

IT Application Portfolio Sustainability Program

Audit & Risk Committee Report

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Outline

- **Technical Debt – Industry Context**
- **Program Framework**
- **Update on work completed 2018-20**
- **Planned Approach 2021-23**
- **Q&A**

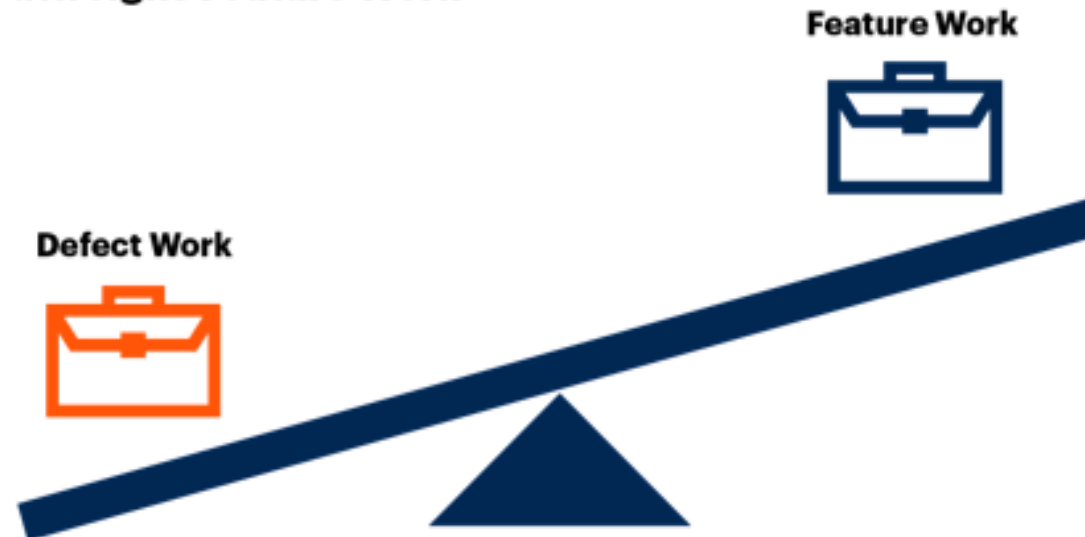


Technical Debt: Broader Industry Context

Maintaining systems health and reducing technical debt can be compared to servicing a car. Without regular maintenance, the engine will gradually slow down, and eventually the vehicle may stall completely.

For many organizations, the teams are spending all their time fixing issues, as opposed to delivering items of business value.

Defect Work Outweighs Feature Work



Technical Debt: Broader Industry Context

Based on findings from several industry-leading experts (Gartner, Info-Tech, Claranet, McKinsey), we have learned that many businesses are severely constrained by technical debt. Common scenarios include:

- Outdated technologies are not replaced and become unsupported.
- Reduced ability to improve inefficient processes.
- Integrations are more complex or may not be feasible.
- Increased reliance on expensive outside contractors.

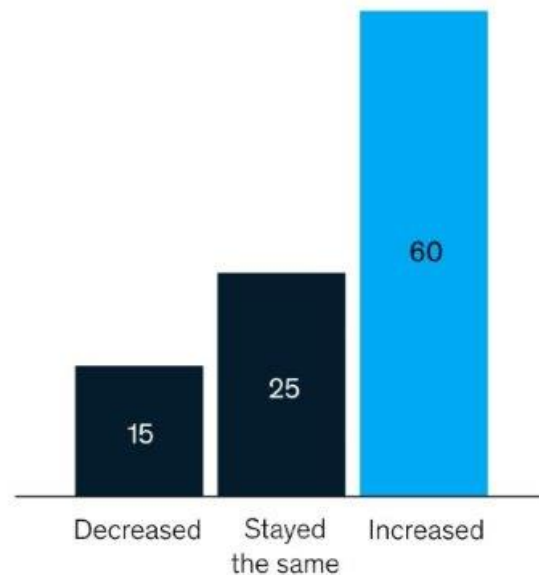
A survey of 100 IT decision-makers from UK-based businesses with over 1,000 employees indicated that over 8 in 10 respondents (84%) do not have an active reduction program in place, and close to a fifth (19%) want to reduce their legacy technology but do not have a clear plan of action on how to do this.

Technical Debt: Broader Industry Context, cont'd

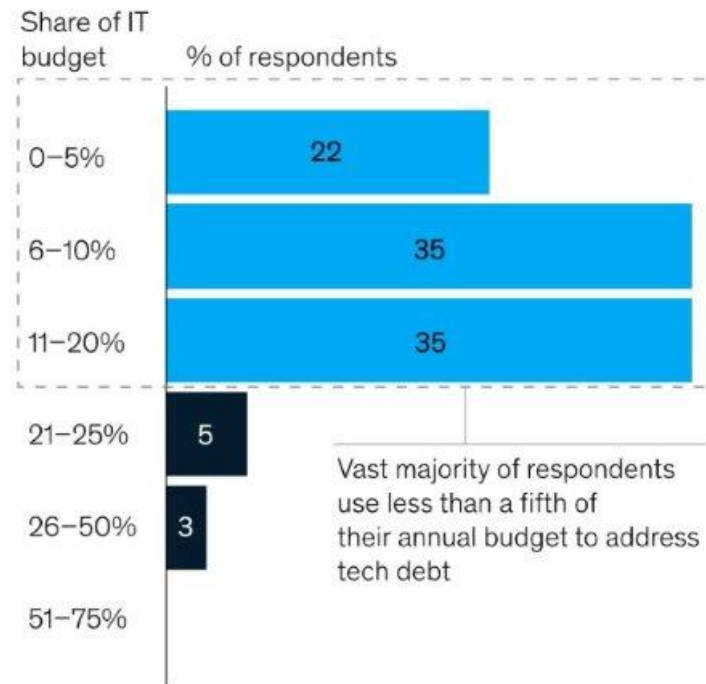
CIOs believe tech debt is increasing—but generally allocate less than 20 percent of their tech budget to paying it down.

CIO estimates of spend on tech debt

Perceived change in tech debt over past 3 years
% of respondents (n = 45)

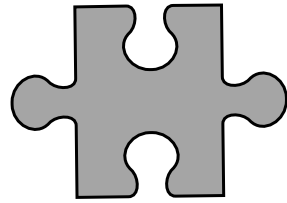


Share of tech budget allocated to paying down tech debt



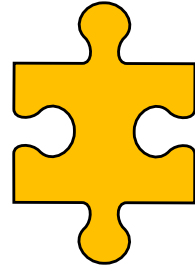
Source: McKinsey survey of tech debt among 50 CIOs, July 2020

Technical Debt Management Framework and Approach



Establish Platform Strategy

- ✓ 4 Enterprise Platforms implemented
- 2 Enterprise Platforms in progress
- ✓ Technology Standards policy as a requirement for all new implementations



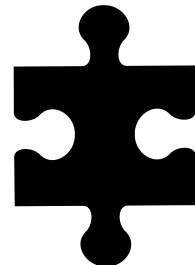
Identify and assess Application Portfolio

- Identify and prioritize technical debt items



Reduce/Pay debt

- End Of Life roadmaps
- Consolidation and architecture alignment
- Legacy apps modernization



Prevent

- Governance of architecture and technologies
- Tech debt management integrated into operating model

Legend

- ✓ Completed
- In-progress
- Future

Current Application Portfolio

A Business Application Repository is maintained by D&IS to document approx. 1,700 supported applications in use across the Region. These applications can be grouped under the following categories:

- ❑ Applications that rely on on-premises infrastructure (application or database servers): *est. 350*
- ❑ Cloud-based applications: *est. 150*
- ❑ Smaller stand-alone Windows applications *est. 1,200*



Application Sustainability Dispositions

Further to engaging an external third-party consultant in 2018, we prioritized the review of 44 of a total 250 applications that rely on our on-premises technology infrastructure. Based on technical and functional health, each assessed application was placed into one of the following groups:

Maintain: Basic maintenance and support acceptable through at least December 2021

Upgrade: Deploy a newer, fully supported release of the application

Retire: Fully decommission the application

Repurpose: Identify capabilities within the application that can be used to support other business needs

Progress 2018-2020: On-premises applications

- Retirements included the **Human Services Outreach database**; and **eAgenda**.
- Upgrades included **Trapeze v. 16**; **PeopleSoft Financials v9.2**; **Oracle CC&B Water Billing cumulative patches update**; and **FileMaker v17**.
- Evolved alignment with D&IS Intake and Governance Boards.
- Proceeded with portions of security risk mitigations to address technology security risks identified in a 2019 third-party vulnerability assessment.
- Initiated discussions with Corporate Asset Management team to plan alignment of D&IS hardware and software assets.

Progress: Cloud applications

- 2015 ongoing: Ongoing maintenance of application technical health for Salesforce has included multiple Salesforce “seasonal” releases three times annually. This includes the recently deployed 10/2020 “Winter ‘21” Salesforce release.
- 2020 YTD: Several related 3rd party Salesforce solutions deployed onto our Salesforce platform have also been upgraded (3 YTD, as of 10/2020).
- 2020: In collaboration with the Salesforce vendor, we’ve updated configurations to raise the platform health score from prior value of 50% up to 88% (“Very Good”).

Current Status Reporting

Updated 2020-05-21									
Application Dispositions									
Application	Functional Health	Technical Health	Under PMO Reporting?	SOGR Lead	High-Level Perceived Urgency	No. Versions Behind	Scheduled Deployment of New or Upgraded Solution	Scheduled Full Decommission of the old system	Output Disposition for Consideration
CBS (Centralized Booking System)	25%	20%	Yes	Karen + Pranav	H	Extremely Old - In-house FOXPRO	2019-09-30	Enabling Technology RFP	Retire or Outsource
Outreach [PMOD]	35%	25%		Raminder	Completed				Retire or Outsource
HTML Forms/Bid Documents	30%	25%		Rajani	L	Extremely Old - On Obsolete Platform	TBC	TBC	Retire or Outsource
Office Form & Templates	45%	20%			Completed		2018-12-31		Retire or Outsource
AutoCAD	60%	75%			L				Maintain
FileMaker	53%	60%		Raminder	Completed	5.00	2019-12-31	Target 3/2020	Maintain
Vsys One Volunteer Management System Web Portal	75%	70%		Ray	L				Maintain
InMagic	55%	55%		Ray	L				Maintain
Bentley	30%	60%	Yes	Kashef Haseeb	H		2020-06-30		Upgrade
IBM Sterling	65%	55%		Karen	L				Maintain
PowerPlan LTFP (f.k.a. RIVA / Hemson)	60%	55%		Rajani	Completed		2018-12-31		Maintain
FIA Web	65%	65%		Raminder	L				Maintain
FIA Legacy VB6/MS-Access	30%	20%		Raminder	L	Extremely Old - On Obsolete Platform	2016-01-02	TBC Raminder	Retire or Outsource
Kaba Clocks	80%	60%		David / Kristy	L				Maintain

Progress to date since 2018

Application Sustainment Disposition Metrics - Updated as of October 2020

Application Disposition	Total # Assessments	Completed	In Progress	Not Started
Maintain	28	3	0	25
Repurpose	0	0	0	0
Upgrade	12	4	5	3
Retire	27	5	8	14
Total	67	12	13	42

Application Sustainment Program Intended Phases



Thank You.

