

# Technology Services Board

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Portfolio-Policy Subcommittee Meeting  
July 11, 2024  
9-11 a.m.

## Current TSB members

### Industry Members

Kelly Dyer - LexisNexis

James Feore - Aardvark Intelligence

Tanya Kumar - Oracle

### Legislative Members

Sen. Matt Boehnke - Senate R

Rep. Travis Couture - House R

Sen. Joe Nguyen - Senate D

Rep. Chipalo Street - House D

### Executive Branch (Agency Directors)

Bill Kehoe - State CIO & TSB Chair

David Danner - Utilities & Transportation  
Comm.

Cami Feek - Employment Security Dept.

Tracy Guerin - Dept. of Retirement Systems

### Other Government

Viggo Forde - Snohomish County

TOPIC	LEAD	PURPOSE	TIME
Welcome   Agenda review	Deanna Brocker	Introductory remarks	9:00 a.m.
Review and approve Jan. 11 meeting minutes	Deanna Brocker	Approval of minutes	9:05 a.m.
Integrated Eligibility & Enrollment Program	Jeff Pearson	Program briefing & Board feedback	9:10 a.m.
One Washington Program	Eli Hayes	Program briefing & Board feedback	9:40 a.m.
Technology Business Management Program	Derek Puckett	Information	10:10 a.m.
Modernization & Alignment to NASCIO Top 10 Priorities	Bill Kehoe Amy Pearson	Information	10:35 a.m.
Public comment			10:55 a.m.
Adjournment			11:00 a.m.

**Review Jan. 11, 2024 minutes**

# HHS Coalition | Integrated Eligibility & Enrollment Program

# The IE&E Roadmap Vision

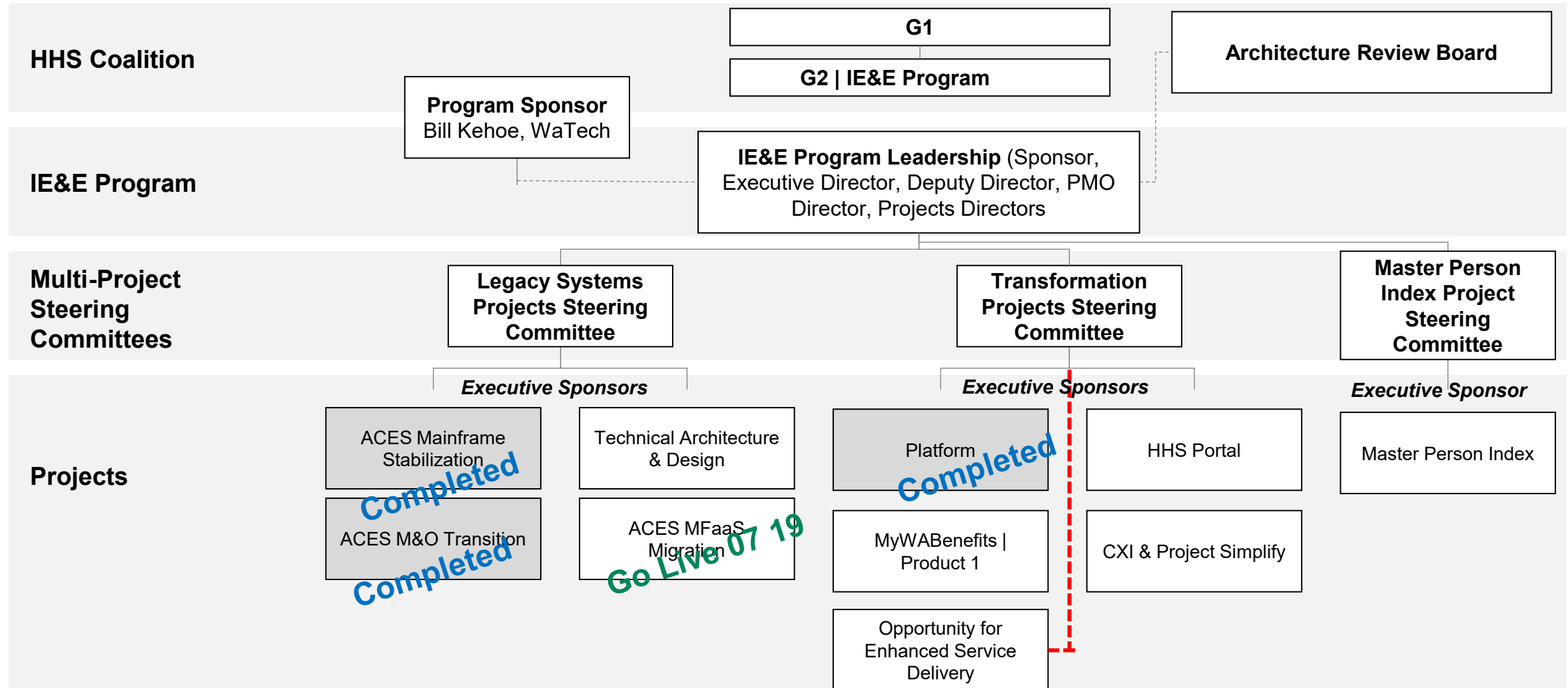
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- *“We envision a world where Washingtonians tell their story one time as the new system and underlying business processes securely guide them through the possibilities.”*
- *“We envision a world where HHS Coalition organizations can quickly respond to program, partner, client, and legislative needs, aided by improved technology and business processes.”*



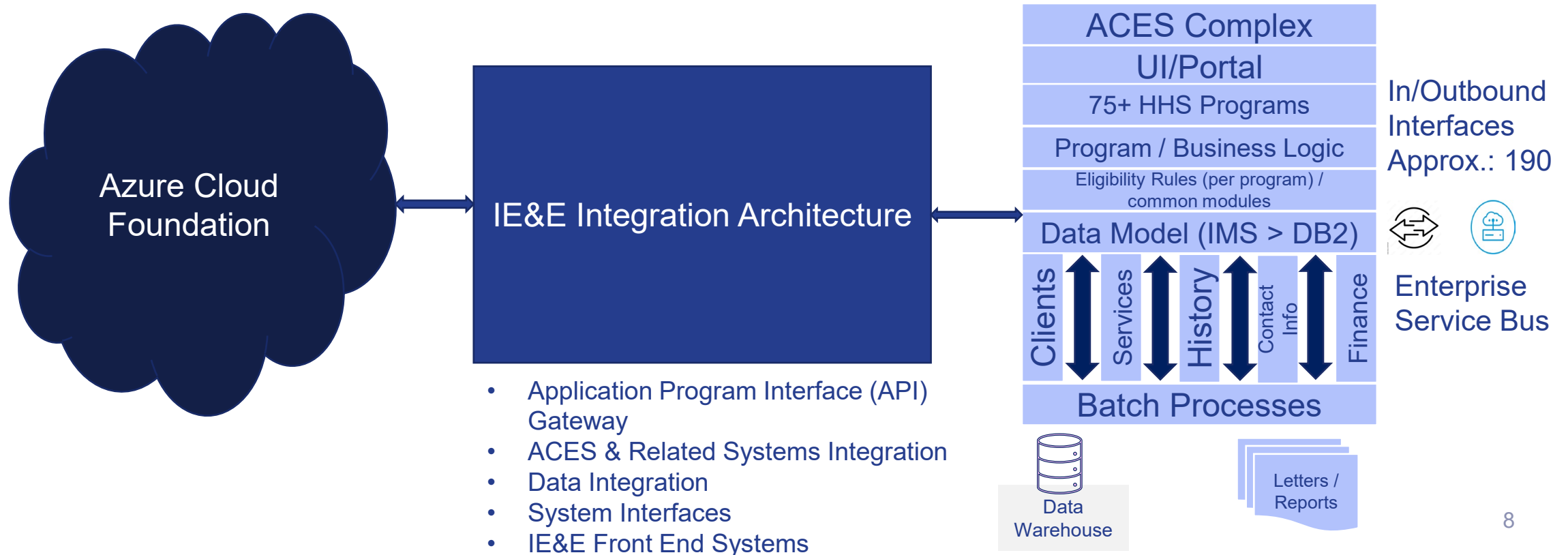


# IE&E Program Leadership & Organizational Structure



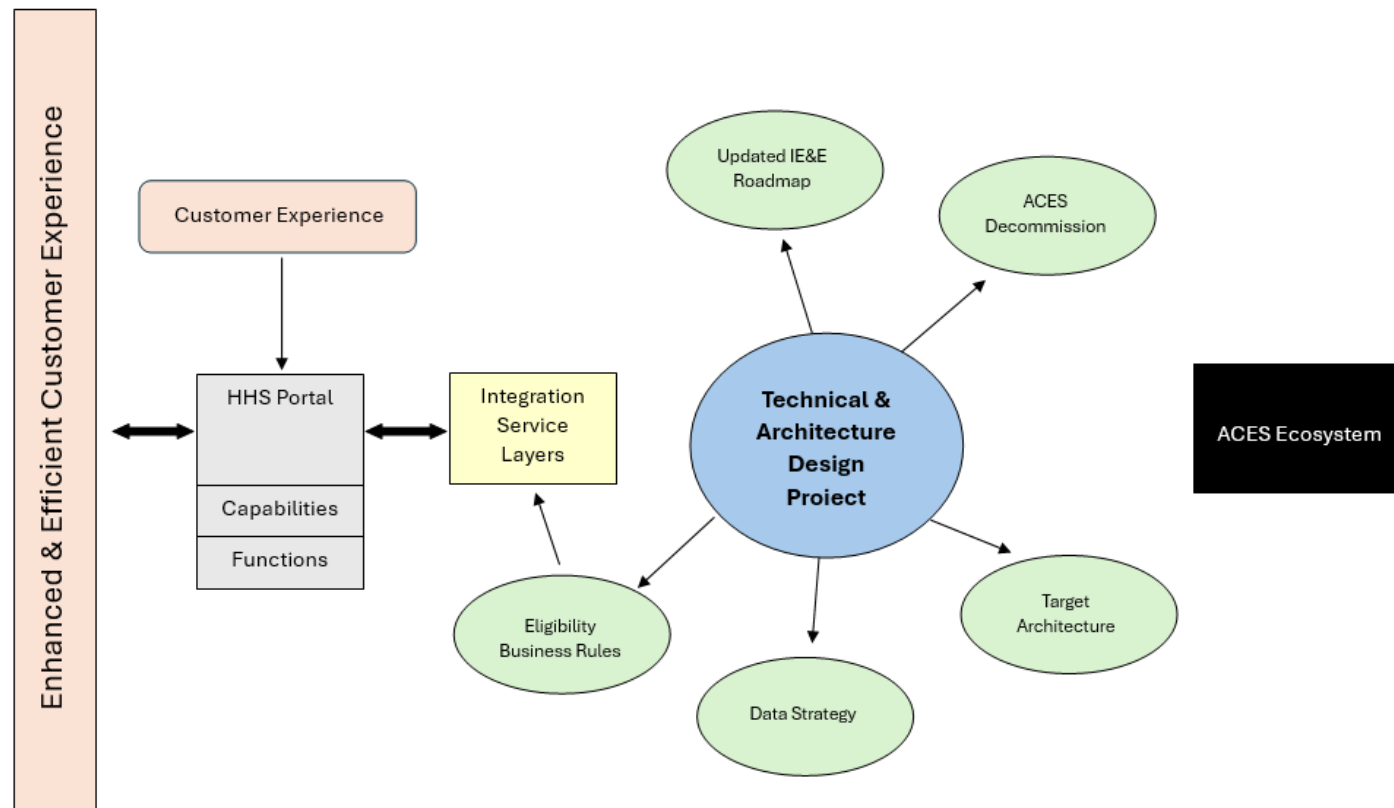
Program Management Office (PMO) provides foundational support and organizational change management to all project teams through managing and monitoring the day-to-day risks, issues, schedules, and standardized processes of the IE&E Modernization Program<sup>4,5</sup>

***The IE&E Roadmap will be refreshed with the principle of integrating with ACES & related E&E systems on the back-end while incrementally building out the IE&E front-end and integration architecture.***

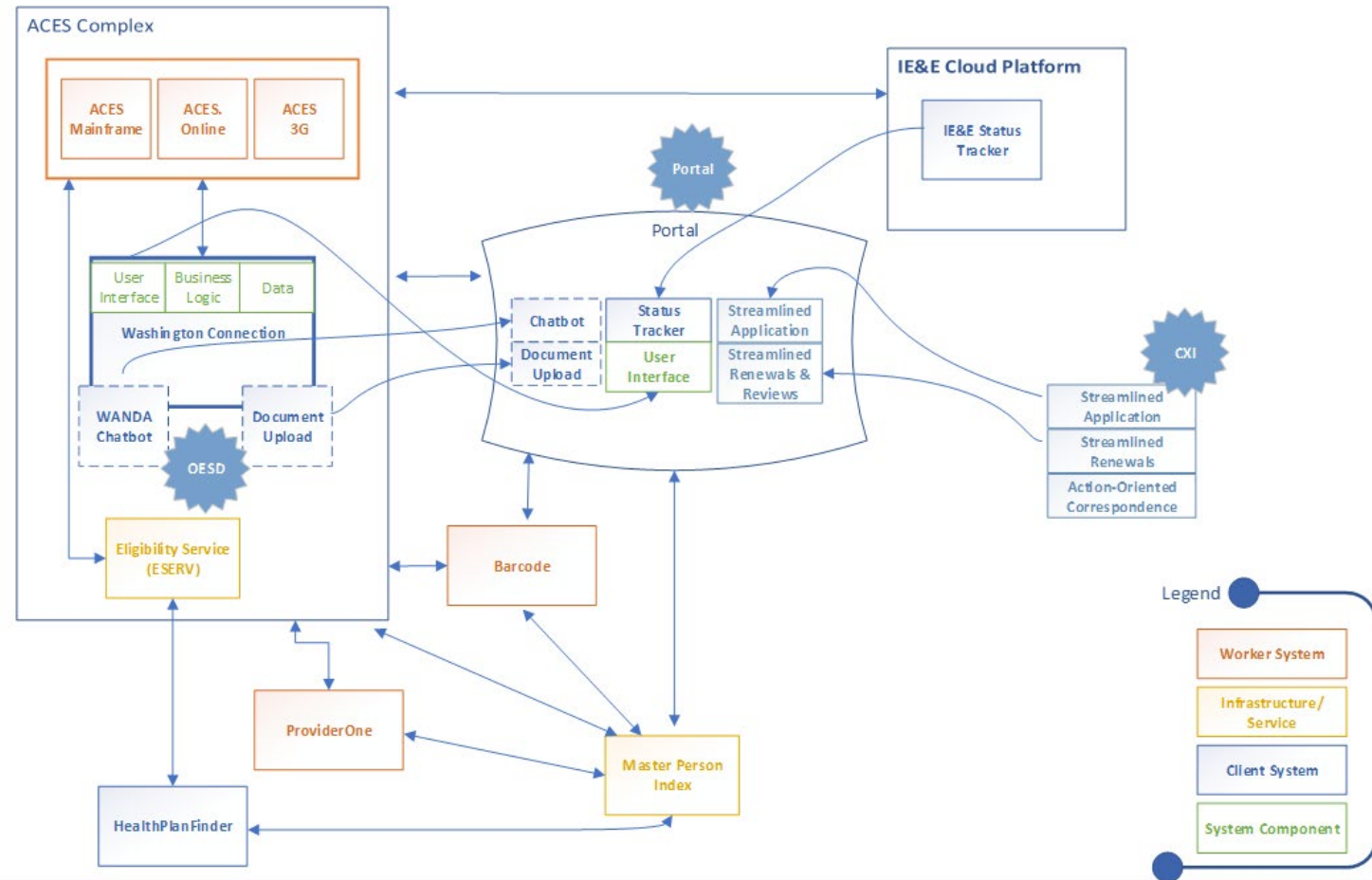




# Decompose ACES to Deliver a New IE&E System



# HHS Portal & Alignment to the IE&E Program Vision



## Legacy Systems Projects – Project Status

As of 07/08/2024

<i>Project Name</i>	<i>Scope</i>	<i>Schedule</i>	<i>Budget</i>	<i>Explanation of Status</i>
<b>ACES M&amp;O</b>	Low	Low	Low	Gartner completed a draft Lessons Learned report, which is now being circulated for review and comment. Project closure report in progress with an expected completion date of 8/30/24.
<b>Mainframe as a Service (MFaaS)</b>	Low	Medium	Low	Network changes made and tape replication has completed. Clean copy taken and system IPL'ed on 6/30 so mock testing can begin. Milestone plan will be reviewed and updated as appropriate based on results from mock test. Criteria for both Go/No Go decisions drafted and more detail being gathered. Transition on schedule for 7/19 - 7/21.
<b>Technical Architecture &amp; Design (TAD)</b>	Low	Low	Low	The TAD team continues to conduct whiteboarding sessions and interview HHS Coalition and IE&E program impacted groups/individuals to collect input and feedback. The Target State Solution Strategy & Design Approach deliverables completed. The team is making edits to Del. 3.1 Data Management Strategy and 2.1 Target Architecture. Del. 4.1 Target State Crosswalk has been submitted for review. These deliverables will culminate in an updated IE&E roadmap.

## Transformation Projects – Project Status

<i>Project Name</i>	<i>Scope</i>	<i>Schedule</i>	<i>Budget</i>	<i>Explanation of Status</i>
<b>IE&amp;E Platform</b>	Low	Low	Low	Platform is now moving into warranty period with sustainability / M&O planning underway. Formal project closeout and summary is in process. Support work for MyWABenefits and ACES data pipeline underway.
<b>MyWABenefits (Product 1)</b>	Medium	Medium	Low	Schedule is <b>Yellow</b> pending granular details for testing, communication and OCM activities. Scope is <b>Yellow</b> reflecting the need to evaluate stakeholder feedback on client authentication and navigation experience between MyWABenefits & CBA, as well as pending change request to remove displaying letter information from scope.
<b>Customer Experience &amp; Innovation (CXI)</b>	Low	Low	Low	Schedule delays and scope have been resolved with a Civilla contract amendment. The contract change removed the final policy review and update from the correspondence and added, personal HCD training and IE&E exhibit to the scope.
<b>IE&amp;E HHS Portal Roadmap</b>	Low	Medium	Low	Schedule is <b>Yellow</b> reflecting delayed start date due to ongoing negotiations to ensure value as well as clear deliverable content expectations and acceptance criteria.

## Master Person Index (MPI) – Project Status

<i>Project Name</i>	<i>Scope</i>	<i>Schedule</i>	<i>Budget</i>	<i>Explanation of Status</i>
<b>MPI</b>	Low	Medium	Medium	Schedule is <b>Yellow</b> due to the tight timeframes for onboarding new connections. MPI Project continues to support HBE reconnecting to production environment (production testing on 7/10).

# Risks matrix

Magnitude = Probability x Impact [5 x 5 matrix]

REPORTING PERIOD	
START	END
06/01/24	07/08/24

OVERALL PROGRAM STATUS	
Last Period	This Period
Yellow	Yellow

## Risks – in order of Magnitude

1 – 6 = Low



8 – 9 = Medium



10 – 15 = High



16 - 25 = Critical



Project	Risk ID and Description	Magnitude	Mitigation	Owner	Decision needed	Trigger Date	Status
<i>Program</i>	<b>R92 (Combined with R73):</b> If the Program does not adopt a unifying CXM approach, CX efforts may become misaligned, leading to CX gaps, weakened impact, and missed opportunities. Additionally, there is a risk of duplication of effort that can result in overspending.		<i>Pursue a service design/blueprinting approach for the HHS Portal Roadmap to capture not only the interactions and experience of customers with the portal, but also the back-end functions, technologies, and processes that support the experience.</i>	<i>Ursula Wright</i>	<i>N/A</i>	<i>7/01/2024</i>	<i>Mitigate</i>
<i>CXI</i>	<b>R119:</b> <i>The compressed timelines of the IE&amp;E project implementation may hinder the projects' ability to fully leverage the CXI deliverables.</i>		<i>Establish a governance model, in alignment with established HHS Coalition processes, to maintain integrity of the CXI developed artifacts. Identify places in the IE&amp;E roadmap that are dependent on CXI deliverables and continue to advance policy alignment activities. Have initiated governance discussions with the CXI Workgroup</i>	<i>Brad Finnegan</i>	<i>N/A</i>	<i>7/15/2024</i>	<i>Mitigate</i>
<i>MPI</i>	<b>MPI-R16:</b> <i>Funding for connected systems expires at the end of the biennium</i>		<i>The Legislature provided funding for connecting Coalition systems to the MPI during the current biennium. If those connections are not made, Coalition organizations will lose access to those funds and are unlikely to receive funding in future budgets. The MPI project is working with organization leaders to prioritize their system connections to MPI during the current biennium.</i>	<i>Brad Finnegan</i>	<i>N/A</i>	<i>9/1/2024</i>	<i>Mitigate</i>

**Questions?**

# One Washington Program Office of Financial Management



# Welcome and Program Updates

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

- Completed schedule rebuild in June and delivered to WaTech for Audit

## What has changed/key accomplishments since March TSB presentation

- Revised LSR Testing schedule to track progress by agency/system (vs iteration of testing)
- Completed E2E Testing Sprint 1 successfully with less than 10% defects identified
- Began E2E Sprint 2 testing with over 30 Agencies, currently in 3 of 8 weeks

## Upcoming for SFY Q1

- Complete E2E Test Sprint 2 testing and begin Sprint 3 testing for 61 agencies
- Begin Workday Performance Testing to ensure adequate system performance
- Complete Workday environment for upcoming training activities
- Begin User Experience Review (UER) activities, including UER Plan, Data Conversion Extract Specs and Security Role Mapping
- Develop Accessibility Plan and begin Pilot testing with Functional Team to identify any accessibility issues
- Begin deployment planning and identification of Go/No-Go Readiness Criteria

# Risk: Legacy System Remediation (LSR) - Primary System Testing

**271 Impacted Systems | 41 Agencies**  
(as of 7/8/2024)

**PRIMARY: 146\***  
*(talks directly to Workday)*

**SUBSIDIARY: 102**  
*(talks to Workday through a primary system)*

**TO BE RETIRED: 23**

System Integration: 103

EIB-only: 43

**System Integration Testing Status**

Complete <b>57</b>	In-Progress <b>14</b>	Scheduled <b>5</b>	Not Scheduled <b>19</b>	Open CR's <b>8*</b>
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Risk: Agencies need to complete testing of their LSR systems that talk directly to workday prior to testing those systems as part of End-to-End testing.

Mitigation: The Activities below will provide various levels of support for those agencies that have not completed their LSR system development and testing:

LSR Urgent Care Office Hours (Weekly)

- Focus on socializing relevant updates for LSR agencies and answering key questions impacting remediation work.

Enterprise Interface Builder (EIB) Education Sessions

- State and Deloitte LSR teams are supporting agencies with knowledge sharing and validation in preparation for EIB testing.

Critical Care Model

- Focus support to agencies for systems posing higher risk to OneWA scope, schedule, or resources.

Agency Engagement Meetings (Weekly)

- Focus on remediation progress and status tracking, supported by Agency Readiness Team, Legacy System Remediation Team, and additional OneWA staff as needed

# Risk: Critical Systems – Mandatory to be Ready for Go-Live

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Risk: Currently there are 19 systems identified by Statewide Accounting as "Mandatory for Go-Live", we do not have "Mandatory for Go-Live" systems identified by the 41 agencies.

Mitigation: Remediating Agencies Only: System Go-Live Self-Assessment Survey to establish if additional Agency Systems need to be identified as "Mandatory for Go-Live"

Remediating agencies will receive an Optional System Go-Live Self-Assessment Survey on July 8 and due by July 26, 2024 (3 weeks). The survey to gather agency input to determine go-live critical systems that the agency feels are mandatory for OneWA Workday to Go-Live.

The OneWA team will be providing Office Hours July 9, 15, and 23 to answer any questions the agencies may have related to the survey.

OneWa Support will be provided to assist agencies in completing their self-assessments.

High-level timeline:

- Survey sent to LSR agencies July 8th
- Open House July 9<sup>th</sup> 3pm
- Support Sessions July 16<sup>th</sup> and 23<sup>rd</sup> 3pm.
- Agency support sessions with OneWA LSR business analysts and Agency Readiness OCM staff, as needed
- Agency Readiness Checklist assignment due July 26th



# Risk: End-2-End Testing Revised Timeline (Agency Testing)

Risk: The previous End-to-End testing schedule overlapped with Agency Fiscal Year End activities and agencies communicated that their staff would not be available to test.

Mitigation: Develop new End-to-End testing schedule that would allow Sprint 2 to be optional, and Sprint 3 required participation by all 61 agencies.



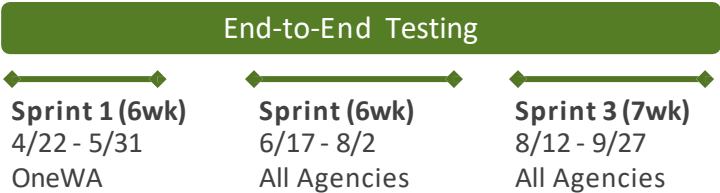
Legacy System Remediation Testing

\*LSR Testing Continuation

UER

UER 1/13 - 2/10 (Agencies)

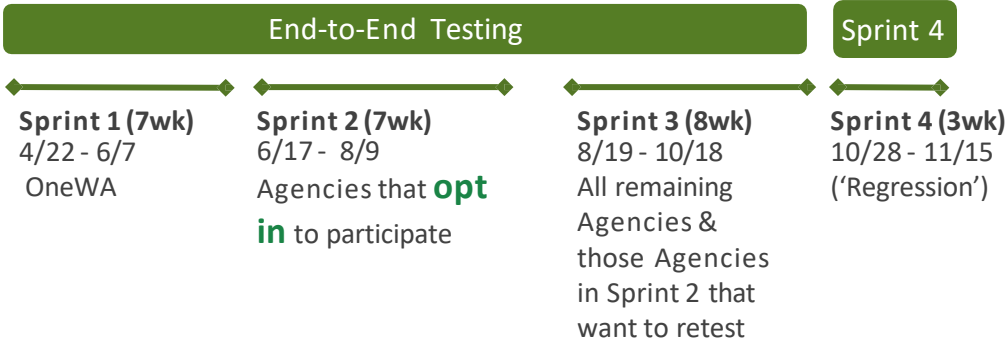
## Previous Timeline



## Benefits for Agencies:

- Flexibility:** Your agency can choose between participating in Sprint 2 or Sprint 3, or both
- More Testing Time:** Added an additional 6 weeks of testing
- No Testing Holiday Weeks:**
  - July 1 – 5
  - September 2 - 6

## NEW E2E Timeline





# Risk: Agency Readiness

Risk: Agency Readiness for the financials transformation from AFRs to Workday is critical.

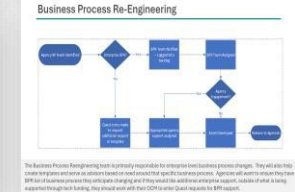
Mitigation: Develop Agency Readiness strategy and execute that strategy to provide agencies the support, tools, and templates needed



## Agency Centric Readiness

Agency readiness activities have significantly increased over the course of the last six months. New activities for the next 3 months, will be mostly focused on agencies 6 dimensions of readiness through the Agency Readiness Review and Radar.

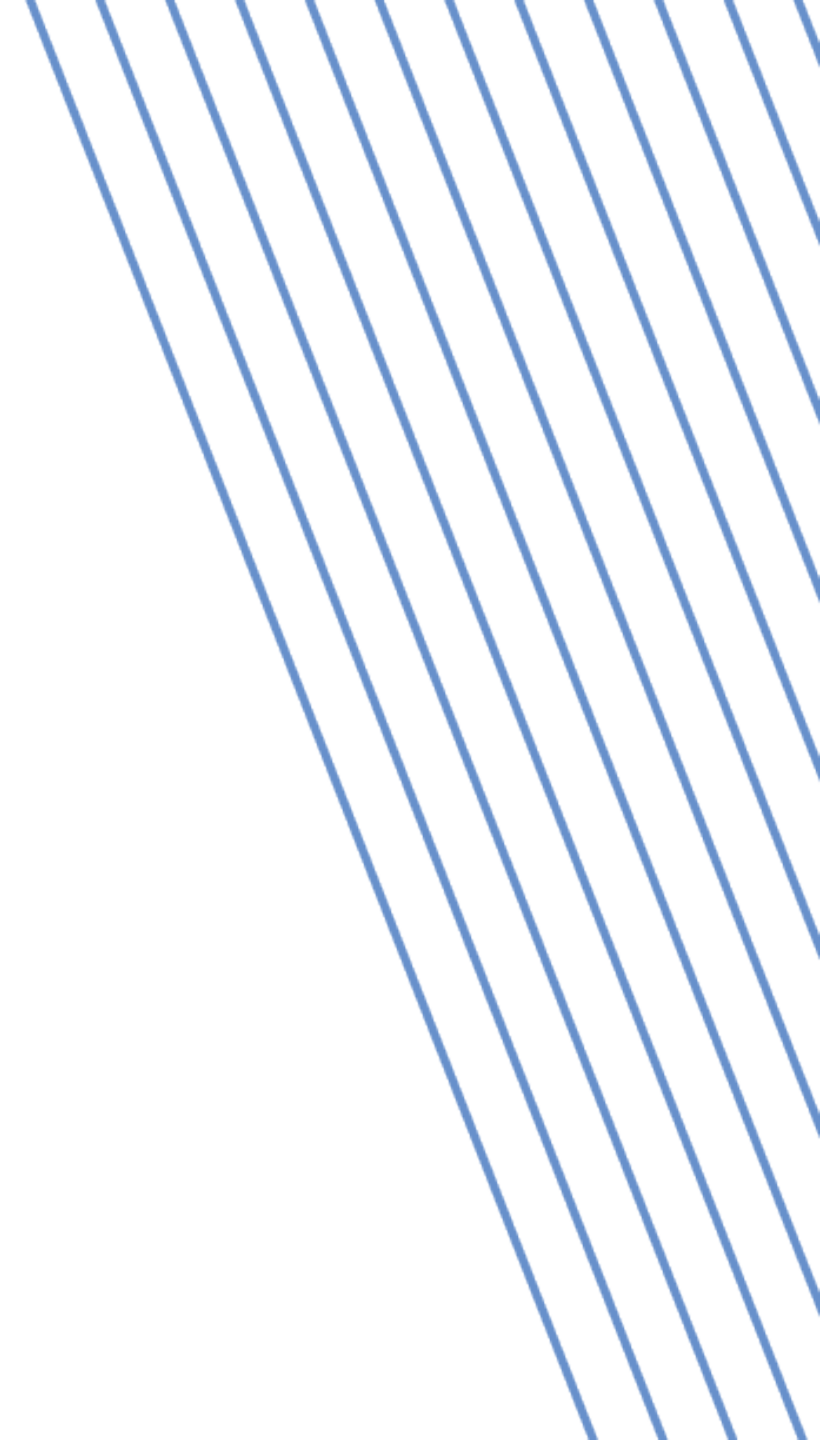
Each agency in the OneWA program has access to numerous readiness resources, including communities of practice, change management trainings, project results trainings, agency-centric roadmaps, knowledge exchanges, and the Agency Readiness Review. With new resources, and support coming online monthly, all designed to strengthen the Agency Readiness story and results.



**Questions?**



# Technology Business Management program planning and updates



## RCWs

RCW [43.105.054](#) - information technology– Standards and policies– Powers and duties of office.

RCW [43.105.220](#) - Strategic information technology plan– Biennial performance reports.

RCW [43.105.225](#) - Managing information technology (IT) as a statewide portfolio.

RCW [43.105.235](#) - State agency information technology portfolio.

## Policies & standards

### IT Portfolio

Technology Portfolio Foundation

Technology Portfolio Foundation - Applications

Technology Portfolio Foundation - Infrastructure

Managing Information Technology Portfolios - Projects

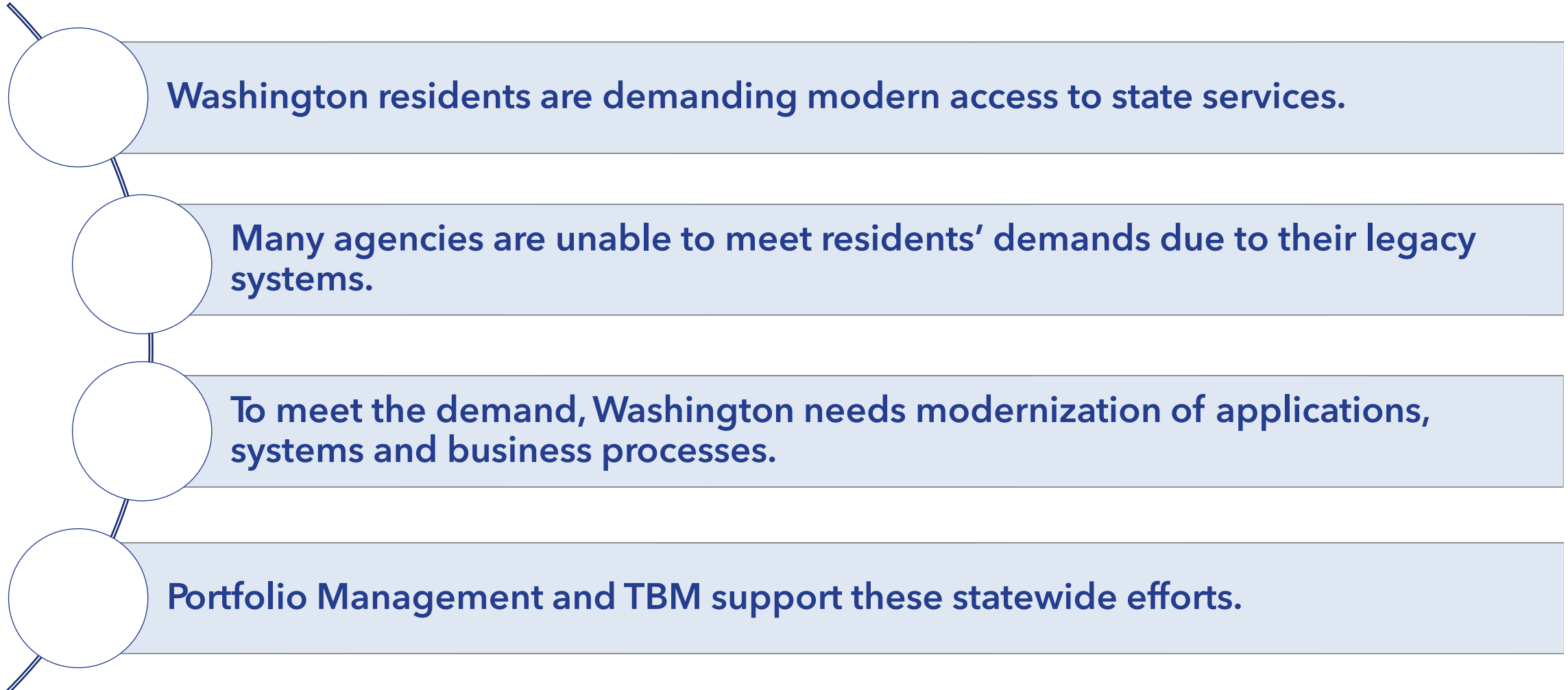
### TBM

Technology Business Management (TBM)

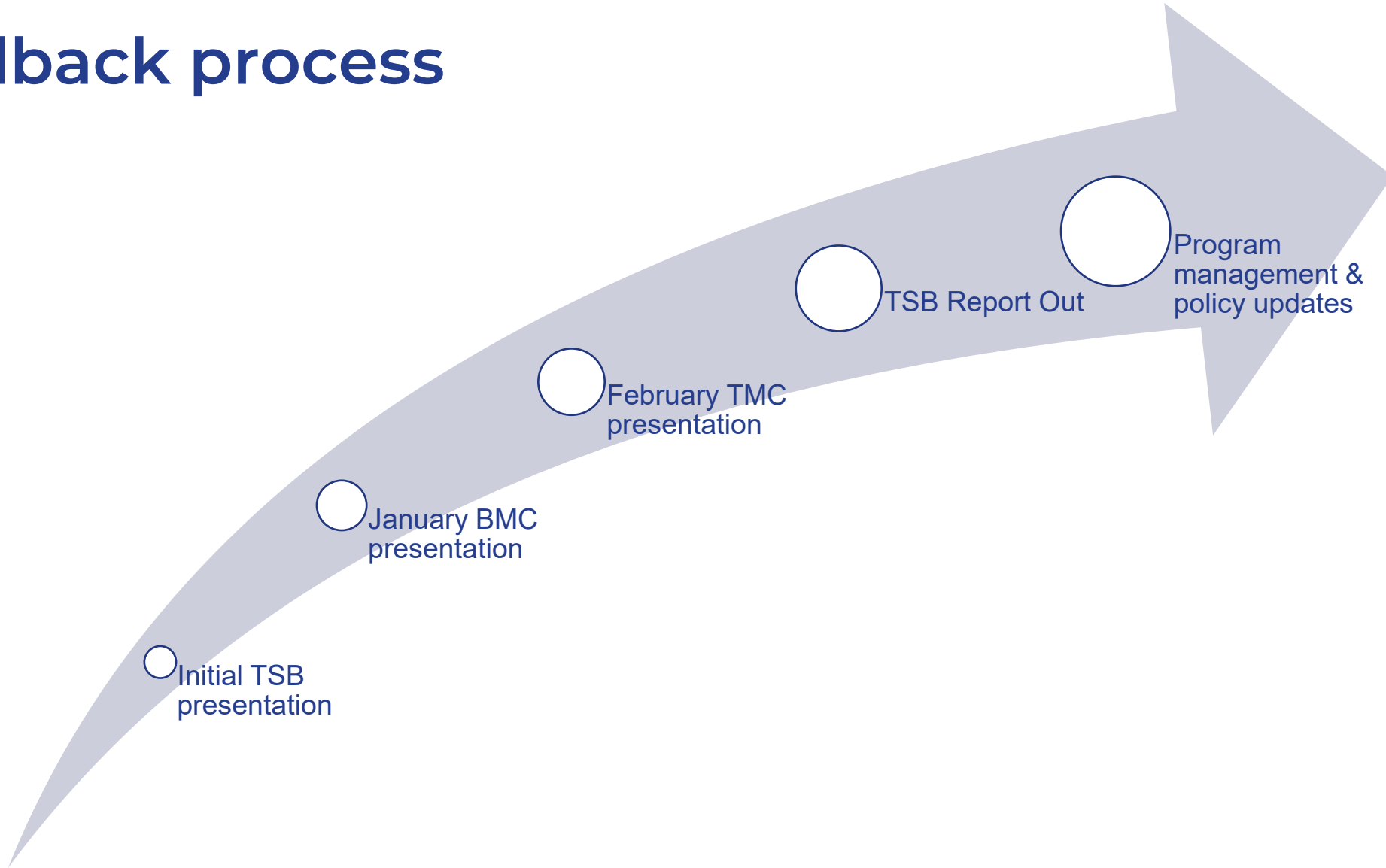
TBM IT Expenditure Data Provision Standard

TBM Taxonomy

TBM Reporting Solution



# Feedback process



## Discussion – Program and policy structure

- Additional data?
- Lifecycle?
- Priority area to emphasize?

# TBM governance review



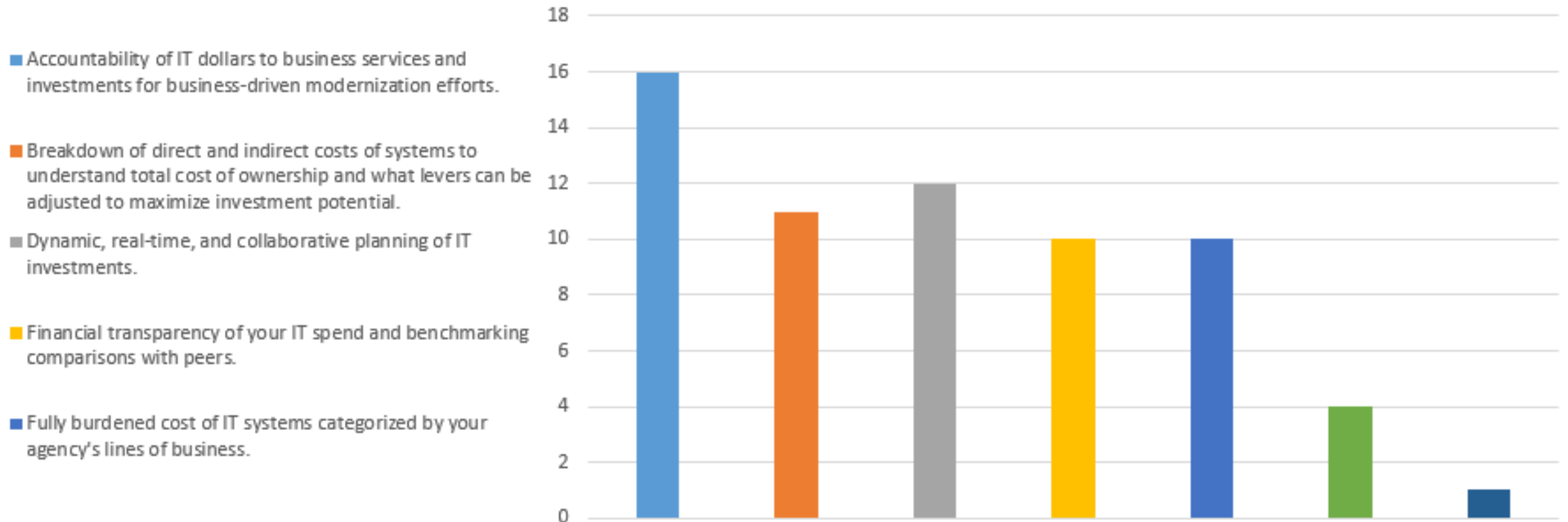
## TBM capabilities - Data insights

Cost Transparency	Application	Business Units	IT Planning	Cloud
Visibility of IT spend across whole agency	Connect apps to lines of business	Understand the business value of IT investments	Dynamic IT planning	Automate reconciliation of 3 <sup>rd</sup> party invoices
Categorized into common terms	Fully burdened cost	Direct / indirect breakout	Integrated solution with state financials	Connect infrastructure to apps / services
Benchmark against other agencies & industry peers	App rationalization (Gartner's TIME)	Unit cost of services	Collaborative workflow	Audit cloud resource tagging

Data insights rooted on a foundation of modern and sustainable business processes.

# Poll results – Business Management Council

As you plan your modernization, what data insights do you need to make informed decisions?

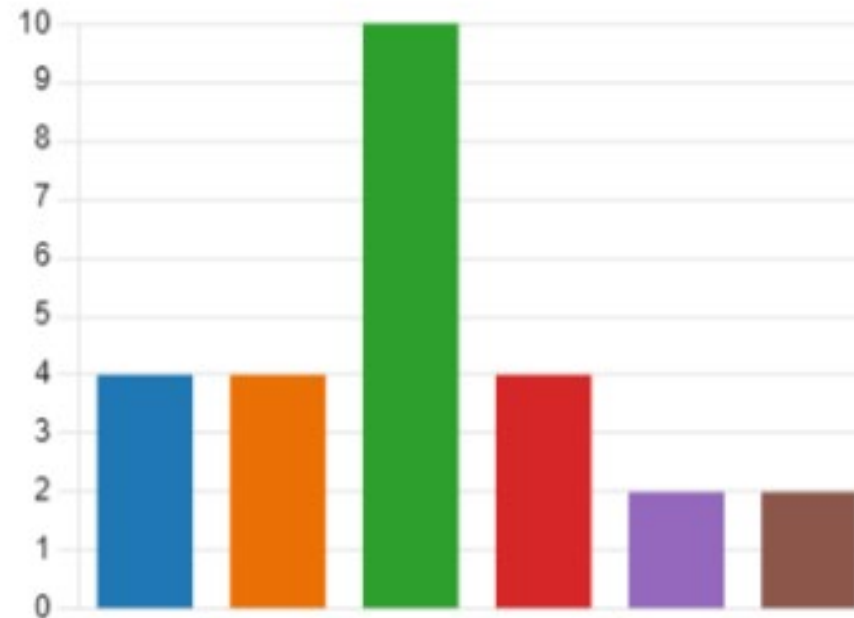


# Poll results – Technology Management Council

1. As you plan your modernization, what data insights do you need to make informed decisions?

[More Details](#)

- Financial transparency of your IT... 4
- Fully burdened cost of IT system... 4
- Breakdown of direct and indirec... 10
- Accountability of IT dollars to b... 4
- Dynamic, real-time, and collabo... 2
- Modern tools to accelerate clou... 2



## Agency Scorecard – Current adoption by track



## Looking ahead – Program and policy updates

- Additional Kickstarts?
- Expansion of policy to incorporate tracks?
- Timing of updates relative to other statewide changes?



# Modernization projects and data management strategy



## CIO portfolio of projects and programs

The objective of the CIO Portfolio Strategic Advisory Services is to bring a multi-disciplined, experienced team to modernization projects and programs and provide guidance to project success.



**Enterprise**  
Health Care Management  
& Coordination System



## Agenda

What are the important components of modernization projects?

How are the state and agencies approaching modernization projects?

**Focus area – Data management**



# Enterprise IT Strategic Plan 2023-2025

## Connected Government, Stronger Communities, Better Washington

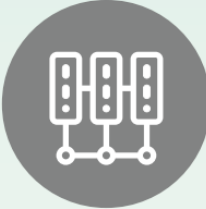
### Goal #1 Create a Government Experience that Leaves No Community Behind

**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.

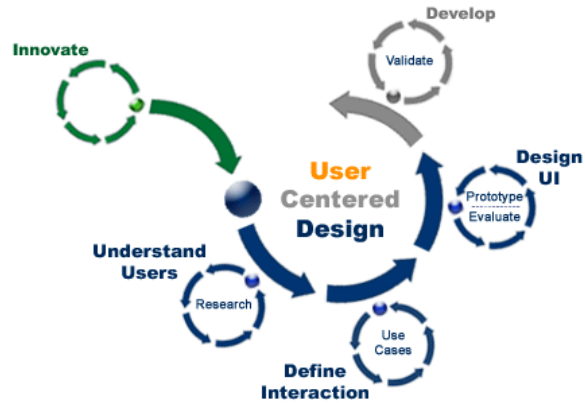


**Our Pillars** Digital Trust | Shared Governance | Equitable Outcomes | Service Excellence

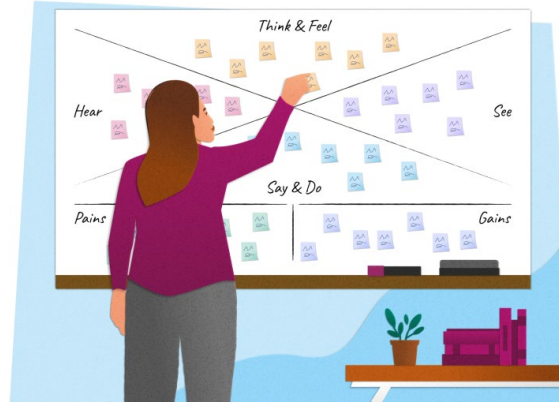
**Our Values** Human-Centered | Inclusive Ideas | Courageous Innovation | Accessibility | Stay Nimble | Community + Connectivity

# Important components of Modernization projects

## User-centered design



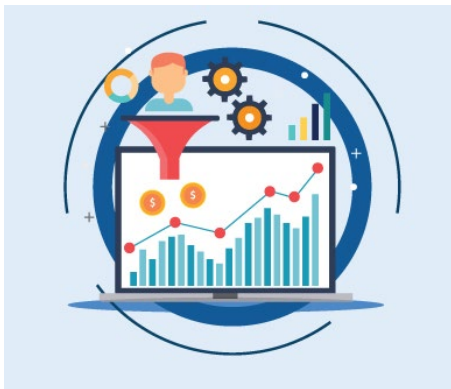
## Journey mapping



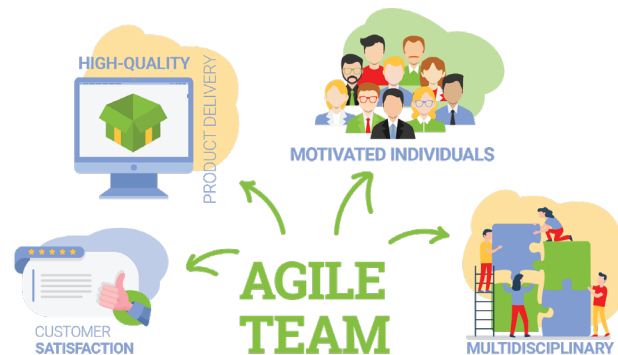
## Integrated architecture

- Master Person Index
- Platform services
- Identity
- Security
- API management
- Data services

## Data management



## Incremental and Phased approach



## Phased procurement



# 2024 STATE CIO TOP 10 PRIORITIES

Priority Strategies, Management Processes and Solutions

**1** CYBERSECURITY AND RISK MANAGEMENT



**1** DIGITAL GOVERNMENT / DIGITAL SERVICES



**3** ARTIFICIAL INTELLIGENCE / MACHINE LEARNING /  
ROBOTIC PROCESS AUTOMATION



**4** LEGACY MODERNIZATION



**5** WORKFORCE



**6** DATA MANAGEMENT / DATA ANALYTICS



**7** BROADBAND / WIRELESS CONNECTIVITY



**8** IDENTITY AND ACCESS MANAGEMENT



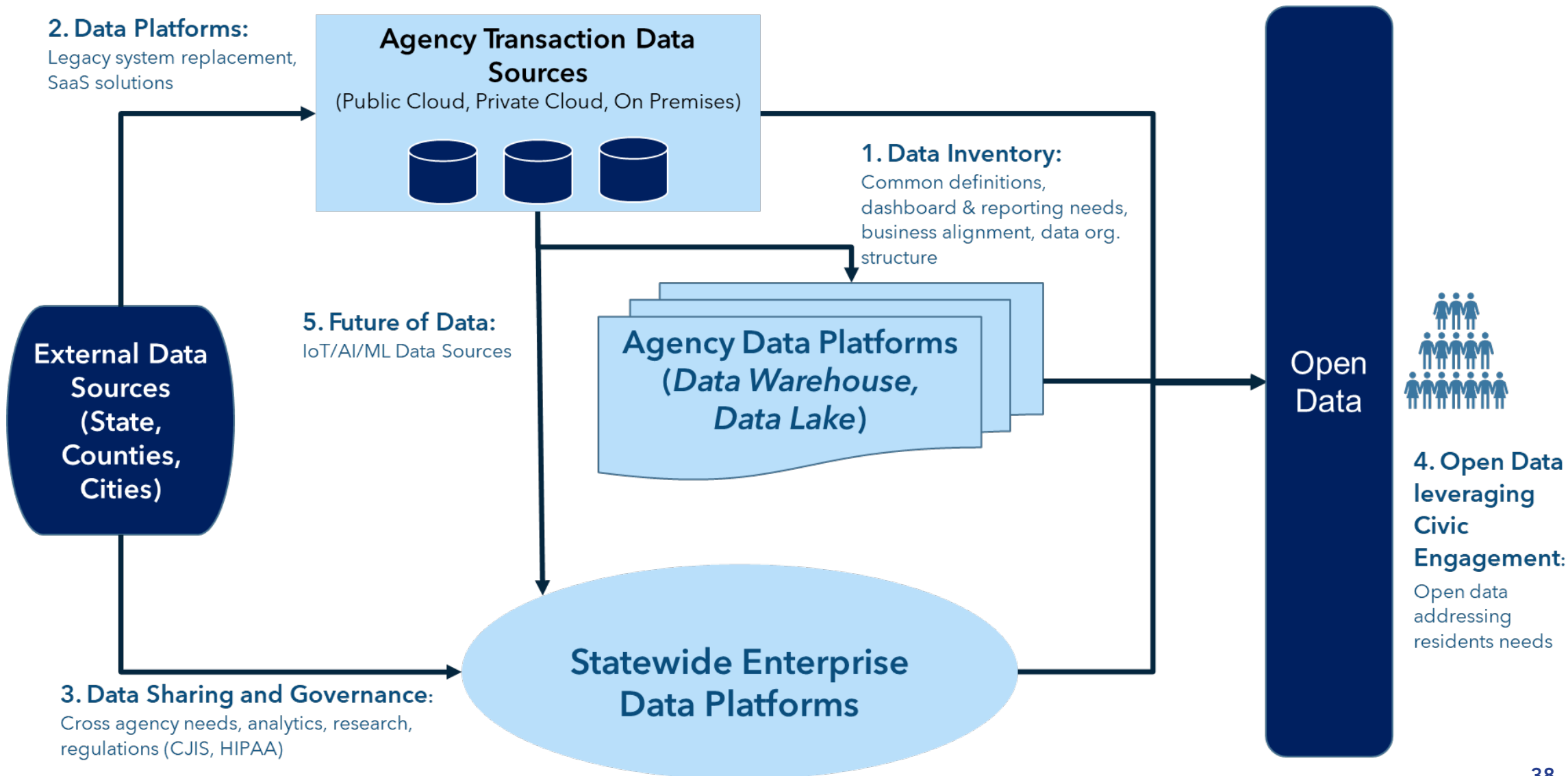
**9** CLOUD SERVICES



**10** CIO AS BROKER / NEW OPERATING MODEL





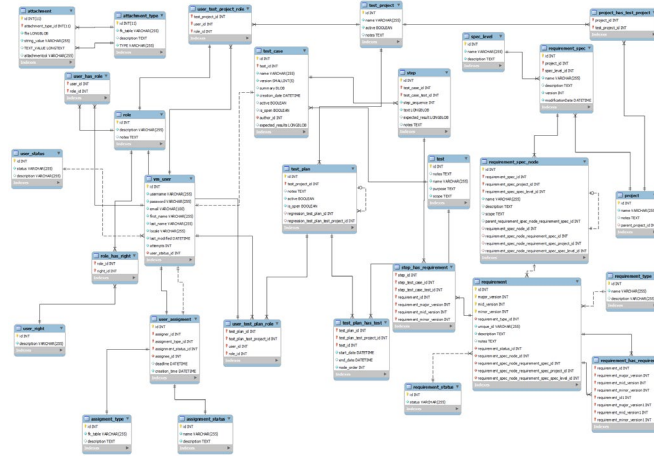


# Data Management Components

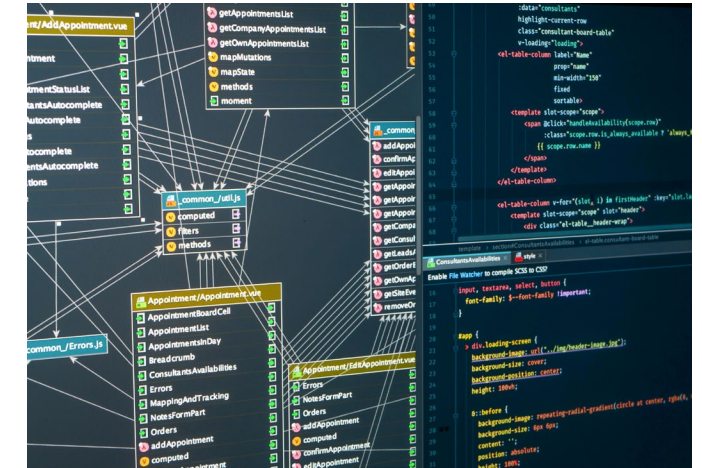
## Data inventory and categorization



## Data mapping



## Data design and architecture



## Data conversion



## Data integration

- Master Person Index
- Platform Services
- Identity
- Security
- API Management
- Data Services

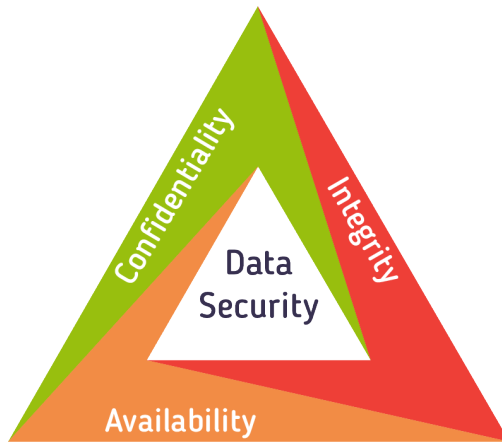
## Data analytics





# Data Management Components

## Data Security



## Data Privacy



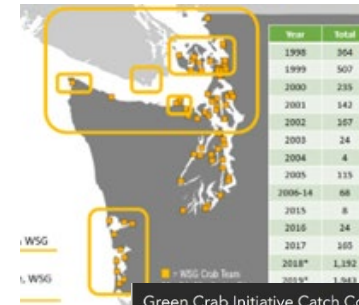
## Data Governance



# Use case: Monitoring and controlling invasive green crabs

Foundational datasets hosted on WaTech enterprise data platform are available for all agencies to use (data steward)

- Statewide imagery (WaTech)
- County boundaries (DNR)
- Locations of rivers and streams (ECY)
- Sensitive habitats (DNR, DFW & USFWS)
- Land ownership information (Counties)
- Crab locations (DFW)
- Tribal resource areas (tribes)
- + 700 more



## Maps and Apps Track the Green Crab Infestation

Esri and Washington State Department of Fish and Wildlife partner to battle the invasive European green crab

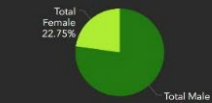
Ryan Richardson  
November 14, 2012

### Green Crab Initiative Catch Count

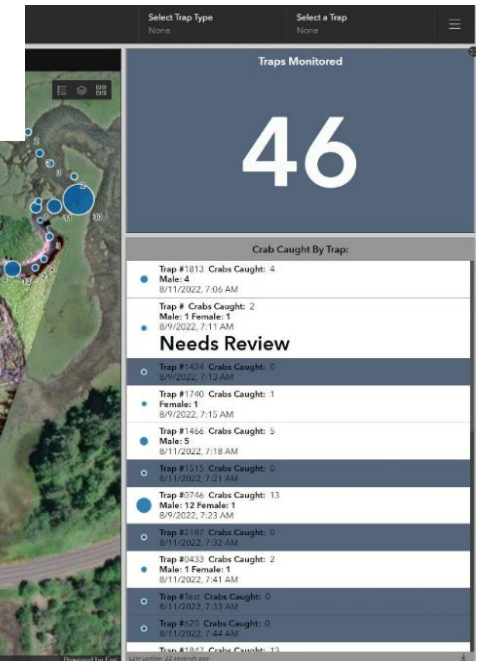
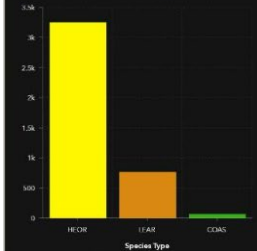
#### Total Crabs Caught

167

#### Percentage Caught Male vs. Female



#### Total By Catch





Public comment