

Technology Services Board

Portfolio/Policy Subcommittee Meeting
July 14, 2022
10:00 a.m. – 12:00 p.m.

TSB Members and Prior Meeting Attendance

Industry Members

Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO
Tanya Kumar – T-Mobile

Legislative Members

Rep. Matt Boehnke – House R
Rep. David Hackney – House D
Sen. Joe Nguyen – Senate D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Other Government

Viggo Forde – Snohomish County

Vacancies:

Senate Representative
Labor Union Representative

Members present

Members absent

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome / Agenda Review	Bill Kehoe	Introduction	10:00
Approve Minutes from May 14 Subcommittee Meeting	Bill Kehoe	Approval	10:05
Policy Portfolio Update	Derek Puckett	Policy Status	10:15
September Exercise to Weight Decision Package Scoring Criteria	Cammy Webster	Brief Information for Future Meeting	10:30
Program Status – One Washington <ul style="list-style-type: none"> • Program Updates: <ul style="list-style-type: none"> ○ Cristie Fredrickson, Executive Sponsor, OFM ○ Paige Bayliss, OneWA Program Director, Deloitte • Metrics and Specific Progress <ul style="list-style-type: none"> ○ Finance Design - Brian Tinney, Assistant Director, OFM ○ Legacy System Remediation - Minoj Verma, Director, System Remediation, OFM ○ Integrations – Ann Bruner, Chief Technology Officer, OFM and Chris Lamb, Chief Information Officer, OFM 	Amy Pearson	Program Status/Discussion	10:35
Portfolio Management / Legacy System Modernization	Bill Kehoe	Discussion	11:05
Public Comment			11:35

Approve 5/12/22 Meeting Minutes

Policy Portfolio Update

Policy Portfolio Overview

Portfolio is out of date

- Approximately 75% of portfolio is past sunset review or needs a review date assigned.

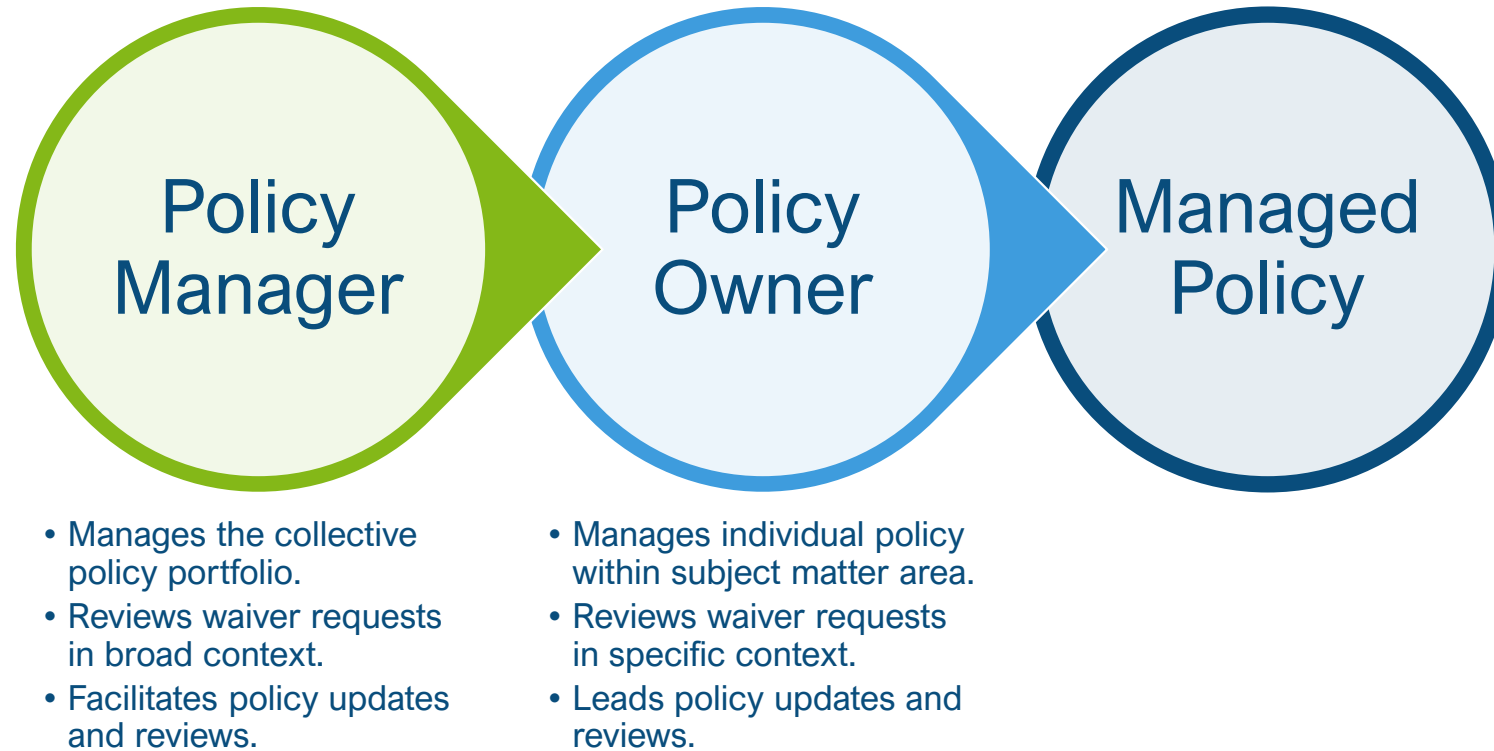
Introduction of new governance

- Governance activities need to be reconciled and formalized.

Policy Manager and Policy Owner structure

- All policies have an assigned owner, with manager reviewing the portfolio collectively.

Policy Manager vs Policy Owner



Looking Forward – Policy Next Steps

Resourcing policy team

- Adding a dedicated policy management resource at WaTech.

Reviewing scope of work

- Assessing needs of the portfolio and determining appropriate resourcing.

Policy review and TMC engagement

- Policies will be prioritized and brought before appropriate groups for review.

Waivers

- Requesting a waiver for a policy is the same process as outlined in Policy 103; will be coordinated by policy manager.

September Exercise to Weight DP Scoring Criteria

One Washington Program



One Washington
A Business Transformation Program

Program Updates

SI Negotiation Status

- Completed negotiations
- Collaborative approach moving forward

Funding Overview & Status

- Implemented contractual and staffing changes to address budget shortfall
- Managing within budgetary constraints for remainder of SFY 23

Deployment Strategy Approach Update

- One Washington Executive Steering Committee July 13 decision

Metrics and Progress: Financial Design

APPLE & Functional Update

Program leadership will continue to support the need for the functional and technology teams to focus their work on baseline functional design. Recognizing that agency staff are currently prioritizing the fiscal year close, the program intends to share workstream updates in a thoughtful and measured way at a later time.



Design Goal: Get to Functional Baseline by June 30 Completed ✓

The functional baseline model of design is ready when there can be a hand-off to other areas of the program (ex: Integrations, Reports) to inform their work.

Definition of Done: Functional Baseline Design

1. Functional design issues resolved
2. Complete functional user stories
3. Complete test scenarios
4. Complete “to be” process diagrams
5. Reconcile with SAAM chapter 85
6. Present an overview of the work to the Finance Advisory Committee

Metrics and Progress: Financial Design

APPLE & Functional Update cont.

As of June 30: Apple team completed 23 design sessions
35 design issues finalized

As of July 12: Functional team progress 112% complete for user stories (goal: 830) 112% complete for test scenarios (goal: 1,155)

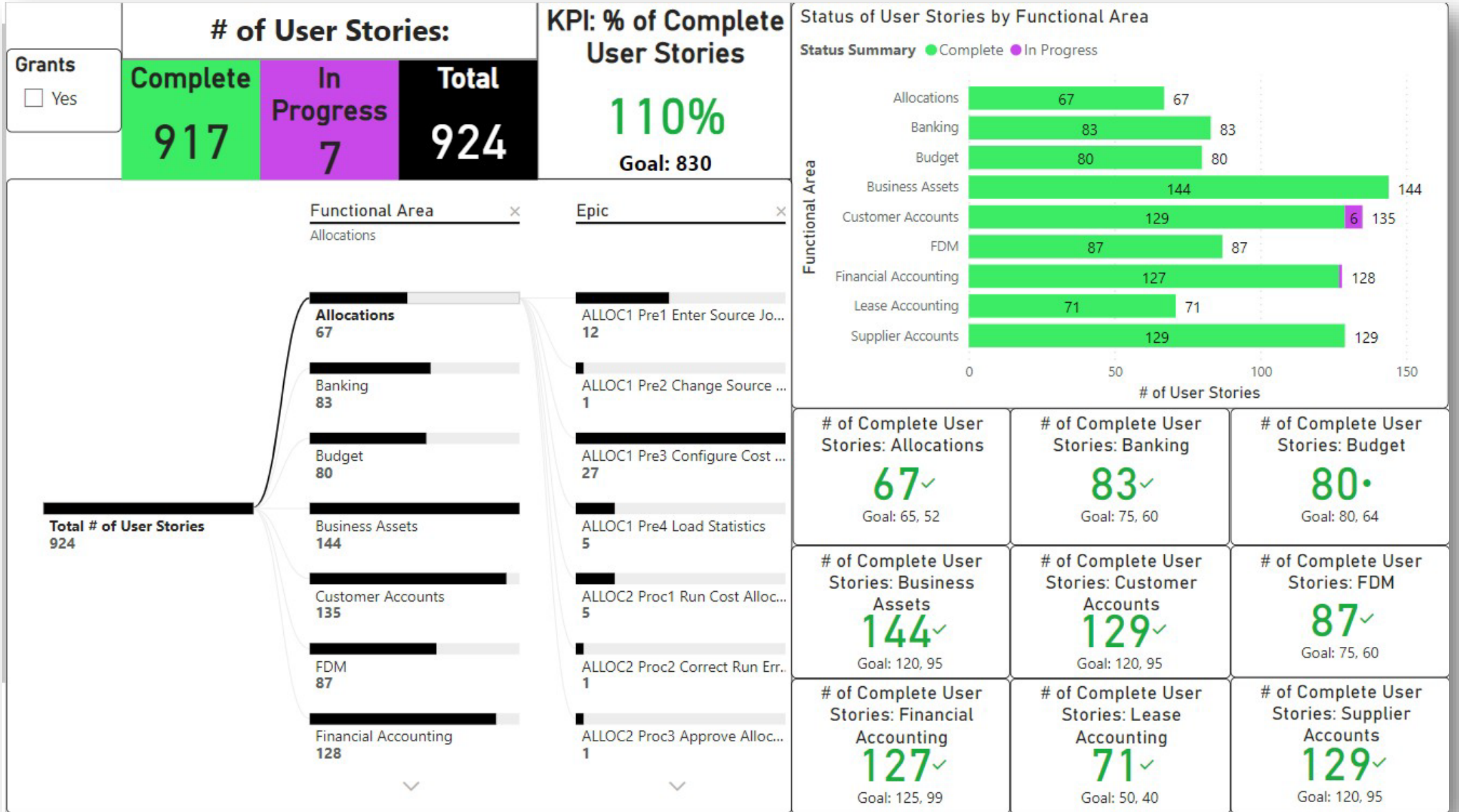
Configuration workbooks:

- 100% complete: Allocations, Banking & Settlement, Budget, Supplier Accounts
- 90% complete: Customer Accounts
- 80% complete: Business Assets, FDM
- 60% complete: Financial Accounting, Leases

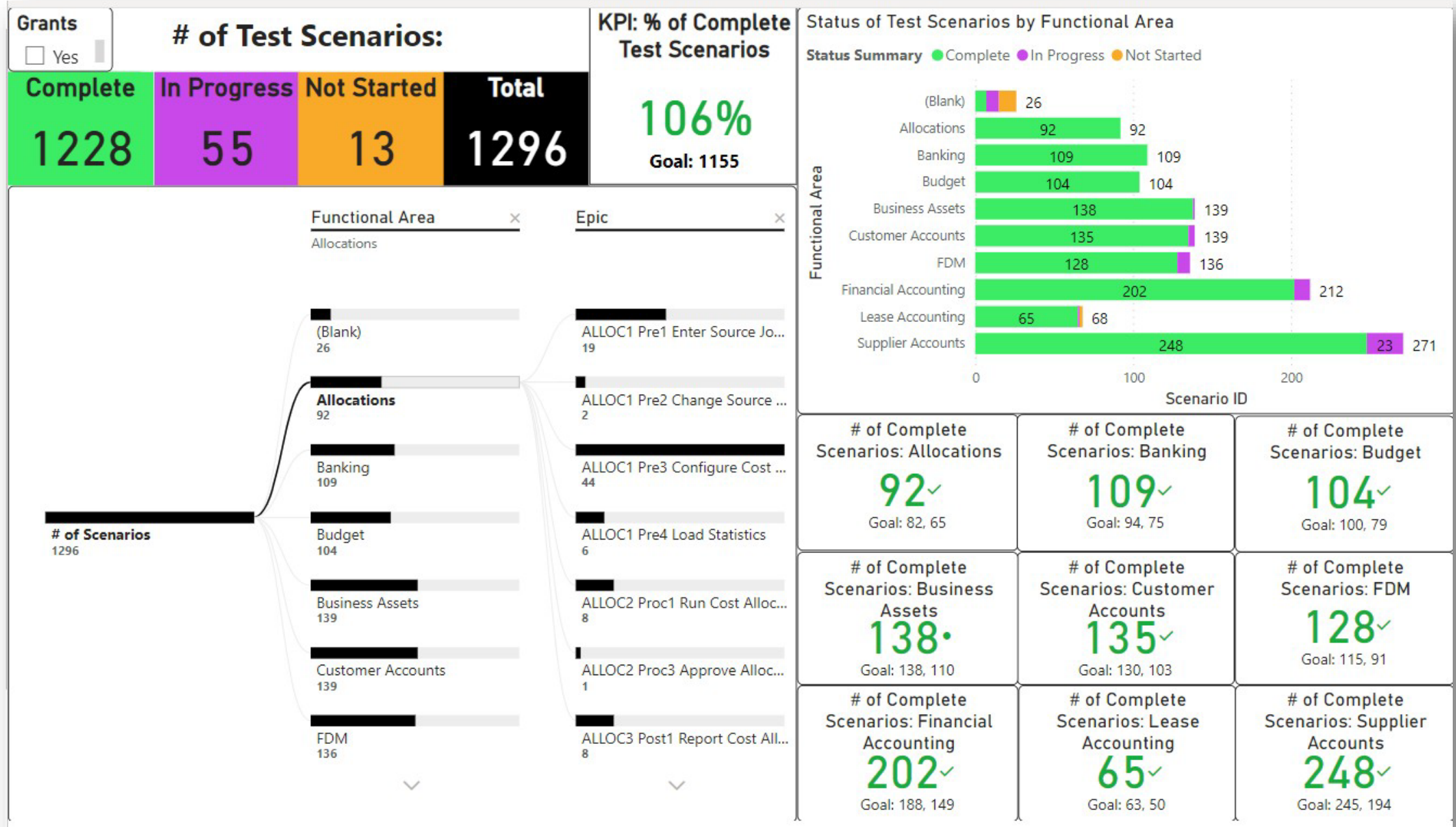
95% complete for To Be Process flows (goal: 128)



User Stories as of June 30



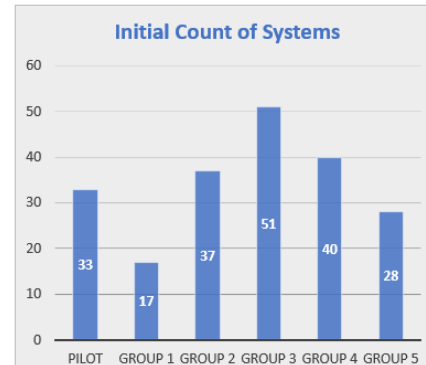
Test Scenarios as of June 30



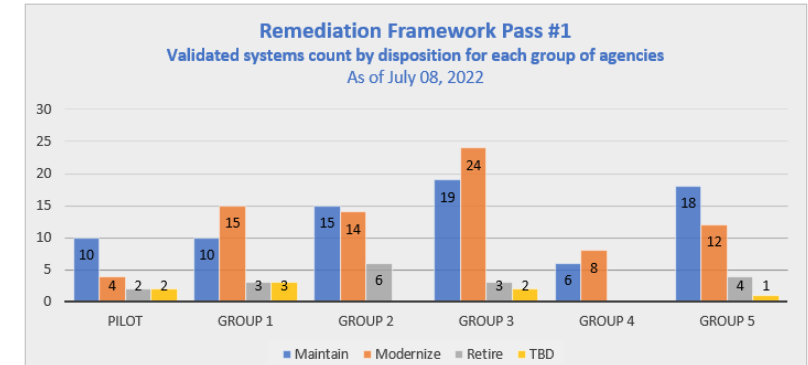
Metrics and Progress: Legacy System Remediation

Remediation Framework: pass-1 update

- ✓ Remediating agencies are grouped into 8 groups including pilot group
- ✓ Completed 4 workshops with 30+ agencies
- ✓ Conducted 40+ 1:1 meeting with agencies
- Continuing to facilitate budget data collection for 2023 - 2025 Decision Package
- One more workshop and several 1:1 agency meeting scheduled over next few weeks
- Consolidate baseline remediations schedule from agencies



Row Labels	Count of System Name
Pilot	33
Group 1	17
Group 2	37
Group 3	51
Group 4	40
Group 5	28
Grand Total	206



Row Labels	Maintain	Modernize	Retire	TBD	Grand Total
Pilot	10	4	2	2	18
Group 1	10	15	3	3	31
Group 2	15	14	6	0	35
Group 3	19	24	3	2	48
Group 4	6	8	0	0	14
Group 5	18	12	4	1	35
Grand Total	78	77	18	8	181

Remediation Framework: pass-1 deliverables

- Validated List of systems with initial disposition
- 1. Baseline schedule for impacted systems assumptions
- 2. Tech-pool resource request for 23-25 biennium to support agencies remediations effort

Agencies 1:1 meetings for pass-1 activities are still in progress; therefore, the number of validated systems will continue to evolve.

Metrics and Progress: Conversion

Conversions Update as of July 11, 2022

Total number of 3 build cycles completed

Each build cycle activity and who is responsible:

- Development of Extract Specifications and Sample Files (*One Washington*)
- Development of Extract Scripts (*Agencies*)
- Development of Pre-Validation Check Scripts (Informatica and Hoover) (*One Washington*)
- Extraction and Submission of Data (*Agencies*)
- Pre-validation of Data and Loading of Data (*One Washington*)
- Data Validation (Automated and Visual) and Submission of Issue Logs (*Agencies*)
- Compilation of Issue Logs and Disposition of Issues (*One Washington*)
- Issue Resolution and Retesting (*One Washington, Agencies*)

Agencies #8 and systems #15 involved:

- | | |
|---|----------------------------|
| - DFW (<i>EPIC, Cash Receipts, Money Log</i>) | - JLS (<i>WiseTrack</i>) |
| - OFM (<i>CAMS, Solomon AR, AFRS, TALS</i>) | - LNI (<i>WiseTrack</i>) |
| - DES (<i>ABS, Computron</i>) | - DSHS (<i>TRACS</i>) |
| - HCA (<i>Validation Only</i>) | - DNR (<i>Nature</i>) |

Metrics and Progress: Integration Development

Integrations Update as of July 11, 2022

Design	
Not Started	7
On Hold	7
In-progress	8
Completed	56
TOTAL	78
Build and Unit Test	
Not Started	16
On Hold	6
In-progress	37
Completed	19
TOTAL	78

Questions & Closing



One Washington
A Business Transformation Program

Portfolio Management / Legacy Modernization



State of Washington Portfolio Management and Legacy Modernization

Value of Portfolio Management

Inventory of All Systems

- Important details (metadata) of each system, projects, investments, etc.

Determine which systems are Legacy

- Based on established criteria (risk, architecture, ability to quickly adapt to business change, etc.)

Prioritize Legacy System Modernization with Business Leadership

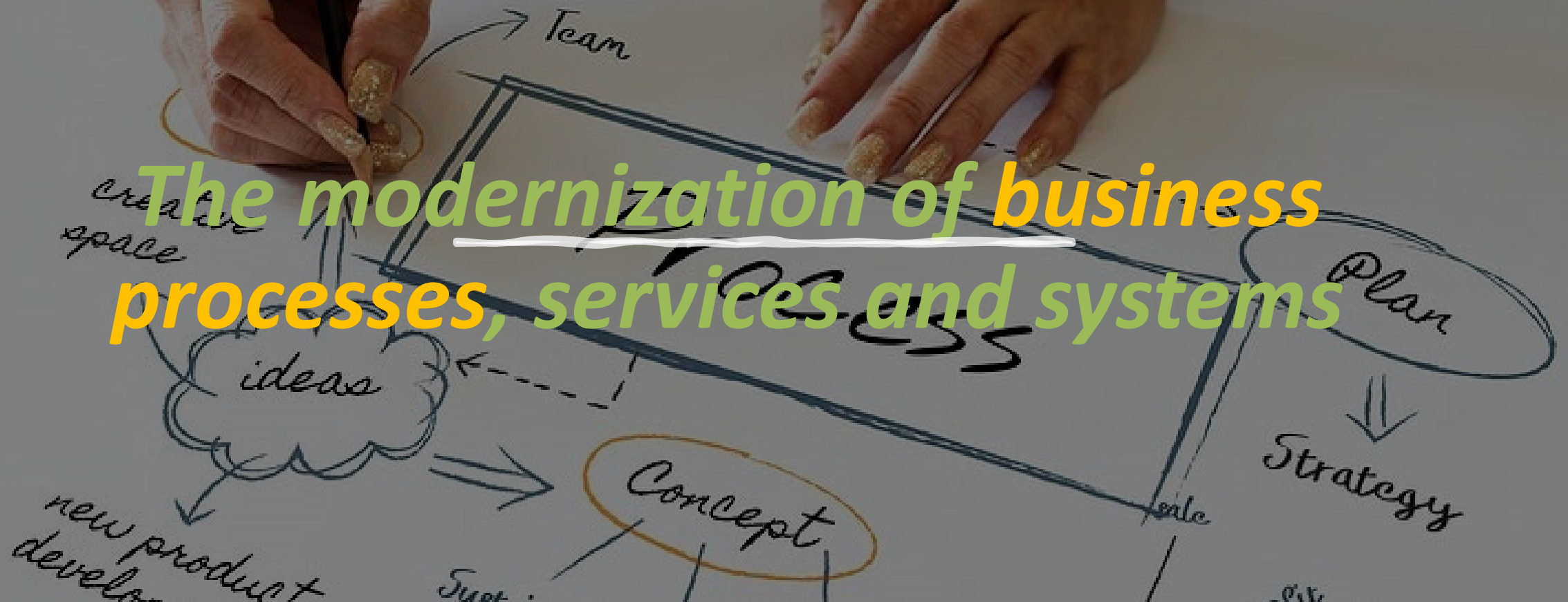
- Identify business constraints and align with agency strategic goals

Develop an Investment Strategy

- Decision Packages, legacy modernization fund, grants, agency operational funds

What is Legacy Modernization?

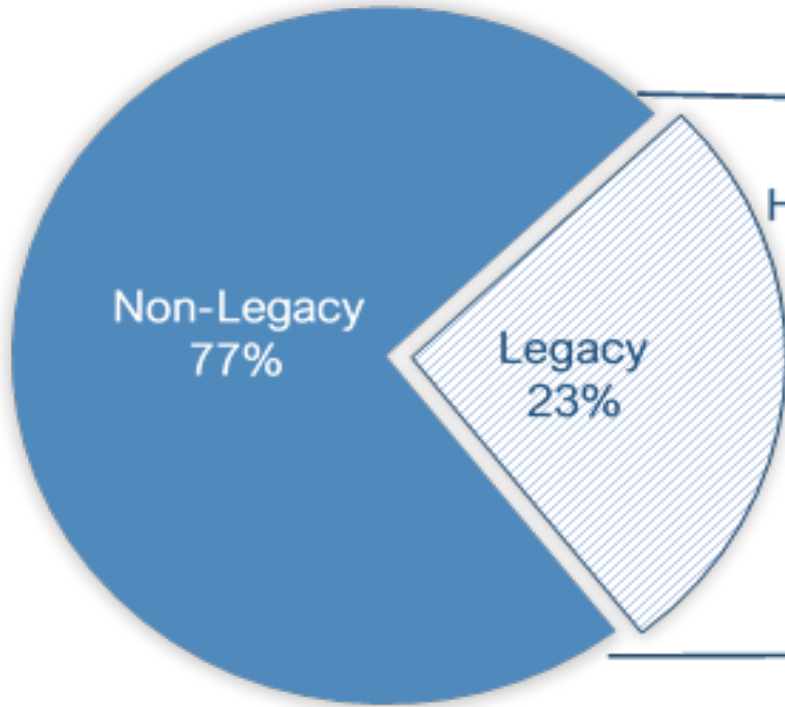
The modernization of business processes, services and systems



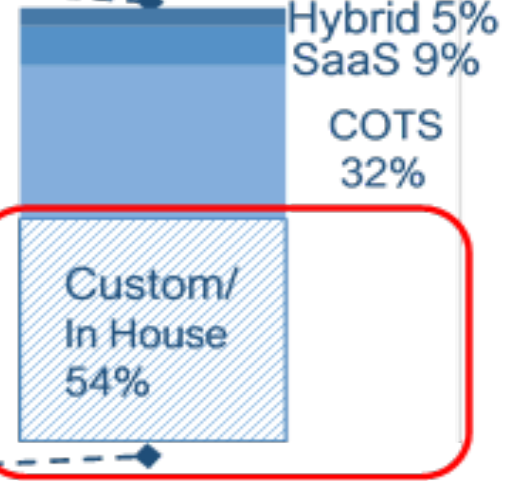
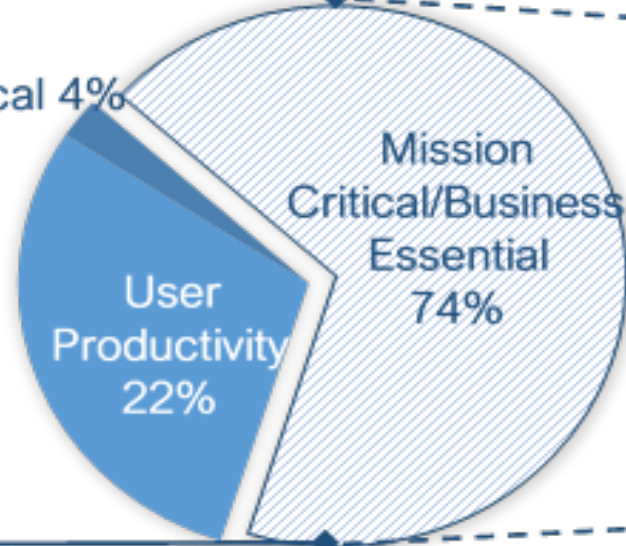
ALL STATE APPLICATIONS
(5,935)

LEGACY APPLICATIONS ONLY
(1,121)

LEGACY MISSION CRITICAL / BUSINESS ESSENTIAL
(830)

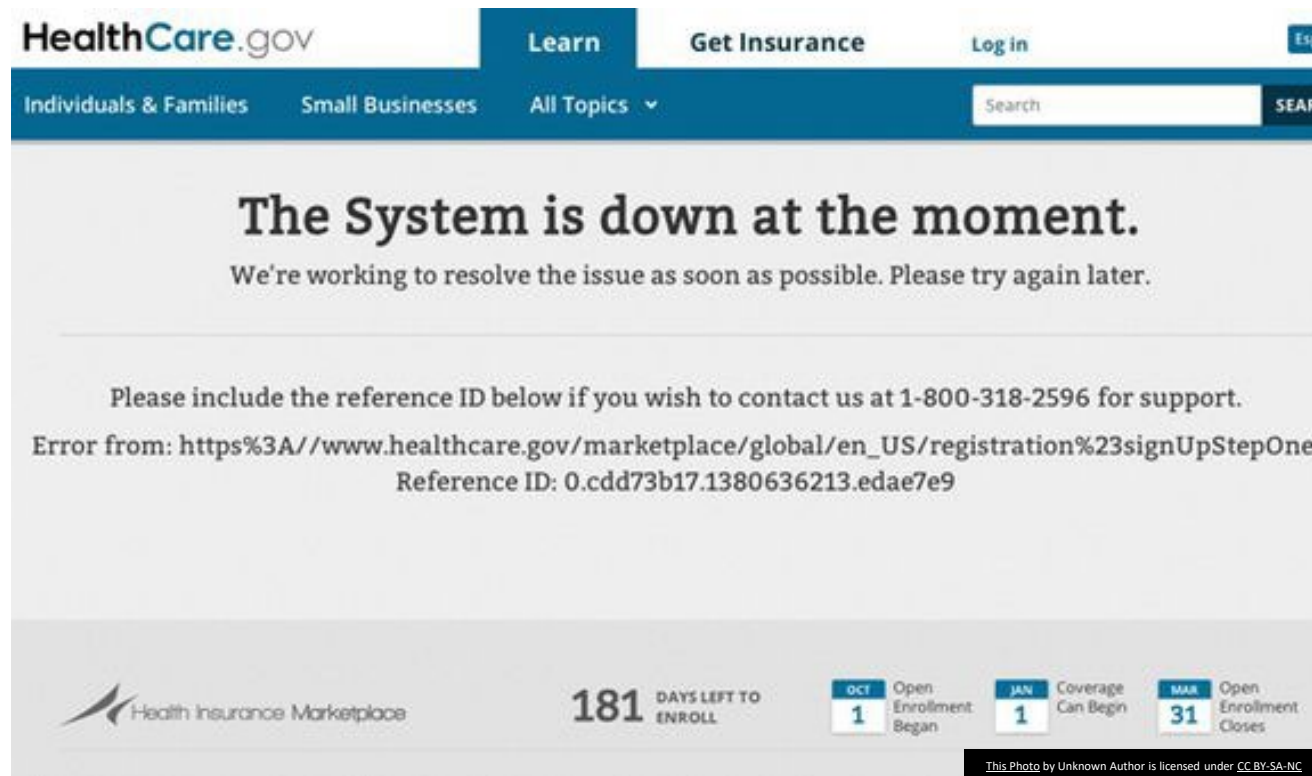


Historical 4%



Equates to 476 applications needing immediate attention.

When is a system considered legacy?



The screenshot shows the HealthCare.gov website with a prominent error message: "The System is down at the moment. We're working to resolve the issue as soon as possible. Please try again later." Below this, it provides a reference ID and contact information for support. The footer includes the Health Insurance Marketplace logo, a countdown of 181 days left to enroll, and a calendar showing enrollment periods for October, January, and March.

HealthCare.gov

Learn Get Insurance Log in

Individuals & Families Small Businesses All Topics Search

The System is down at the moment.
We're working to resolve the issue as soon as possible. Please try again later.

Please include the reference ID below if you wish to contact us at 1-800-318-2596 for support.
Error from: https://www.healthcare.gov/marketplace/global/en_US/registration/signupStepOne
Reference ID: 0.cdd73b17.1380636213.edae7e9

Health Insurance Marketplace

181 DAYS LEFT TO ENROLL

OCT 1 Open Enrollment Began

JAN 1 Coverage Can Begin

MAR 31 Open Enrollment Closes

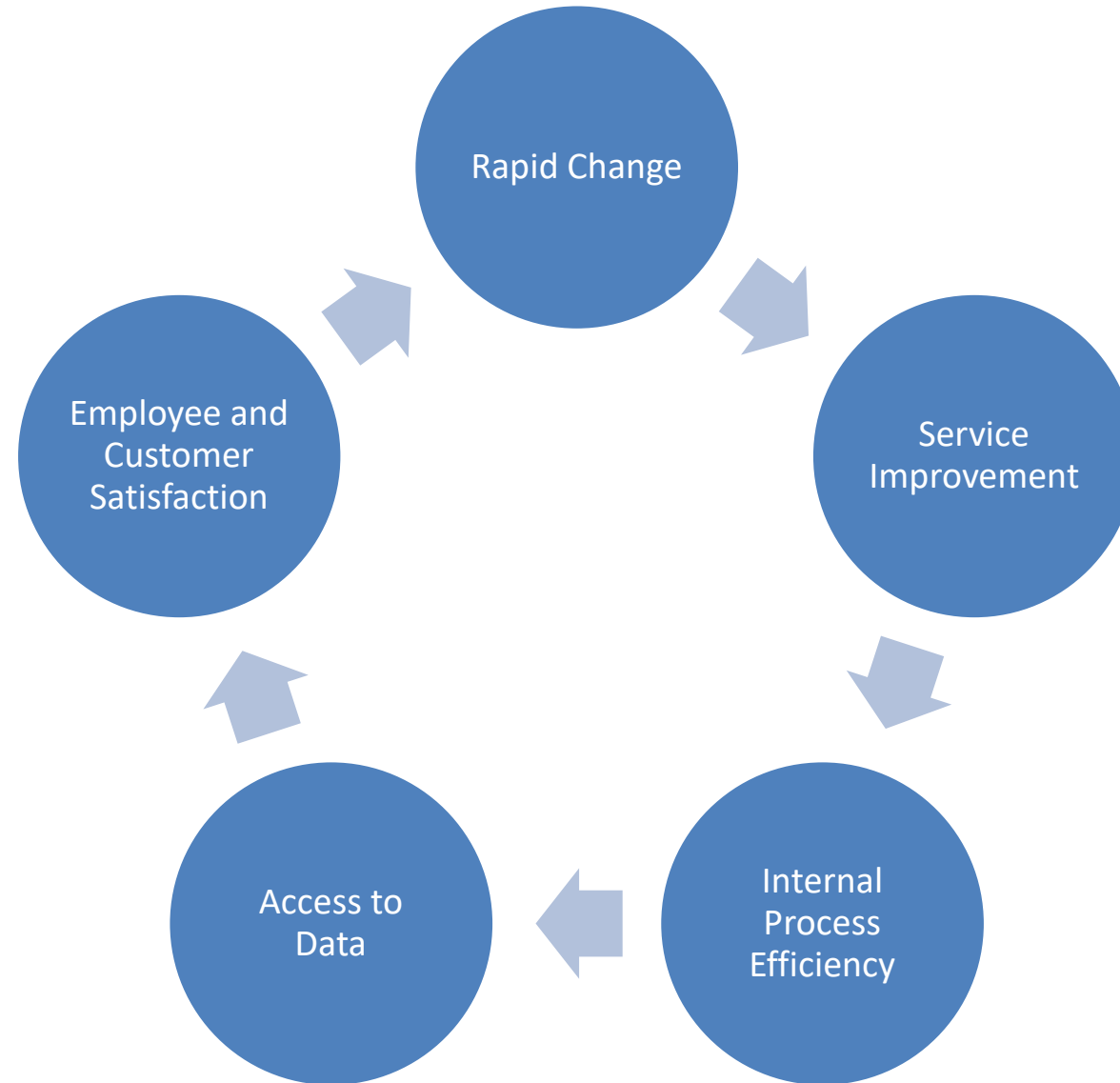
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If technology (infrastructure, application) is a constraint to improving a business process or service and/or presents a risk to the organization.

The Transformational Impact of Legacy Modernization



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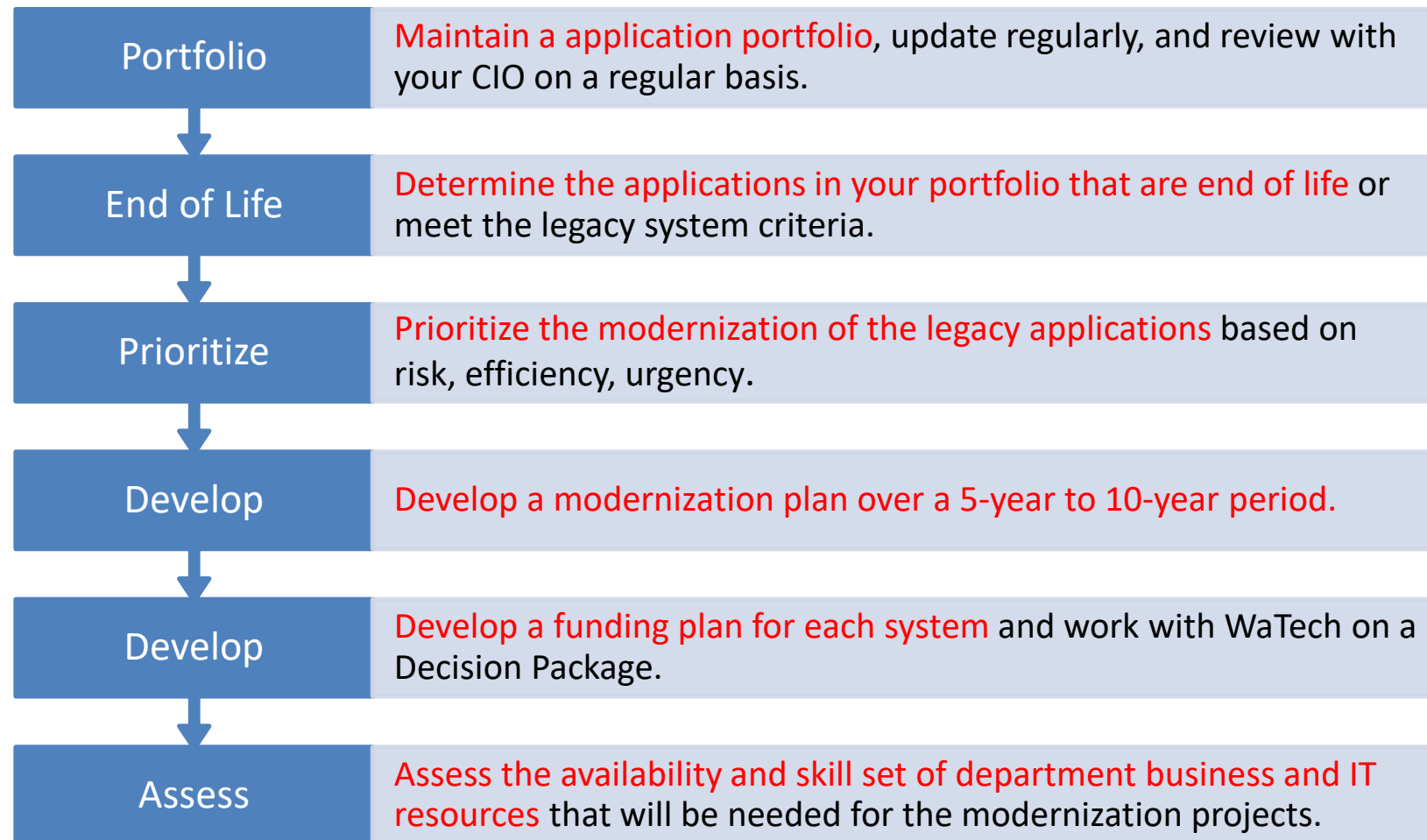




**Examples of legacy systems
that are constraining your
ability to respond to legislation
or transform services to your
customers.**

How should business leaders engage with their CIO/IT leaders about legacy modernization?

What are the steps from a business leadership perspective to properly replace a legacy system?



Components of Legacy System Modernization

Business Process Reengineering

Information Management / Data Strategy

Alignment with Enterprise Architecture Principles

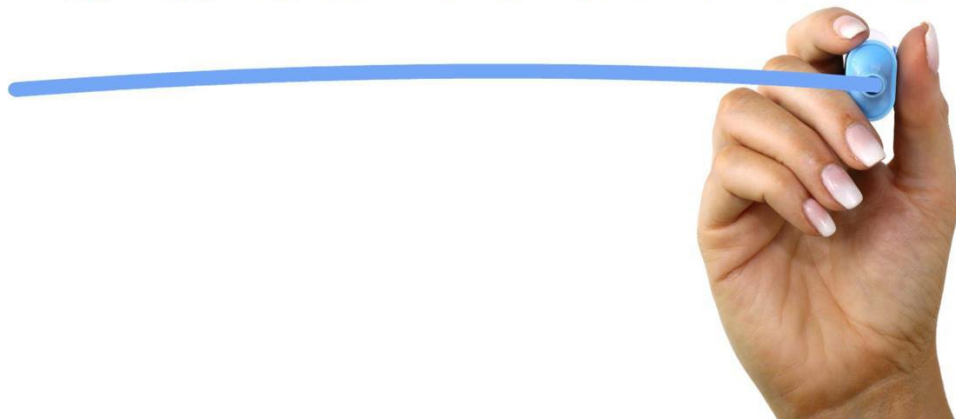
Alignment with Agency and Enterprise IT Strategic Goals

Integration / External Interface Considerations

Project Planning and Resourcing

Innovation and Legacy Modernization Fund Stakeholder Input

BUSINESS
INNOVATION



- Present concept and obtain feedback from Technology Management Council (TMC) – **complete**.
- Present concept and obtain feedback from TSB members at the March full board meeting - **complete**
- Finalize proposal and seek final input from the TMC, and TSB. – **In progress**
- Develop and submit WaTech request legislation for the 23-25 biennium.

State of Washington - Innovation and Legacy Modernization Status



Innovation

- Majority of innovation is occurring when there is a crisis or urgent customer service need (COVID response).
- State culture does not incentivize innovation.
- Funding is not available for short, high impact, low-cost innovation projects outside of the biennial budget process.

Modernization

- The majority of IT resources are maintaining existing infrastructure and systems and not on innovation projects / learning new technologies.
- Agencies are at various stages of Portfolio Management / Legacy Modernization planning.
- Legacy systems present risks and constraints to agencies in business and service transformation plans impacting customer service, security improvements, data strategy and analytics, and staff development.
- Funding for legacy system remediation is limited to the biennial budget process.

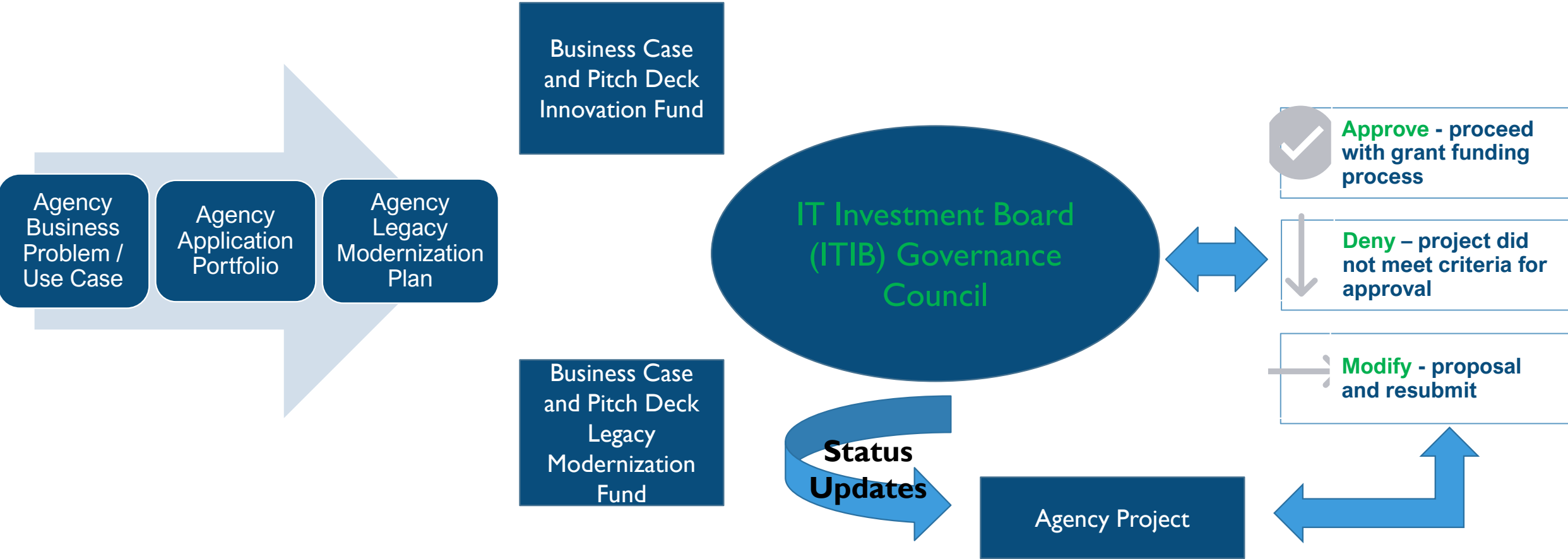
Objective

Provide dedicated funds outside of the state biennial budget process to ***accelerate*** innovation and legacy system modernization in the State of Washington.

Agency Input Channels

Funding Request Intake

Governance Process / Request Disposition



IT Investment Board (ITIB) Governance Structure

The Technology Investment Board (ITIB), a component of the State of Washington IT Enterprise Governance model will govern and administer the Innovation and Legacy Modernization Fund.

Proposed ITIB Governance Committee Membership

- State CIO / Alternate, Enterprise Architect, State CISO, State Chief Data Officer, WaTech Advisory Council representative(s), Business Management Council Representative, TSB member, State Project Management Office Manager.
- IT Investment Board meetings will be held monthly unless there are no project proposals.
- Requesting agencies will present to the ITIB board for 5-10 minutes allowing for 5 minutes of questions from the Board members.
- The Board will notify the requesting agency within two weeks of the meeting on the status of their request.
- Approved projects would be accountable to provide status updates to the Board and share successes, lessons learned, and impacts.

Public Comment