

Appendix 3 – Overview of ETF IT Improvements

ETF is migrating to several modern IT systems that will facilitate easier access to customers, while also increasing system accuracy, reliability, and security. Improvement efforts are projected to continue through at least SFY 2029.

ETF's IT improvement efforts are comprised of a series of projects designed to address ETF's outdated legacy systems using modern technology solutions and industry best practices. The chosen solution strategy is to implement multiple commercial-off-the-shelf solutions (COTS), each specializing in a specific business area and function. Systems will communicate with each other through our integration platform all while secured through modern standard technologies.

Pension Administration System

Overview

ETF's objective is to implement a Pension Administration System software package. The key components of the software will allow ETF to perform all its operations, for example: perform wage and contribution reporting, generate benefit estimates, issue contribution refunds, calculate the cost of purchased service, retirement processing, payroll, tax processing, 1099 processing, and production of member annual statements.

Additionally, the solution will provide:

- Browser-based access to the solution for members, users, employers, and managers to facilitate ease of application system deployment and maintenance;
- Internet-based, self-service functionality to improve access to ETF by pension participants, retirees, and employers;
- Integration with ETF's Enterprise Content Management system, Hyland OnBase;
- Enablement of all required interfaces with other entities, including but not limited to employers;
- Ad hoc reporting capabilities;
- Audit indicator capabilities such that a member's account can be identified as to whether it has been audited, through what date and by whom;
- Integrated workflow and business process management; and
- Customer Relationship Management.

Status

PAS project planning and RFP release will occur in the 2023-25 biennium. PAS project planning is estimated to begin in late SFY 2024. The RFP is estimated to release in SFY 2025. ETF needs to secure additional PAS funding before proceeding with the RFP.

Insurance Administration System

Overview

ETF partnered with Benefitfocus to implement a best practice based, fully integrated IAS that will both replace ETF's current health insurance system, MEBs, and support administration for other insurance programs,

including life, income continuation, and supplemental benefits. Our new IAS will enable ETF to fully leverage a best-of-breed, proven, integrated solution with one source of master data.

IAS will provide core line-of-business insurance functions, including:

- determining member insurance eligibility;
- facilitating benefit enrollment including transfer of data from and to other internal ETF systems, employers, and third-party administrators (TPAs);
- updating and maintaining coverage records;
- calculating and generating premium payment invoices;
- reconciling invoices with incoming payments;
- executing queries and other data extractions used to determine plan trends, usage patterns, and facilitate statistical analysis, etc.; and
- facilitating TPA carrier payments and financial reporting, data/records, etc.

The system will offer web-based, self-service functionality that provide access to the Department, participants, retirees, and other stakeholders (i.e., employers and TPAs).

Status

ETF signed the IAS contract with Benefitfocus in July 2021. IAS implementation began in Fall 2021 and is estimated to be complete by June 2024.

Enterprise Content Management System

Overview

ECM software captures, stores, retrieves, shares, manages, and integrates member and employer records and information, as well as creates and manages workflows for customer case management by business units throughout the department.

Status

ETF successfully completed the migration to the ECM system in November 2021. ECM will be integrated with IAS and PAS solutions as they are acquired and implemented.

Data Management Program

Overview

The Data Management Program is a multi-year effort led by ETF's Data Management Bureau that aims to create reliable, accessible data for administering our benefit programs.

The Data Management Bureau:

- Documents current-state and future-state data flows;
- Updates technical architecture to enable new and existing technology systems to communicate with each other while maintaining data integrity, quality, and security;
- Enhances reporting and analytics through a new data warehouse; and

- Increases data quality by establishing data governance, identifying, prioritizing, and cleansing data quality issues, and implementing a new master data management tool to assist this process.

Data Management Program projects represent the scope of data management as outlined by the Data Management Association (DAMA) – Data Management Body of Knowledge (DMBoK). The DAMA framework guided the creation of the following major projects:

- Data Management Project 1: Current-State Analysis and Future-State Data Flow Design (*complete*) – Identify and document the current-state data flows, data architecture (impacted systems and processes), and design the ideal future-state data flows in consultation with Modernization projects.
- Data Management Project 2: Technical Architecture and Integration – Create the architecture necessary to enable all ETF technology systems and databases to communicate with each other while maintaining data integrity, data quality, and data security.
- Data Management Project 3: Data Storage, Warehouse, and Business Intelligence – Develop an ETF data lake (similar to a "data warehouse") to store data from both Legacy and Modernized systems to identify trends over time. Once mature, the data lake will enable Business Analysts and the Data Management Bureau (DMB) to mine data, create dashboards, reports, and analytics.
- Data Management Project 4: Data Governance, Data Quality, and Master Data Management:
 - Data Governance Workstream: Establish a formal data governance structure and accountability framework which involves data stewards, data owners, and the Data Governance Council.
 - Master Data Management Workstream: Establish an MDM program to implement solutions to support the use and maintenance of master data across all systems and business functions.
 - Data Quality Workstream: Identify data that is not accurate; cleanse data based on ETF data domains; create metrics to track data quality and meet NorthStar goals.
- Data Management Project 5: Data Literacy - Develop data competencies and skills in all ETF staff to improve our ability to make data-driven decisions.

Status

The Data Management Program met several significant milestones since its initiation in December 2019. Several examples are noted below:

- Documented current state and high-level future state data architecture.
- Developed data quality and trend dashboard.
- Developed infrastructure and environments for data lake.
- Procured and implemented portions of the Master Data Management and API Data Integration platforms.
- Completed data literacy pilot for targeted ETF staff.
- Moved employer and member demographic information to data lake.

Future efforts will focus on continued integrations with IAS and PAS, enhancements to Business Intelligence reporting and dashboard functionality, and maturation of data governance and data literacy functions.

Technology Program

Overview

The Technology Program was a collection of projects to deliver the specific capabilities needed to implement and support the new systems and data management functions being introduced by Modernization.

- IT Operations & Support Model: Create and implement a new IT operating model to connect ETF's strategy to day-to-day operational activity.
- Dev OPS – Repository & Code Management and Continuous Integration & Deployment: Implement additional process, structure, and automation to manage source code and application configuration more effectively. Implement an automated integration, development, and testing framework to drive accuracy and efficiency in the development and testing processes.
- Authorization and Authentication: Identify and implement authentication and authorization technologies, processes, and standards to deliver a modern, secure, and reliable citizen identity for accessing digital services at ETF.
- Adaptive Security: Identify approaches, processes, and tools that are needed to manage an expanding security perimeter to most effectively manage threats and risks to the organization.
- Security Standards, Procedures, and Guidelines: Develop security standards, procedures, and guidelines in alignment with the security policies that are being put in place to better secure the data, applications, and infrastructure the organization uses.

Status

The technology program ran from April of 2020 and concluded in August of 2022. In just over two years this program implemented:

- A new IT Operating Model prioritizing roles and practices necessary for modernization;
- A new Identity Management Solution that has been adopted by the State Enterprise;
- New Security Policies satisfying Enterprise IT Audit findings;
- A new DevOps practice including tools that set the stage for future automation;
- A new Application Integration Practice that is enabling the stitching together of the various purchased products in ETF's modernization; and
- A new IT Service Management Practice enabling consistency of IT service delivery vision.