



Washington State · Office of the

Chief Information Officer

MINUTES

Technology Services Board

Tuesday, March 12, 2019

1500 Jefferson St SE, Olympia, WA / 1st Floor / Presentation Rm

9:00 a.m. – 12:00 p.m.

Members present: Jim Weaver

Tracy Guerin

Dave Danner

Jeff Paulsen

Paul Moulton (WebEx)

Sue Langen (TSB Staff)

TOPIC	LEAD	NOTES
Welcome and opening remarks	Jim Weaver	Jim reviewed the agenda and confirmed we do not have a quorum for policy approval later on the agenda. Main theme of agenda was to look at how he wants to expand IT portfolio management as it relates to enterprise architecture.

<p><b>Project Update – Dept. of Labor &amp; Industries</b></p> <ul style="list-style-type: none"> <li>● <b>Business Transformation Program</b> <ul style="list-style-type: none"> <li>○ <b>Joel Sacks, Director</b></li> <li>○ <b>Randi Warick, Deputy Director for Financial Mgmt.</b></li> <li>○ <b>Kathleen Nolte, Sightline, LLC, QA</b></li> <li>○ <b>Jill Satran, Sightline, LLC, QA</b></li> </ul> </li> </ul>	<p>Sue Langen Pamela Davis-Taggart</p>	<p>Joel Sacks introduced the project team. Charged with transforming the way the agency does its business. To prepare for such a massive system upgrade, three things needed to happen:</p> <ol style="list-style-type: none"> <li>1. Articulate strategic direction</li> <li>2. Improve the business processes</li> <li>3. Recognize the need for planning and practicing.</li> </ol> <p>Randi Warick, Executive Sponsor, reviewed timeline. The first five years focused on business, personnel and policy changes. In 2018, began focus on IT modernization by engaging with strategic advisors.</p> <p>One major project currently in flight is a Website Redesign. A broad user base is accessing the site at all hours of the day and night. Problems being resolved include access via mobile phones and search capability.</p> <p>Jim mentioned this aligns with one of his goals to improve how we engage with citizens.</p> <p>Randi reviewed a list of lessons learned already to guide them through the future work.</p> <p><b>Agency Project Status:</b> Website Redesign project schedule is currently at risk (RED). More content to review than time to review. Consistent enterprise change management would have been beneficial in the beginning. Challenges with personnel understanding their changing roles.</p> <p><b>QA Status:</b> Sightline has oversight for: Web Redesign: schedule remains at risk (RED), little time to rewrite content.</p>
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		<p>Provider Credentialing: unique challenges due to linkage with Health Care Authority; integrated project plan lacking; new project sponsor on team.</p> <p>Workers' Compensation: project director needed, hard to fill; new governance structure; need to clarify roles and responsibilities.</p> <p>Joel added that biennial budget process slows their progress, since, for instance, money saved as a result of their process improvements is not accessible to them to spend.</p> <p>Treat more like a capital budget. Manageable phases, viable products, starting the conversations with legislators, but still at least two years away from anything solid.</p>
<p><b>Policy 121 – IT Investments</b></p>	<p>Sue Langen</p>	<p>Changes to Policy 121 were adopted by the state CIO, but are yet to be approved by the Board, due to lack of a quorum at the last two full Board meetings.</p> <p>OCIO team feeling a bit overwhelmed with oversight projects.</p> <p>Jim feels there is a lack of transparency across the IT enterprise. Let's not hinder progress, but be aligned architecturally, assess business risk and reuse capabilities.</p> <p>Need to find the right balance and not let process get in the way of progress.</p> <p>Sunset review is in August anyway, so it will be up for update soon.</p>

## IT Portfolio Management

- **Conceptual Model**

Cammy Webster

Jim stated portfolio management is a key component for how we may look at future decision packages. Want to ensure agencies are aligning technology plan with agency strategic/business plans.

Cammy described work currently underway to revisit the statewide portfolio management program, which has needed updating for a long time. She has been meeting with eleven small, medium and large agency CIOs to identify three key problems:

1. Strategic disconnect within their own agencies and with state IT technology plan – CIOs should be at the table during strategic business planning
2. Inadequate data & metrics – shortfalls in data available to provide metrics on IT performance at agency and state level
3. Confusion about role of Technology Business Management (TBM) – it's a facet of the overall program

In order to put in place a shared understanding of portfolio management, we are reframing definitions and practice at agency and enterprise levels for better transparency, better data capture to support informed decision making at multiple levels.

Cammy discussed work sessions held to complete current assessments, an updated conceptual model, work to expand data capture and analysis and statewide policy updates and IT dashboard.

Cammy presented the conceptual model that works at the agency and enterprise levels. Hopes this will help CIOs. Jim would like a state architecture framework

		that drives innovation and also drives service to the Washingtonian.
<b>Decision Package Prioritization Analysis</b>	Derek Puckett	Derek reviewed the results of the 2019-21 biennial decision package review. A lot of agencies were well prepared and demonstrated the alignment between the technology and business/citizen. The OCIO is also required to make recommendations to fully fund, partially fund or not fund IT initiatives, and the feedback was incorporated quite a bit into the Governor's budget – about 90 percent aligned.

**IT Portfolio Management (cont.)**

- **Major Projects**
- **Transparency (IT Dashboard)**
- **Role of TSB in the above**

Laura Parma  
Amy Pearson  
Sue Langen

Laura Parma reviewed what the OCIO oversight consultants do:

1. Risk review for new investments
2. Oversight of investments deemed as major projects
3. Review investment plans for approval
4. Monitor projects through life of the project

OCIO also hosts Executive Sponsor training for agencies.

It's now time to review and improve the oversight processes. Gaps we want to address:

1. Engage with agency earlier, possibly pre-feasibility study
2. Better use of project phasing and financial gating
3. Align risk assessment with best practices
4. Better ways to track changes in the investment
5. Need to "right-size" oversight for the projects

OCIO hired a contractor, Plante Moran, to research and assess where we are, engage TSB and other stakeholders and provide recommendations to how we improve the project approval and oversight process. Does not include implementation. Work to be finished in June 2019.

Amy Pearson discussed another tool the OCIO and the enterprise uses – the IT Dashboard. It was established to provide transparency into project documents and give projects assessments. OFM and legislative staffers provided input for future enhancements. Amy and team are working with the vendor for short and long term strategy for improvements.

		<p>TSB engagement for the various ITPM work streams includes:</p> <ol style="list-style-type: none"> <li>1. Portfolio management policies for review and approval</li> <li>2. Decision package criteria weighting in April 2020</li> <li>3. Key stakeholder work session at April 2019 subcommittee meeting</li> <li>4. Report out on dashboard enhancement results in June or September 2019</li> </ol> <p>Jim said work to update the state technology plan to start soon.</p>
<p><b>Public Comment</b></p>		<p>Dr. James McRae addressed the Board today regarding his attendance and comments at the 10/11/18 subcommittee meeting, and subsequent response to those comments by then Director Pat Kohler. Comments were related to his critique of the Liquor and Cannabis Board's Traceability project.</p>
		<p><a href="#">Link to WebEx recording online.</a></p>