

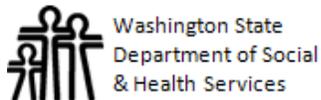
## 2013-2015 Business Plan

# Information System Services Division

Sue Langen, Chief Information Officer

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### Vision

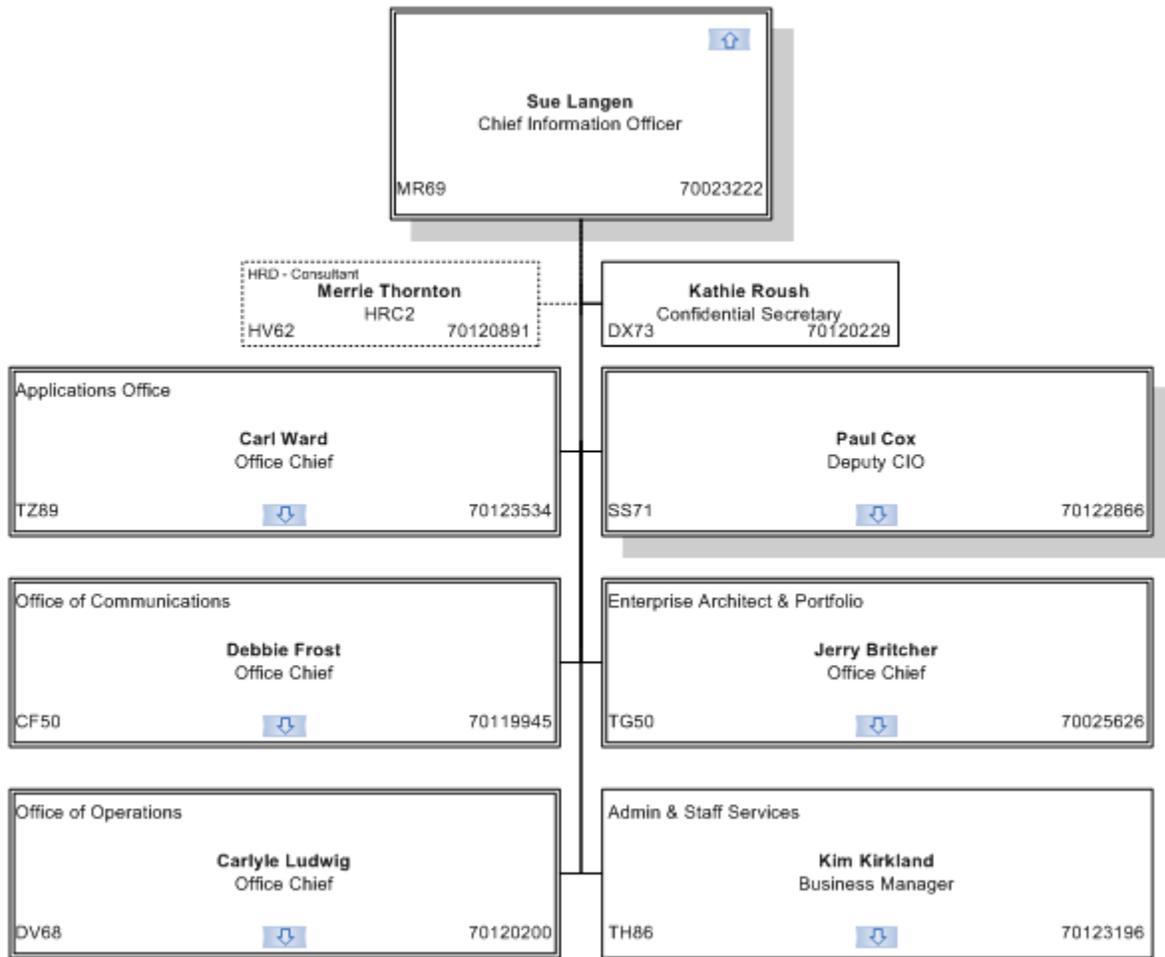
Safe, healthy individuals, families, and communities

### Mission

The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

### Values

Excellence in Service  
Respect  
Collaboration and Partnership  
Diversity  
Accountability



## Introduction

The Information System Services Division is the Department's primary service provider for agency-wide information technology services. The Division is responsible for network infrastructure and support; Department administration of shared messaging services; telephone and voice services; production control; data security and disaster recovery; Internet/Intranet services; enterprise application development services for Executive Administrations, support of the Imaging system and the Social Service Payment System; enterprise architecture, formulating agency IT policy, maintaining an IT portfolio, facilitating governance and the setting of agency IT standards; and coordinating oversight reporting to the state Technology Services Board and the state Office of the Chief Information Officer.

The business plan for ISSD focuses on the Division's strategies and activities that support the DSHS vision for safe, healthy individuals, families, and communities.

ISSD's efforts and strategic directions reflect the early childhood development, and person- and family-centered, strengths-based orientations most directly through its responsibilities for the Social Service Payment System, which pays for a variety of services that facilitate employment, increase independence, and protect children, the fragile elderly, and disabled children and adults.

The plan outlines how the Division primarily supports **DSHS Goal 5**: *Increase public trust through strong management practices that ensure quality and leverage all resources.*

The plan also supports the Governor's Priorities of Government to:

- Reinforce strong management to increase public trust.
- Strengthen data-driven decision making.
- Value and develop employees.
- Improve internal and external partnerships.

In addition, the plan supports these key state technology goals and actions:

### Key State Technology Goals

- Innovate and deliver better services to make public interaction with state government more streamlined and responsive.

### DSHS Goal 1

Improve the health status of vulnerable populations.

### DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

### DSHS Goal 3

Improve individual and public safety.

### DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

### DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

- Make government data more accessible to citizens to increase transparency and to encourage private sector innovation.
- Continually focus on making state business operations efficient, nimble, and frugal.
- Build and support credible, well-planned, trusted IT organizations that save money and make employees more productive.

### **State Technology Actions**

- Action 1 – Secure critical state services and enable them to continue functioning after a disaster.
- Action 2 – Improve accountability and insight into technology investments.
- Action 3 – Encourage adoption of public cloud platforms where appropriate.
- Action 4 – Encourage adoption of Software as a Service (SaaS) for applications purchased by state agencies as appropriate.
- Action 5 – Adopt Enterprise Resource Planning (ERP) applications systematically and incrementally to enable Washington to function as a cohesive enterprise.
- Action 6 – Consolidate where appropriate to drive savings and deliver improved services.
- Action 7 – Adopt private cloud platforms across agency technology teams to enable easy movement of workloads across pools of servers.
- Action 8 – Efficiently manage all of the state’s suitable data centers.
- Action 9 – Encourage state agencies to systematically free up data (including geospatial information) for public consumption.
- Action 10 – Make it easier for Washingtonians to interact with state government.
- Action 11 – Inventory and plan for the replacement of critical legacy IT systems.
- Action 12 – Study how to attract and retain highly-skilled technology staff and build up technology interest groups that function as robust communities in state government.

### **Our work:**

- Provides an effective technology infrastructure and supports enterprise services
- Provides leadership in information management solutions
- Enhances business processes to improve service
- Maintains an environment that supports staff in the direct delivery of client services
- Facilitates decision-making through the Enterprise Architecture and Portfolio Management program
- Provides enterprise application development services for Executive Administrations
- Builds strong relationships with stakeholders

## ISSD Key Initiatives

- **Plan and implement strategic IT investments with an enterprise focus.** Examples include:
  - Implementation of the Apptio IT financial management tool and models within DSHS/ISSD
  - Phased retirement/decommission planning for the Social Service Payment System (helping Children’s Administration and the Department of Early Learning transition the Client to their own payment systems)
  - Lifecycle replacement of ISSD-managed hardware and/or software
  
- **Develop IT solutions and services in an enterprise environment** through:
  - Initiation of data governance within the agency and refinement of application development governance for Programs 110/150
  - Participation in statewide efforts to improve/modify statewide policies on investment, portfolio and project management
  - Focused development efforts on the agency’s high priority initiatives such as the Health Benefit Exchange Eligibility Service, Critical Incident Tracking System, Performance-Based Contracting and Family Assessment Response, Client Identification Management Hub, and enterprise wireless strategy
  
- **Support the Department’s enterprise IT efficiencies** through such projects as:
  - Completion of planned Wide Area Network upgrades
  - Completion of the planned Citrix farm and Citrix Access Gateway upgrades to improve/enhance remote access services
  - Based on the Roadmap and agency priorities, identification of projects to improve disaster recovery and Wide Area Network management
  - Planning and completion of the Enterprise Systems Center Configuration Manager infrastructure project
  
- **Implement IT solutions and services to reduce risk,** including:
  - Implementation of the DSHS Agency Incident Reporting System as planned
  - Modification of background check solutions to support background check business needs
  - Implementation of an eDiscovery solution and development of the supporting service offering
  - Completion of imaging of archived Children’s Administration case files from the DSHS Records Reference Center and field offices
  - Design and implementation of standard template(s) for “meaningful” disaster recovery plans
  - Updating and active testing of disaster recovery plans
  - Modification of IT Security Policy/Procedures/Reference manuals to improve usability

- **Implement internal IT and process improvement initiatives such as Lean that achieve efficiencies, cost savings and sustainability for IT services and resources** including:
  - Completion of Pro-Ops (Progressive Operations) Project Phase 2 to support improved change, release and configuration management practices
  - Identification of future Pro-Ops processes and systems improvements
  - Expansion of communications technologies such as video conferencing, WebEx and blogs (including ISSD's Idea Blog) to better engage in dialogue, strengthen communications and reduce travel costs
  - Completion of shared multi-function print device initiative for Executive Administrations
  - Sustained or increased desktop energy savings

### **Strategic Objective 5.1**

Improve information technology governance and decision-making for the IT services we provide, including improved accountability and insight into technology investments.

#### **Strategies**

- Use agency-level application governance to align the agency's IT processes with the DSHS Framework for the Future and the state IT strategic plan.
- Use the Enterprise Architecture Framework to ensure a more strategic alignment of IT investments with an enterprise focus.
- Solicit staff and stakeholder input on strategic decisions.

#### **Actions**

- Provide ongoing support for agency enterprise initiatives.
- Adopt and implement the Apptio IT financial management tool within ISSD and for ISSD services.
- Initiate data governance program within the Department and use the Enterprise Architecture and IT Steering Committee-approved application governance policies, principles, models and standards to scope the Division's projects and initiatives.
- Refine application development governance for Programs 110/150.
- Refine processes to seek staff and stakeholder input on strategic decisions.

#### **Interdependencies: Who are our key business partners?**

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies

#### **Key Performance Indicators**

- Percentage of ISSD-managed enterprise systems using formalized governance processes to identify and prioritize work
- Percentage of ISSD services captured within the Apptio IT financial management tool to identify costs and improve service delivery at the lowest possible costs

## **Strategic Objective 5.2**

Provide the Department with the best IT infrastructure and solutions for the best price and promote increased use of enterprise systems and services to further drive savings and deliver improved services.

### **Strategies**

- Promote statewide consistency and leverage technology to improve communication, reduce costs and minimize risk.
- Develop high-performing, integrated IT solutions and services in an enterprise environment.
- Lead assessment of opportunities for enterprise solutions when common business needs are identified, and support the Department's enterprise IT initiatives and gains in efficiencies.
- Routinely assess business cases for proposed new service offerings and periodically assess performance of existing service offerings.
- Improve lifecycle management of hardware and software used to provide core services, and implement smart application investment management.
- Foster the development of a strong technology community within DSHS and strong partnerships with internal and external stakeholders including the Office of the Chief Information Officer, the Department of Enterprise Services, Consolidated Technology Services, the Office of Financial Management, and other key agencies to leverage IT resources, solutions and best practices.
- Work with Consolidated Technology Services and other agencies to promote development of standard designs for sharing network connectivity and telecommunications infrastructure with co-located administrations and/or agencies in remote field offices.
- Promote and enable server consolidation and virtualization.

### **Actions**

- Complete planned upgrades to the Wide Area Network.
- Based on the Roadmap and agency priorities, identify projects to improve Wide Area Network management.
- Continue partnership with internal stakeholders to design and implement an effective video end-point expansion.
- Improve visibility on enterprise projects and critical IT initiatives.
- Implement state and agency data standards.
- Develop and use a standard service assessment process.
- Establish and maintain hardware and software lifecycle management expectations; replace hardware and/or software at end of lifecycle as appropriate, including:
  - Migrate platforms and applications to current versions.
  - Upgrade the Citrix farm and Citrix Access Gateway (CAG) to maintain and enhance remote access for the Department.

- Migrate all source code management to Team Foundation Server and leverage TFS, lifecycle management tools such as scrum templates, automated build and automated testing.
- Upgrade the Learning Management System to version 5.
- Upgrade PMX.
- Migrate to current server versions and standard environments, including desktop operating systems.
- Upgrade the Collection and Accounts Receivable System (CARS).
- Complete the Enterprise Systems Center Configuration Manager (SCCM) infrastructure project.
- Increase capacity for sustainable application development and maintenance across the Division, including instituting (staffing) a formal development Quality Assurance/Test program.
- Complete administrative application development projects including:
  - Computerized Maintenance Management System
  - Office of Fraud and Accountability/Economic Services Administration Case Management and Data Analytics Project
  - CHIPRA Online Payments for Children’s Health Insurance
  - IVR Procurement Project
  - Modification of background check solutions to support background check business needs
- Develop performance metrics and reporting methods for key services.
- Support the Client Identification Management Hub and Health Benefit Exchange Eligibility Service.
- Support ProviderOne Phase 2 and plan for the retirement/decommissioning of the Social Service Payment System, including:
  - Help Department of Early Learning and the Children’s Administration transition to their own payment systems.
  - Manage the phased decommissioning of remaining medical and Aging and Disability Services Administration payments in the Social Service Payment System application as part of ProviderOne Phase 2.
- Partner with internal and external stakeholders to design and implement building telecommunication infrastructure/facilities in accordance with current standards and best practices.
- Develop and implement standard designs to share network connections with co-located administrations and/or agencies in remote field offices.
- Convert ISSD-managed physical servers to virtual servers as appropriate, convert Hyper-V virtual machines to VMware, and upgrade VMware from version 4.1 to version 5.

**Interdependencies: Who are our key business partners?**

- DSHS Administrations

- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies including the Department of Early Learning and the Health Care Authority
- Technology solutions providers

### **Key Performance Indicators**

- Percentage of DSHS network upgrades completed as planned
- Percentage of all DSHS sites running on upgraded network circuits
- Percentage of applications published and available on new/upgraded Citrix farm environment(s) according to schedule
- Percentage of time video conferencing equipment is in use
- Percentage of all new ISSD projects reviewed for enterprise applicability

### **Strategic Objective 5.3**

Promote the use of IT solutions to reduce risk; secure critical agency systems, taking advantage of state solutions that will allow them to continue functioning after a disaster.

### **Strategies**

- Implement IT solutions and services to reduce risk.
- Implement tools and processes that support maintenance of a secure IT infrastructure.
- Modify the IT Security Policy/Procedures/Reference manuals to improve usability.
- Implement the DSHS Agency Incident Reporting System.
- Implement an eDiscovery solution and develop the supporting service offering.
- Continuously improve business continuity and disaster recovery capabilities, capacity, communication, and processes in support of vital DSHS services.

### **Actions**

- Develop and implement the agency's wireless strategy.
- Complete imaging of archived Children's Administration case files from the DSHS Records Reference Center and field offices.
- Based on the Roadmap and Department priorities, identify projects to improve disaster recovery.
- Design standard template(s) for "meaningful" disaster recovery plans.
- Coordinate with the Office of the Chief Information Officer and Consolidated Technology Services to create a disaster recovery test lab and network.
- Renew and perform routine testing of disaster recovery plans.
- Implement and test improvements to server-side Social Service Payment System disaster recovery plan.

### **Interdependencies: Who are our key business partners?**

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies

- AAAs, local government and other quasi-government business partners
- Technology solutions providers

### **Key Performance Indicators**

- Percentage of state-owned mobile/portable devices within Programs 110/150 that are encrypted
- Percentage of access rights within Programs 110/150 that are terminated within prescribed policy/standard timelines
- Completion of ISSD service/business-critical disaster recovery plans
- Percentage of disaster recovery tests completed successfully

### **Strategic Objective 5.4**

Manage IT projects, applications and service upgrades using sound project management practices.

### **Strategies**

- Do the right projects for the right reasons at the right time and apply the right resources with the right skills.
- Provide leadership to promote quality project management practices across the Division and within the Department.
- Establish expectations for use of project management practices based on characteristics of the project or initiative.
- Use inputs from project managers and Post Implementation Reviews to identify best practices, tools, and templates.
- Use documented and repeatable requirements management processes to manage and control requirements through project lifecycles, service lifecycles and application lifecycles.

### **Actions**

- Define/standardize project management and business analysis best practices for the Department and the Division.
- Standardize the practices, tools and templates we use to manage all projects in ISSD.
- Utilize the Enterprise Architecture Framework (including policies, principles, models, and standards) within the Division.
- Establish and implement a requirements management program within the Division.
- Develop project management/business analysis training, mentoring and support programs within the Division.
- Effectively manage the ISSD portfolio of applications and projects:
  - Set up a review board responsible for the portfolio.
  - Set and use consistent criteria for evaluating/determining which application projects should be initiated and their priorities.
- Establish methods to track and report projects in progress and application/system health.

**Interdependencies: Who are our key business partners?**

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies

**Key Performance Indicators**

- Planned vs. actual performance for project scope, schedule, budget, and outcomes  
*(Project status and percent complete)*

**Strategic Objective 5.5**

Continuously improve internal work processes and improve efficiency and cost-effectiveness of new and existing solutions through the use of process improvement initiatives such as Lean.

**Strategies**

- Implement internal IT efficiencies and improve internal administrative processes to enhance service quality and availability and achieve cost savings for IT resources through Lean and other initiatives and efforts.
- Identify ways to address resource issues/lack of capacity.
- Implement technologies that improve access to our services.
- Institutionalize and improve service performance reviews.
- Use an annual rate review process to ensure recovery of service cost and ensure alignment with program allotment process.

**Actions**

- Implement the next phases of the Pro-Ops (Progressive Operations) Project, which will refine processes and supporting tools to provide high quality and highly available services to our customers. This will include instituting standardized development change, release and configuration processes via Pro-Ops.
- Complete migration to Team Foundation Server and include 100% of development documentation/process in TFS with SharePoint visibility to governance.
- Create formal Quality Assurance/Test program and capacity.
- Improve, monitor and maintain Service Level Agreements.
- Evaluate impacts of process improvements through the routine capture, use and analysis of meaningful data.
- Expand Web-based meeting and other technology solutions including video conferencing to reduce travel needs.
- Continue implementing alternatives to print/paper (forms, reports, monthly statements, etc.) and reducing mail volumes.
- Provide leadership in implementation of procurement reform. Retool IT procurement-related policies, standards and processes using Lean concepts as appropriate.

**Interdependencies: Who are our key business partners?**

- DSHS Administrations
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies
- Technology solutions providers, suppliers and power companies

**Key Performance Indicators**

- Actual compared with planned performance on Pro-Ops Project scope, schedule and budget (Project status and percent complete)
- Reduction in print and mail volume within Programs 110 and 150
- Improvement in the ratio of print/copy/scan/fax devices to Program 110/150 staff members
- Average kilowatts per hour/per (ExecIT-supported) PC consumed annually against “Green, Greener, Greenest” targets
- Number of Lean initiatives within ISSD that have achieved proposed outcome measures

**Strategic Objective 5.6**

Where appropriate, procure information technology services (platform, software, etc.) or use central/shared services rather than building custom IT services.

**Strategies**

- Assess for appropriate opportunities where a cloud-hosted environment (either public or private) will meet the business need.
- Explore Software as a Service (SaaS) before procuring solutions and use SaaS options when they are available to meet the business need.
- Embrace Service Oriented Architecture (SOA) principles and methodologies.
- Examine security policy, contracts, etc. to determine whether changes should be made to encourage procurement of Cloud and/or SaaS solutions.
- Examine why existing business processes differ from industry standards, and determine if industry standard can meet the business need.

**Actions**

- Make policy changes as appropriate to encourage procurement of Cloud and/or SaaS solutions.
- Pilot applications in a cloud environment.
- Procure more contracted resources for application development in SharePoint, Web, .net, etc.
- Minimize modification of procured information technology services and customization of Commercial Off-The-Shelf (COTS) elements.

**Interdependencies: Who are our key business partners?**

- DSHS Administrations

- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, and other state agencies
- Area Agencies on Aging (AAAs), local government and other quasi-government business partners
- Technology solutions providers

#### **Key Performance Indicators**

- Reduction in the number of custom-built applications and customized Commercial Off-The-Shelf (COTS) elements
- Reduction in the number of shadow systems maintained

#### **Strategic Objective 5.7**

Provide leadership to help the Department establish an agency-level strategy for the management of the agency's data, and implement that strategy within ISSD.

#### **Strategies / Actions**

- Use the Enterprise Architecture Framework to establish an agency governance process to support the design and implementation of a data strategy, data standards, and a data architecture.
- Implement agency-level data policies within ISSD-managed applications.

#### **Interdependencies: Who are our key business partners?**

- DSHS Administrations

#### **Key Performance Indicators**

- Approval of agency data governance process
- Adoption and implementation of agency-level data policies within ISSD-managed applications

#### **Strategic Objective 5.8**

Value and develop employees by promoting a positive and dynamic work environment, holding ourselves accountable for creating open and clear communication, and promoting professional growth through the Department's Talent Management initiative.

#### **Strategies**

- Foster communication and constructive relationships.
- Improve internal information sharing across the Division.
- Support accountability at all levels in the organization.
- Complete employee performance evaluations in a timely manner.
- Identify and promote employee mentoring opportunities within the Division.
- Explore and implement alternative options for training within budget constraints; provide formal and informal opportunities to learn specific IT skills.

## **Actions**

- Build on existing communication forums and status meetings to enhance program coordination, expectation-setting, cross-program understanding of other business units, and current and future projects/initiatives.
- Encourage the use of cross-program teams when appropriate.
- Promote the *InsideISSD* Intranet site as the vehicle for internal communication and the ISSD Idea Blog as an avenue for suggesting ideas for improvement.
- Communicate and celebrate successes and achievements.
- Continuously improve and routinely monitor effectiveness of internal communication plan.
- Complete DSHS Performance Development Plans project.
- Improve performance evaluation process to improve planning and accountability to plans.
- Assess training needs, implement succession planning and provide creative training opportunities including cross-training, college internships and on-the-job training to meet business and employee needs.
- Leverage OB2 training facility for increased vendor and in-house training opportunities.
- Complete formal employee survey every two years.

## **Interdependencies: Who are our key business partners?**

- ISSD employees and supervisors
- DSHS Human Resources Division
- Office of the Chief Information Officer, Department of Enterprise Services, Consolidated Technology Services, Office of Financial Management, and other state agencies

## **Key Performance Indicators**

- Percentage of ISSD supervisors holding at least monthly one-on-one and/or unit meetings with their staff
- Percentage of Performance Development Plan (PDP), Part 1 completed timely
- Percentage of employee performance evaluations (PDP), Part 2 completed timely
- Percentage of Position Description Form (PDF) annual updates/reviews completed timely
- Percentage of employees having completed mandatory trainings timely
- ISSD staff turnover rate
- Vacancy rate for ISSD staff positions