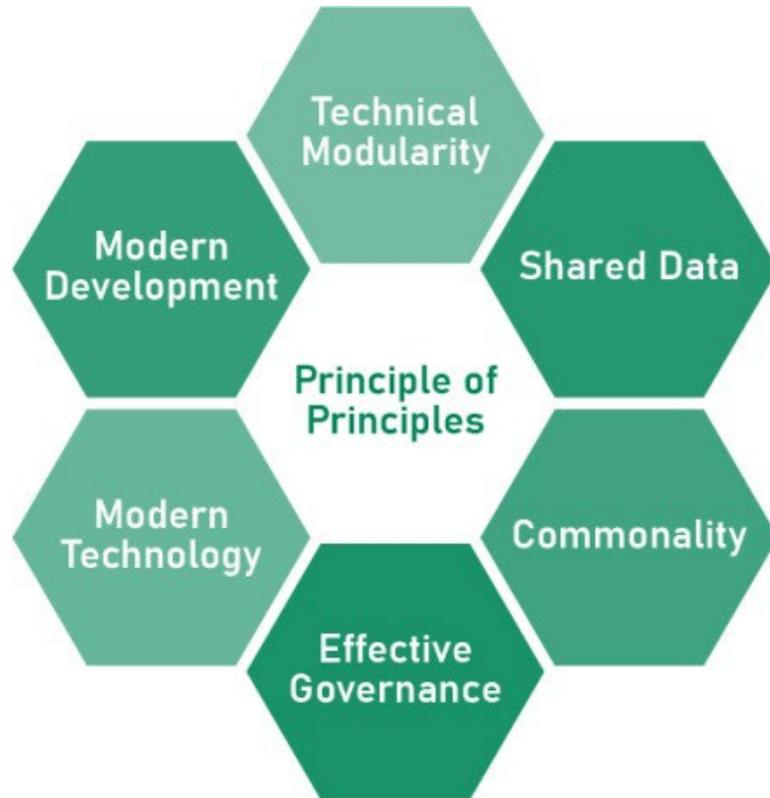


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*“We envision a world where Washingtonians tell their story one time as **the new system and underlying business processes securely guide them through the possibilities.**”*

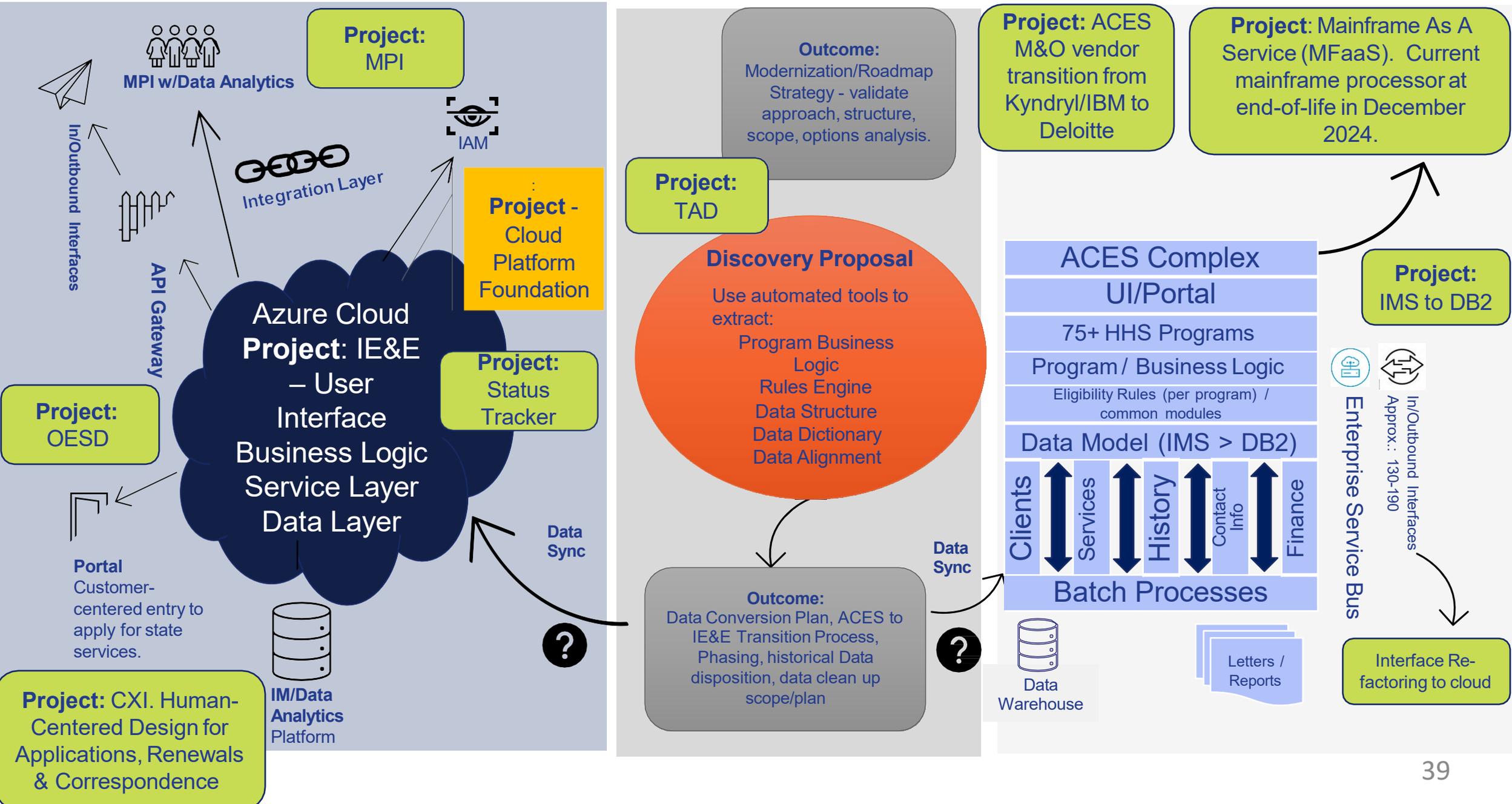
*“We envision a world where HHS Coalition organizations can quickly respond to program, partner, client, and legislative needs, aided by **improved technology and business processes.**”*

Principles | IE&E Roadmap



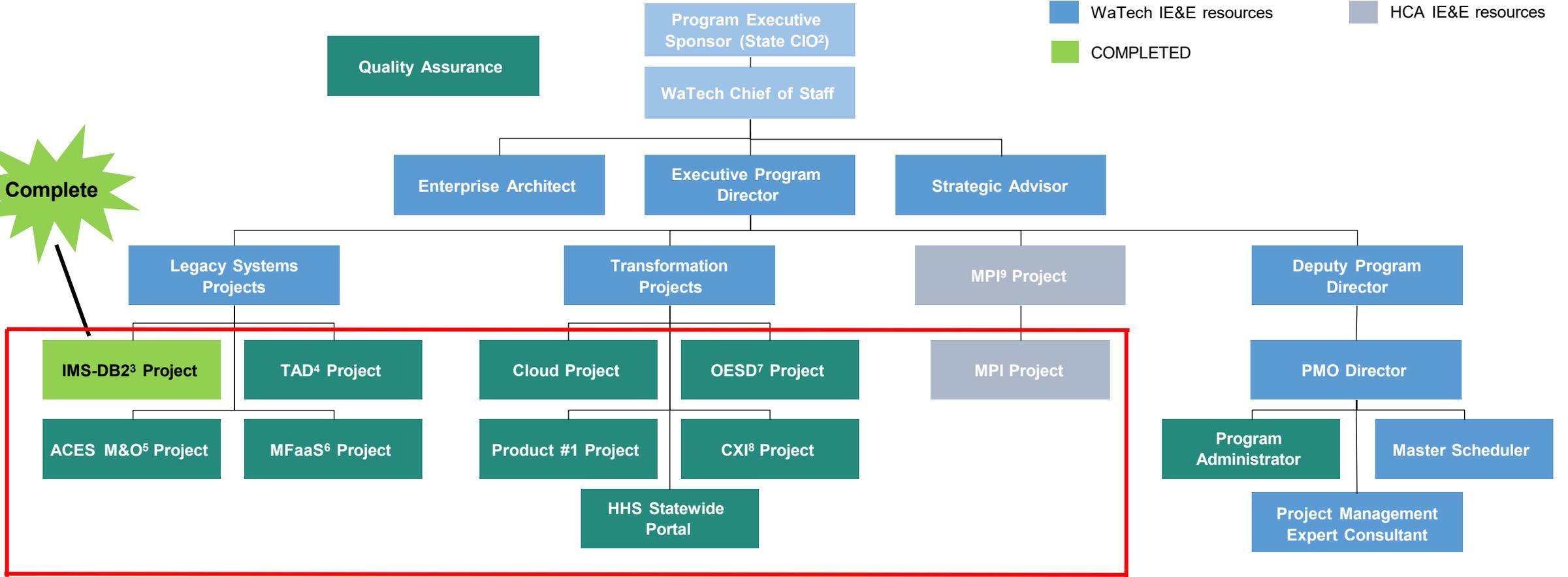
- Using a modular approach, we are developing and building a new modern platform and products in the Cloud that will be shared commonly across the HHS Coalition.
- As we implement MPI we are expanding our discussion and identifying our strategy for a common, shared data architecture and platform = **so clients tell their story once, regardless of the door they enter for services.**
- Because we are using a modular, phased approach to the IE&E Roadmap, we are and will continue to leverage the most modern technology available.
- The HHS Coalition, program and project governance, remains engaged and committed and ever evolving to meet the demands and lessons learned as we move forward.

Integrated Eligibility and Enrollment Program and Portfolio of Projects



IE&E Modernization Program | Organization Structure

- WaTech leadership oversight
- DSHS IE&E resources
- WaTech IE&E resources
- HCA IE&E resources
- COMPLETED



IE&E Program | Scope of Projects

The IE&E effort is a Program made up of **multiple projects**. Each of these projects has a tailored project governance, team composition, and standard set of project controls that report and **roll up to the IE&E Program**. These projects include:



SERVICE DELIVERY PROJECTS

- **OPPORTUNITY FOR ENHANCED SERVICE DELIVERY (OESD)**
 - Improves and automates the experience of customers including mobile access of online application and ability to upload client documents.
- **INNOVATION AND CUSTOMER EXPERIENCE (CXI)**
 - Establishes the structure and activities to redesign benefits access and delivery using a human-centered design approach.
- **IE&E PLATFORM**
 - The IE&E Program system and Roadmap will be built utilizing a modern cloud technology platform and architecture scalable to future IE&E products.
- **IE&E PRODUCT #1 | APPLICATION TRACKER**
 - A self-service single point of access utilizing the IE&E cloud platform and integrating with the ACES mainframe for the required data to track eligibility and enrollment status across multiple HHS Coalition programs.



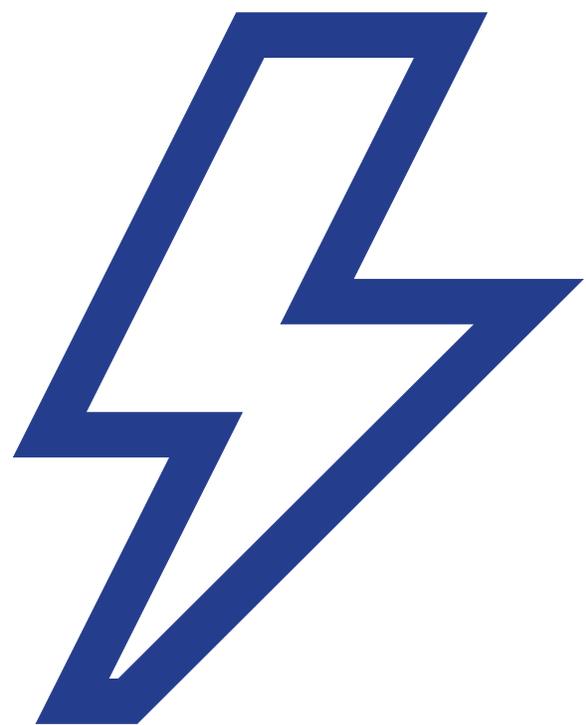
LEGACY SYSTEM PROJECTS

- **ACES STABILIZATION (IMS2DB2) – COMPLETED!**
 - Transition from the IMS database (high-risk non-hierarchical database) management system to DB2 (relational DB2 database).
- **ACES MAINTENANCE & OPERATIONS (M&O) TRANSITION**
 - Transition of the current M&O vendor to a new M&O vendor to support and operate the ACES mainframe application components.
- **TECHNICAL AND ARCHITECTURAL DISCOVERY (TAD)**
 - Decompose the ACES application components (online, eligibility, batch, external interfaces) that are essential to the development of the IE&E business requirements and architecture options. Functions will be decoupled to support incremental modernization and the IE&E Program Roadmap updates to support future efforts.
- **MAINFRAME AS A SERVICE (MFAAS)**
 - Transitions the current ACES on-premises mainframe to the WaTech enterprise MFaaS enterprise shared service.



MASTER PERSON INDEX (MPI)

- A common identifier and integration architecture that ingests client data from various coalition services that supports identifying matching across programs and systems.



Lightning Round Updates

Enterprise Cloud --- Computing Program

CONNECTED GOVERNMENT

WaTech, through its Enterprise Cloud Computing Program (ECCP), plays a leadership role in the state's drive to move agency assets to the cloud and transform service delivery through a connected government. The program meets all four of WaTech's strategic goals including improving governance, security, service delivery and investing in the workplace.

Enterprise Cloud Computing Program



FOUNDATION:
Create a statewide framework to coordinate and accelerate cloud migrations to achieve the ultimate vision of a connected government.



BROKERAGE:
Become a Cloud Services Broker, allowing agencies to choose from a catalog of cloud service options and have access to support services.



WORKFORCE:
Create programs that provide a well-trained and upskilled state workforce prepared for cloud adoption.



MARKETPLACE:
Create a state Enterprise Cloud Marketplace that will use WaTech's cloud brokerage to provide cloud services to state agencies based on the agency's requirements.



CONSULTING:
Help agencies migrate to the cloud by providing "one front door" to reach all WaTech consultants with a cloud consulting service.

Empowered state workforce:
A well-prepared state IT workforce that has the tools and skills they need to work in a cloud environment.



Rapid scalability:
The ability to quickly scale services to meet demand during emergencies, such as responding to a public health emergency.



New technology:
Rapid start-up of new cloud-based technology to address emerging issues.



Modernization:
State applications will be constantly upgraded, avoiding past pitfalls of purchasing expensive proprietary hardware and software that becomes difficult to upgrade or replace.



Cloud-shared services:
Agencies have a menu of robust, pre-approved solutions they can select from that fully meet the state's security requirements.



Personas



IT CLOUD APPLICATION DEVELOPMENT



IT CLOUD ARCHITECTURE



IT CLOUD BUSINESS ANALYSIS



IT CLOUD CUSTOMER SUPPORT



IT CLOUD DATA MANAGEMENT



IT CLOUD NETWORK & TELECOMMUNICATIONS



IT CLOUD POLICY & PLANNING



IT CLOUD PROJECT MANAGEMENT



IT CLOUD QUALITY ASSURANCE



IT CLOUD SECURITY



IT CLOUD SYSTEM ADMINISTRATOR



IT CLOUD VENDOR MANAGEMENT

IT CLOUD DATA MANAGEMENT



Transitioning to a cloud environment requires IT Data Management staff to adapt their skills and processes to leverage the benefits and capabilities of cloud technologies and the wider availability of data platforms available. They must embrace cloud-native data management practices, align data governance with cloud offerings, and address the unique challenges of data integration, security, and compliance in the cloud. Moving data from on-premises systems to the cloud requires careful planning and execution. IT Data Management staff must understand the data migration process, including identifying data dependencies, mapping data structures, and ensuring data integrity during the transfer. Data security practices should address access controls, user permissions, data backups, and incident response procedures specific to the cloud environment. IT Data Management staff need to design, integrate, and implement data backup strategies to ensure data availability and business continuity. They need to be proficient in data pipelines, Extract, Transform, Load (ETL) processes, transactional and analytical data systems, data warehouses, data marts, and high-performance computing systems.

Typical Job Roles: Data Analyst, Data Scientist, SQL Developer, Cloud Data Architect, Data Engineer, Business Intelligence Engineer

Cloud IT Data Management Core Competencies

Cloud Computing: The ability to design, implement, and manage cloud-based solutions that are scalable, secure, and reliable for high performance computing and/or distributed computing systems including integrating data between cloud and legacy systems.

Data Management: The ability to manage data throughout its lifecycle, from data acquisition and storage to processing and analysis.

Database Administration: The ability to design, implement, and manage databases that are optimized for cloud environments.

Data Analysis and Visualization: The ability to analyze data and present insights in a clear and actionable manner.

Data Security and Compliance: The ability to implement and enforce security policies and procedures to protect data and ensure compliance with relevant regulations.

Identity and Access Management

Problem to be solved

Washington customers and business partners using online government services are currently required to validate and verify their identity **numerous times**, often re-entering the same data in multiple systems.

<p>Fragmented and inconsistent experience</p>	<p>Duplicative work for agencies</p>
<p>Redundant technology to manage separate identity solutions</p>	<p>Increased security risks</p>

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Washington Technology Solutions

Identity Access Management (IAM)

What is IAM?

Providing the right access to the right people at the right time for the right reasons

Objectives of IAM

- Improve user experience and remove barriers to accessing essential services
- Protect security of personal information and minimize fraud
- Improve administration and supportability of solution

Vision of IAM

➤ Modern, cloud-based solution(s) for identity management that is **equitable, usable, supportable, and compliant with industry security standards**

4

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IAM Vision and Guiding Principles

1. Inclusion and Equity
2. Customer First
3. Partnership
4. Privacy
5. Security
6. Resiliency
7. Governance
8. Interoperability
9. Flexibility
10. Ease of Administration

IAM has been focused on community engagement and establishing a collaborative model for platform selection.

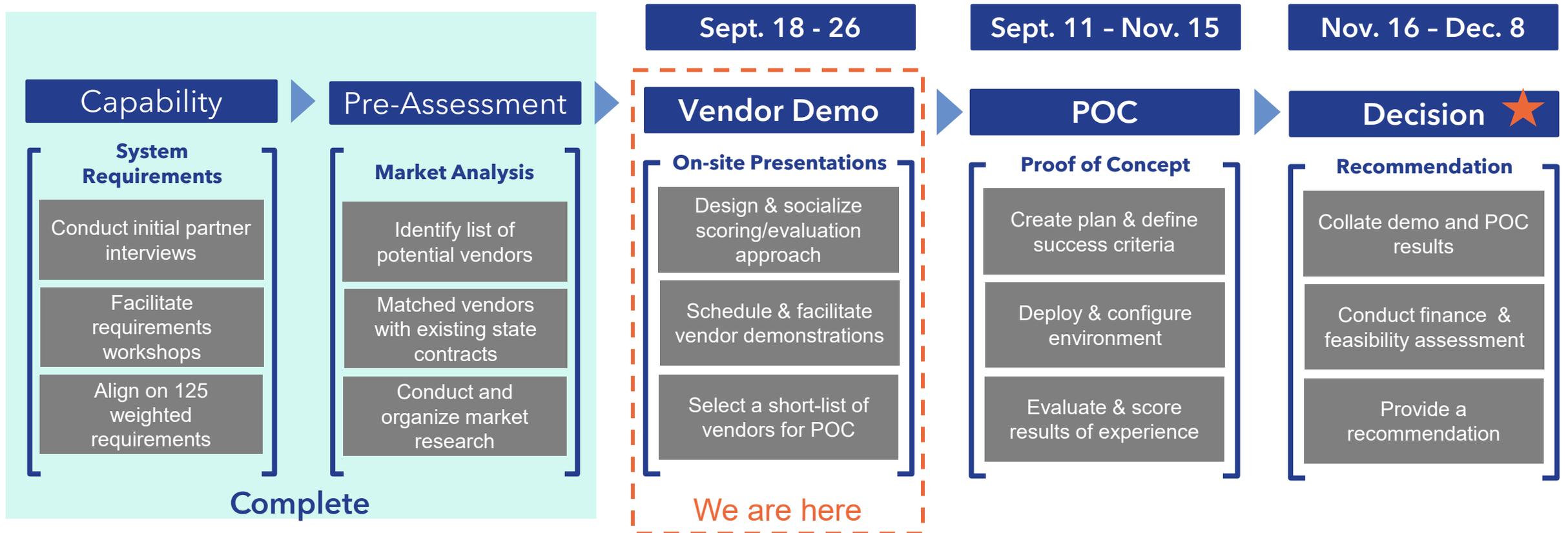
Established and chartered BMC/TMC Subcommittee focused on IAM. ✓

Published Notice of Intent following outreach to 15 community stakeholders. ✓

Completed OCM Partnership Assessment and actively conducting awareness campaign. ✓

Inter-agency evaluation team engaging with vendors for platform selection. ←

In collaboration with our partner agencies, we are progressing through a five-step process with key activities.



Enterprise Data --- Program

A Data-Driven Future with the Enterprise Data Program

Imperatives for enterprise data	Current state	Vision
 <p>Changing landscape: more complex challenges; ↑ need for state services</p>	<p>Data silos hinder collaboration</p>	<p>Data-driven holistic approach to address complex challenges</p>
 <p>Need for data-driven insights</p>	<p>Fragmented data → suboptimal decisions</p>	<p>Insights on trends, enabling proactive interventions & improving outcomes</p>
 <p>Rapid pace of innovation</p>	<p>Limited AI-ready data & integration</p>	<p>AI/ML-powered insights; making sense of big data</p>

Data, data everywhere
Not a drop of insight to drink



Data, data everywhere
An abundance of actionable insights to gain

Three Pillars of the Enterprise Data Program

Pillars

Overview



Enterprise Data Strategy
"The Brain"

Sets direction for data initiatives and aligns them with state goals.



Enterprise Data Platform
"The Nervous System"

A vital infrastructure allowing data and insights to flow seamlessly to inform decision-making through a centralized platform.



Enterprise Data Governance
"The Immune System"

Maintains data health and trust through structures, policies, procedures ensuring data quality, security, and privacy.



Public Comment