



Child Support IT Systems Modernization Project Update

Submitted to the House Appropriations Committee
by the Office of the Attorney General

September 30, 2020

MODERNIZATION PROJECT

Introduction

The Child Support Division (CSD) of the Office of the Attorney General (OAG) administers the Title IV-D child support program for the state of Texas. Over the past 20 years, the program's caseload has grown to 1.5 million cases, serving 1.7 million children. The modernization of processes and technology is critical to the Division's ability to meet the evolving needs of Texas families.

At the conclusion of the last legislative session, the OAG embarked upon a journey to research and identify a best-in-class modernization approach and assembled a team of seasoned experts to ensure CSD's future modernization strategic objectives and goals are fully realized and successful.

Overall Approach

In the fall of 2019, OAG leadership began communicating with state and federal partners about our intent to proceed with an Agile-at-Scale approach to IT systems modernization, moving away from the traditional waterfall methodology. Industrywide, Agile has emerged as the most efficient, cost-effective and successful model for developing scalable, quality-based software products and provides a proven path toward transforming unsustainable legacy systems into modern, sustainable applications.

The OAG-CSD will transform Texas child support service delivery and the technology that supports it through the use of low-code technologies, embracing a full transformation to an Agile-at-Scale model and mindset, and a rigorous, yet adaptive approach to project management, procurement and vendor oversight.

We are guided by the following principles:

- Start small and build momentum
- Contain risk through smaller contracts with quick offramps
- Fully engage business users
- Develop requirements just-in-time
- Configure when we can, customize when we must
- Test early and often
- Deliver quality, functioning software frequently
- Plan, do, learn, iterate

The project team is grateful to have unequivocal agency Executive, Business and IT leadership support as well as fully engaged partnerships with our state and federal oversight teams. Through a robust Agile business plan and strategy guide, we have developed rigorous governance processes with well-defined methods for prioritization of work and have empowered business and technical teams with the ability to make quick decisions. This strategy has enabled us to scale from a single system modernization component deployment "sprint" to multiple sprints operating in parallel, with plans for continued scaling throughout the life of the project.

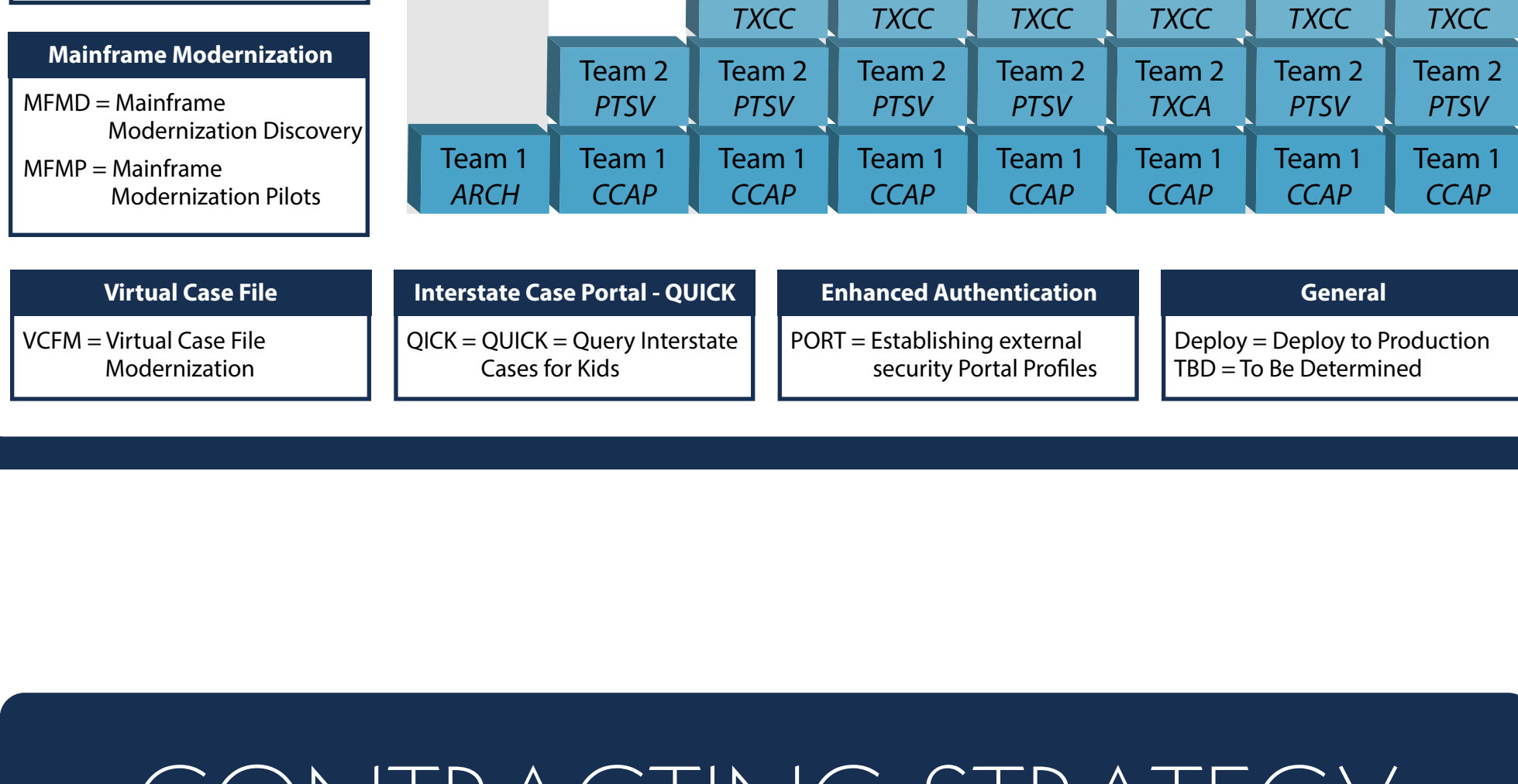
Technical Strategy

The OAG has adopted a low-code, web-portal application development platform to support its vision for iterative development with frequent and ongoing deployment of quality, functional software. Seamless and bi-directional data exchange between newly-developed portal applications and the existing TXCSES Mainframe will allow for the gradual modernization of core child support functions in modern application platforms, with the Mainframe continuing to serve as the user interface for functions that have yet to be modernized. The Mainframe will continue to support back-end functions, such as payment processing, financial and batch processing, until all functions have been fully migrated to modern applications and infrastructure.

Agile-at-Scale

CSD's Agile process follows the Agile Manifesto principles and primarily uses the Agile Scrum model, augmented by other Agile methodologies and industry best practices. Sprints are comprised of a group of individuals collectively known as a Scrum Team; are timeboxed in duration (one to four weeks), and require specific, defined skill sets, roles and responsibilities. In this model, vendor(s) are contractually accountable and responsible for the successful delivery of the state-defined and approved requirements for each sprint, and work must meet a strict "definition of done" that is defined and agreed upon prior to development. Requirements, in the form of User Stories, are developed just two weeks prior to day-one of a sprint, which ensures requirements are not stale when development begins and avoids change orders and cost overruns. User Stories are decomposed into very specific and detailed requirements called "Acceptance Criteria." OAG staff, acting in their roles as product owners and leads, participate in interim and final demos to ensure sprints stay in scope and on track. During final demonstrations, OAG product owners must sign off on each specific requirement and validate that the software is production-ready before it is accepted as done.

AGILE TEAMS AND CURRENT PROJECTS



CONTRACTING STRATEGY

The contracting strategy being employed by the OAG is intended to support the overall project approach. Procuring sprints comprised of technologically advanced scrum team members requires an Agile contracting approach modified from the traditional procurement and contracting procedures used in waterfall projects. This approach shifts mindset from buying "functionality" to buying a fixed effort (fixed team size at a fixed cost for a fixed duration).

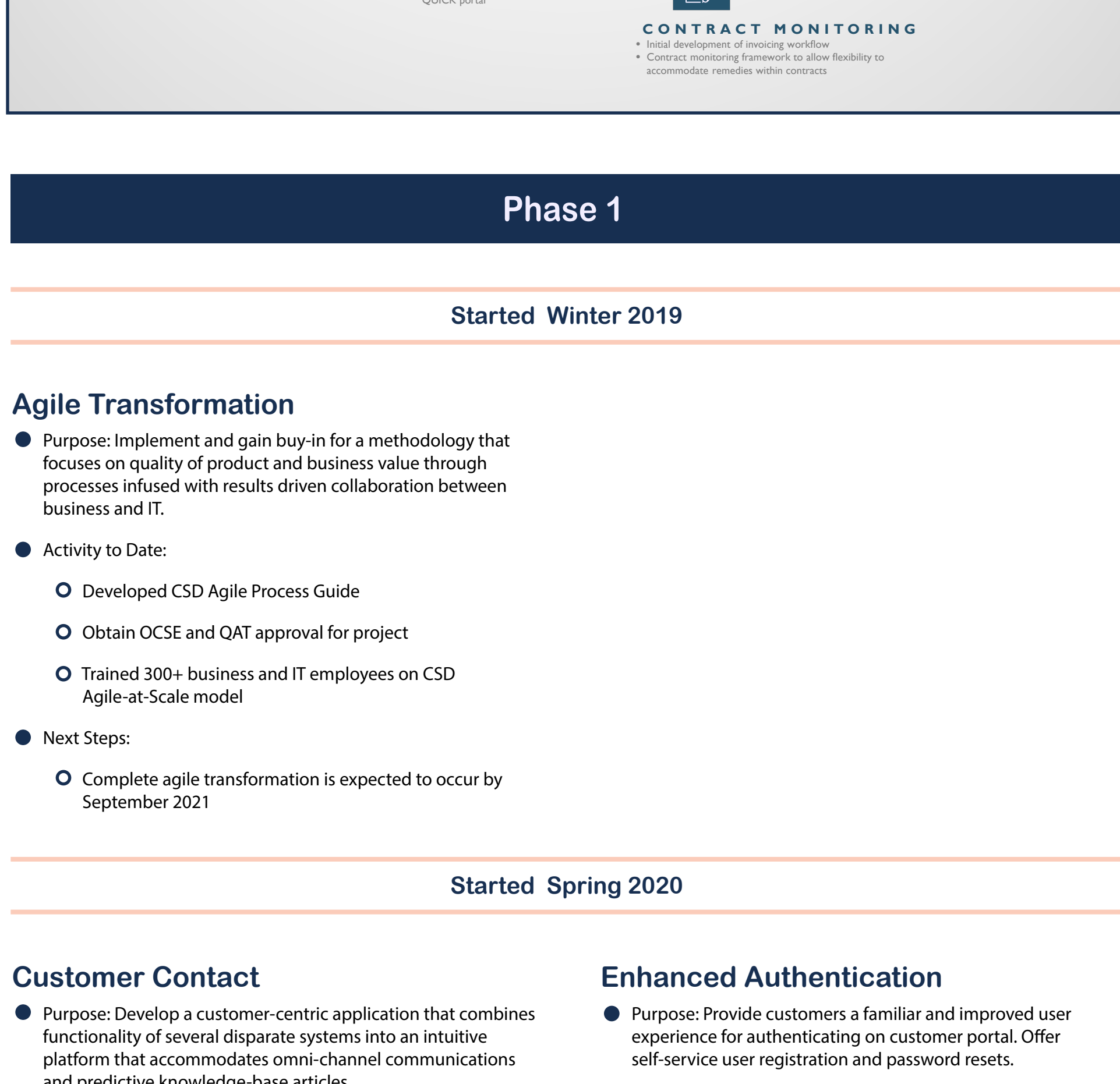
Contracts that support Agile projects should include terms allowing for ramp-up and ramp-down of sprints, including notification terms (e.g., 30, 60, 90-day) for nonperformance or noncompliance, and should contain great specificity regarding costs associated with adding or subtracting sprints/teams, the size of vendor teams, team roles, the length of a sprint and how that ties to payment points.

Perhaps most importantly, contracts must establish a "definition of done" and exit criteria artifacts for the sprint effort, with vendor payment tied to the completion of those efforts. In this model, accountability and responsibility for a successful sprint delivery outcome is clearly specified and contractually agreed upon.

The OAG has chosen to leverage the Technology Support Services (TSS) contract through the Texas Department of Information Resources to procure sprint teams for initial systems integration and development work. We believe this contracting strategy to be in perfect alignment with the overall Agile approach to this modernization effort, as it adheres to the above-stated principles, represents the lowest risk to the OAG, and prevents a multi-year, single vendor lock-in paradigm.

ROADMAP

This roadmap illustrates our overall project plan and intended order of work. The content that follows details the work planned and prioritized in the current and upcoming cycle sprints with a glance toward the future. This roadmap reflects a print-in-time prioritization of work and will evolve over time.



Phase 1

Started Winter 2019

Agile Transformation

- Purpose: Implement and gain buy-in for a methodology that focuses on quality of product and business value through processes infused with results driven collaboration between business and IT.
- Activity to Date:
 - Developed CSD Agile Process Guide
 - Obtain OCS+ and QAT approval for project
 - Trained 300+ business and IT employees on CSD Agile-at-Scale model
- Next Steps:
 - Complete agile transformation is expected to occur by September 2021

Enhanced Authentication

- Purpose: Provide customers a familiar and improved user experience for authenticating on customer portal. Offer self-service user registration and password resets.
- Activity to Date:
 - Initial development of user authentication
 - Reevaluation of access management architecture
- Next Steps:
 - Develop go-forward access management architecture approach

Interstate Case Portal - QUICK

- Purpose: Reduce time spent on slow manual communication methods for gathering interstate case status, by offering access to the OCSE QUICK portal. Reciprocate by providing real-time Texas child support case data to the portal for use by other states.
- Activity to Date:
 - All financial and most case activity automated data exchanges built
 - Special Services user actively piloting access to production QUICK portal
- Next Steps:
 - Complete development of remaining case activity services and compete Release Readiness activities
 - Deploy to production December 2020

Contract Management

- Purpose: Develop a user-centered modern contract management application, covering all aspects of the contract lifecycle, including invoicing, budgeting and monitoring, with integration to existing accounting system.
- Activity to Date:
 - Developed purchase order record creation and workflows for contracts, budget and controlled correspondence
 - Integrating requirements from PTSV (Paternity Test Services Vendor)
- Next Steps:
 - Develop contract invoicing, budget management and vendor performance management workflows
 - Develop mission critical reporting

Started Summer 2020

Contract Monitoring

- Purpose: Leverage enhanced analytics and platform to provide improved outcome-based contract monitoring and facilitation of monitoring workflows.
- Activity to Date:
 - Began initial development of invoicing workflow
- Next Steps:
 - Develop a contract monitoring framework that will allow flexibility to accommodate variable SLAs and remedies within contracts
 - Implement the Paternity Test Vendor Service monitoring module

Virtual Case File

- Purpose: Develop a child support case document repository integrated with our to-be case management and document generation application, with improved document recognition and data extraction.
- Activity to Date:
 - Began product and architecture evaluation
- Next Steps:
 - Develop proof of concept based on product and architecture approach
 - Begin user story development

Starts Winter 2020

Document Generation

- Purpose: Develop a single user-experience for all document generation and delivery, consolidating more than 7 current systems and methods. A new system integrated with our to-be content and case management system will allow for administration of document templates by business users.

Customer Portal

- Purpose: Provide more self-service options and greater visibility to the child support case status and next actions to customers. Generate more detailed user behavior analytics to support continuous improvement.

Case Initiation

- Purpose: Provide a user-centered design to facilitate Case initiation workflows, and leverage automated application intake and enhanced member and case matching/merging features.

Employer Portal

- Purpose: Reduce reliance on vendor provided solutions, bringing online form processing and data matching in-house, while improving automated employer outreach and follow-up.

Mainframe Modernization

Mainframe code integration and modernization discovery began September 14, 2020.

The team will begin piloting selected modernization approaches October 19th, 2020, with extensive work implementing the proven approach to continue throughout Phase 2.

Phase 2

The products listed below represent the Phase 2 scope, which focuses on the development of the child support case management modules, targeted at incrementally bringing additional user groups online. Additionally, further enhancement to the child support case status and next actions to customers. As we approach the Phase 2 timeline and mature our modernization strategy, the Phase 2 products will come into better focus and the roadmap will begin to reflect the order of priority and execution.

Case Management

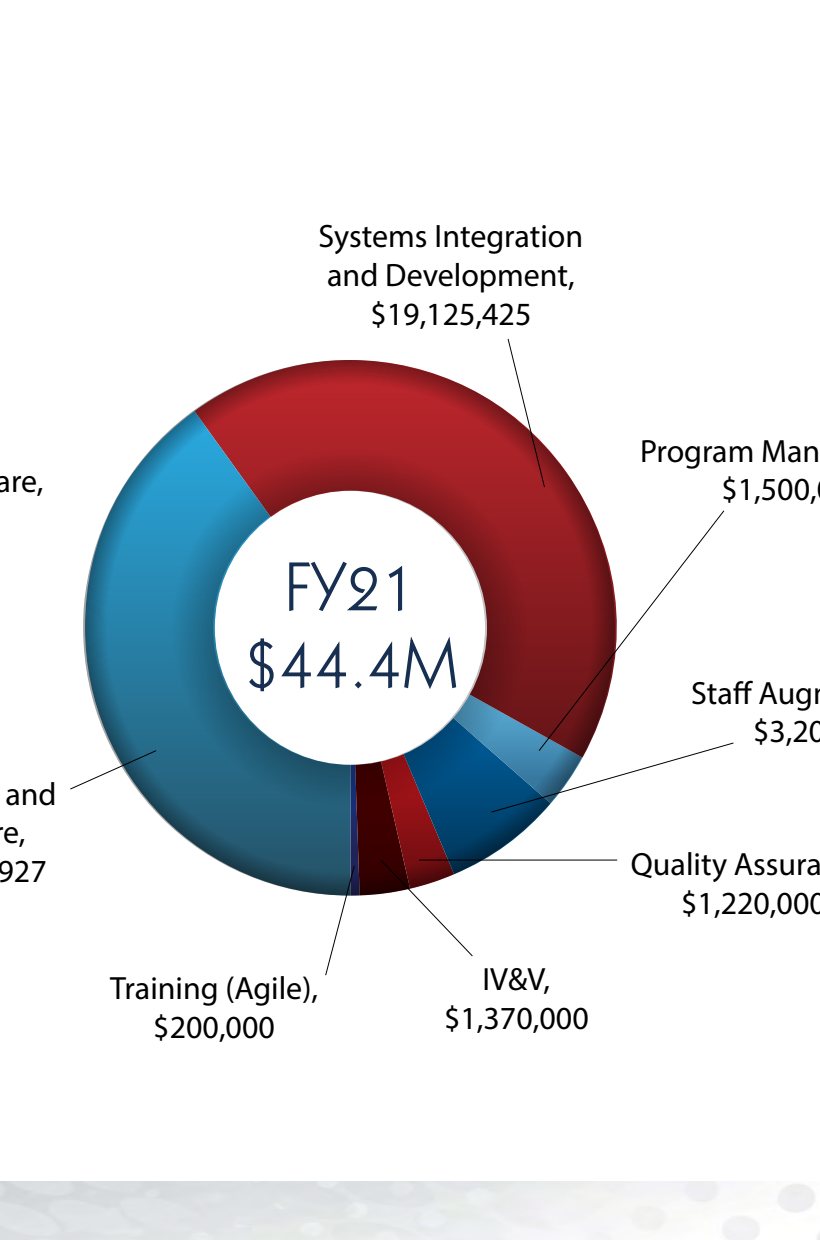
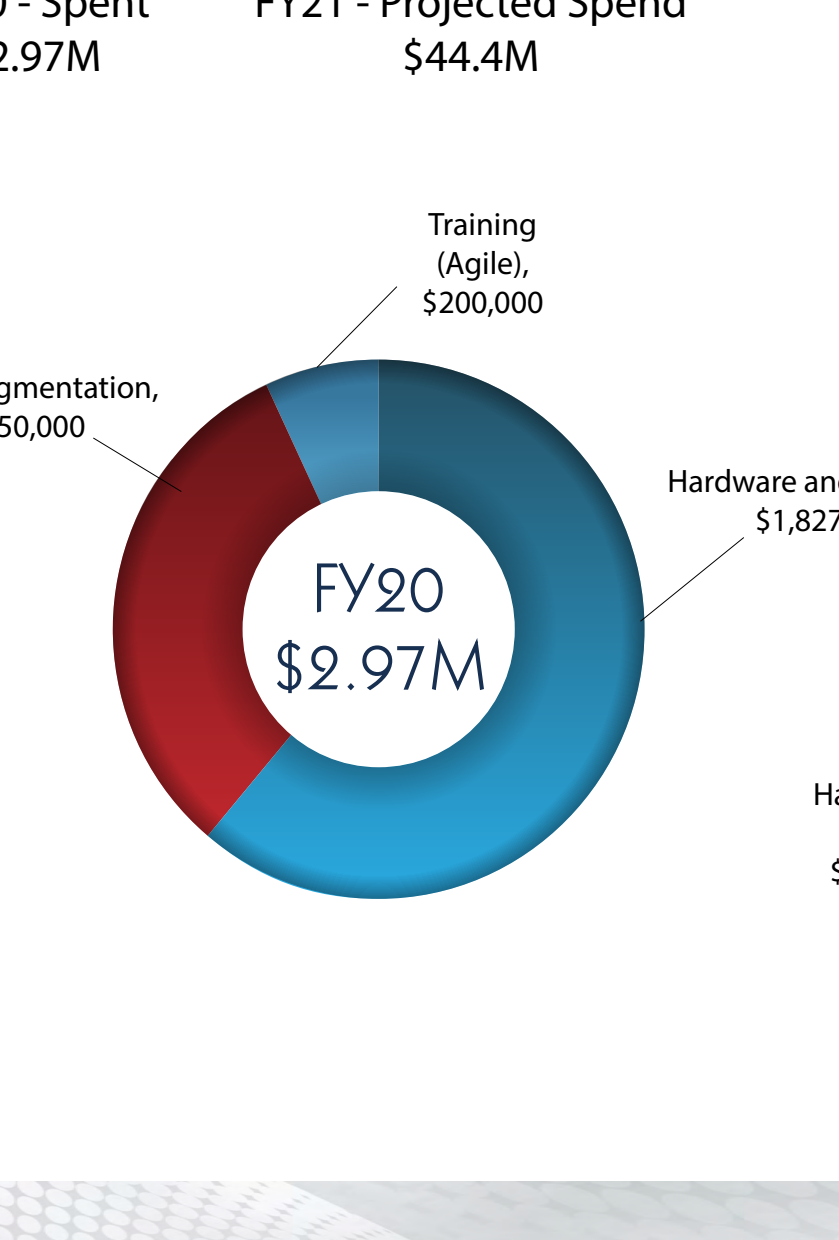
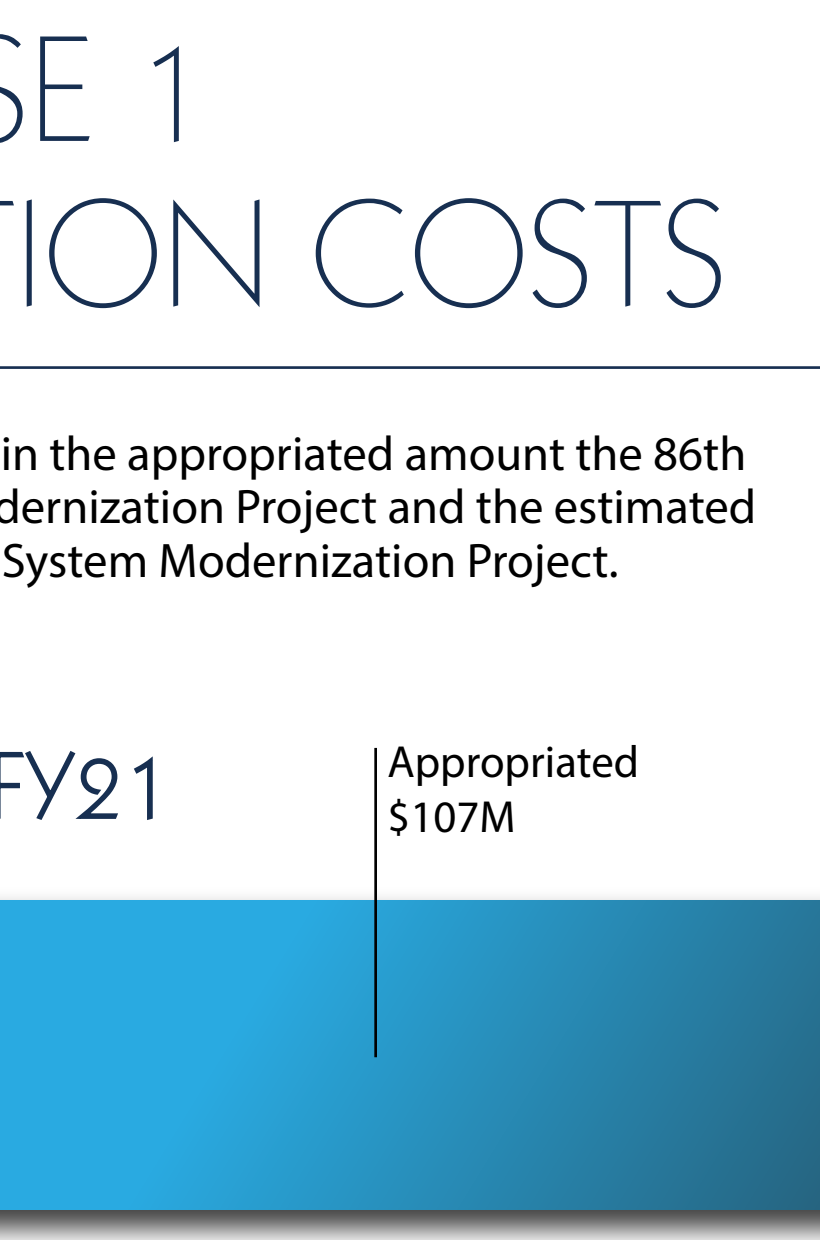
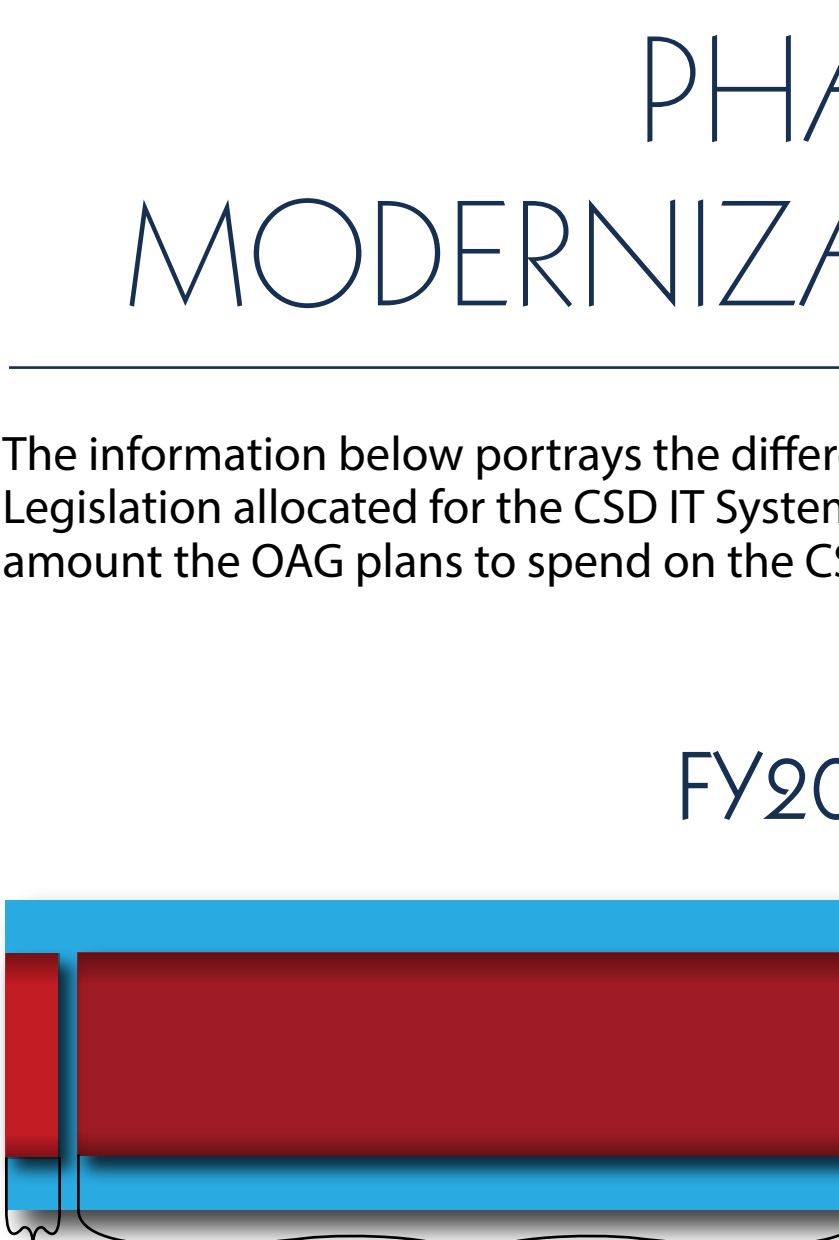
- Case Maintenance
- Member Maintenance
- Case Management - Core
- Legal Processing
- Employer Repository
- Financial Management
- Payment Processing
- Continued Document Development
- Continued Business Process Improvement
- Continued Enhanced Analytics Development

Contract Operations

- Vendor Performance Management
- Deliverable Management
- Contract Amendment, Renewal and Extension Workflows
- Budget Forecasting
- Vendor Information and Staffing Management
- Contracts Document Generation, Management and Workflow

USER EXPERIENCE PROTOTYPING

The screenshots below are user experience prototypes from our development environment. The purpose of prototyping is to quickly learn how to achieve the optimal user experience and bring the most business value on the new platform, in parallel to developing a technical integration and mainframe modernization approach that will bring these prototypes to life.

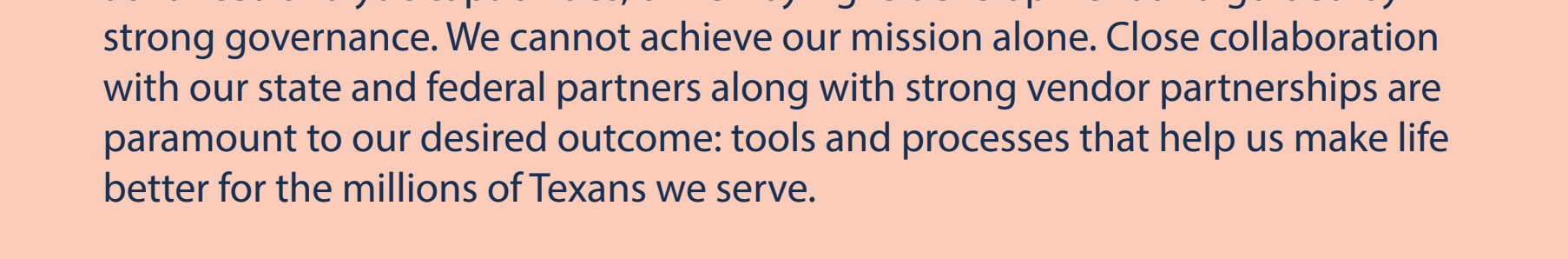


PHASE 1 MODERNIZATION COSTS

The information below portrays the difference in the appropriated amount the 86th Legislature allocated for the CSD IT System Modernization Project and the estimated amount the OAG plans to spend on the CSD IT System Modernization Project.

FY20 - FY21

Appropriated \$107M



CSD IT Modernization is guided by an unwavering purpose to better serve Texas families through the empowerment of technology. Every investment will amplify our ability to serve our customers through better user experiences, new avenues of communication, and operational efficiencies that lead to improved case processing. The product roadmap provides an adaptive strategy that will result in an ecosystem of interconnected applications and services, with advanced analytic capabilities, driven by Agile development and guided by strong governance. We cannot achieve our mission alone. Close collaboration with our state and federal partners along with strong vendor partnerships are paramount to our desired outcome: tools and processes that help us make life better for the millions of Texans we serve.