

Transcript for October 10, 2019 TSB Portfolio/Policy Subcommittee Meeting

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00:00:05.214 --> 00:00:16.464

That's what we're, there's only two ways. Sure. Okay. Hey, Dan. How you doing? Good, sir.

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00:00:19.524 --> 00:00:33.534

Yeah, thank you laughs or sticky notes on the phone.

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00:00:35.844 --> 00:00:47.424

Yeah, I'm not sure caller three is there?

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00:01:00.865 --> 00:01:10.765

No, I was just like, hi folks on the phone. We'll start in about ten minutes. Careful.

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00:01:21.894 --> 00:01:27.894

Yes, we do need to see that.

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00:01:42.444 --> 00:01:51.715

Okay, well, I think which I can. Okay.

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00:02:04.974 --> 00:02:18.384

Gm invested in technology that, like an, it project or would that be transportation that could transfer transportation? I think we need a couple of tells. Yeah Yeah. Just a.

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00:02:19.974 --> 00:02:31.314

We were thinking the Jefferson native daughter, Judy the problem is, we all know, that's all.

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00:02:31.314 --> 00:02:45.985

And it just means what each bucket laughs you know what, I'm proud of it. I'm older than you. I'm a skilled Scooby, dude. Yeah. Laughs.

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00:02:46.014 --> 00:02:59.935

I did a video with the adamant families just coming back and I did present it to the girls on Halloween cause I do it for Halloween.

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00:03:00.715 --> 00:03:14.305

Wow. It's pretty funny. I send them a video later. They're like, I, I just I like the alluding to but probably Tom and Jerry, the old Tom and Jerry cartoon. Yeah, I don't like those.

12

00:03:14.305 --> 00:03:28.074

I don't like red fancy. I don't I'm not afraid to physical stuff. I don't like careful, but yes.

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00:03:28.794 --> 00:03:40.794

Rather I like. Okay, okay so we get started here.

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00:03:47.064 --> 00:03:47.425

Okay.

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00:03:56.125 --> 00:04:09.775

We have a very important task for you to get there to prove okay, we're taking the miniature legislators from our lab.

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00:04:10.134 --> 00:04:21.355

We'll get you laughs. You see me move a meeting. I can move a meeting. Okay. We've been going into that. Okay. Good morning. Everybody Thank you.

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00:04:21.355 --> 00:04:26.454

For coming to this month's meeting, we'll start off first with welcomes and introduction.

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00:04:26.454 --> 00:04:40.764

So welcome, Jim weavers in chair of the to my right is represented that comes from the eleven Flintstones, Ellen mills from blue Crane, the independent quality assurance for the one Washington program.

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00:04:43.074 --> 00:04:53.004

Emily Tigris an oversight consultant from the ocio advanced mile executive director from Washington good morning, feeling a director of the and stuff to the board.

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00:04:53.754 --> 00:04:58.105

And then on the phone we have, I believe a Vicki, you're on the phone.

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00:05:03.055 --> 00:05:15.055

Yes, no, maybe not. Once you're on the phone, this is sticky, but I can barely hear you guys. Oh, oh, I never heard anybody tell him. He just they couldn't hear me.

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00:05:15.564 --> 00:05:22.345

I think that's the first Vicky laughs and is represented. Thank you on the phone.

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00:05:26.250 --> 00:05:39.805

Did we hear from Bush? We didn't hear from much either. Yep, Brian, you can hear us. Okay. Maybe the technical. Can you hear us better? Picky? We turned the phone on. Really? I have a sales volume all the way up.

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00:05:39.805 --> 00:05:41.995

I don't know if others on the phone could hear any better.

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00:05:44.814 --> 00:05:53.814

We have our volume all the way up on our side as well. Okay. Just one other comment before we get into approving minutes.

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00:05:54.415 --> 00:06:05.545

We, we now have a another member, joining our from the legislature. So from the Senate side, Senator is reverse, right? With the center reversed.

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00:06:05.545 --> 00:06:16.225

Will not be joining us from the, we will be getting her embedded and acclimated to the tsp for next month's meeting. We learned about the appointment just yesterday.

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00:06:16.560 --> 00:06:29.605

So two quick to turn things around, but we will definitely get her engaged. So, we now have all four of our legislative seats fill. I'm also in the process right now recruiting for a local government number.

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00:06:30.055 --> 00:06:44.725

I'm currently working to see if we can get the from snow, homeless county. I'm engaged. He's very willing. He's just gotta check within the the county council to make sure there's no conflicts from that perspective and I'm pretty sure then we'll have that filled as well.

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00:06:45.120 --> 00:06:58.944

So we should be pretty soon here. I have a full panel. We have the meetings from the July eleven stuff committee meetings. Can I have a motion to approve the meeting minutes as written? Are there from the August? Eight meeting? I'm sorry.

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00:06:59.964 --> 00:07:08.305

I'll make a motion to approve the August States meeting minutes as written. Okay. We don't have pushed a second. Can you? Second?

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00:07:12.175 --> 00:07:27.144

Did you asked me to second it? I can barely hear, but yes, a second if the meeting minutes on favor, I mean, and it's approved. Okay.

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00:07:27.689 --> 00:07:42.115

So next on our topic is project status. So, one, Washington is is back, I think sometimes IBM fields yes, we're gonna go ahead and let Dan update.

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00:07:42.115 --> 00:07:46.345

We had a very when Washington presented back in July,

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00:07:46.345 --> 00:07:47.274

we had a very,

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00:07:47.274 --> 00:07:57.894

I think an hour long engagement actually was wanting to probably just project reviews as everyone knows one Washington's extremely important project that's going on in our state.

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00:07:58.259 --> 00:08:11.904

Very central to some of the things. We want to do in the future from the state government perspective. So Dan's here to talk about some, some updates and some direction changes that they're recommending as a team and then we'll go forward from there.

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00:08:15.235 --> 00:08:26.545

Okay, and Pat, last choice is the executive sponsor was scheduled to be here, but the governor called her into a meeting this morning and so she got to play that card. Yes, that's a good reason to not be here.

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00:08:26.545 --> 00:08:33.534

And I missed, and I'm missing an executive steering team meeting yesterday, because I actually had the governor card plate as well. So I think patches.

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00:08:34.289 --> 00:08:44.634

Reverse it so go ahead, Dan, thank you for being here. Well, since I don't have a governors card to play here. I laughs. Good morning and thanks for the opportunity.

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00:08:44.634 --> 00:08:50.725

Actually looked look forward to it based on what we brief last time and the progress from July to now.

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00:08:51.054 --> 00:08:55.044

So I'll refer the members back to the projects synopsis,

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00:08:55.615 --> 00:08:57.534

and in the July September window,

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00:08:57.534 --> 00:09:00.144

it says new since the last meeting,

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00:09:00.445 --> 00:09:02.154

I won't work you all of those things,

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00:09:02.154 --> 00:09:05.575

but suffice to say from there to to now,

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00:09:05.754 --> 00:09:08.335

basically covered ground on procurements.

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00:09:09.054 --> 00:09:14.725

We've made a significant progress is reflected in the quality assurance report and we'll speak to that later.

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00:09:15.235 --> 00:09:24.144

And at the time back in July, we propose some options to the board based on on the funding levels, and how to adapt our strategy.

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00:09:24.504 --> 00:09:36.174

And that's kind of at a high level where we were, and we'll talk about kind of where we're going with it before I do I want to go to the next slide and talk about the to sort of the environment and some of the engagements.

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00:09:36.174 --> 00:09:39.804

We've we've been having and just talk at a high level about them.

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00:09:40.434 --> 00:09:52.554

So, I think represent, you'll recall we had spent quite a bit of that our last time talking about how to engage members what to engage them about and kinda the strategy around it in this forum.

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00:09:52.914 --> 00:09:55.884

And then separately we've, we've discussed some more that so.

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00:09:56.549 --> 00:10:07.945

Unlike this program has done in the past, we have been very aggressive and trying to address members and making sure they understand who we are, what we're doing and what we're trying to achieve. It. Sounds intuitively. Obvious.

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00:10:08.215 --> 00:10:14.634

There's a very complex program, and you gotta make sure that you're communicating something that's very crisp and very precise.

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00:10:14.934 --> 00:10:18.414

And this can be very challenging that said we've met with,

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00:10:18.445 --> 00:10:20.034

I would say we're at,

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00:10:20.034 --> 00:10:25.554

about nineteen of thirty five scheduled members representing both chambers,

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00:10:25.585 --> 00:10:26.544

both out the house,

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00:10:26.544 --> 00:10:27.054

and the Senate,

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00:10:27.414 --> 00:10:36.445

all Congress members of all types represent several different committees appropriation ways and means state labor et cetera,

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00:10:36.804 --> 00:10:37.825

and it's been,

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00:10:37.855 --> 00:10:38.695

it's been very,

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00:10:38.695 --> 00:10:39.504

very rewarding,

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00:10:39.625 --> 00:10:40.884

lots of good feedback,

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00:10:41.279 --> 00:10:44.875

very engaging and lots of questions,

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00:10:44.904 --> 00:10:46.164

which has been very helpful.

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00:10:46.945 --> 00:10:54.414

We've also been very engaged and represented the room here as well with the members of the, the legislative staff. And that's also been great.

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00:10:55.375 --> 00:11:06.414

A lot of the questions that come force us to think about our processes, our systems, and how we're going about this activity, because we want to be as forthright and transparent as possible.

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00:11:06.625 --> 00:11:12.774

And we're feeling in general that everyone is doing everything, they can to help us be successful.

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00:11:12.955 --> 00:11:15.955

So that's a good place to be as far as I'm concerned,

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00:11:16.674 --> 00:11:28.705

we will continue these legislative engagements and we will continue member engagements and staff engagements throughout the rest of this year as we prepare for session in addition to that.

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00:11:28.705 --> 00:11:42.865

And we have an appointment with the governor on the thirty th, of October, and That'll consist of an executive update brief to to him to make sure that the governor's office and the policy staff, and everybody know exactly what we're doing kind of using the same thematics.

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00:11:43.465 --> 00:11:53.815

I would say that a couple of things from the legislative engagements that I would classify as themes on the House side a couple of different members.

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00:11:53.845 --> 00:12:00.205

I would actually say four mentioned the potential of a budget work sessions in particular.

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00:12:00.205 --> 00:12:11.394

A representative request talked to me at length about the potential of a budget work session and the rationale behind that all of the members talk more about.

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00:12:11.669 --> 00:12:21.715

How are you doing this as opposed to why they still wanted to get in a little bit more into the weeds about how we're going about this talk to me about change.

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00:12:21.715 --> 00:12:32.034

Management is example talk to me a little bit more with specificity around agency readiness. So that was, those are good conversations to have one member broke out.

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00:12:32.065 --> 00:12:40.914

The may recall for those that were here for it, the budget buddy for the salmon recovery process and said, you know, it would be very helpful.

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00:12:41.095 --> 00:12:54.355

If we had something like this at some point in time to help, and if you look at that Sam and recovery, I'm budget, buddy, it's not just budget. It talks about the program from top to bottom.

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00:12:54.355 --> 00:13:08.725

But does it sort of through a budget lens and clearly articulate what's being asked for how you intend to spend the dollars that you get and then what are the outcomes? And that tends to be the theme for everything that we're.

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00:13:09.534 --> 00:13:19.225

So, that was very helpful. The next sort of transition on engagement are to the actual agencies, and it's consistent with the QA report.

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00:13:19.225 --> 00:13:33.595

And one of the biggest challenges we find is making sure the agencies know exactly where we are, what we're doing and what we're thinking. So, by request, I list for agencies up here, these are agencies coming to us, come talk to us.

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00:13:33.625 --> 00:13:44.184

There are more. And then we've actually started on the process with our, our change management industry partners and others to begin to engage agencies about the actual process.

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00:13:44.184 --> 00:13:56.695

So, this week, for example, Vicky Smith, thank you, Vicki and Department of revenue we talked with them. We also spoke with Elena Joel Saxon, and his were in the room this afternoon.

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00:13:56.695 --> 00:14:09.174

We're going over to the utilities, transportation Commission, and we're starting that engagements. They're also again, all good. The theme out of the agencies is obvious. It's been the theme and we'll be consistently that theme.

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00:14:09.534 --> 00:14:18.294

How much is this going to cost us? And when will I know what to ask for and will I have the time to properly staff.

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00:14:18.475 --> 00:14:25.044

What I need to ask for, so we're very cognizant of that, as we continue to refine the program's timeline.

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00:14:25.225 --> 00:14:36.565

Something kind of question on that, as we start talking about agency expenses, as relates to the program, or we're gonna look to try to consolidate that into a single ask as opposed to having every agency.

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00:14:37.945 --> 00:14:49.164

I would tell you this signal again. I won't speak for for legislative staff, but the signal has been, it's gotta be comprehensive. We've been very reticent to have piecemeal.

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00:14:49.164 --> 00:14:52.345

Asks coming in the problem that we have,

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00:14:52.524 --> 00:14:54.835

which is part of our approach to this thing is,

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00:14:55.105 --> 00:14:57.595

if you can't tell someone what software they're using,

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00:14:57.595 --> 00:15:05.304

if we can't give them protected costs and the impact of having an integrator on the ground will never get to the point where an agency knows what to ask for in the first place.

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00:15:05.605 --> 00:15:19.945

So we've gotta crack that first. And then we've got to see what the dirt and scope is of the ask and that's part of that work session. We have to have a conversation about what's the best way to approach the overarching ask?

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00:15:19.945 --> 00:15:34.225

And this thing the last thing we want to send is masked signal. In other words, here's the investment plan in the tech budget. Here's the investment of the program. The ask and oh, by the way, Here's this other two billion dollars we tell you about. So we can do that.

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00:15:34.559 --> 00:15:45.054

I didn't answer directly because we don't know yet, but I would tell you, we would err on more of a consolidate, very open very transparent. This is the total cost of this thing.

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00:15:47.065 --> 00:15:58.914

And then, lastly, there are several different forms around the statement. You are familiar with them, Jim, you attend a lot of the forms we have known as shell, the new budget director Adi for who of them?

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00:15:58.914 --> 00:16:13.434

Does a budget directors forum Brian can you host a finance form? There's a procurement contract form so we are trying to leverage existing communications forms and platforms to be able to explain to people what we're doing and that's very important to us. Next slide. Please.

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00:16:14.455 --> 00:16:28.404

So just a verbal on on scope and the supplemental and part of the reason for that is, we don't want to get out in front of our, our headlights with, with public documents. But when we talked to you in July, we proposed where we were going with scope.

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00:16:28.764 --> 00:16:38.514

And at the time we knew that we were gonna have to narrow it down to a portion of the agency, financial readiness system, afrs, focus there.

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00:16:38.634 --> 00:16:45.835

And then potentially, even narrow the amount or number of agencies that would participate and true to form.

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00:16:45.835 --> 00:16:59.335

That's kinda where we landed since that time as we briefed you, we brought on multiple industry partners who are also represented in the

room. So, we have Deloitte and their lead here for organizational change management and Jen, thank you.

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00:16:59.784 --> 00:17:07.464

And then we have a plant Moran in the room whose real focus is the procurement evaluation criteria and selection.

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00:17:07.769 --> 00:17:15.265

Of the actual software and the vendor I mean, that is, that is the deal. That is a big deal. So thank you for being here as well.

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00:17:15.714 --> 00:17:24.835

And then we have public sector not to be confused with the local company that provides project management, support tours and Thomas's in the front row.

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00:17:24.865 --> 00:17:34.884

Here as Allen's report has said, over several months, it would be a game changer for us to get expertise in house.

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00:17:34.884 --> 00:17:46.434

And we finally got there, so thank you for the for the funding for that and it's been instrumental. So, in short, what has happened is they've been on boards since the first week of September.

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00:17:46.974 --> 00:17:58.015

They've looked at our scope and they said, you know, something it's just too narrow. You're not gonna get where you are trying to go with this narrow piece of adverse functionality.

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00:17:58.375 --> 00:18:05.275

And I won't get into all the finance stuff I could've brought Brian tinny with me to, to get you into the weeds. But we think we decided not to do that.

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00:18:05.815 --> 00:18:06.805

The reality is,

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00:18:06.805 --> 00:18:16.734

is the question was this if you go down this path of this narrow scope with effort and don't do what's called a chart of accounts,

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00:18:17.365 --> 00:18:21.474

you may get an system and and you may start the implementation.

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00:18:21.809 --> 00:18:29.035

What you're actually gonna have to do. Some rework about twenty four months into it because of the lack of chart of accounts work.

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00:18:29.279 --> 00:18:42.684

The advocacy, the whole thing, I mean, that's that's your linchpin in it. So, by adding the chart of accounts to the initial scope of work, it ends up being full efforts functionality.

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00:18:44.035 --> 00:18:58.884

I won't read down the list, but there's a, about ten different things that are related in the in the finance functions and we'd be a part of that initial call with go live. And I'll talk about maybe some of the challenges and even that comment.

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00:18:59.275 --> 00:19:12.684

But ten things, just a couple of highlights, standard cost allocation, which affects the human service agencies, transportation agencies, consumable inventory, fixed assets accounts, receivable purchase tips page.

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00:19:12.924 --> 00:19:27.775

So we can see the spend across the state and even travel payments, which is separate and distinct from the travel functionality. We're talking just the payment as it's related to finance piece of this set in effect. Second, third order.

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00:19:27.775 --> 00:19:36.625

Effectuated is we also talked to you all about proof of concept waves, ripples, whatever you wanna call it in terms of agency sequencing.

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00:19:37.375 --> 00:19:48.714

I choose my words carefully here by moving the chart of accounts to the left and putting up front. What that enables us to do. Is it enables us to create a live environment?

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00:19:49.285 --> 00:20:02.994

Upfront live, Van defines not the program yet, because we're still working through this van defined that everybody in that environment is active now what they choose to do, which modules they, they, they are gonna activate.

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00:20:03.234 --> 00:20:17.875

We have to define that, but the reality is here is we can move agencies directly faster within that. So we're sort of back to. Okay. Everybody's in it when we go. It's not big bang. It is not. It's not. It is not.

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00:20:18.714 --> 00:20:32.154

However, we can move better than we can with more agencies. Then we initially had planned, we have to define that narrative and we have to figure out the exact sequencing within that live environment.

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00:20:32.424 --> 00:20:43.194

And a couple of drivers will be agency. Readiness will also be which software we select, because every software is gonna be different. The system integrator is gonna have a vote on that. So it's gonna take us a few months.

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00:20:43.345 --> 00:20:53.664

It's not like, I'm gonna come back to you on the phone and say, alright, here are the ways Here's, you know, Here's a live environment. I think we'll be able to provide you with a framework, but it's gonna take us a few more months to figure out.

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00:20:53.664 --> 00:21:07.315

Exactly what the flow of agencies looks like and that's gonna be something that's very important to the agencies. And we know that. So what I'll do is yesterday we brief the steering committee on the scope.

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00:21:08.214 --> 00:21:19.134

We were nudged to make sure that we codify that around the steering committee. So we need to do that. We have not received any resistance at all. So, we feel like we're in a good place.

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00:21:19.345 --> 00:21:28.944

We just want to make sure that that scope is official and what it is, and we'll come back to you and let the tsp know. So we're currently in the vetting process of that. But we feel really good about it.

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00:21:29.065 --> 00:21:43.884

And we really feel good about the industry expert advice we've gotten so I'll stop there for a moment on scope and team if I've missed something or if I'm tongue tied, jump on in here, get some love. Alright.

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00:21:44.154 --> 00:21:57.924

So then all stepped into the, the supplemental as the other topic. I I know there's some folks in this audience would love for me to throw some numbers that they're not gonna do that. What I'll do. What I'll do is I will simply stick with.

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00:21:58.765 --> 00:22:07.674

We will have an f. P ask and again, I keep throwing our industry partners, not necessarily under the bus, but up on the billboards Thank you.

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00:22:08.484 --> 00:22:22.585

There are some things in terms of skill sets, namely around the, it side and the finance side that they say we must have and in all candor, we know what the authorized environment may or may not support.

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00:22:22.795 --> 00:22:25.045

So when Dan things must have.

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00:22:25.380 --> 00:22:38.125

It's a combination of whether it's an f. E. or if it's an, in kind, maybe we have to go back around it and do it through a, through a vendor we're not sure. So I always focus on what is the, what's the requirement? And what's that specific skill set?

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00:22:38.335 --> 00:22:52.615

Ideally, we're gonna get a, but if we can't, then we may have to do some work around to get there. But and there'll be some obvious contracted support work to include a continuation of, of the industry partners we have now.

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00:22:52.974 --> 00:23:04.555

And possibly some others and then I said this at the last. We will be looking for a small, trench, always relative and vans, robot, small for the environment might not be.

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00:23:04.825 --> 00:23:17.605

But software licenses to get things, moving and get the system integrator onboard in this current by. If that doesn't happen, then the obvious holds true.

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00:23:17.634 --> 00:23:21.775

We're relying on annual ask and then we start,

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00:23:21.775 --> 00:23:28.944

which then bump to the timeline to the right whereas if we could get a certain number of licenses and the integrator onboard and this buying him,

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00:23:29.184 --> 00:23:35.994

then we have a running headstart because it'll take the integrator a while to understand the operating environment here and what we're trying to do,

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00:23:37.884 --> 00:23:39.025

I won't speak in depth,

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00:23:39.025 --> 00:23:41.845

but there's also a critical component to this,

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00:23:42.119 --> 00:23:44.125

which is the integration system.

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00:23:44.904 --> 00:23:48.714

Sometimes you'll hear it. Intermixed with the integration layer.

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00:23:48.960 --> 00:23:59.184

Simply put our ability for existing systems to talk to whatever system ends up being and we've got a ton of preparation work. That has to go.

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00:23:59.724 --> 00:24:12.654

So the integration system is a big one and then we've gotta decouple lastly, the cost allocation system and that's to prepare for the, and the cost allocation system applies to a certain set of agencies out there.

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00:24:13.164 --> 00:24:21.744

But that's something that has to be done. Otherwise, we would end up waiting have to decouple and again could bump the schedule slightly to the right.

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00:24:22.164 --> 00:24:35.845

So that's the components of the supplemental we're working through the specific dollar figures that thing is due, like, right now. So, we're, we're knee deep in developing some of them and I will hold there for three questions.

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00:24:37.015 --> 00:24:50.154

Your your is that you said one, and then you said, and then it sounded plural with an s skill set yes, sir. And whether you can find them or not yes, sir.

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00:24:50.154 --> 00:25:04.734

And and it's, it's not a big ask, but put out there. We're at seventeen point seven we think the number and it's just not Washington state when we compare ourselves to some of the other places. We've been.

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00:25:04.734 --> 00:25:11.125

It's a very similar number in some, some categories. But that number is somewhere around the forty mark.

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00:25:11.605 --> 00:25:21.625

But again, if you, if, depending on how we're sourced resourced, then may have to modify may have to replace an empty with the vendor expertise that kinda thing. So we can manipulate it.

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00:25:21.625 --> 00:25:35.994

But that team, that core team number seems to work out to be about forty. And part of that isn't just advancing in the it's because we're backfilling existing expertise and day to day work.

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00:25:35.994 --> 00:25:41.365

So, my example would be statewide accounting. Once we tilt into this work.

155

00:25:41.394 --> 00:25:55.944

They still gotta execute their day to day procurement contracts in this building within the yes, once we tilt into procurement contracts as a functional area, that's their current staff that are doing this. That can't maintain the same day workload. They currently have.

156

00:25:56.244 --> 00:25:57.744

So there's some of that.

157

00:26:00.144 --> 00:26:07.914

Any other questions when it comes to supplemental, any components that I talked about, this is bull s***. Can you hear me? Okay, sir.

158

00:26:09.355 --> 00:26:15.894

Okay, I got a question and if you wanna deferred for a few months, that's okay. Projects like this.

159

00:26:18.234 --> 00:26:29.545

They try to be kind of vision driven, you know, like this is the outcome we want and then, and then the reality of current functionalities poison a fire hose, you know, we need these functionalities.

160

00:26:29.575 --> 00:26:36.444

And so you always have this combat between accidentally automating the past or defending the vision.

161

00:26:37.914 --> 00:26:40.765

What's our what's gonna be our approach there?

162

00:26:41.904 --> 00:26:43.105

So I will,

163

00:26:43.615 --> 00:26:47.454

I will take a stab at this our approach is,

164

00:26:47.454 --> 00:26:48.144

in fact,

165

00:26:48.265 --> 00:26:59.545

this is a business transformation effort when we brought the Lloyd in here part of that process of negotiation was talking about just what you suggest,

166

00:26:59.785 --> 00:27:03.535

we're not trying to pick up old processes systems and standards,

167

00:27:03.714 --> 00:27:05.275

and drop them into an,

168

00:27:06.414 --> 00:27:20.815

we have to Relook our business processes and systems figure out what technology can do for us and then using highly configured systems with everyone that is try to match up with where we want to go.

169

00:27:21.295 --> 00:27:35.785

That is going to be a tall, tall order a year when we recognize that. And one of the things we've gotten out of the twice over now is the importance of the organizational change management component to this effort. So we recognize it.

170

00:27:35.785 --> 00:27:50.605

So, I don't know if I answered your question completely, but we're very cognizant that we're not picking up old processes and systems and overlaying it into a an expensive and doing it the old way. That's not going to happen. I think in fact, yeah, I, I just wanted to share.

171

00:27:51.085 --> 00:27:52.194
I just wanna share one thing.

172

00:27:52.194 --> 00:27:56.095
I've seen a lot in one particular industry,

173

00:27:56.095 --> 00:27:57.384
not not state government,

174

00:27:57.384 --> 00:28:01.345
but in banking you've seen,

175

00:28:01.464 --> 00:28:05.335
let's just give them the benefit out pretty good mobility apps,

176

00:28:06.565 --> 00:28:08.214
but if you follow the tight string,

177

00:28:08.454 --> 00:28:10.105
nothing got changed behind the curtain.

178

00:28:11.515 --> 00:28:21.625
And so there's a lot of old processes with a little bit of technology for the last mile. And consequently, nothing really got improved from an efficiency standpoint.

179

00:28:22.884 --> 00:28:32.424
And I'd like us to make sure we, we take the opportunity to go, you know, the modernize end to end not just a front end.

180

00:28:34.525 --> 00:28:45.894
And I was gonna say Bush along those lines, I think there was some discussion threads originally occurring then maybe I'm saying this wrong way, but we were actually looking to, like, take out for three platform and then move forward.

181

00:28:45.894 --> 00:29:00.474
And you've now, basically, we're gonna go and through the transformation activities and the context of that was, you've got to see the data and the average environment, because reporting the data over. So I can see how people would would take that out of context.

182

00:29:00.835 --> 00:29:14.184

But the fact of the matter is, is you have to pick a software and understand how that software is gonna interact with us. And then we have to adapt our business processes to it. So, Mr. letters to not offer that on the twenty first.

183

00:29:14.184 --> 00:29:22.914

I believe I have you for some time, I will bring the requisite folks and we'll discuss in detail if you're willing a little bit more about how we can to attack this.

184

00:29:24.505 --> 00:29:33.474

Yeah, that's great. Okay. Thank you very much. Just Thank you, sir. Appreciate that and trust me. It's definitely on our brain, because we, we believe rightly.

185

00:29:33.474 --> 00:29:42.744

So that that's one of the toughest components to this whole thing is, it's not the technology it's getting the people to change when it comes to processes and systems and procedures.

186

00:29:43.494 --> 00:29:43.974

So with that,

187

00:29:44.275 --> 00:29:46.615

and and to be a,

188

00:29:46.914 --> 00:29:50.095

and just to make a final totally inspirational comment,

189

00:29:51.444 --> 00:29:52.914

once you go vision driven,

190

00:29:53.335 --> 00:30:00.144

then you have the software you picked and then it's do we wanna stay in the box and configure are we gonna allow customization and then,

191

00:30:00.865 --> 00:30:01.974

you know where that can take it.

192

00:30:02.484 --> 00:30:16.944

Yes, we did take us to where we are right now. Trying to escape. Yeah. Laughs. Alright. Thank you for that. Look forward to seeing on the twenty

first up on the board. You've got the program report scheduling deliverables.

193

00:30:17.755 --> 00:30:31.255

So there's just a high level. I won't spend a whole lot of time here and working from left to right up there in the blue with the blue bar that fine print. The first item up there basically reflects bringing the industry experts on board.

194

00:30:31.585 --> 00:30:39.894

And again, I've described who they are, and you'll see a slide and a second and what they're supposed to do for us. But namely, Deloitte work and change management.

195

00:30:40.075 --> 00:30:49.525

I actually public sector as an adviser twenty two big ones under the bill to include Washington State University. Currently and the state of Idaho, so we're just.

196

00:30:49.829 --> 00:31:01.404

Glad to have him on board end up plant Moran as well helping us figure out how we're gonna pick the software what the criteria we're gonna use and then the timing of all that we mentioned the naspo.

197

00:31:01.404 --> 00:31:01.674

So,

198

00:31:01.674 --> 00:31:04.134

just to make sure that everybody understands acronyms,

199

00:31:04.375 --> 00:31:06.684

National Association for state procurement officers,

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00:31:06.865 --> 00:31:11.275

master contract and in order to leverage the master contract,

201

00:31:11.275 --> 00:31:18.414

the next step is establishing a participating addendum with every vendor that you want to potentially engage with.

202

00:31:18.714 --> 00:31:31.734

So, suffice it to say, we've done that. There are five major European vendors in the space. We have a participating addendum on the books

signed by us and the vendor that then theoretically enables us to engage the vendor directly.

203

00:31:32.065 --> 00:31:47.035

That's the benefit of the naspo as opposed to having this long drawn out competitor procurement process for that piece of it. So that's very helpful as a reminder. Assuming we pick a vendor often. naspo for the software.

204

00:31:47.335 --> 00:31:58.525

The next tier down is what's called the ordering documents. That's essentially the contract negotiations, so it's still an eight, nine, ten, whatever, eleven, twelve month process once we get into it.

205

00:31:58.799 --> 00:32:13.494

But it's not the competitive using this. So that's that acronyms. Then the rest of it is the supplemental budget request that I've already mentioned. The software selection already mentioned. You'll see a bullet in there. That says Deloitte style one deliverables is kinda goes back to Mr.

206

00:32:13.494 --> 00:32:26.755

Leonard, since comments that basically entails the style one deliverable is the report out of what we discovered during the agency readiness, interviews, process, surveys, those types of things.

207

00:32:26.755 --> 00:32:39.384

So that's what that sat one deliverable means somewhere in there, we'll get whatever we get out of the supplemental budget and then it goes on to list software system, integrator on board, developmental and bio budget.

208

00:32:39.414 --> 00:32:51.115

And then whenever the final budget gets approved down below left to, right I won't read them but you've got a category what it is the description everything from quality metrics up top down to the investment plan down the bottom.

209

00:32:51.115 --> 00:33:00.684

And then the completion date, several of things, those things are ongoing. All of this is nested in the gate reviews, and the investment plan and tech budget.

210

00:33:00.744 --> 00:33:14.634

And on that note, we will have the draft finally pushed over here to and it's an updated text budget plan. So, it might be helpful. Is there naspo is our contracting vehicle? Yes.

211

00:33:14.815 --> 00:33:21.384

How we are going about doing the supplier selection. We're just not reaching out and grabbing some of the apps and saying.

212

00:33:22.134 --> 00:33:33.144

No, if there's not using any secret sauce, but if you can just at a very high level that we are in essence, leverage that Expo vehicle as a contracting. But we are still out there. Yes.

213

00:33:33.174 --> 00:33:33.535

So,

214

00:33:33.954 --> 00:33:36.805

back to my comments regarding plant Moran,

215

00:33:36.805 --> 00:33:38.065

and their whole focus,

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00:33:38.065 --> 00:33:40.134

for being a part of the program,

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00:33:40.404 --> 00:33:55.285

they're responsible for the evaluation and selection criteria development and then the actual planning of how we're gonna do you just talked about so rough timeline wise that work has already commenced and then we

218

00:33:55.285 --> 00:34:03.355

assess that will be done somewhere around that first part of February having gone through the actual evaluation for the vendor.

219

00:34:04.134 --> 00:34:18.150

So that's on that timeline when it says select software. Yeah, that's what we're gonna do. So, that's their whole focus. I think we just have an education piece, because I think there's some rumblings that this is being viewed as a sole source and it's not a no, not at all your lateral.

220

00:34:18.175 --> 00:34:32.364

We're just leveraging a common contractual vehicle to to go leverage. So, to Jim's point is that goes back to my one of my bigger concerns and this whole effort and I won't use the words our inability I'll use our words challenge.

221

00:34:32.724 --> 00:34:44.934

This very topic this is in yet is a great example of how difficult it is to transcend the entire enterprise and communicate. What is we're doing. So I can talk about a here like this.

222

00:34:45.179 --> 00:34:56.994

If you're outside and you see it, and we, as a program don't communicate. Precisely. And Chris narrative, this is how we're evaluating vendors then folks external to us to fill in the narrative gap.

223

00:34:57.175 --> 00:35:09.264

So, we recognize that as a, as a place we need to fix and fix quickly, because this thing will move and and people start filling in the tale. So, thank you for that. But, yes, we have a mechanism. Yes, it's plant.

224

00:35:09.264 --> 00:35:11.094

Moran will help us and yes,

225

00:35:11.094 --> 00:35:21.114

we will have a formal evaluation selection criteria and a process with a definitive outcome and we intend to make that bullet proof because we know down the road ten years from now,

226

00:35:21.114 --> 00:35:21.565

when sue,

227

00:35:21.565 --> 00:35:23.065

the taxpayer is beaten as a,

228

00:35:23.454 --> 00:35:25.525

she will go back to this process.

229

00:35:26.244 --> 00:35:35.695

Should we run into major problems? Are these two separate procurements though is the fast solution independent of the system integrator? Yes, I think that's the other thing. John. Okay.

230

00:35:37.074 --> 00:35:51.264

Settle on a solution and say, hey, integrators and I will openly say there will be potential rubs because two other vendors one in particular they come married. So we have to to address that. That's just an issue that's out there.

231

00:35:52.045 --> 00:36:00.804

Okay. Anything else on this particular slide. I think I've covered most of this, but I'll just give you a couple of seconds to look at it again.

232

00:36:00.804 --> 00:36:14.364

The differentiation between the two different and then we are working on the benchmarking services and then we have, I think yesterday the special attorney general advertisement closed.

233

00:36:14.670 --> 00:36:26.699

So those are the last two that we'll bring onboard as far as staffing is concerned. And then everything else is focused on software and system integration. Excellent.

234

00:36:28.405 --> 00:36:39.625

And then, I think I'm coming up on, about the last slide of. So we wanted to offer just an opportunity of what we're learning out of this. We get this a lot from a, from one of the members on the Senate side.

235

00:36:39.625 --> 00:36:45.144

You know, what have you learned and how are you garnering lessons learned? So at a very high level.

236

00:36:46.614 --> 00:37:01.344

Prior to last session, we didn't really engage other states much. We did it via phone. We did it through, you know, kinda word of mouth but we've been very aggressive in discussing things with those that have implemented. And those are three examples.

237

00:37:01.344 --> 00:37:10.195

We have a couple more, but Arizona, Wisconsin, Virginia, particular, and in New York is in progress and we've picked a couple entity States. They're out in front of us by several months.

238

00:37:10.255 --> 00:37:22.614

So, we can watch their procurement processes of the very same things that we're going through that process for now very instructive. And how some of these programs are functioning and their operating environments.

239

00:37:23.125 --> 00:37:34.735

And then, in general terms, what we have discovered worked really well, that we're getting a lot of feedback about is their efforts towards change management. And again, there's a lot of detail underneath the my high level discussion.

240

00:37:34.945 --> 00:37:48.445

But it just buoys what we've talked about in this room, but you gotta put a lot of effort into change management. If you don't, it'll fail governance structure has been a big one. And in some ways, ours is exercising fairly well in other ways.

241

00:37:48.474 --> 00:38:00.894

Ours is very, very immature and it shows so we've got a lot of work there to do the collaborative agency model again very different from state to state, but I'm speaking to the choir here, Federated state.

242

00:38:01.105 --> 00:38:09.474

So, for us, this collaborative agency model, we have to get better at exercising within our context here. Very challenging.

243

00:38:10.135 --> 00:38:23.965

And then standardizing business processes to the enterprise goes back to to Mr Leonard since comments. And that goes hand in hand with that change management, we've got to work on this. We have folks that have been using a system for over thirty, seven years.

244

00:38:24.144 --> 00:38:36.985

And we're trying to change that culture and the mindset and experienced as system. Integrators not just experience to me. It's because you're looking at an integrator and that will be with us in a long term relationships. So it's not just experience.

245

00:38:37.164 --> 00:38:50.844

It's the actual fit in our culture, a in Washington state government. What could have gone better which is it the number one thing I see up there is a lesson we just went through, which is really good, and that's gotta get the scope. Right?

246

00:38:50.875 --> 00:39:03.324

Don't allow yourself to get down the race track without defining the scope getting everybody to agreed to it understand it and then communicated because once you start down the road and you start trying to adjust,

247

00:39:03.474 --> 00:39:04.704

it gets incredibly difficult,

248

00:39:04.735 --> 00:39:08.965

especially something this complex implementing the financial software.

249

00:39:09.144 --> 00:39:24.085

We've heard it from the States and we've heard it from our industry partners. You gotta give yourself two years. There was a point in time where we're trying to be very aggressive with it and some of it was based on some of our faulty thinking about the timing of the year our industry partners have beat the drum. Pretty hard.

250

00:39:24.389 --> 00:39:30.175

Hey, this is gonna take you two years and you need to give yourself that kinda runway before you start everything else.

251

00:39:30.449 --> 00:39:43.704

So, we've listen their staff retention that goes without saying that's anywhere, but it's a tough one. And when you're in a program like this, you take a lot of what I call bows and arrows take a lot of darts. So I always tell our folks.

252

00:39:43.704 --> 00:39:52.974

You gotta be kinda thick skin you gotta hang in this one, this alone, the long term effort when you sign up to come over there to Helen summers. On the second floor. We sit have fun with searing.

253

00:39:52.974 --> 00:40:06.114

Just smile and understanding the complexity of integrations with other systems again. Something that we can't take for granted those things that we think. We know but we don't know.

254

00:40:06.775 --> 00:40:09.054

I always think about the agency inventories.

255

00:40:09.085 --> 00:40:21.925

What's really out there that we don't know, and still don't know a very complex environment so we appreciate our partnership with the and others and understanding of this environment.

256

00:40:23.454 --> 00:40:32.215

Yeah, this is much of a quick question on this is our procurement going to. I have a separate procurement for our integration environment.

257

00:40:33.565 --> 00:40:47.994

So two things here are you asking about the system integrator for the integration layer? The layer we're doing that in house. So, I'm I'm in ban.

258

00:40:53.065 --> 00:41:03.085

So, I'm and I'm the chief technology officer for one, Washington we had an evaluation of the integration layer.

259

00:41:04.014 --> 00:41:14.664

We currently in office, the financial management have the tools called Informatica, which is one of the leading tools in the gardeners, Magic Quadrant.

260

00:41:15.835 --> 00:41:29.574

Those tools have been used for many years the, but we did evaluate against some other tools that were used in some of the other states that we adopt to after that evaluation.

261

00:41:29.605 --> 00:41:34.255

If the choice was to expand that integration layer with those tools,

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00:41:35.034 --> 00:41:49.824

and also leverage what the work that the teams have done already and standardizing some of those interfaces and then further to position the state to

263

00:41:49.824 --> 00:41:52.135

leverage and standardize the rest of them.

264

00:41:52.135 --> 00:41:59.394

So that when they make the choice to move from Africa to the, it would not be as much as a lift.

265

00:42:01.014 --> 00:42:07.764

Okay, then kind of a, some question does Informatica also work well, going down the road for.

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00:42:10.224 --> 00:42:13.614

Kind of an analytics engine drive that,

267

00:42:13.644 --> 00:42:13.885

you know,

268

00:42:13.885 --> 00:42:17.184

driving analytics environments,

269

00:42:18.925 --> 00:42:23.125

tool Busch so it'll get the data and put the data in the format that we need,

270

00:42:23.125 --> 00:42:27.655

but we still need a decision analytics or right on those lines.

271

00:42:28.885 --> 00:42:43.764

Okay. By the way this is the cost, it will help us there and translating the data and helping us to move it to a environment when we create that API environment for these.

272

00:42:43.764 --> 00:42:44.244

Okay.

273

00:42:46.494 --> 00:42:58.795

Okay, I just had a, this slide is really good. I mean, it seems simple, but the fact that you've done this kinda Intel on what other states you're doing is really, really cool. So I put I apply that.

274

00:43:00.054 --> 00:43:14.065

And then, which the other thing, and I don't know if he was gonna touch on this or not. But we talked just earlier this week about, as we're starting to drill down now and getting from the sixty thousand foot view is fifty the forty thousand foot view. It's time now we're and and Dan.

275

00:43:14.880 --> 00:43:27.204

Well, that kinda goes together laughs. Gabbana but that with some really weird laughs. He says it is in anyway. We're going to actually start having some very.

276

00:43:27.264 --> 00:43:39.715

I'm taking a look at some, very in depth, technological, technical, really start seeing. How everything's starting to come together and all the interoperability, all the interfaces, and we're gonna start drilling down into some of those details.

277

00:43:39.715 --> 00:43:46.284

Now that we're starting to get from a more high profile view to get down to some of more of the, the details.

278

00:43:47.844 --> 00:43:55.735

Okay, thank you very much before we leave this slide. I wanted to do a call out in the program.

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00:43:55.735 --> 00:44:05.125

I think one of the things around a standardized business processes to the enterprise, ensuring being the farm girl, ensuring that you don't pay the path.

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00:44:06.655 --> 00:44:12.355

They've done a really good job with their outreach and their business teams,

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00:44:12.385 --> 00:44:17.635

and their business transformation board some devices buy some console,

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00:44:17.664 --> 00:44:22.914

but when you're gathering your requirements to roll those up into business capabilities.

283

00:44:22.914 --> 00:44:23.065

So,

284

00:44:23.065 --> 00:44:26.005

I think that they've done a good job socializing that,

285

00:44:26.724 --> 00:44:32.005

and you can continue to parlay that with your new organizational change management team to look,

286

00:44:33.954 --> 00:44:34.224

you know,

287

00:44:34.494 --> 00:44:41.065

what are the capabilities you need to do your business and one of the guiding principle being that you're gonna accept the workflows,

288

00:44:41.755 --> 00:44:45.505

I'm from the new system also helps to ensure that you're not,

289

00:44:45.869 --> 00:44:46.224

you know,

290

00:44:49.195 --> 00:44:53.005

all the requirements are configuring into all the things old business practices.

291

00:44:53.005 --> 00:45:05.485

I think the team has done a good job on that. And we haven't talked about that in a long time. They expand things for them. That reminder some. So all hands talking. Did you also want to talk a little bit about our approach in the investment plan?

292

00:45:05.514 --> 00:45:16.344

You know, the face approval, that's kind of how we're going about that doing it that way. Why we're gonna do it the approval.

293

00:45:19.644 --> 00:45:34.135

But I'll, I'm not sure what you're trying to. Washington is not going to submit an investment plan that covers from here. It's twenty twenty SEC right? They'll have five dollar estimates right? We gotta, we gotta keep the future in mind that our plan with one.

294

00:45:34.135 --> 00:45:45.144

Washington is to do phase approval, so that allows them to continue to refine and tune those numbers the schedule that goes along with that the scope is, within each of those phases is they go.

295

00:45:45.445 --> 00:45:49.195

And so the investment plan that we're working on is for this current phase,

296

00:45:49.195 --> 00:46:04.105

which basically covers through procurement and maybe beyond a little bit but we'll use that kind of as a vehicle without phased approval in conjunction with gated funding to ensure that good progress is being made all along

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00:46:04.105 --> 00:46:04.434

the way,

298

00:46:04.914 --> 00:46:07.554

we see the updates tomorrow,

299

00:46:07.735 --> 00:46:15.235

and that in the draft technology overall scope,

300

00:46:15.235 --> 00:46:16.914

even though we have dialed in scope,

301

00:46:16.914 --> 00:46:18.954
and we know that we're going to be fit.

302

00:46:18.954 --> 00:46:28.284
The team's gonna be addressing full system. It's kind of back to what I was talking about last time, when we were talking about, if we were just doing an average replacement, how does that really work?

303

00:46:28.284 --> 00:46:42.594
Because you've got all these functions business functions that are coupled on the backside you've addressed that you're gonna go back based upon advice and console pull in those business functions and.

304

00:46:43.855 --> 00:46:58.644
Positions as to be in a good place, but overall we still have it still is the program is for the administrative systems for finance, procurement budget HR, and we'll have the results pumped out.

305

00:47:01.644 --> 00:47:08.275
Barring any other conversation or questions, I'll pass the microphone to Allen mills from blue crane to talk quality assurance.

306

00:47:10.465 --> 00:47:10.704
Well,

307

00:47:10.704 --> 00:47:11.094
the,

308

00:47:11.275 --> 00:47:14.724
the two slides that you're gonna see are from our September report,

309

00:47:14.905 --> 00:47:18.324
and as you probably gathered from what fans said,

310

00:47:18.324 --> 00:47:18.985
this morning,

311

00:47:19.014 --> 00:47:24.295
a report that was drafted about three weeks ago seems like it's ages ago,

312

00:47:26.155 --> 00:47:27.025
but first bullet,

313

00:47:27.054 --> 00:47:27.264
you know,

314

00:47:27.264 --> 00:47:31.164
the new strategy adopted by the back in the early summer,

315

00:47:31.164 --> 00:47:33.985
mid summer was in full swing and in fact,

316

00:47:33.985 --> 00:47:41.184
is beyond that it is all being or being elaborated on and that's led to
the dialed in scope.

317

00:47:41.335 --> 00:47:44.755
And it's really not an expected from our point of view.

318

00:47:44.755 --> 00:47:45.025
I mean,

319

00:47:45.025 --> 00:47:50.244
the project went from a lot of planning to the other extreme,

320

00:47:50.364 --> 00:47:54.894
very aggressive timeframe with an acknowledgement that when the experts
arrive,

321

00:47:55.465 --> 00:48:02.364
they would probably need to be some tweaking and rethinking and from a
risk management point of view.

322

00:48:03.150 --> 00:48:15.775
We feel like it is a, it is a very good thing that the team, the
leadership, and the team are listening to the experts that we've been
asking to, to arrive for some time as Dan mentioned.

323

00:48:15.775 --> 00:48:20.125
I think maybe as early as last December, January, when we were suggesting
that.

324

00:48:21.114 --> 00:48:31.074

These industry partners be brought in, so it's very good. News is very good progress. All the answers have not been determined in the four or five weeks. They've been here.

325

00:48:31.074 --> 00:48:39.954

It will be a learning and evolving thing, but some very significant things have already arisen in band. Has already covered them.

326

00:48:41.304 --> 00:48:50.454

But the fact that the team is incorporating those into the strategy and into the scope from our perspective is a very positive thing.

327

00:48:50.784 --> 00:49:01.375

So, some of the things you see here on the slide, the validation of the timeline, the validation of time and resources that's taking place.

328

00:49:01.434 --> 00:49:04.344

And that is changing as we speak,

329

00:49:05.695 --> 00:49:17.934

but it's again in our opinion that it's reducing the risk that now we have people that have done this many times over advising the team areas.

330

00:49:17.934 --> 00:49:31.614

We workin were thinking about in September, and we'll be looking at going forward, continue to be in the ocm area. But again, you've already heard from Van that's beginning to get some meat on the bone.

331

00:49:31.614 --> 00:49:45.775

So, to speak and ocm, and I'm not the person to talk about ocm, but but they're looking at it as people processes and technology. So they are looking at more than cultural change management.

332

00:49:45.775 --> 00:49:55.135

They're looking at what the agencies will need to do in terms of the systems that exist in terms of the data that's out there,

333

00:49:55.525 --> 00:50:01.224

the clean up and so forth that goes with that data and getting the people prepared and engaged and ready.

334

00:50:02.184 --> 00:50:06.295

And all of that plays into the readiness areas that we've talked about for some time. Now.

335

00:50:06.295 --> 00:50:19.525

So, again, if we go to the next slide, what I said at the s C meeting yesterday is that some of these reds are starting to look a little pink or orange or whatever is shifting then we'll work towards the yellow.

336

00:50:20.394 --> 00:50:33.414

It's not gonna be overnight. It's not gonna be instant, but the progress that we've seen in the last few weeks is very positive scope and schedule. We'll still, we're, we're gonna leave that a yellow for the time being.

337

00:50:34.164 --> 00:50:44.005

But again, the work that Dan has already talked about looks very positive. So, any questions concerns issues.

338

00:50:48.025 --> 00:50:56.514

What is your assessment? Timeline? What's your schedule? How often do you? Every month? Every month. So this one's three weeks old. So we'll get another one in a week or two and another week or two.

339

00:50:56.934 --> 00:51:06.775

And and we're not sitting in a corner holding the cards and bringing them out once a month. I mean, we're, we're, they're working with Van and Matthew and the team.

340

00:51:07.255 --> 00:51:21.025

So, if if there's anything we come across, that we see is a potential area that needs to be addressed. We don't, we don't wait for the formal report. So it's a daily interactive kind of yes, the formal reports once a month.

341

00:51:21.144 --> 00:51:29.244

Okay, and then picks up the phone calls and what if we need to right? And have done that laughs.

342

00:51:31.045 --> 00:51:39.655

Jim, barring any other questions or comments, that concludes a normal part of this and look, we're doing continued engagement with and appreciate that.

343

00:51:40.974 --> 00:51:51.655

Thank you, man, in terms of timing for having you come back, is that it's a good question. Won't be that, I would say next major milestone the next major.

344

00:51:52.405 --> 00:52:05.394

So, I've been thinking about that so, a couple of things binders plant Moran will have selection evaluation criteria available soon. That's I think so.

345

00:52:05.394 --> 00:52:17.664

People can see the selection criteria. That's gonna be a big deal. I think once the supplemental is dropped and what the implications of that that's a milestone. We see the governor on the thirty.

346

00:52:17.664 --> 00:52:27.114

Th, and we're also trying to get an executive order from the governor. I believe that's a milestone. These are all Pre session activities.

347

00:52:27.414 --> 00:52:38.844

So, at the opportunity presents itself to get back in front of just prior to session before everybody gets kinda hunkered down, that would be good. And then anything to the right of that will be making progress.

348

00:52:39.119 --> 00:52:52.224

So, we have an opportunity for session Jim, we would take up on that the December one and that's a full board meeting too. So there's that the assets and I would say that it'll probably be more updated.

349

00:52:52.735 --> 00:52:56.934

So it might be a little bit crisper faster. Okay. That's an opportunity.

350

00:52:59.275 --> 00:53:06.534

Well, it's really, it's the timing is to make sure that we're keeping the word yeah. Informed. So we asked them to come.

351

00:53:06.534 --> 00:53:18.474

Now, vantage lobby said he thought maybe he would have more information to be able to do a more robust update in December, but with the visibility and with some of the things that I think were really good for us to talk about.

352

00:53:18.505 --> 00:53:32.184

I think it's great that we get it today and then if we can swing it in December, that would be good often. Those meetings get moved or canceled at crunch time. So, I'm just saying, I am glad that we had the opportunity to date time.

353

00:53:36.864 --> 00:53:47.934

Sorry. Okay. And I did see a representative of Becky, and then we have a Mr. molten as well the twenty four.

354

00:53:47.934 --> 00:53:48.025

Th,

355

00:53:49.105 --> 00:53:52.135

so I'll get to the individual members,

356

00:53:54.385 --> 00:53:55.554

but I think with the procurement,

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00:53:55.554 --> 00:53:57.594

the flight and some of the misunderstandings,

358

00:53:57.594 --> 00:53:59.215

even though you can socialize,

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00:53:59.215 --> 00:54:03.114

you can put things up there on your website for frequently asked questions.

360

00:54:03.539 --> 00:54:06.684

It's a good place to address the word on the street.

361

00:54:07.644 --> 00:54:10.945

Have it be more visible to a record straight.

362

00:54:13.434 --> 00:54:21.175

Okay, thanks man. Thanks Dan. Okay. Policy updates.

363

00:54:22.014 --> 00:54:28.795

So, Tammy Webster is going to scale up portfolio management.

364

00:54:32.244 --> 00:54:44.994

Everybody's really excited for this topic. So smiling laughs. I got, you're failing Yvan I'll remember that.

365

00:54:47.244 --> 00:54:49.045

Okay. One, Washington policy.

366

00:54:52.554 --> 00:55:03.445

So with portfolio management policy, just to give you a little bit of history and background on that it's actually policies that we are.

367

00:55:04.465 --> 00:55:17.605

Our proposal is combining them together and you should know that it has been, well, over fifteen years, getting onto twenty years that we've even looked at the portfolio program practices.

368

00:55:18.594 --> 00:55:22.465

And we did have a slight adjustment to the policies last year this year.

369

00:55:22.465 --> 00:55:31.585

We're a little bit better informed always our intent is to mature portfolio management and the state,

370

00:55:31.644 --> 00:55:37.764

and not try to impact agencies really significantly.

371

00:55:37.764 --> 00:55:47.514

So we're thinking that this will help. We do some of the complexity we've seen in the past with policies and what's been required in the past. Excuse me portfolio what's been required in this path?

372

00:55:47.969 --> 00:55:59.304

So, I want to start out with even though we have the one document about the foundation I'd like to start out with the next slide, which is the work that we actually did in getting these policies updated.

373

00:55:59.844 --> 00:56:09.744

We actually got fifteen agencies together, come and develop a conceptual model with us and we have some foundational things that are there.

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00:56:09.744 --> 00:56:22.255

But this is what's the model they all came up with is what a good portfolio program is, and the components that are in it, and they had some inner workings on how they worked together.

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00:56:23.125 --> 00:56:25.704

Those that were represented there.

376

00:56:26.094 --> 00:56:31.465

They brought out a recognition and they talked about it that across the state,

377

00:56:31.494 --> 00:56:35.965

the variety of agencies and different maturity levels,

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00:56:36.235 --> 00:56:37.644

which is not uncommon,

379

00:56:37.644 --> 00:56:42.414

depending on if you're complex agency or if you're a small agency and may not even have a.

380

00:56:44.244 --> 00:56:56.724

But a lot of them, we're just grounding themselves in the fact that this is why you have portfolio management, you know, so you can make some well informed decisions this model that they came up with.

381

00:56:56.755 --> 00:57:11.244

They felt could be used at an agency level as well as at the enterprise level. So it was something that they felt went across everything with that. So, where we went from, go ahead a little bit about this too.

382

00:57:11.244 --> 00:57:21.264

So, if you think about portfolio management is hugely cubic, right? It's huge. And it's everything the does from a statewide yet data we collect. It's oversight.

383

00:57:21.264 --> 00:57:36.144

We do what strategic planning is our architecture is all these things and so part of what this does is try to articulate that in a kind of a conceptual model and what cammie's gonna be talking about isn't the whole. We'll right. It's but it's key.

384

00:57:36.144 --> 00:57:46.974

Things. That if you don't have these things, and if we don't talk the same language about these things were dead in the water, we can never make progress in our portfolio management program as a state.

385

00:57:47.994 --> 00:58:01.375

And where we're starting at is just this upper right quadrant. The foundational policies that I brought forward is just the upper right cross quadrant specifically on the standards on inventory and review.

386

00:58:01.860 --> 00:58:15.355

Next slide please. So, here's our, here's kinda where we're at. It's just kinda like, putting it here, you know, what's a basic data we're pretty reactive with it. You know, a lot of decision. Making is good. So you can see that blue line.

387

00:58:15.355 --> 00:58:28.704

That's really where we're at, we're feeling that getting these policies in place and getting agencies to collect at a minimum, the upper right quadrant.

388

00:58:29.010 --> 00:58:40.014

It's gonna get us better information on our basic data, and we can start looking at doing some proactive analysis, starting to lean into that area.

389

00:58:40.795 --> 00:58:44.844

It should improve our reporting and get consistent reporting.

390

00:58:45.204 --> 00:58:49.434

We saw that and about three years ago,

391

00:58:49.434 --> 00:58:50.125

four years ago,

392

00:58:50.125 --> 00:58:58.434

when we started collecting applicant inventory from agencies in the beginning,

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00:58:58.434 --> 00:58:59.485

when we first started it,

394

00:58:59.485 --> 00:59:05.905

it was difficult for some agencies to get their application inventory together because they may be Federated.

395

00:59:05.905 --> 00:59:11.635

And it wasn't all coming to the ceo's office or if you're a small agency, just didn't have them in the book of business.

396

00:59:12.505 --> 00:59:21.385

What we're finding now worse. This year is the fourth year. We're asking them for a list. We found in that. It's matured.

397

00:59:21.385 --> 00:59:32.784

If they've gotten better about what they're doing, and we've been able to leverage that information to share with one Washington and get an idea of how agencies are looking at what they their admin and financial system.

398

00:59:33.719 --> 00:59:46.764

So leveraging that again for the cloud assessment. It gives us a common set of data about right. Self reported it's self reported it's as good as what we have a common set of data about applications and database.

Correct?

399

00:59:47.065 --> 00:59:57.179

And so that's allowing us not to start assessing where our risk is and be able to communicate back to the agency. You realize you have business risk with the applications are supporting your critical functions. Right?

400

00:59:57.625 --> 01:00:09.445

And we started with some of these minimal foundational questions that we're asking agencies to track and keep in place, especially with application. There's four questions that they answer and respond to.

401

01:00:09.474 --> 01:00:24.414

That is a trigger switch to identify their application is legacy. Legacy doesn't mean old legacy means that there's something that needs to be addressed that's gonna cause them to spend money to fix it either. They don't. They're on a version.

402

01:00:24.414 --> 01:00:37.974

That's unsupported. They have a security risk. It hasn't been addressed. They don't have in place. They might have a problem with a vendor so that was great. Information that we've matured in that level.

403

01:00:39.054 --> 01:00:52.315

We haven't collected infrastructure data in this type of level in years, used to be a notebook years and years and years ago about twenty years ago we've needed to collect this infrastructure data.

404

01:00:52.315 --> 01:00:55.405

We are collecting a lot of it for the cloud assessment.

405

01:00:55.824 --> 01:01:10.614

And so now we're also extending that to where it'll be part of what the standard is and what it'll also foundationally allow us to do the way we've set these policies up is it health agency

406

01:01:10.614 --> 01:01:12.954
start getting an idea of,

407

01:01:13.045 --> 01:01:18.025
with my application what are my infrastructure components that are in supporting it.

408

01:01:18.085 --> 01:01:31.704
So now they can start looking at. Well, how many applications are on the same database? What? How many servers are doing it for some agencies it's been parsed out into their individual areas. They haven't looked at it in a program level.

409

01:01:31.735 --> 01:01:37.554
So, that's why we're calling it foundation now as for aspiring at a state.

410

01:01:38.605 --> 01:01:46.735
I don't know that we can get to fly, but probably some of your more mature agencies are aspiring to fly.

411

01:01:48.144 --> 01:02:00.925
I'd like to see us be better at the walk levels that we can start giving better analysis and report. And I think some agencies might look at themselves as teetering on runs.

412

01:02:01.559 --> 01:02:16.375
But as we're gathering data, I would probably have the conversation with their, that you're close. But, I don't know if you're really run yet. So, this, this, this is based on, just their, it infrastructure, not their overall business.

413

01:02:17.184 --> 01:02:17.605
Well,

414

01:02:17.605 --> 01:02:19.974
it's depending on what agency,

415

01:02:19.974 --> 01:02:31.284
because some agency explain that they have a mature it infrastructure but what they also expressed is the disconnect with the business area in some cases,

416

01:02:31.315 --> 01:02:33.744
because they're not spent and I'd say slightly differently.

417

01:02:33.744 --> 01:02:42.295
I would say it's, I guess it's against, against having some, some shared understanding, some shared ways of looking at the entire wheel.

418

01:02:42.539 --> 01:02:54.625
So, architecture, you know, TV as a component of our project oversight, even what's you know, how we look at investments. So, that part of this is, we're just kinda focusing in on two things. Three things right now.

419

01:02:54.625 --> 01:03:03.114
So we're so, one of these policy changes is to require an it strategic plan. That you embedded in your agency business plan or you do it separately.

420

01:03:03.295 --> 01:03:12.804
I don't care, but have one because unless you have some aspirations, unless you have something, you're measuring itself, I guess and unless you understand how that moves your business.

421

01:03:13.110 --> 01:03:23.244
Getting your agency mission and agency goals along, how can you make decisions? And then the other thing is that understand what the application inventory is what the infrastructure inventory is.

422

01:03:23.579 --> 01:03:35.875
So, what do you have, right before you start thinking about what you're gonna go get that starts to factor and that's really the two pieces we're starting with these policies and the strategic plan.

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01:03:35.875 --> 01:03:36.684
That was the only thing,

424

01:03:36.684 --> 01:03:39.085
because that was something that did come out in the,

425

01:03:39.114 --> 01:03:47.304
when we're building the model and some of the talking about where they end up in the conversation and example,

426

01:03:47.304 --> 01:03:54.954

say shared is maybe a decision package was issued within their agencies that haven't taken the key component into it,

427

01:03:54.954 --> 01:03:56.965
so how do we get them into that quick?

428

01:03:57.324 --> 01:04:11.364
So, I think to get to, for us to get to the run stage agencies should be able to communicate from a capability reference. It's basically the business architecture, digital data, application, technology, house, security, premium all through it.

429

01:04:11.485 --> 01:04:23.934
I don't think we have agency there. We have agencies aspiring again to run right and or well, and they're on the path of maturity. I don't think we're there yet cause I don't think we, as an enterprise have identified.

430

01:04:25.045 --> 01:04:37.704
This is what we're looking for at governance right right. I mean, how you make those decisions so that's kind of what we're trying to do here a little bit and start putting some of these policies in place and starting to get this framework unstructured. So we can now objective.

431

01:04:37.704 --> 01:04:42.385
We begin looking at initiatives that they're starting to come in and assessing.

432

01:04:43.585 --> 01:04:57.175
Where we have this capabilities already make recommendations and do that before it's actually a decision package, and someone's trying to get something funded because then it's too late. Right? And then so part of this too is for the smaller agencies.

433

01:04:58.074 --> 01:05:09.175
The question is, what kind of a lift is this, especially when we're getting to the infrastructure information. A lot of them don't have an I. T person necessarily they contract out with that.

434

01:05:09.510 --> 01:05:23.335
I think we've made some headways with that in the past few years. With some of the activities. We've already done. They've been involved in the data center migration projects so they had to identify do they have equipment in their facility.

435

01:05:23.335 --> 01:05:32.905

So that's starting to educate them. What is the infrastructure components we're looking at? We've had one on ones with their application information. So we're having that dialogue.

436

01:05:33.804 --> 01:05:42.204

I'm I know that That'll require additional dialogue as we go through the infrastructure but I think we're ready for that just because of the conversations.

437

01:05:42.204 --> 01:05:51.925

We've been having with them over the last few years, as we've been doing annual certifications and different collection of data so that we are here because we as an enterprise, not necessarily.

438

01:05:53.005 --> 01:06:05.425

Right, right I said you're not against these policies. So, three things that I think again, and this is just we gotta crawl. We gotta walk. I mean, where do we start?

439

01:06:05.425 --> 01:06:16.974

So this is just chunking it out, because we're trying to mature in advance portfolio management in our state. There's gonna be policy changes we need to start addressing and this is kinda what we're gonna our first step in it. Right right.

440

01:06:17.425 --> 01:06:29.815

So, for example, our, our methodology change decision package prioritization, you know, instead of saying, are you publishing your data open? Is it a mobile device? We're really starting to get into some of those things that really should drive for priority.

441

01:06:29.815 --> 01:06:32.905

And I think from our humble view, we don't get into the policy side.

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01:06:32.905 --> 01:06:33.775

But from our view,

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01:06:33.985 --> 01:06:37.644

some of the plant Moran actions that results from that report,

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01:06:37.949 --> 01:06:41.485

and what we do starts to feed this whale a little bit in different ways,

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01:06:41.485 --> 01:06:41.724

so we're,

446

01:06:41.965 --> 01:06:47.994

we're tackling it from a bunch of different perspectives and trying to make progress in different quadrants.

447

01:06:48.264 --> 01:06:54.324

Right, but this really gets, do you know where you're going and you know what you got? Thank you.

448

01:06:56.094 --> 01:07:06.025

So ultimately what I'm looking for, if I've got your support approval of this one, I think that should be the next slide.

449

01:07:06.835 --> 01:07:17.454

On rescinding policy, one, eleven and collectively reading that language has been now brought into policy one twelve with the standards.

450

01:07:17.454 --> 01:07:31.284

One, twelve, ten, which is the application and one, twelve, twenty, which is the infrastructure. And what eleven was this was, was a stand alone policy around strategic plan. That was yeah, it was. It was planning.

451

01:07:31.739 --> 01:07:37.135

Yeah, and then the other was managing and so we brought the strategic plan information into one twelve.

452

01:07:39.659 --> 01:07:47.724

Yeah, that's fine. I'm just got more from your perspective.

453

01:07:48.775 --> 01:08:00.925

I'm fine so we will move these we will, then we'll continue to consult with Jim on the formalities and getting the adoption agreement and then these will be on the December yeah.

454

01:08:01.230 --> 01:08:06.295

Our full board agenda for final approval right? So those that's right.

455

01:08:06.505 --> 01:08:20.814

And then the next policy is the technology business management policy and standards the only change on this is extending the sunset review out review, date out.

456

01:08:20.875 --> 01:08:34.345

It's operational live agents need to have a hundred percent participation. We haven't changed any of the activities and that's basically all we're asking for is to extend out the sense that we're.

457

01:08:37.585 --> 01:08:38.935

Great California,

458

01:08:39.354 --> 01:08:52.524

so one other thing part of our nefarious scheme to query things like word I'm saying it out loud but but but one of the things that

459

01:08:54.145 --> 01:08:56.125

Tammy also manages the TBM program,

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01:08:56.125 --> 01:08:57.805

which is a subset portfolio,

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01:08:59.130 --> 01:09:04.885

we have difficulty getting to details and finances.

462

01:09:04.885 --> 01:09:17.814

We know what people spend, we know what hours we know. We know with them cost schools, we know that kind of stuff, but we don't know down to the application level institutionally. So, one of the things that is baked into.

463

01:09:21.024 --> 01:09:27.685

To other policy is around application on portfolio and the infrastructure to try to create some linkages between the two.

464

01:09:27.685 --> 01:09:29.005

So we can understand,

465

01:09:30.055 --> 01:09:35.305

and I think you do it for unique identifier or something that this infrastructures related to this application,

466

01:09:36.595 --> 01:09:37.284

which then,

467

01:09:38.484 --> 01:09:40.465

when we get that linkage back to money,

468

01:09:40.704 --> 01:09:42.954

how we've got the magic wallet right now,

469

01:09:42.954 --> 01:09:46.314

we can start understanding more institutionally.

470

01:09:46.590 --> 01:09:59.784

How how much people are spending on different types of technology to start slicing and dicing that on the TBM program we took advantage of leveraging the application inventory in that in there.

471

01:09:59.935 --> 01:10:05.095

What was missing for some of the agencies that wanted to mature was our infrastructure data.

472

01:10:05.755 --> 01:10:20.034

Having this now coming through with the cloud assessment and making it a requirement, we'll be able to have those two component parts and it's a smaller list to get that to put together so that they can do application rational and say, what's the timeline that connects all those dots.

473

01:10:22.135 --> 01:10:33.505

They'll be doing the infrastructure, the middle at the end of fiscal year. Twenty, twenty. So I'm looking at. We'll get some date.

474

01:10:33.654 --> 01:10:41.220

We're gonna get on the cloud, but so in the spring yeah, we'll have that. They're gathering data now. And they do the report is March.

475

01:10:41.215 --> 01:10:52.015

I believe so somewhere in there, we'll start to have data for whatever they gathered and then we'll have the, any remaining data, so we can start doing so we're gonna start as agency's going through the cloud assessment.

476

01:10:52.015 --> 01:11:05.215

We're gonna start ingesting that and working with them on application rationalization. Great. And we have three agencies as an example right now. So we know kind of what the lift is we still have today today.

477

01:11:05.215 --> 01:11:18.324

We still have good visibility into where our real risks are. So, it's just the application. Well, I mean, it sounds like we do big picture, but

we're just, we're continue to drill deeper into the day to day operations on the application, right? Yeah.

478

01:11:18.385 --> 01:11:25.194

And I think that's where we need to go, cause what our portfolio is telling us is that's where our largest I'm gonna say, at the past life.

479

01:11:25.194 --> 01:11:39.864

I told you see when came the story, the number one database platform in the state that I mentioned was this product called other. Oh, so she did not know what was there back end database.

480

01:11:39.925 --> 01:11:44.664

Yeah, but they were sitting there rocking and rolling were the best in the world and doing things. Well.

481

01:11:45.505 --> 01:11:58.225

Once you call that on, you can show and we could car code what agencies were in that category all of a sudden other dropped off the map. Yeah. So, you know, we have data, we don't know, we have to trust the validity of the data.

482

01:11:58.225 --> 01:12:07.225

There's no way of doing our own independent validation of that data. Well, and in the application inventory, we did some of that with mainframes.

483

01:12:07.494 --> 01:12:17.845

And then we actually, when we added that question to the inventory, when we broke it out into identifying is at the enterprise mainframe, it's an agency mainframe, post mainframe.

484

01:12:19.164 --> 01:12:33.715

And I think that that's been well leveraged, because we're getting asked how many around the enterprise services has the business transformation. So, as self reported, that's what we have insight that has cost wise.

485

01:12:34.284 --> 01:12:48.564

That's a different. Because now, did I hear that's this one also? Yeah, and we didn't get vicky's concurrence or or but that's just there. Okay. Okay. So this is one. Thirteen.

486

01:12:48.840 --> 01:12:53.545

We're moving forward. Yep, that sounds good to me as much. Okay. Thanks.

487

01:12:54.774 --> 01:13:08.364

That's all I have you see, we got the big chart for you. Yep. Good. Thank you. Yup.

488

01:13:08.364 --> 01:13:10.314

Your left side looks the same, right?

489

01:13:12.864 --> 01:13:26.904

Public comment anything public wise. None. Okay. We'll go ahead and move to close the meeting. Okay. Two examples. So I have a capital. Thank you. Everybody.

490

01:13:27.414 --> 01:13:34.074

See you next month. I got.