

Technology Services Board Portfolio and Policy Subcommittee Meeting

October 10, 2019
10:00 a.m. - Noon



WA • Office of the

Chief Information Officer

AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Jim Weaver	Introductions	10:00
Approve Minutes from August 8 Subcommittee Meeting	Jim Weaver	Approval	10:04
Project Status – Office of Financial Management’s One Washington Program <ul style="list-style-type: none"> Pat Lashway, Executive Sponsor Vann Smiley, Program Executive Director Allen Mills, QA, Bluecrane 	Sue Langen Pamela Davis-Taggart	Project status	10:05
Policy/Standard Review <ul style="list-style-type: none"> Policy 111 - Planning for IT Portfolios (RESCIND and combine with Policy 112) Policy 112, 112.10, 112.20 - Portfolio Management (UPDATE) Policy 113, 113.10, 113.30 and 113.40 - Technology Business Management (NO CHANGE, new sunset review date) 	Sue Langen Cammy Webster	Review/feedback/recommendation for approval	10:40
Public Comment			11:10

Current TSB Portfolio & Policy Subcommittee Members

Industry Members

Butch Leonardson – Leonardson Leadership Svcs
(webex)

Paul Moulton – Costco

Legislative Members

Rep. Zack Hudgins - House D

Rep. Matt Boehnke – House R (webex)

Sen. Patty Kuderer - Senate D (webex)

Executive Branch (Agency Directors)

Jim Weaver – State CIO and TSB Chair

Vikki Smith – DOR

Tracy Guerin – DRS

Other Government

Jeff Paulsen – Labor Rep

Blue – members present

Black – members absent

10/10/19

Welcome/Approve 8/8 minutes



October 10, 2019

PROGRAM UPDATE

Technology Services Board

Pat Lashway, OFM Deputy Director
Vann Smiley, OneWa Executive Director
Allen Mills, Principal, bluecrane™



One Washington
A Business Transformation Program



Agenda

- Introductions and welcome
- Environment/engagement
- Program report
 - Scope
 - Supplemental budget
 - Schedule
 - Procurement updates
 - Best Practices
- QA report
- Questions

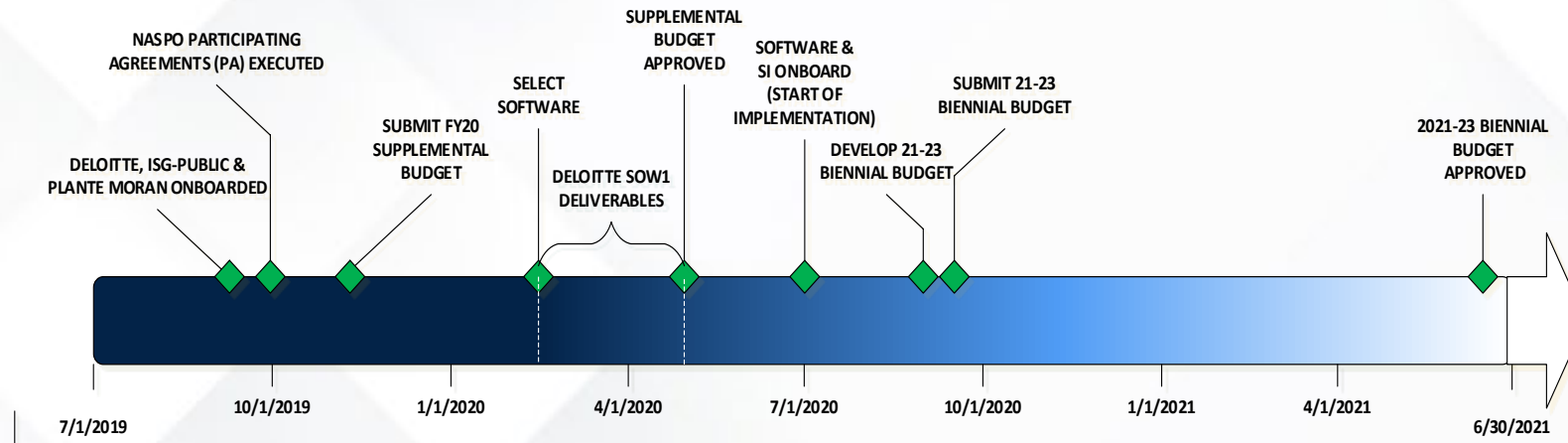
Environment/Engagement

- Strategic legislative outreach
 - Continued legislative discussions
 - Relaunched quarterly update for legislative staff
- Agency on-site updates as requested by agencies: MIL, HCA, AGR and PARKS

Program Report

- Scope
- Supplemental

Program Report - Schedule & Deliverables



Category	Description	Completion Date
OCM	Quality Metrics	Feb. 2020
	Comprehensive OCM Plan	Mar. 2020
	Baseline Readiness Assessment	Apr. 2020
	Continuous Improvement Model	Apr. 2020
	OCM Framework	Apr. 2020
Procurement Assistance Vendor	Work Plan	Oct. 2019
	Weekly Status Reports	Ongoing
NASPO	Execute SW Participating Addendums	Sept. 2019
ERP Expert Advisory Services	Monthly Status Reports	Ongoing
Quality Assurance	Monthly Status Reports	Ongoing
SaaS Solution/System Integrator	Vendor Demos	Mar. 2020
	Negotiations completed	Jun. 2020
Project Mgmt. Office	OCIO Status Reports	Ongoing
	QA Responses	Ongoing
	Technology Budget Updates	Ongoing
	Investment Plan Updates	Ongoing

Program Report - Procurement Updates

<input checked="" type="checkbox"/>	Deloitte	OCM services for the enterprise
<input checked="" type="checkbox"/>	Plante Moran	ERP solution procurement expert
<input checked="" type="checkbox"/>	ISG - Public	ERP expert advisor
<input checked="" type="checkbox"/>	bluecrane™	Quality assurance
<input checked="" type="checkbox"/>	ISG - Local	Project management services
	TBD	Benchmarking services
	TBD	Special Assistant Attorney General

Program Report – Best Practices

Research gathered from visits to:

ERPs Implemented:

- ✓ Arizona (finance)
- ✓ Wisconsin (fin/procurement/HR/payroll)
- ✓ Virginia (finance-limited functions)

ERPs In Progress:

- ✓ North Carolina (finance)
- ✓ Nevada (fin/HR/payroll)
- ✓ Idaho (fin/procurement/HR/payroll)

What worked:

- Change management
- Governance structure
- Collaborative agency model
- Standardize business processes to the enterprise
- Experienced system integrator

What could have gone better:

- Determine functional scope early...difficult to adjust schedule/plan later
- Implementing financial software takes 2+ years
- Staff retention
- Underestimating complexity of integrations with other systems

QA September Assessment - Summary

- New strategy adopted by ESC in “full-swing”
- Consulting firms on-boarded (Deloitte, Plante Moran, and ISG-PS)
- QA expectations for near-term:
 - ✓ Validation (or recommended revisions) and associated assumptions to the 15-month implementation timeline
 - ✓ Estimates of time and resources (for both the Program and the initial group of agencies) needed to achieve the agreed-upon timeline
 - ✓ Recommendation on level-of-effort that the Program OCM area, with the assistance of Deloitte, can support for:
 - ❖ OCM work for the initial group of agencies
 - ❖ OCM work for other agencies, if time and resources allow
 - ✓ Better definition of the scope of “Agency Readiness” in terms of:
 - ❖ Readiness of personnel
 - ❖ Readiness of business processes
 - ❖ Readiness of systems
 - ❖ Readiness of data

QA September Assessment – Exec. Dashboard

Area of Assessment	Three-Month Rolling Risk Levels			At-a-Glance Assessment
	September 2019	August 2019	July 2019	
Project Management and Sponsorship				
Scope	Risk	Risk	High Risk	Program needs to address scope risks by having newly contracted experts validate the planned approach and timeline, and confirm the viability of using NASPO,
Schedule	Risk	Risk	High Risk	Program needs to address schedule risks with more detailed schedule that identifies interdependencies between work streams
People				
Business Processes/ System Functionality – Program Level	High Risk	High Risk	High Risk	Program has not yet developed the details or identified the specific business processes and/or system functionality that will change or be impacted as a result of the new approach for moving forward; Deloitte, Plante Moran and ISG-PS are expected to bring clarity to this area; until these details are developed, achieving the Program's planned schedule is at risk
Business Processes – Agency Readiness	High Risk	High Risk	High Risk	Until the agency business readiness details supporting the revised scope are determined and agencies (especially those that will be affected in initial Finance functionality rollout) are informed of expectations for their commitment of time and resources, achieving the Program's planned schedule is at risk
Solution				
Requirements, Design, and Configuration – Program Level	High Risk	High Risk	High Risk	Program has not yet developed the details or identified the specific "solution lifecycle" activities that will change or be impacted as a result of the new approach for moving forward; Plante Moran, Deloitte, and ISG-PS are expected to bring clarity to this area; until these details are better defined, completion of the revised scope within the planned timeline is at risk
Requirements, Design, and Configuration – Agency Readiness	High Risk	High Risk	High Risk	Program has not yet developed the agency-specific "solution lifecycle" activities that will change or be impacted as a result of the new approach for moving forward; Plante Moran, Deloitte, and ISG-PS are expected to bring clarity to this area; until the agency-specific details are better defined, completion of the revised scope within the planned timeline is at risk
Integrations, Reports, and Systems Remediation – Program Level	Risk	Risk	Risk	Program has not yet developed the details or identified the specific technology-related readiness activities that will change or not occur as a result of the new approach for moving forward; Plante Moran, Deloitte, and ISG-PS are expected to bring clarity to this area; until these details are better defined, completion of the revised scope within the planned timeline is at risk
Integrations, Reports, and Systems Remediation – Agency Readiness	Risk	Risk	Risk	Program has not yet developed the details or identified the agency-level specific technology-related readiness activities that will change or not occur as a result of the new approach for moving forward; Plante Moran, Deloitte, and ISG-PS are expected to bring clarity to this area; until the agency-level details are better defined, completion of the revised scope within the planned timeline is at risk
Data				
Data Conversion – Program Level	Risk	Risk	Risk	Program has not yet developed the details or identified the specific data conversion activities that will change or not occur as a result of the revised approach for moving forward; Plante Moran, Deloitte, and ISG-PS are expected to bring clarity to this area; until these details are better defined, completion of the revised scope within the planned timeline is at risk
Data Conversion – Agency Readiness	Risk	Risk	Risk	Program has not yet developed the agency-specific data conversion activities that will change or not occur as a result of the revised approach for moving forward; Plante Moran, Deloitte, and ISG-PS are expected to bring clarity to this area; until the agency-specific details are better defined, completion of the revised scope within the planned timeline is at risk



FOR MORE INFORMATION:

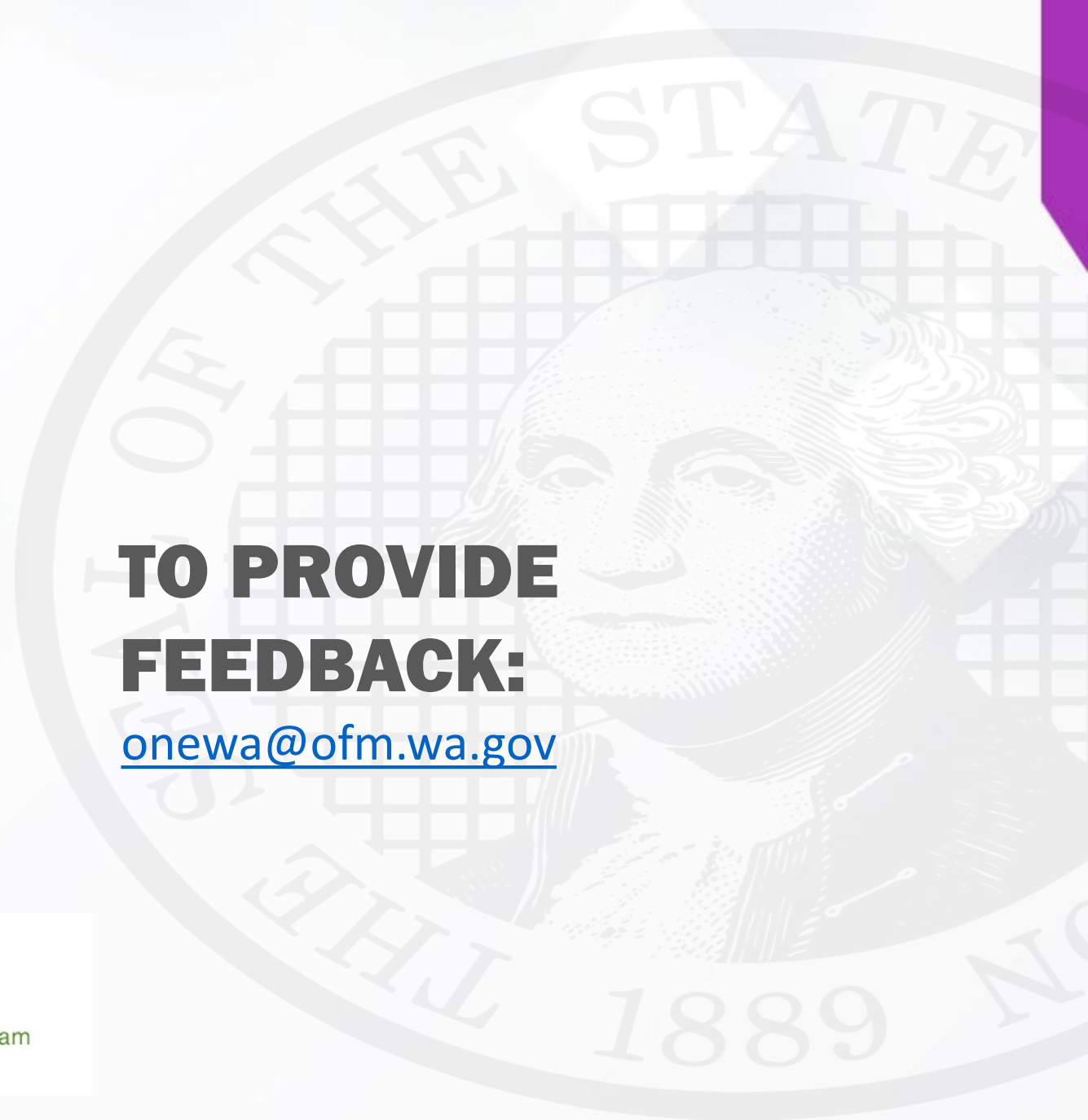
Website: one.wa.gov

TO PROVIDE FEEDBACK:

onewa@ofm.wa.gov

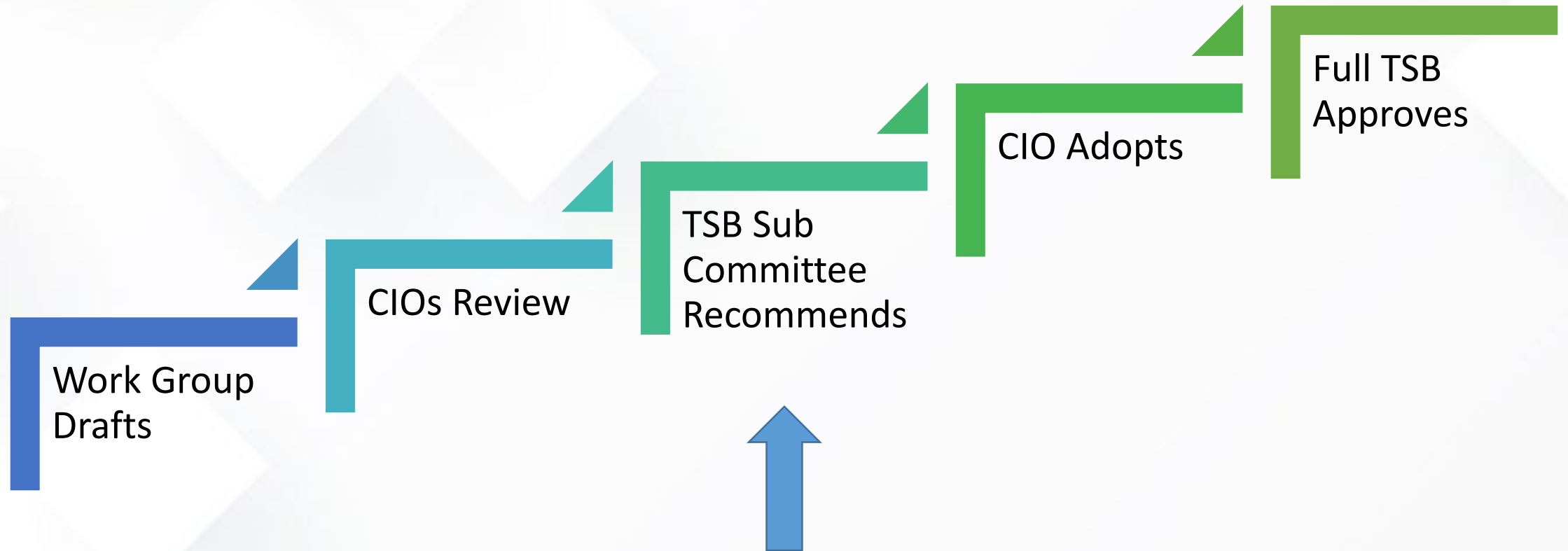


One Washington
A Business Transformation Program



Policy / Standard Review

Where Are We?



Information Technology Portfolio Foundation



Purpose of action

- Request approval of existing policy and standards updates
- Request rescind of outdated policy



Business case

- [RCW 43.105.225](#) , [RCW 43.105.230](#) and [RCW 43.105.341](#) for Portfolio Program
- Eliminate obsolete portfolio requirements
- Improves alignment with existing practices



Key objectives

- Streamlines technology portfolio management policy
- Reduces complexity to program participants
- Improves portfolio alignment to business outcome



Strategic alignment

- Supports efficient, effective and accountable government by clarifying portfolio requirements
- Improves ability to show technology portfolio alignment to business outcomes



Implementation

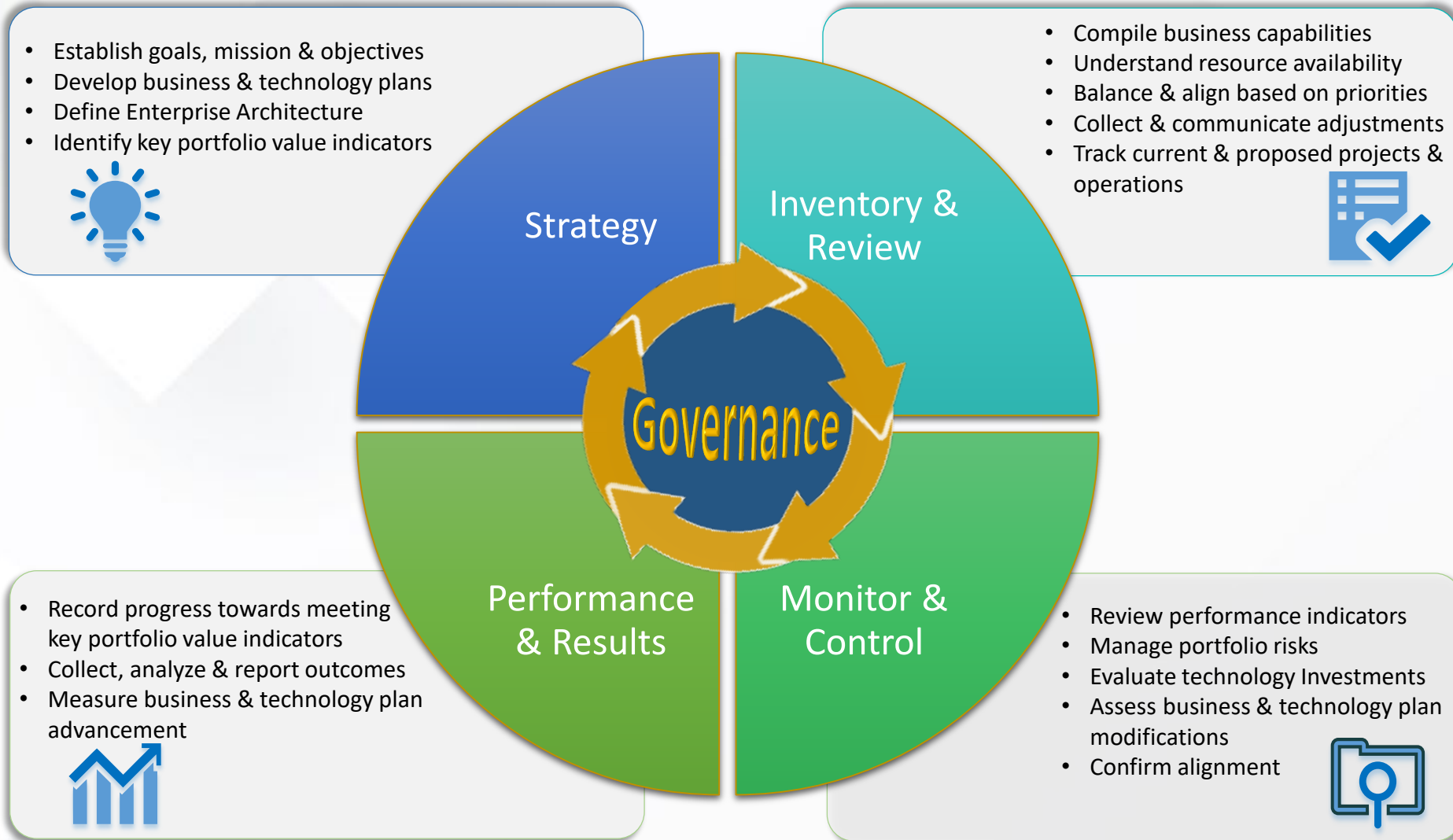
- Agency can attest to portfolio standards during annual certification process
- Reduced reporting complexity for agencies



Success criteria

- Increase number of agencies that can identify and report on portfolio components
- Reduced questions related to obsolete IT portfolio requirements

Portfolio Management Conceptual Model



Version 1 December 2018

Maturing Portfolio Management



Crawl

- Basic data
- Reactive analysis
- Decisions based on gut feeling



Walk

- Basic data
- Proactive analysis
- Consistent reporting
- Decision based on data & gut feeling



Run

- Detailed data
- Predictive analysis
- Consistent reporting
- Decisions based on deep data analysis



Fly

- Continuous improvement
- Consistently maintained
- Knowledge sharing

We are here

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For Recommendation

- Do you recommend rescinding Policy 111?
- Do you recommend revisions to Policy 112, Standards 112.10 and 112.20?

Technology Business Management



Purpose of action

- Request approval of sunset review update of existing policy and standards



Business case

- [RCW 43.105.054 Section 2\(f\)](#) requirement for TBM Program
- Program has been operationalized with agencies performing review and update on a bi-yearly basis



Key objectives

- Use data driven analytics to identify opportunities for efficiency and savings of IT expenditures
- Link IT expenditures to technology investment



Strategic alignment

- Supports efficient, effective and accountable government by using industry standard taxonomy and common terms
- Shows what agencies get with their IT investments



Implementation

- 47 agencies are using standardization to categorize IT spend by technology tower
- Bi-yearly check in with each agency to ensure accuracy in their reporting



Success criteria

- Agency reporting is 100%
- Increased accuracy in coding IT spend
- More agencies can show value of IT to business service and monitor performance of investment

For Recommendation

- Do you recommend revisions to Policy 113, Standards 113.10, 113.30 and 113.40?

Public Comment

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