

Positioning Washington for the Future

TSB Portfolio & Policy Subcommittee

May 13, 2015



Office of the
Chief Information Officer
Washington State

TSB Subcommittee

Agenda

- Welcome and opening remarks
- Policy & Standard Reviews
- Tools to Improve Project Success
 - Role of Quality Assurance
- Major IT Project Presentation
 - Department of Revenue – Tax and Licensing Systems Replacement
- Public Comment





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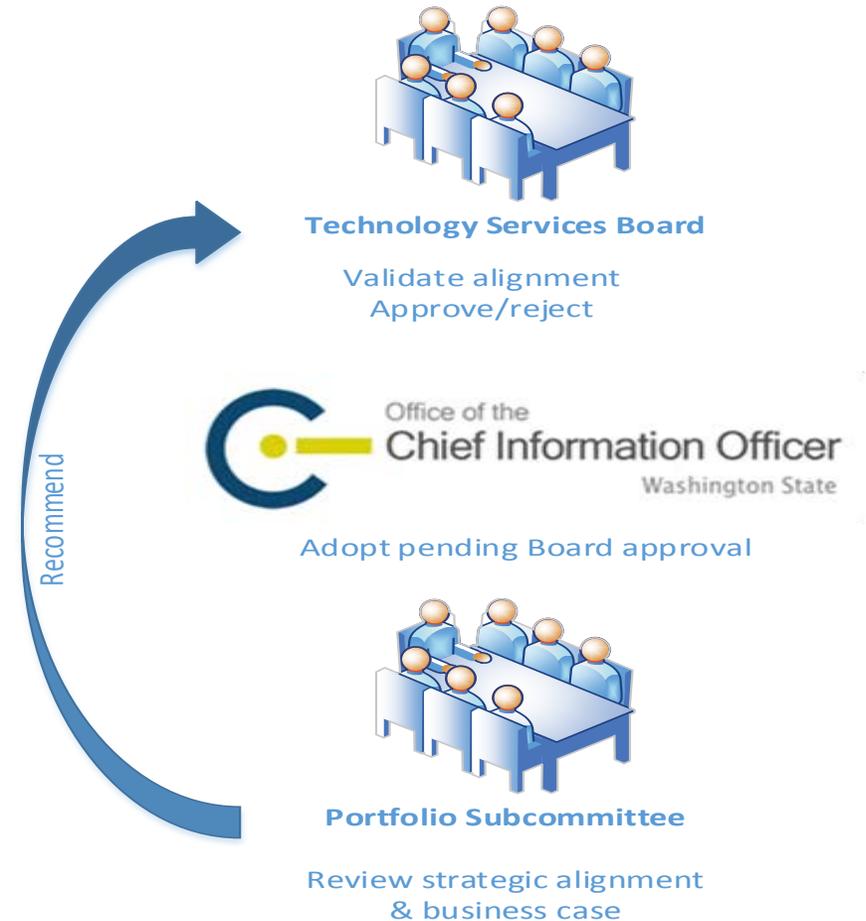


- Request Subcommittee **Recommendation for Approval**,
- Request **CIO Adoption** effective 5/13 pending the TSB action on 6/10
 - [Policy 101](#) – Technical Policy and Standards
 - [Policy 103](#) – Waiver Requests
 - [Policy 184](#) – Data Center Investments
 - [Standard 113C](#) – TBM Taxonomy Standard
- Request Subcommittee **Recommendation to Rescind**
 - [Standard 171.11](#) – Internet Markup Language

POLICY DEVELOPMENT



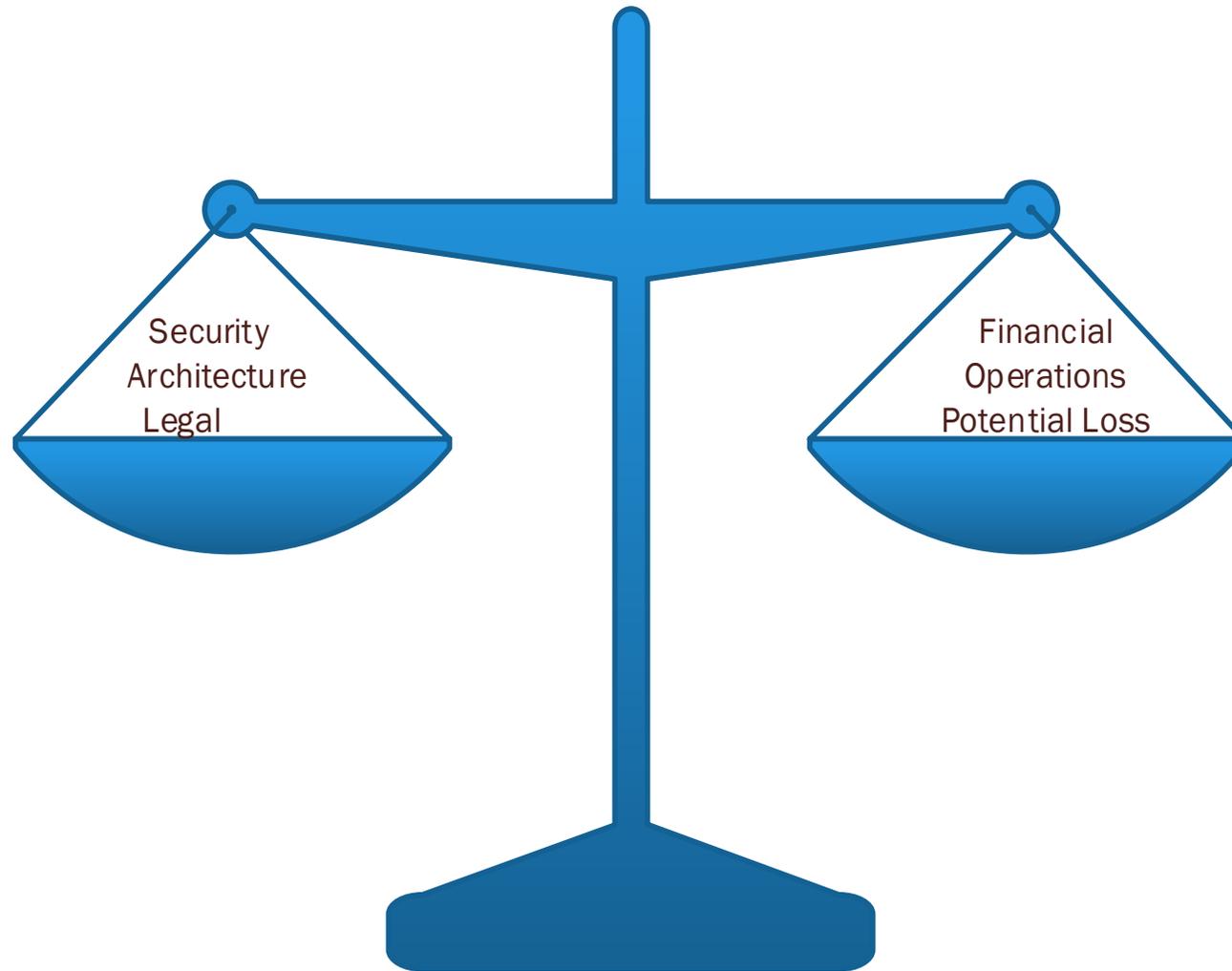
GOVERNANCE





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Washington State

Policy 103 – Waivers



Balancing Risk

- At last meeting, Subcommittee requested modification to Purpose Statement:
 - **OLD:** Require usage of State Data Centers for on-site/premise infrastructure *supporting* reduction and consolidation of agency-specific data centers.
 - **REVISED:** Optimize IT operations through reduced cost and improved security/resiliency through reduction/consolidation of agency-specific data centers by requiring usage of State Data Centers for on-site/premise infrastructure that supports delivery of government services.

- Standard Resource Towers/Cost Pools to support aggregation & reporting

Service Costing

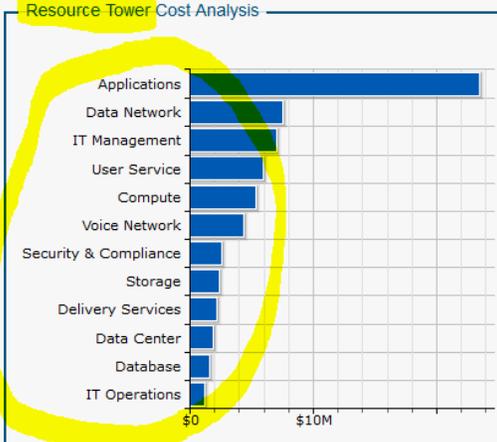
Enterprise Level IT Exec Dashboard
 Mar FY2015
 Data Aggregated from Agency Projects

Questions or Feedback?

Resource Towers [Extract Report](#)
▼ Exclude CTS DES Charges

Exclude EL Items

Resource Tower Cost Analysis



Show Details: Subtower Name

Subtower Name	Cost	Cost Trend	Prior Month Variance
Compute			
Mainframe	\$1,842,862		(\$221,416)
Agency Servers	\$1,529,560		\$385,934
Servers	\$422,169		(\$8,949)
Cloud	\$268,398		(\$118,516)
Other State Agency Servers	\$250,947		\$234,410
Total	\$65,448,171		\$15,819,413

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Select Report Filter Criteria

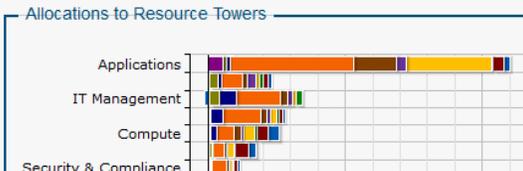
▼ Slice by Agency

- AGR
- ATG
- CJT
- COM
- CRAB
- CTS
- DEL
- DES
- DFI
- DFW

▼ Slice by IT I

- Applications
- Compute
- Data Center
- Data Network
- Database
- Delivery Service
- Help Desk

Allocations to Resource Towers



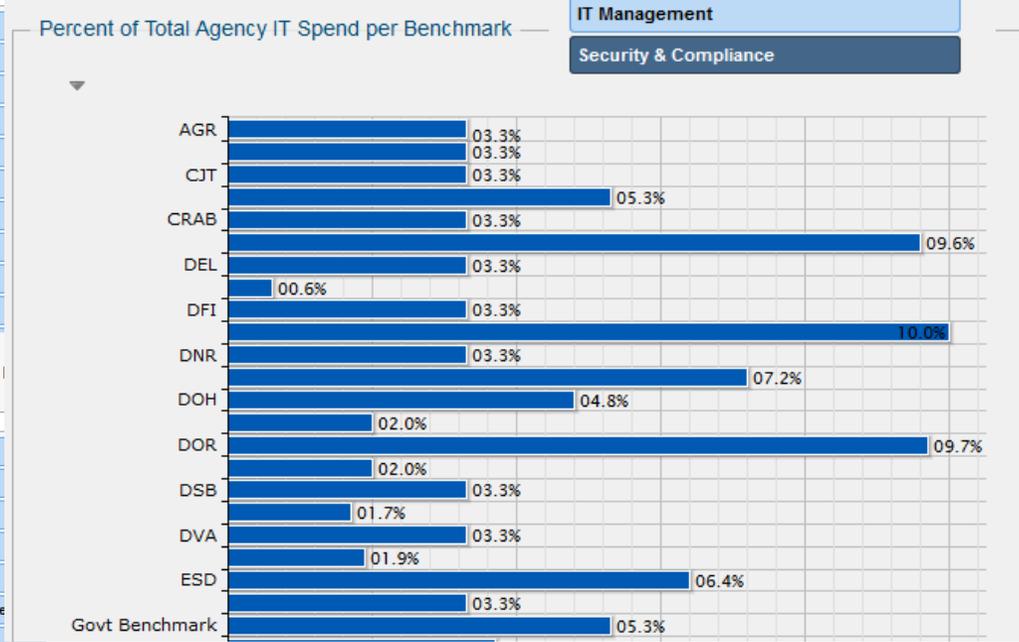
Cost Pool

Cost Pool	Cost	Cost Trend	Prior Month Variance
Applications			
FTE Labor	\$8,992,597		\$48,498

IT Resource Tower Benchmark

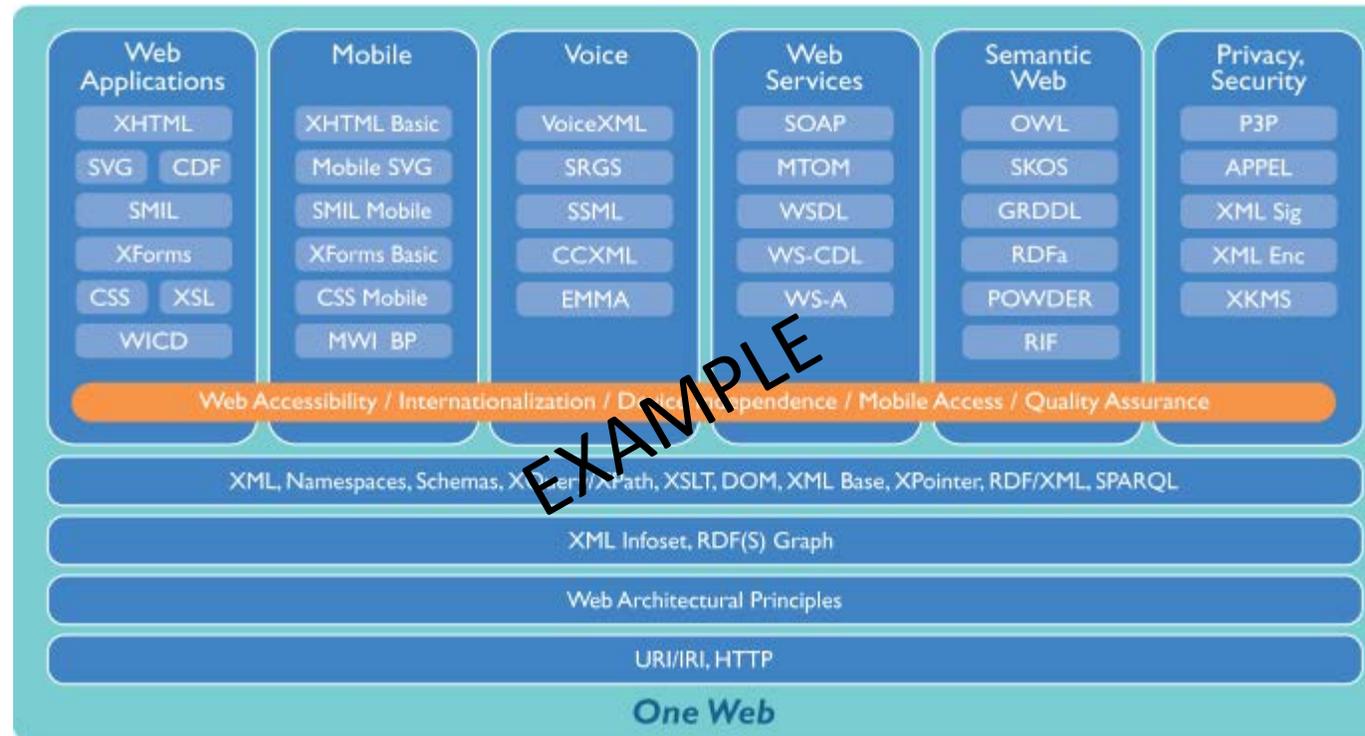
- Data Network
- Application Development
- Help Desk
- IT Management
- Security & Compliance

Percent of Total Agency IT Spend per Benchmark



Agency	Percent of Total Agency IT Spend
AGR	03.3%
ATG	03.3%
CJT	03.3%
COM	03.3%
CRAB	05.3%
CTS	03.3%
DEL	03.3%
DES	03.3%
DFI	00.6%
DFW	03.3%
DOR	09.7%
ESD	06.4%
Govt Benchmark	05.3%

- An object lesson:
 - Standard is 10 or more years old and clearly out of date
 - No linkages to bigger picture or architecture (example below)





- For July
 - Commonly Used Software Product Retirement - Proposes statewide approach to common problem
 - Open Data – Begins to institutionalize baseline philosophy
- Other work
 - Major projects – how do we get early warning and effective supports for agencies

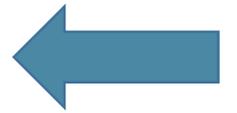


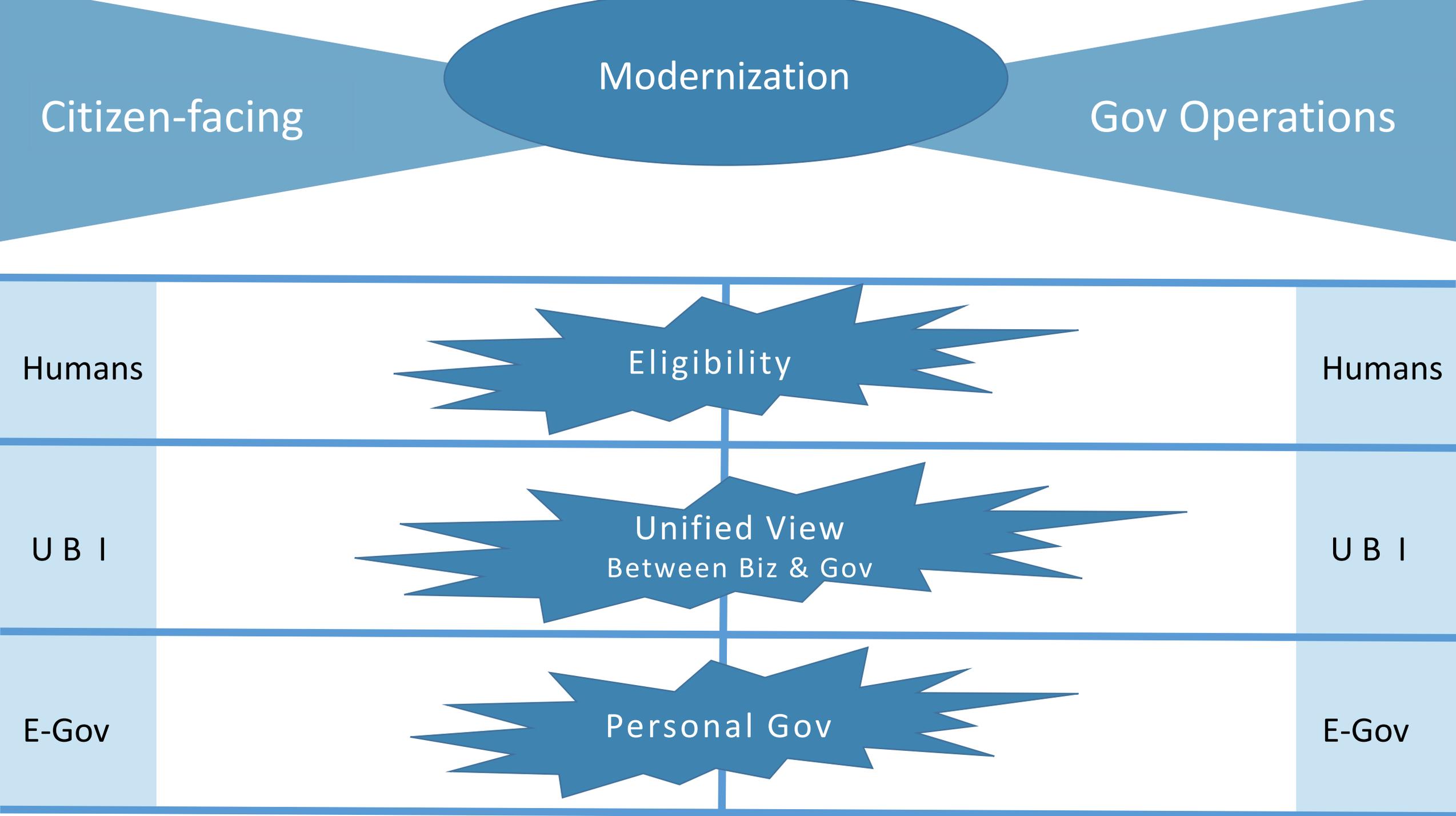
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Modernization

Citizen-facing

Gov Operations

Humans

Eligibility

Humans

U B I

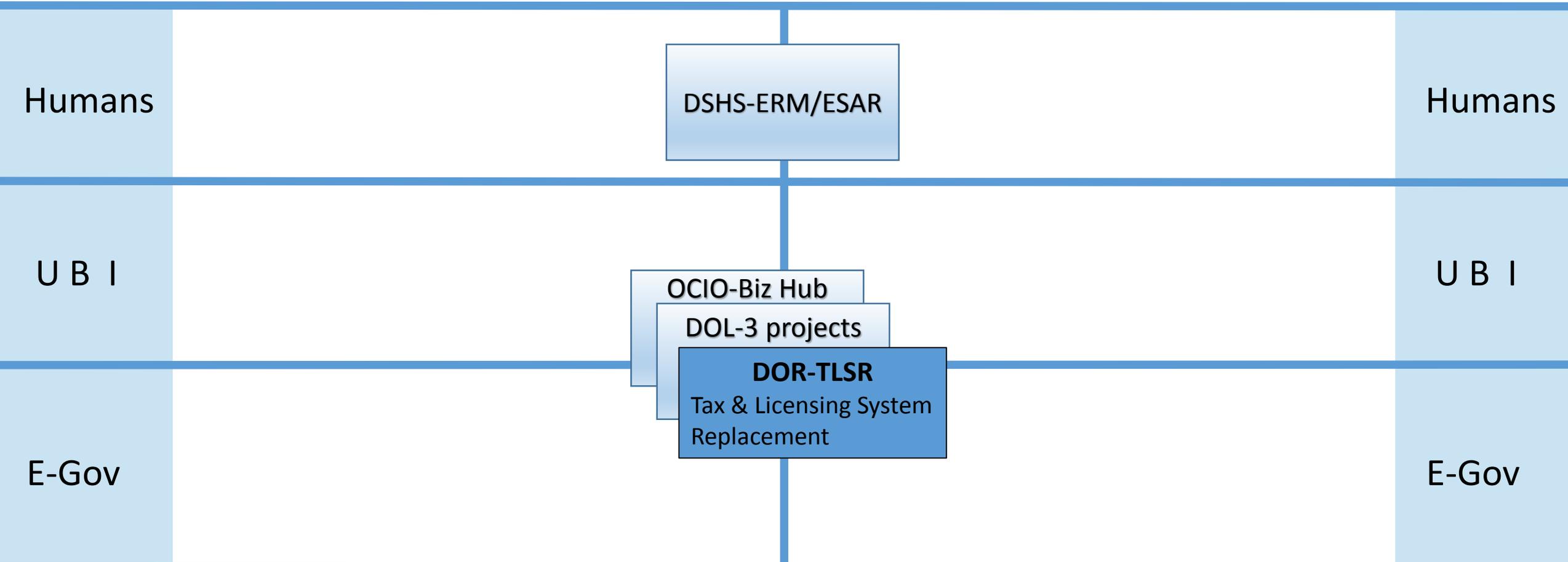
Unified View
Between Biz & Gov

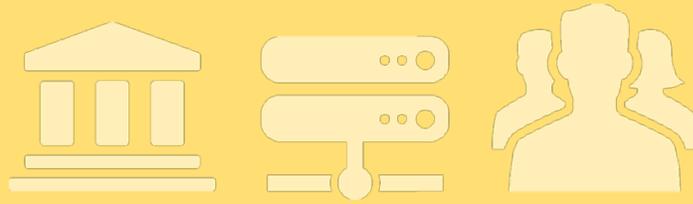
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E-Gov

Personal Gov

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TSB Presentation

Department of Revenue

Tax and Licensing Systems Replacement (TLSR) Project

May 13, 2015



Tax and Licensing Systems
Replacement (TLSR)

Collaboration
Innovation
Transformation

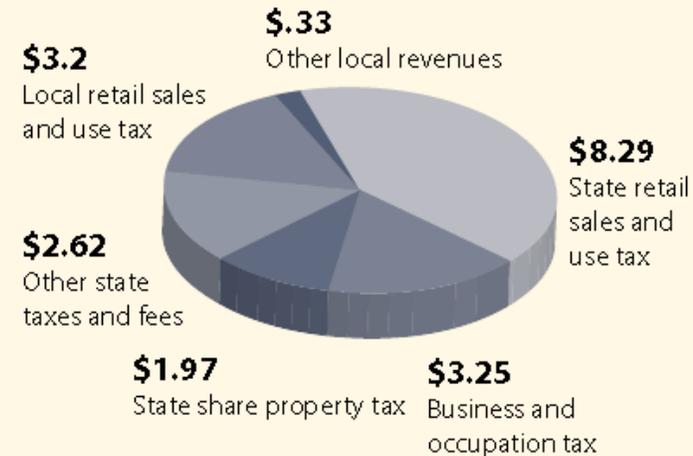


Transforming Revenue's Future through collaborative efforts, improved processes, and proven technology solutions.

About Revenue

- The Department of Revenue is Washington's principal tax collection agency.
- Collects more than \$19.66 billion in tax payments, which is more than 90% of state General Fund tax revenues.
- Processes 2.2 million tax returns a year from nearly 524,964 businesses filing monthly, quarterly, and annually.
- Processes more than 560,000 business license applications and renewals.
- Revenue is recognized nationally for its leadership, innovation and compliance.

Where the money comes from



Revenue collects more than \$19.66 billion

About the Project

- Revenue has determined that it is critical to replace its aging tax and business licensing computer systems.
- Significant improvements are expected:
 - ✓ Safeguard future revenue collections
 - ✓ Allow changes to be made timely and cost effectively
 - ✓ Enable more online services for taxpayers
 - ✓ Provide taxpayers with increased access to their information and improve self service
 - ✓ Better integrate with state and local partners including the Washington Business Hub



About the Project

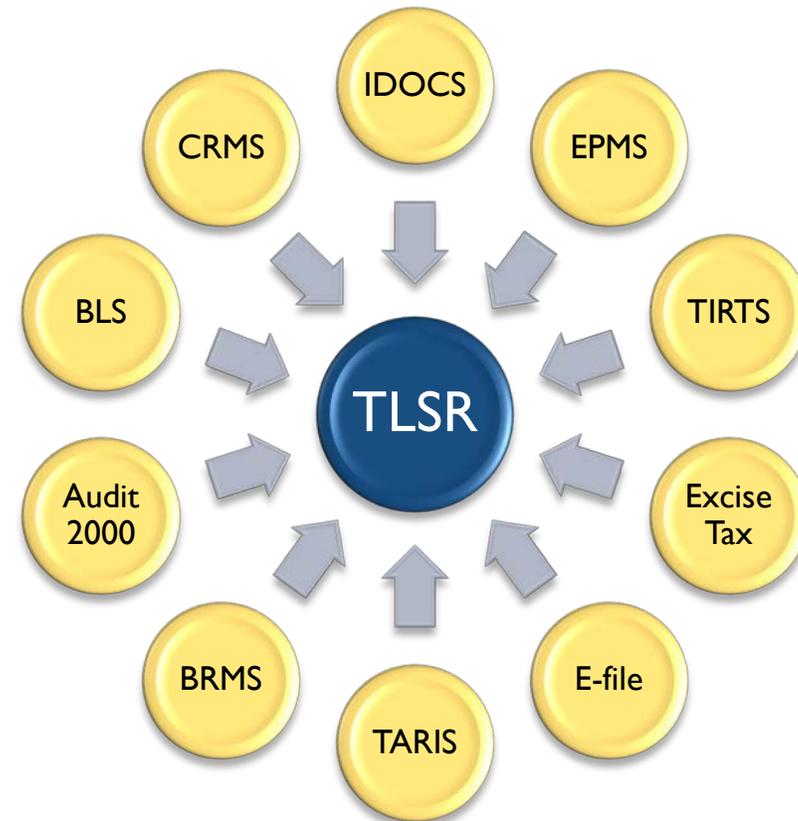
Vision

Transforming Revenue's future through collaborative efforts, improved processes, and proven technology solutions.

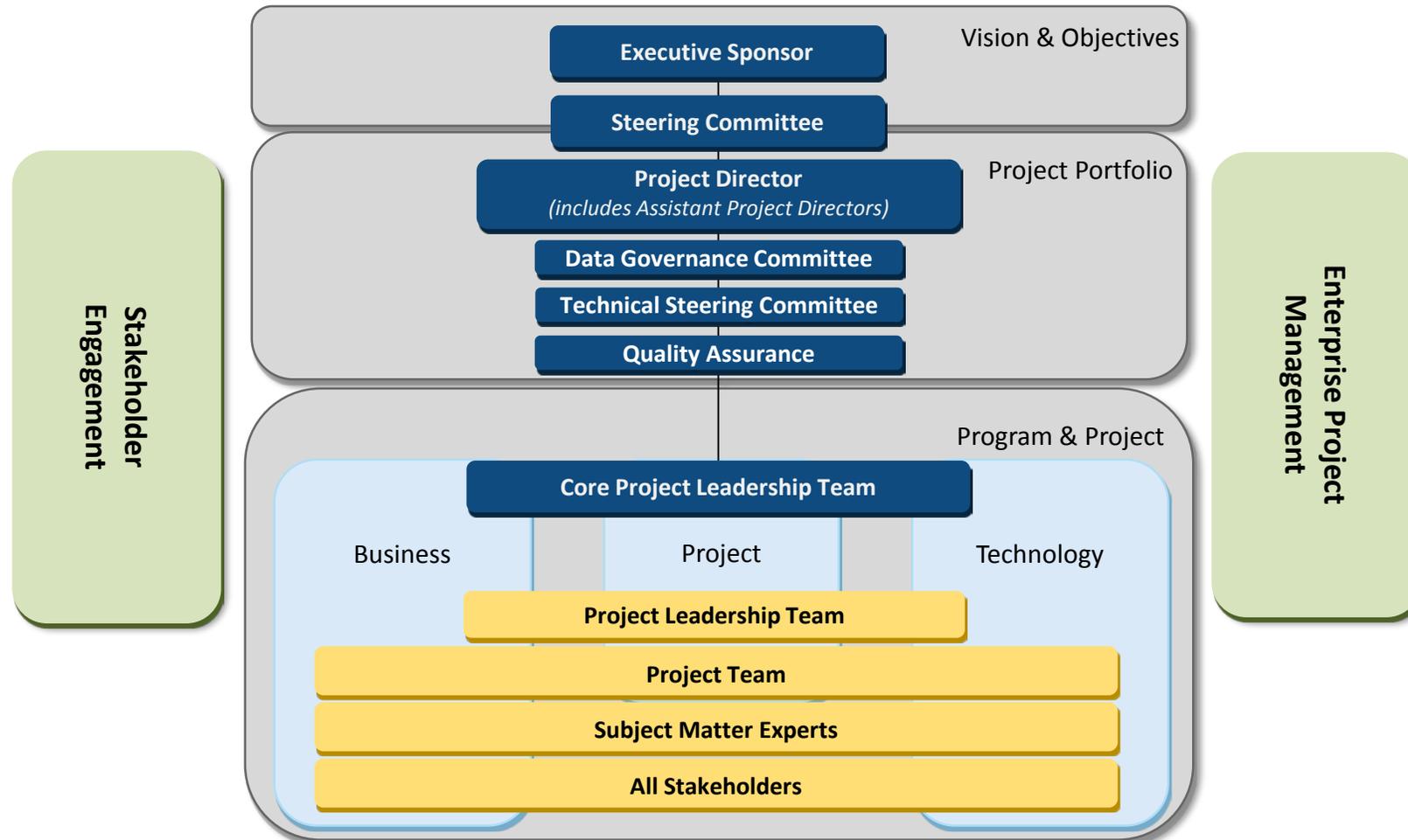
Scope

The scope of the project is defined by the following:

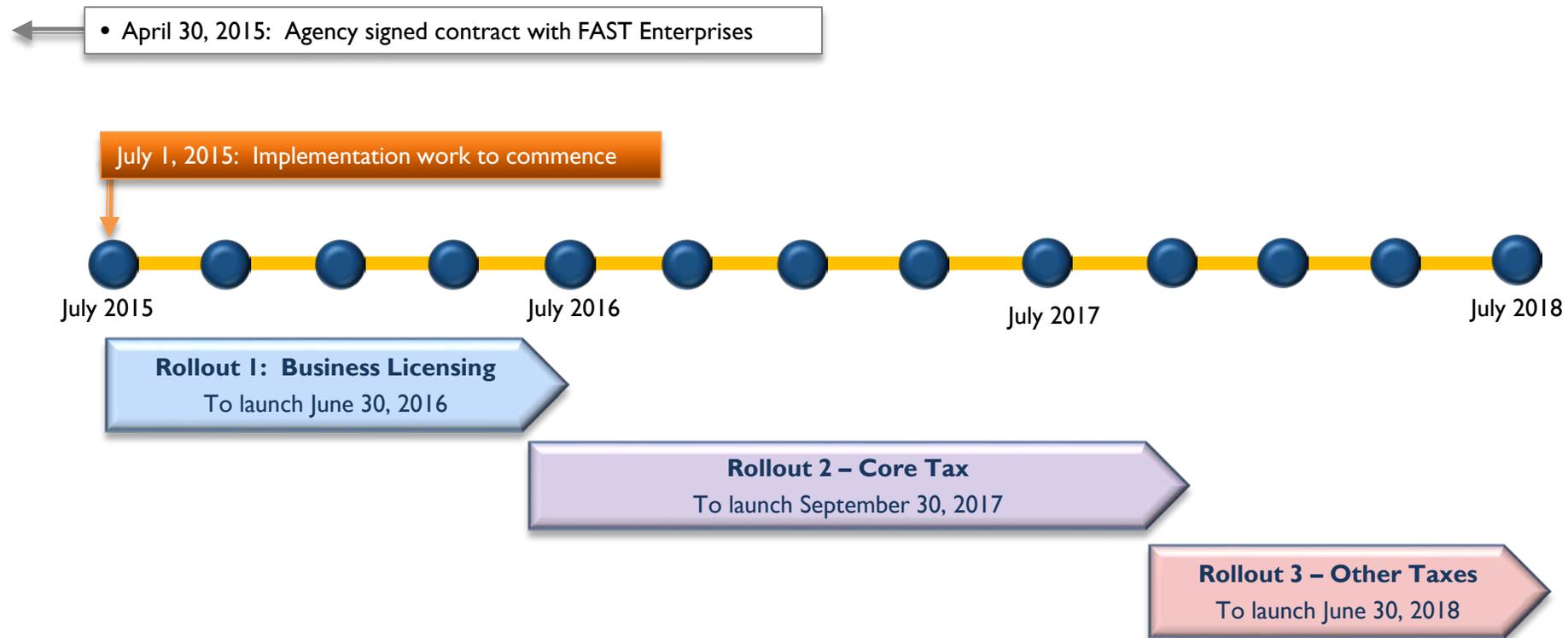
- To implement a solution that supports the administration of the core tax and business licensing programs.
- Work efforts to prepare people and systems to use the new solution.



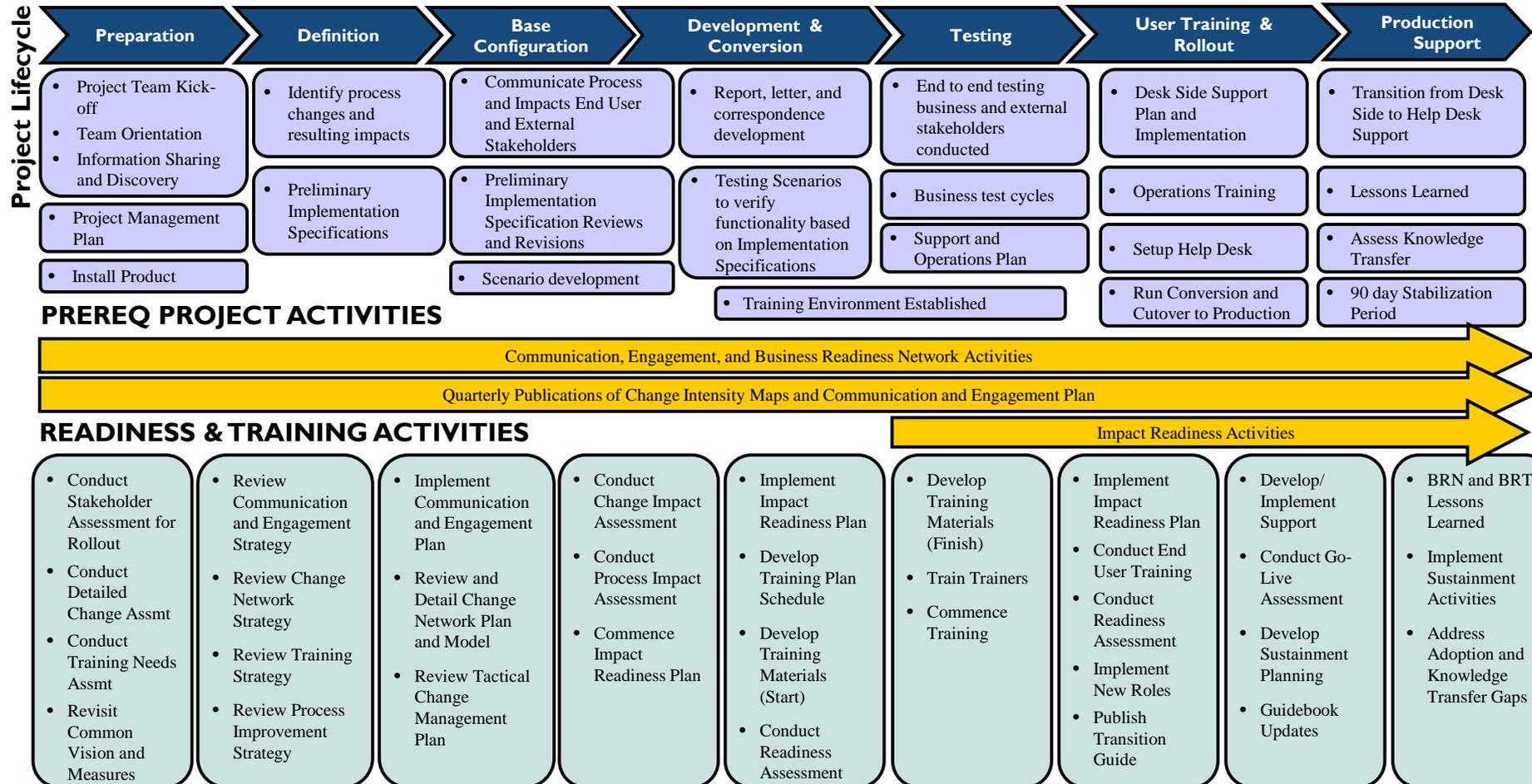
Governance



Timeline



OCM Efforts



Risks and Issues

Risks

- Data cleansing and conversion complexities
- FAST's reputation of moving extremely rapid will require adjustment for DOR staff
- Resistance to business process changes
- Staff concern about change in duties and/or job loss
- Delay and/or level of funding received for the project
- Because FAST has multiple projects concurrently in the state, there is concern that they may be spread too thin and that may impact the planned schedule

Issues

- Level of agency staff required for the project will impact operations

FAST Enterprises

About FAST:

- Based in Greenwood Village, Colorado
- Staff working with Revenue will reside in Olympia for the duration of the project
- Work spans local, state, and federal governments across the country
- 32 GenTax implementations currently in production
- Holds a solid understanding of Revenue and Licensing agencies
- Earns their name. Their agile approach to development and decision-making keeps projects moving forward
- Implemented *on time* and *within budget* in every implementation

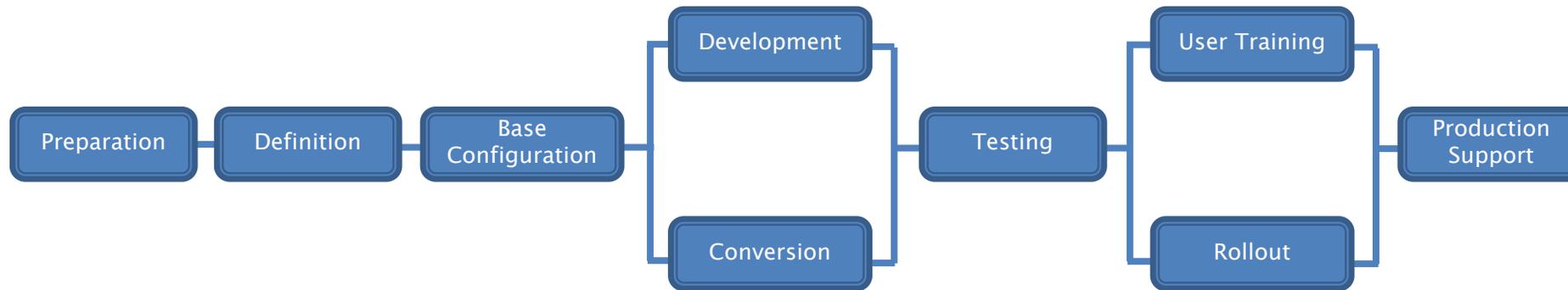
About GenTax – FAST’s Flagship Product:

- Fully integrated tax and business licensing software that has been in production since 1999.
- Browser-based COTS solution that can be highly configured to support business needs



FAST Enterprises

Implementation Methodology





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