WaTech
Washington Technology Solutions

Technology Services Board

Quarterly Full Board Meeting

September 12, 2024

9 – 11:00 am

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Current TSB members

Industry Members	**Legislative Members**
Kelly Dyer - LexisNexis	Sen. Matt Boehnke – Senate R
James Feore – Aardvark Intelligence	Sen. Joe Nguyen – Senate D
Tanya Kumar – Oracle	Rep. Travis Couture – House R
	Rep. Chipalo Street – Senate D
Executive Branch (Agency Directors)	**Other Government**
Bill Kehoe – State CIO & Chair	Viggo Forde – Snohomish County
David Danner – UTC	
Cami Feek - ESD	
Tracy Guerin – DRS	

TOPIC	LEAD	PURPOSE	TIME
Welcome | Agenda review	Bill Kehoe	Introductory remarks	9:00
Review 6/24/24 Meeting Minutes	Bill Kehoe	Members will **VOTE**	9:05
Customer Experience Theme Review	Bill Kehoe Amy Pearson	Information	9:10
Policies & Standards Approvals	Bill Kehoe	Members will **VOTE**	9:15
Decision Package Scoring Criteria Weighting Exercise	Derek Puckett Stephanie Roe	Interactive exercise with Board members	9:20
Program Briefing – One Washington	Eli Hayes	Program briefing and Board feedback	9:50
Program Briefing – Workers' Compensation System Modernization (WCSM)	Jeff Pearson	Program briefing and Board feedback	10:20
Enterprise IT Strategic Plan – Update	Deanna Brocker	Information	10:50
Public comment			10:55
Adjournment			11:00

Review June 24, 2024, minutes

Customer Experience theme review

Modernization projects and Customer Experience

What are the important components of modernization projects?

How are the state and agencies approaching modernization projects?

Focus area – Customer Experience

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 #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 #3
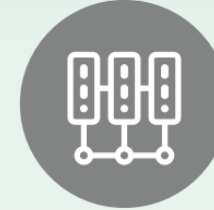**Innovative Technology Solutions Create a Better Washington**

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

Goal #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

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
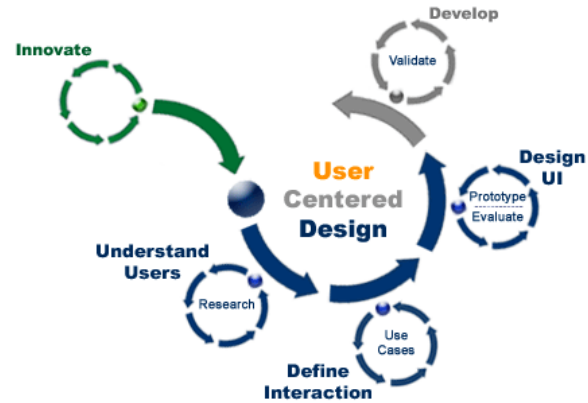
9 CLOUD SERVICES
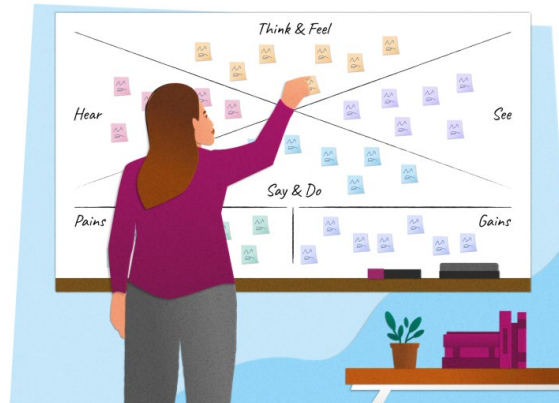
10 CIO AS BROKER / NEW OPERATING MODEL

Customer Experience components of Modernization projects

User-centered design
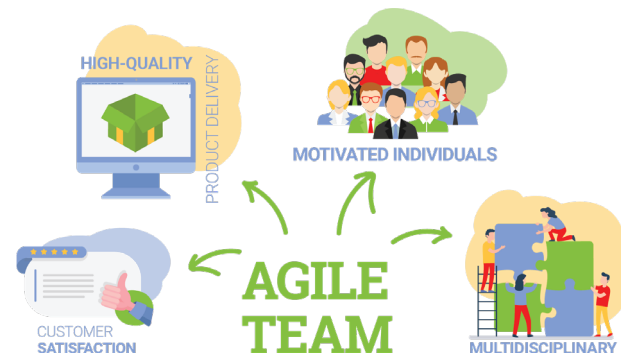

Journey mapping

Integrated architecture

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

Data management

Incremental and phased approach

Phased procurement
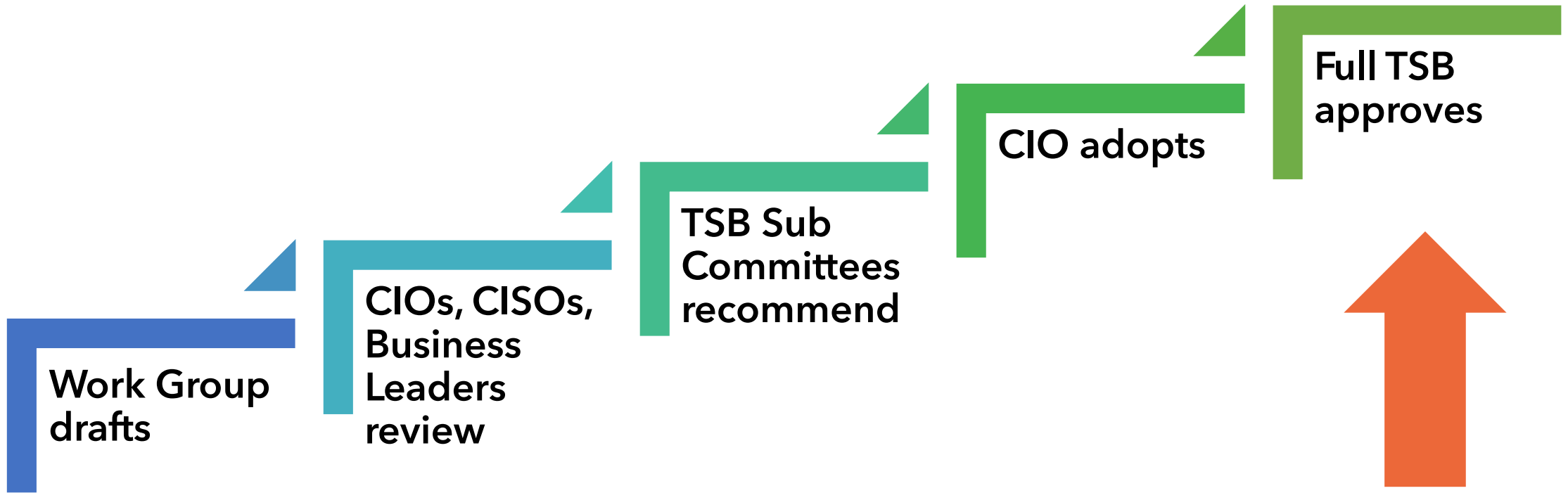
Transform Public Service Through a Connected Government

Policies and standards approvals

Where are we in the process?

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Work Group drafts

CIOs, CISOs, Business Leaders review

TSB Sub Committees recommend

CIO adopts

Full TSB approves

Replaces section 5.7 of 141.10 of Securing IT Assets Standard

Requires agencies to:

- Implement and maintain current anti-malware protection.
- Address malware prevention, detection, and removal.
- Report EDR logs to the Enterprise Security Information and Event Management (SIEM) Service.

Purpose

Ensuring the appropriate controls for identifying and authenticating all organizational and non-organizational users and devices.

Objectives

- Align the user and device identities to an account.

- Ensure authentication mechanisms are appropriate to the risk associated with the data category processed.

- Require documentation of authentication.

- Manage user, group, role, service, and device identifiers to prevent unauthorized access and privilege escalation.

Replaces section 11 of 141.10 Securing IT Assets Standard and IT Security Incident Communication Policy 143

- Supports a consistent response to cybersecurity incidents.

- Establishes high-level requirements for WaTech and agencies.

- **Requires WaTech to:**

  - Provide an Enterprise Incident Response Plan (EIRP).
  - Provide a plan template as a guideline.

- **Requires agencies to:**

  - Create Agency Incident Response Plan (AIRP).
  - Follow the EIRP and participate in exercises.
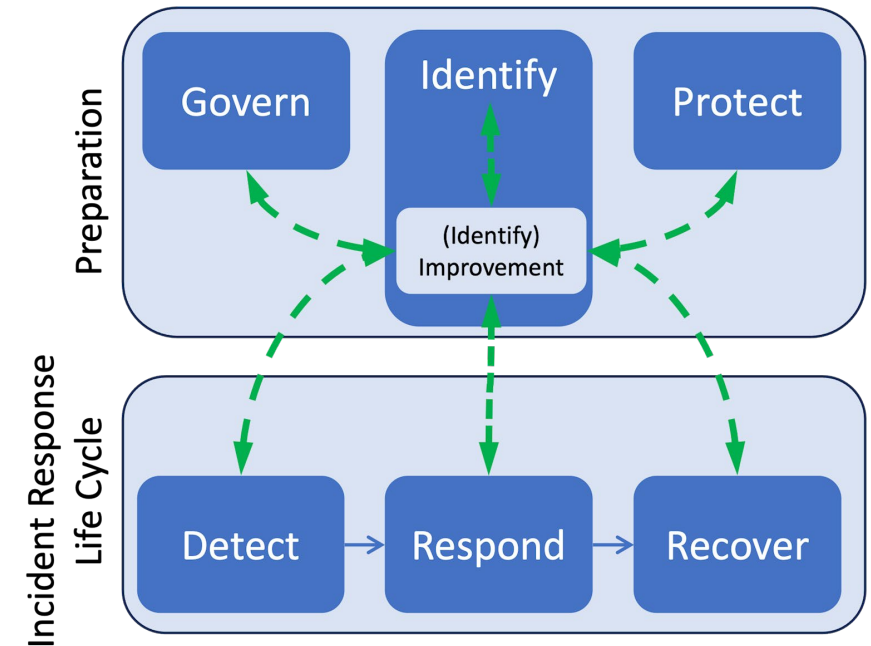
Decision package scoring criteria weighting exercise

Decision package prioritization process

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Governance groups

TMC
BMC
TSB

Establish criteria
- April

Weight criteria
- August - September

Gather and score decision packages
- September-October

Publish ranked list
- October
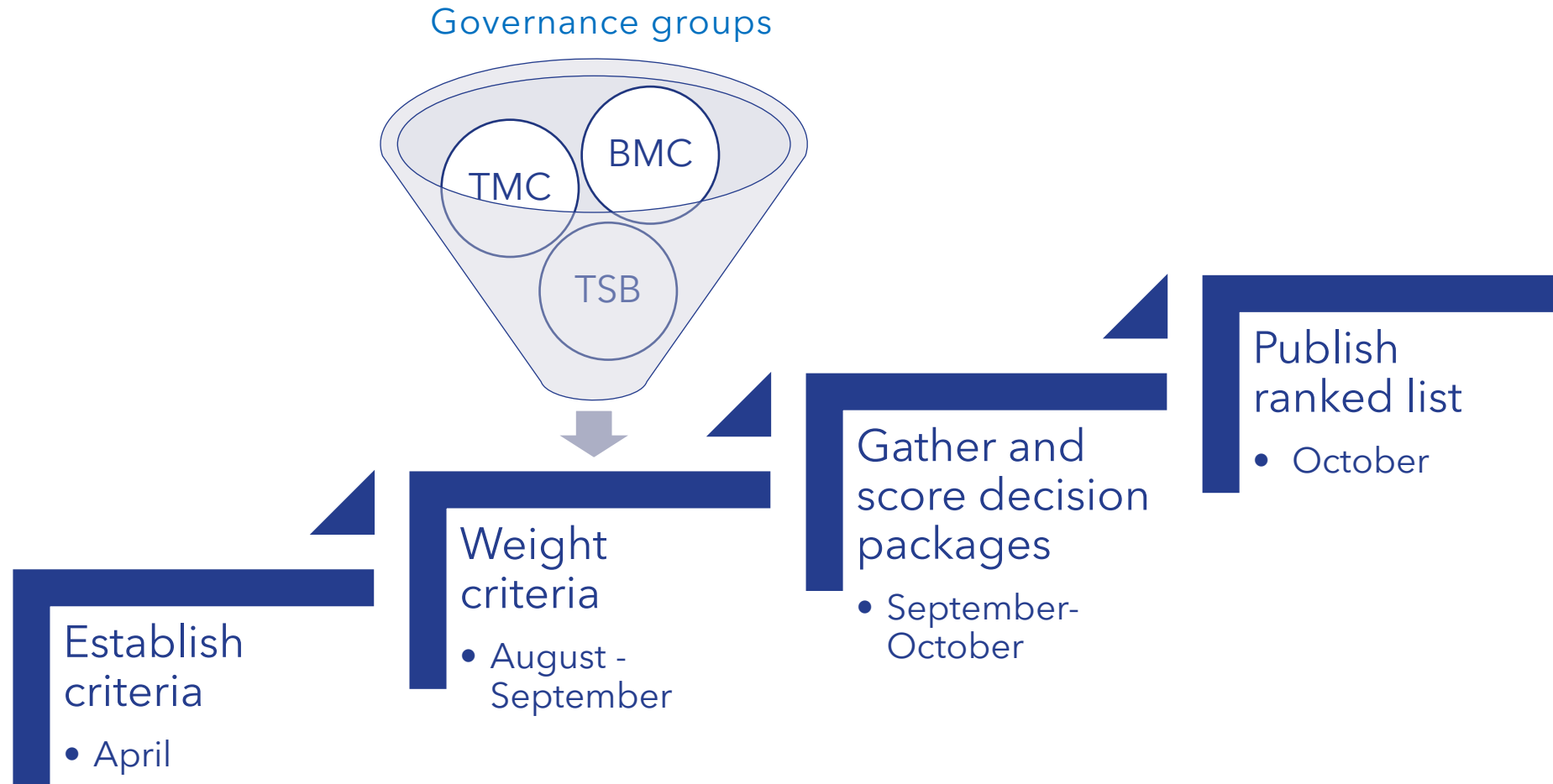
Authorized by RCW 43.88.092 and 43.105.240

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Is the agency poised for success?

Is this the right technology?

What business outcome does this enable?

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Poised for Success

Agency Readiness

- Due diligence
- Governance and management
- Planning and readiness

Right Technology

Technical Alignment

- Strategic/technical alignment
- Reuse and interoperability

Business Outcomes

Business Alignment

- Business-driven technology
- Measurable business outcomes

Office of Financial Management

One Washington Program

One Washington: Phase 1A

Project Overview & Concerns

The Core Financials subproject of the One Washington program planned to replace AFRS with Workday, a cloud-based ERP to modernize state core financials systems.

Current Concerns:
- Inadequate System Inventory
- Unknown Agency Readiness Status
- Lack of Confidence in the July 2025 Go-Live Date

Current Project Health Assessment

❌ **Scope**   ❌ **Schedule**   ⚠️ **Budget**   ❌ **Overall**

Schedule execution progresses towards a July 2025 Phase 1a Go Live

- Completed schedule rebuild in June, continue elaboration, maintenance and updates to the schedule

What has changed/key accomplishments since July TSB presentation

- LSR Testing continues, increased complete systems from 57 to 73 (24 remaining)
- Delivered EIB (enterprise interface builder) knowledge sessions to agencies to support agency work and testing
- E2E Test sprint 2 completed and Sprint 3 is in progress with all 61 agencies
- User Experience, Accessibility, and Performance test plans are in final review
- Kicked off optional training community of practice
- Launched 12-month agency readiness campaign (Business Process, Training, Readiness Radar, etc)
- Collaborated with Statewide Accounting (SWA) to identify the list of all trainings for basic accounting knowledge, and state-wide policy and procedures as well as training curriculum being developed.
- Began to develop deployment plan which includes cutover activities, criteria for go live, contingency, agency and sustainment readiness

What is upcoming for SFY Q2

- Complete LSR testing
- Complete End-2-End Workday testing including all LSR, Integration (including EIB/EIC), and Reports
- Begin Workday Performance Testing to ensure adequate system performance
- Begin Accessibility Testing to ensure all defects are identified and plan to address
- Prepare for User Experience Review (UER) activities, including agency configuration - FDM, Data Conversion Extract Specs and Security Role Mapping
- Complete deployment planning
- Begin tracking of project and agency readiness towards go-live

RISK: Mandatory Go-Live System scope

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Mandatory Go-Live Systems are systems that **must** be ready for the Phase 1A Go-Live. If any of these systems are not ready, it could trigger a decision to delay.

Background

- There are currently 19 Mandatory Go-Live systems identified by Statewide Accounting. Additional agency systems that meet specific critical criteria may need to be included in the Mandatory Go-Live systems scope.

- In collaboration with the 41 Legacy System Remediation agencies through surveys and discussions we are working to close the gap on agency systems that may be identified as Mandatory for Go-Live.

Next Steps

- Finalize the Mandatory Go-Live systems.

- Complete discussions with agencies that requested systems to be included in the Mandatory for Go-Live scope in which their system(s) did not meet critical criteria.

- Develop and execute escalation plan(s) to gain agreement through meetings with One Washington and agency executive sponsors.

- Conduct "Memo of Agreement" process for all 41 agencies to finalize the Mandatory Go-Live systems scope:

  - Mandatory Go-Live Systems

  - Non-Mandatory systems (required continency plan for each system)

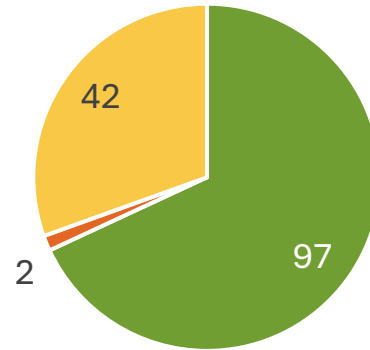 - Retired system (required decommission plan for each retired system)

ISSUE: Completion of agency system testing and readiness for Go-Live
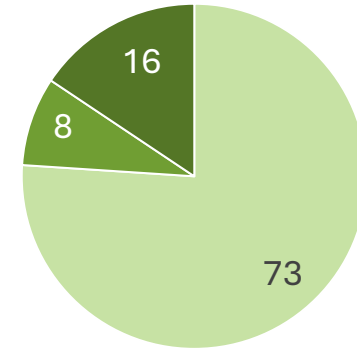
274 Impacted systems

- 141
- 108
- 25
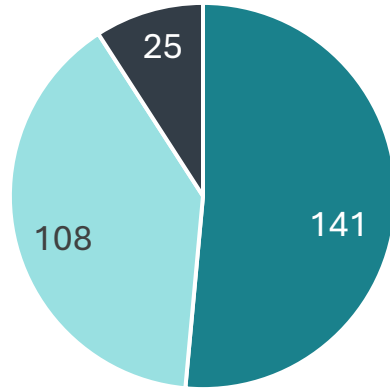
- ■ Primary systems
- ■ Subsidiary systems
- ■ Retired systems

141 Primary systems
Interact directly with Workday

- 42
- 2
- 97

- ■ OneWA Integrations
- ■ Open Change Requests
- ■ EIB-only

97 OneWA Integration
Testing status

- 16
- 8
- 73

- ■ Complete ■ In-Progress ■ Not started

As of Aug. 30, 2024

Added two iterations of LSR Integration Testing
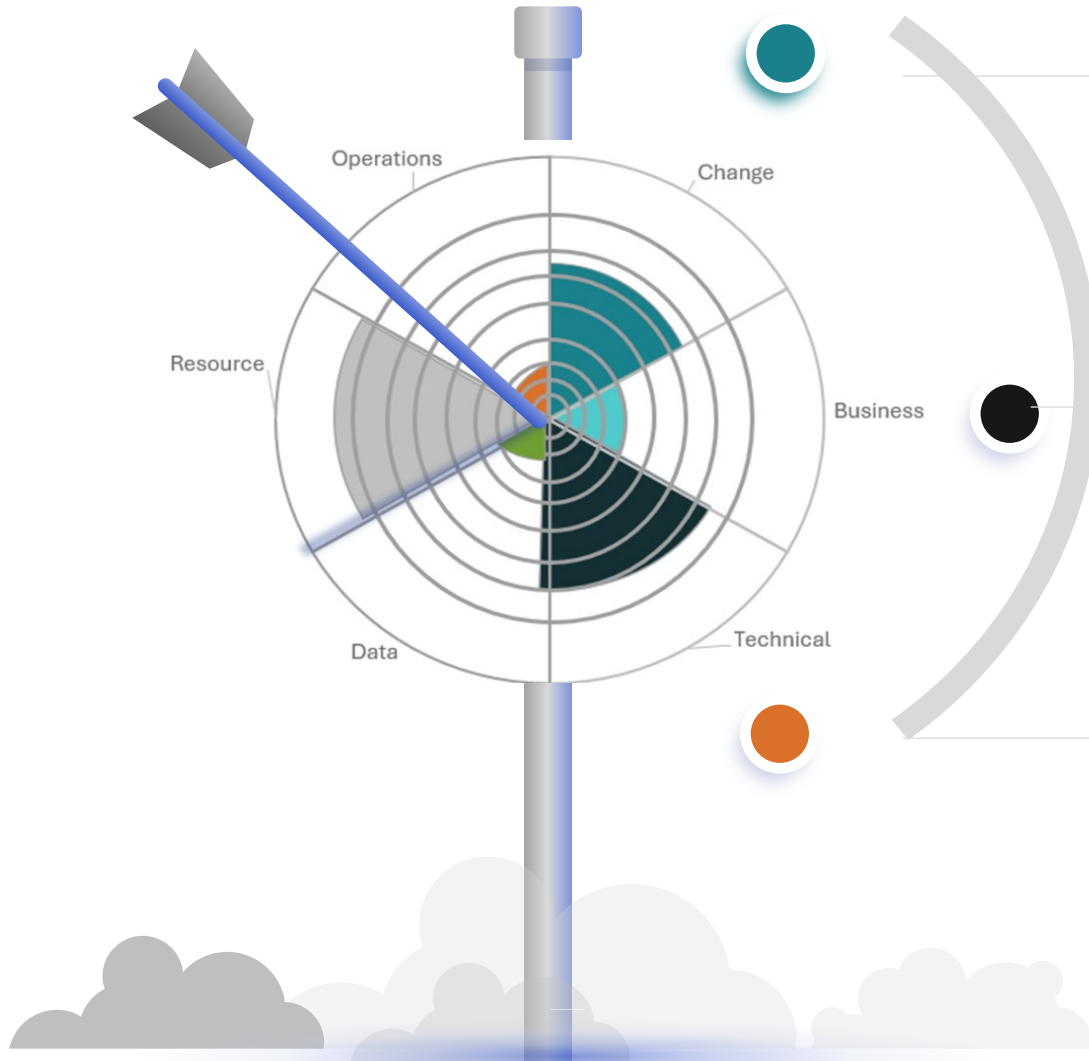- Iteration 7: June 24 – Aug. 16
- Iteration 8: Aug. 26 – Oct. 25

End to End (E2E) Testing
- Sprint 3: Aug. 19 – Oct. 18
- Sprint 4: Oct. 28 – Nov. 15

If an agency is unable to complete E2E by November 15, an exception will be needed to continue testing.

RISK: Agency Readiness for Go-Live

Agency Readiness

Agency readiness radar launched and is starting to produce shared awareness. Agencies should be developing an action/project plan on the findings and measures of the readiness radar tracker.

Testing

End-to-End Sprint 3 is underway with all 61 agencies. User Experience Review is in planning. LSR Testing continues.

Training

Knowledge sharing sessions with the agencies has produced additional opportunities of agency engagement. Such as: Workday future state business process awareness and the end user in the Road to Workday.

Project: Workers' Compensation Systems Modernization (WCSM)

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Workers' Compensation Systems Modernization (WCSM)

Project overview and concerns

The WCSM project is modernizing legacy computer systems and business processes. WCSM is implementing capabilities incrementally over eight waves.

Current concerns:
- Lack of a dedicated project team
- Lack of agreement on the need for a unique WCSM cloud fabric
- Lack of consistent executive level alignment
- Decision package not in alignment with WaTech recommendations
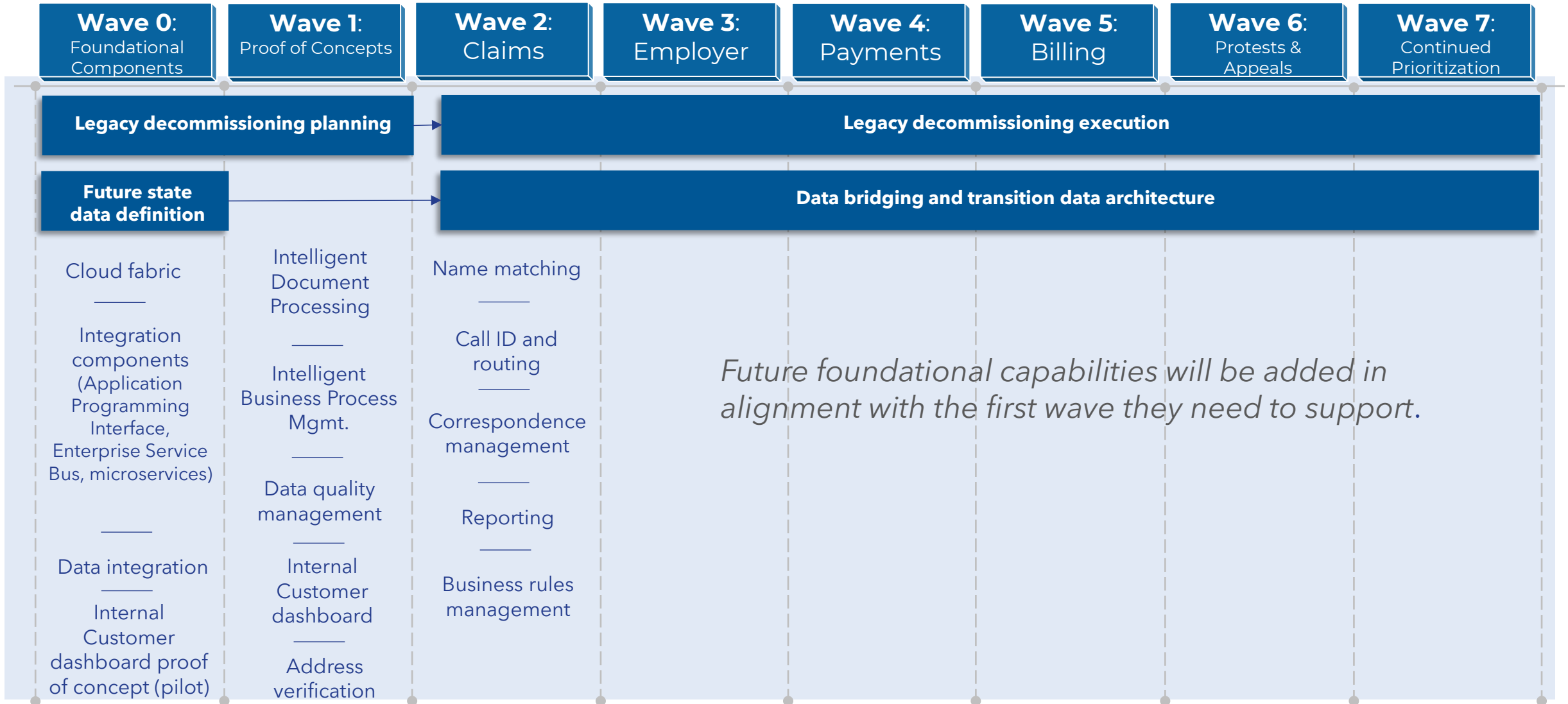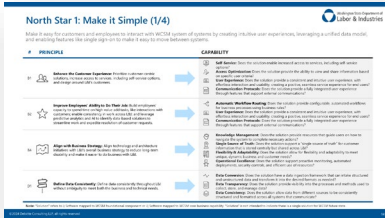
Current Project Health Assessment

❌ **Scope** ❌ **Schedule** ⚠️ **Budget** ❌ **Overall**

WCSM background

- Modernization of L&I's 177 systems that support Workers' Compensation operations. Some systems are nearly 40 years old.

- Current operations rely heavily on manual data transfers, workarounds, and duplicative entry of data in multiple systems.

- Goal: Free-up staff time to directly serve needs of workers and employers, ultimately improve return-to-work outcomes and reduce costly long-term disability.

- WCSM Architecture North Stars:
  - Make It Simple.
  - Embrace Innovation.
  - Build for Resiliency.
  - Rely on Industry-Tested Solutions.

2021 — Independent review of WCSM

2022 — Project work resumed
- Development of updated Modernization Strategy
- Technical Deep Dive to detail system integrations

Jun 2023 — Adopted WCSM Modernization Strategy

Oct 2023 — Engaged vendor to develop comprehensive WCSM Reference Model, identify gaps in Modernization strategy, and develop frameworks for selecting solutions & legacy decommissioning.

Apr 2024 — Confirmed Waved Modernization approach

Jun 2024 — WCSM Reference Model completed
Scope for Waves 0, 1, & 2 established

Next steps — Detailed planning for Waves 0, 1, & 2
Updated investment plan
Procurement strategy
Change impact analysis

Wave Plan

Wave 0: Foundational Components	Wave 1: Proof of Concepts	Wave 2: Claims	Wave 3: Employer	Wave 4: Payments	Wave 5: Billing	Wave 6: Protests & Appeals	Wave 7: Continued Prioritization

Legacy decommissioning planning → **Legacy decommissioning execution**

Future state data definition → **Data bridging and transition data architecture**

Wave 0	Wave 1	Wave 2	
Cloud fabric	Intelligent Document Processing	Name matching	*Future foundational capabilities will be added in alignment with the first wave they need to support.*
Integration components (Application Programming Interface, Enterprise Service Bus, microservices)	Intelligent Business Process Mgmt.	Call ID and routing	
Data integration	Data quality management	Correspondence management	
Internal Customer dashboard proof of concept (pilot)	Internal Customer dashboard	Reporting	
	Address verification	Business rules management	

Architecture Principles & Decision Framework

Reference Model Definition & Roadmap

Data Current State Assessment

Enterprise Impact Assessment

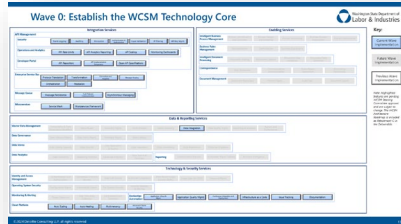**Legacy Decommissioning Framework**

How do we make decisions about our architecture?

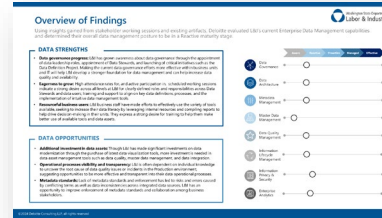What are the functional and technical attributes to focus on when selecting solutions?

What are the capabilities we need to enable the target state as envisioned in our Journey maps?

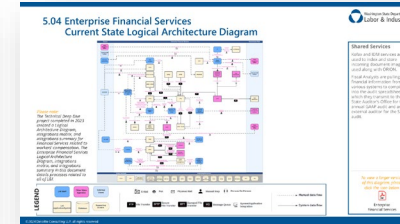What capabilities do we need to enable Waves 0, 1, and 2?

What do we know about the maturity of our data organization?

What are the data-related people, process, and technology challenges we are going to encounter as we modernize?
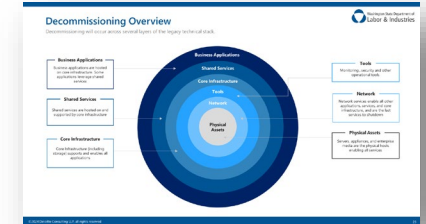
What L&I functions outside of Workers' Compensation will be impacted by WCSM?

What Workers' Compensation data is used across the agency?

What are the activities L&I will take to sunset a legacy system?

Which assets are potential candidates for sunsetting in Waves 0, 1, and 2?

Over the next 10 months we are:

- Developing detailed project plans for Wave 0.
- Gathering requirements for internal customer dashboard design.
- Creating Cloud Fabric Reference Model.

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WCSM will propose a placeholder request for the 2025-27 biennium for Wave 0 work; L&I will add details in FY2025.

Wave 0 work included in the 2025-27 budget request
Business capabilities – Consolidated customer dashboard (360-degree view), and technologies that will improve results and outcomes for L&I employees and our customers.
Technology – Application Programming Interface, integrated services, application services, cloud infrastructure services, hosting services, and skilled IT professionals to develop and maintain these IT components.
Foundation – Support for data readiness, project management, procurement, agency culture, strategic planning, change management, and appropriation flexibility.

Over the next year, we will identify deliverables (and related sequencing) that will shape our FY2026 supplemental decision package request.

WCSM top risks

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Risk	Mitigating actions
Project director position is vacant.	• The project director role has been open since February after the previous director left unexpectedly. • We're working with an external firm to find a replacement and have begun interviewing four candidates they recommended. Our goal is to have a new project director by this fall to ensure a smooth transition.
Misalignment on project governance.	• The governance structure, approved by the executive steering committee in 2022, was reviewed this summer, and the team took additional training to ensure compliance. • A RAPID matrix for decision-making and communication was implemented in August to help keep everything aligned.
Insufficient time for critical project documentation.	• The project team is using an iterative approach to tackle this issue. • We've already completed the second draft of the project charter, scheduled one-on-one meetings with subject matter experts in August to discuss risks, issues, and assumptions, and identified resources for the decision package. • The modernization approach is on hold until further steps are decided, but we aim to complete everything on time.

Enterprise IT Strategic Plan – update

Goal 2: Data

- Enterprise Statewide Data Ecosystem
  - Enterprise data platform
  - Geoportals
  - Washington Open Data Portal
- Gather resident input

Goal 3: Innovation

- Challenge-based procurement
  - Washington Resident Portal Challenge (WaTech)
  - Business Integrity Challenge (DSHS)
- Innovation and Modernization Program
- Executive Order 24-01

Goal 4: People & Culture

- Reduce time to hire
- Increase staff retention
- Develop training and mentoring program

Public comment