

Technology Services Board Portfolio/Policy Subcommittee Meeting Minutes

July 11, 2024

9–11 a.m.

Members present: Bill Kehoe, Cami Feek, James Feore, Viggo Forde, Tracy Guerin, Sen. Joe Nguyen

Hybrid – 1500 Jefferson St SE, Olympia, WA; Presentation Rm and Virtual via Zoom

[Link to Meeting Video](#)

[Link to Presentation Slides](#)

Welcome, agenda review, Jan. 11 minutes review – Deanna Brocker

Deanna Brocker, WaTech deputy director for strategy and management and subcommittee chair reviewed the agenda for the day. She also reviewed the Jan. 11 meeting minutes. Minutes were approved.

Integrated Eligibility & Enrollment Program (IE&E)– Jeff Pearson

Jeff Pearson, WaTech oversight consultant, kicked off the update, explaining the IE&E's goal of simplifying access to health and human services for Washingtonians. The program, initiated in January 2022, aims to replace the aging Automated Client Eligibility System (ACES) mainframe system with a modern, cloud-based platform. The current application process takes about 90 minutes, and the new system seeks to streamline this significantly.

Program executive sponsor Bill Kehoe and deputy sponsor Amy Pearson reviewed the following key points:

1. **IE&E Program Vision:** Focuses on creating a client-centered, human-centered design, enabling Washingtonians to tell their story once, not repeatedly. The goal is a modern social service portal for easier access and faster response.
2. **Governance & Structure:** A multi-agency, multi-project approach with strong oversight from both Health and Human Services Coalition and WaTech ensures smooth execution of both the legacy system stabilization and cloud transformation workstreams.
3. **Progress & Milestones:**
 - Stabilization of ACES is underway.
 - Azure platform is set up for future components.
 - Key customer-facing projects like MyWA Benefits tracker are nearing completion, enhancing user experience.
4. **Challenges & Risks:** Resource constraints due to simultaneous projects have been flagged, but leadership actively manages these through a structured risk management process. A focus on human-centered design is a priority to ensure user-friendly solutions.
5. **Next Steps:** Continuation of legacy system stabilization while rolling out the new customer-facing portal and improving backend integration.

The program's focus remains on simplifying and enhancing the public's experience accessing benefits, ensuring that all systems work cohesively towards this vision.

Board members commented on the progress and professionalism the effort in managing complex modernization initiatives and appreciate the clarity, organization, and incremental value being delivered through agile methods.

One Washington Program – Eli Hayes

Eli Hayes, WaTech oversight consultant, provided a brief overview noting the program is a statewide effort to implement Workday across the enterprise. He also noted WaTech's increased risk assessments related to legacy system remediation, end-to-end testing, and agency readiness.

Program executive sponsor Christy Fredrickson and program director Christy Campbell reviewed the following key points:

1. **Testing Progress:**
 - End-to-end testing has begun, with Sprint 1 completed and Sprint 2 currently involving over 30 agencies. Sprint 3 will include all 61 agencies.
 - Issues with agency onboarding for testing were identified, but a revised approach is being implemented to streamline Sprint 3.
 - Key risks remain with agency system integration, particularly the remediation of legacy systems.
2. **Agency Readiness:**
 - Focus on six key dimensions of readiness: change, business, technical, data, resource, and operations readiness.
 - Agencies are being supported with training environments, tools, and templates to prepare for the go-live.
 - Contingency plans are being developed for systems not deemed critical for go-live.
3. **Deloitte and Partnership Support:**
 - Deloitte is providing critical support in addressing system risks and ensuring smooth testing and system integration.
 - Additional resources are being deployed to assist with testing and risk mitigation strategies.
4. **Risks and Mitigation:**
 - Legacy system remediation and agency readiness are the top risks. Weekly meetings and additional support sessions are in place to address these.
 - The program has implemented new tracking mechanisms and increased agency engagement to mitigate risks and ensure project success.

Board members acknowledged the hard work and progress the team has made on this very complex project.

Technology Business Management – Derek Puckett

Derek Puckett, WaTech assistant director of performance and accountability, provided an update on the state's Technology Business Management (TBM) and Portfolio Management efforts, discussing the direction of the programs and their alignment with RCWs governing WaTech. Portfolio and TBM disciplines help inform strategic decision-making, improve cost transparency, and support agency modernization efforts.

WaTech oversees the state's IT portfolios, ensuring that agencies develop and manage them according to established standards and policies. These policies are currently under review, with updates being made. The TBM policies govern the state's IT cost model, linking financial information to IT assets and providing detailed cost transparency to improve decision-making and investment prioritization.

WaTech collects data on applications, infrastructure, and projects but lacks lifecycle management for decommissioning and updates. Derek emphasized the need to explore lifecycle management policies and collect additional data where needed. Cost transparency was another focus, as all participating agencies must provide detailed financial data, which is essential for tracking IT spending across various categories. WaTech's modernization efforts are aimed at using portfolio and TBM data to identify legacy systems that are ready for modernization, optimize costs, and guide future investments, including cloud migration.

Business leaders prioritized the costing of business services and capabilities to support modernization efforts. Meanwhile, technology leaders focused on understanding the direct and indirect costs of applications to optimize cost management and improve decision-making.

WaTech is updating policies to reflect feedback from various stakeholders and to strengthen TBM and portfolio management. These updates emphasize improving insights, lifecycle management, and aligning with the state's modernization strategy. Agencies are increasingly adopting application total cost of ownership approaches.

There was discussion around policy review and expansion, including the potential for incorporating optional TBM tracks, such as cloud cost analytics, into mandatory policy requirements. WaTech's program will continue to evolve, aiming for a more comprehensive cost and modernization strategy. Additionally, WaTech aims to deliver better analytical insights by comparing the state's performance against industry standards and making recommendations for enhancing modernization and efficiency.

Board members also expressed a growing need for insights on the transition from legacy systems to modern solutions, such as SaaS. Additionally, cloud migration costs must be closely monitored. TBM data is seen as critical for agencies to map out their modernization roadmaps, particularly in understanding the costs and timelines associated with maintaining legacy systems versus transitioning to modern IT solutions.

Modernization & Alignment to NASCIO Top 10 Priorities – Bill Kehoe, Amy Pearson

Bill Kehoe and Amy Pearson led the discussion on the need for a shift in how modernization efforts are viewed in the State of Washington. The focus is now on improving customer experience and data management, which are critical components of the state's modernization strategy. This shift is evident in large projects like One Washington and IE&E, where the emphasis is on using data-driven strategies to enhance services for residents. Data management is seen as a crucial aspect of modernization, providing insights that allow for better decision-making and helping agencies understand how their services impact the people of Washington. The goal is not just data conversion but establishing platforms capable of utilizing advanced analytical solutions, particularly through cloud-based tools, to drive improvements in service delivery.

WaTech's Strategic Advisory Services, which include oversight consultants and enterprise architects, are actively involved in major projects to ensure success. A key part of this support is helping agencies implement effective data management strategies. Additionally, the state's modernization efforts are increasingly centered around improving the customer experience. Agencies are focusing on understanding how residents interact with services and making incremental improvements through agile processes that prioritize business processes and data integration.

Data is critical for tracking progress on Washington's key initiatives, such as climate change and poverty reduction. Insights from data allow the state to prioritize resources and investments effectively, ensuring the most significant impact on residents' lives. Bill encouraged board members to lean in and ask questions of

projects presenting to the TSB around data strategy, which is essential for informed decision-making and better service delivery across the state.

Public comment

No public comment. Deanna thanked board members and presenters for their time and adjourned the meeting.