



Washington's Consolidated Technology Services Agency

Technology Services Board

Quarterly Meeting
March 22, 2022
9:00 a.m. – 11:00 a.m.

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Bill Kehoe	Introductions	9:00
Approve Minutes from December 14 Meeting	Bill Kehoe	Approval	9:10
TSB Mission/Vision/Charter	Bill Kehoe	Discussion	9:15
One Washington Program – Oversight Perspective	Amy Pearson	Brief status of program	9:30
Oversight Transformation Project	Nicole Simpkinson	Brief status of project	9:45
Legislative Updates	Katy Ruckle	After session updates	9:55
Strategic Roadmap	Deanna Brocker	Information sharing	10:10
Innovation / Legacy Modernization Program	Bill Kehoe	Discussion and Board feedback	10:20
Sharing IT Project Best Practices and Lessons Learned: Integrated Schedule Management	Nicole Simpkinson Stacy Steck	Information sharing and Board feedback	10:40
Public Comment			10:55

Current TSB Members

Industry Members

Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO
Tanya Kumar – T-Mobile USA

Legislative Members

Rep. Matt Boehnke – House R
Rep. David Hackney – House D
Sen. Joe Nguyen – Senate D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Other Government

Viggo Forde – Snohomish County

Vacancies:

Senate Representative
Labor Union Representative

Members present

Members absent

Approve 12/14/2021 Minutes

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Washington's Consolidated Technology Services Agency

TSB Mission, Vision, Charter

Technology Services Board
March 22, 2022

Statutory Authority

- [RCW 43.105.285](#) created the Technology Services Board (TSB)
 - 13 members from both the public and private sectors
 - 11 voting members; 2 nonvoting members
- [RCW 43.105.287](#) outlines the board's powers and duties
 - Review & approval of information technology standards and policies
 - Through oversight, ensure completion of technical and financial business cases for major information technology projects
 - Provide a forum to solicit external expertise and perspective
 - Consider ways to promote strategic investments in enterprise-level information technology projects that will result in service improvements and cost efficiency

Charter – Overview

“To ensure that technology is fully contributing to government potential for technology to contribute to government business process reengineering, the state must establish clear central authority to plan, set enterprise standards, and provide project oversight and management analysis of the various aspects of a business process.”



Charter – Roles and Responsibilities

The Technology Services Board (TSB) acts as an advisory board with the following responsibilities outlined in the TSB Charter:

1. Review and approve policies, standards, procedures and provide oversight of major technology projects;
2. Develop a policy to determine whether a proposed project, product, or service should undergo an independent technical and financial analysis prior to requesting funding;
3. Approve contracting for services and activities under RCW 41.06.142(7) for the consolidated technology services agency;

Charter – Roles and Responsibilities

4. Consider ways to promote strategic investments in enterprise-level information technology projects that will result in service improvements and cost efficiency;
5. Provide a forum to solicit external expertise and perspective on developments in information technology, enterprise architecture, standards, and policy development; and
6. Provide a forum where ideas and issues related to information technology plans, policies, and standards can be reviewed.



Washington's Consolidated Technology Services Agency

One Washington Program Oversight Perspective

Amy Pearson

Technology Services Board
March 22, 2022



One Washington
A Business Transformation Program

The Way Forward Plan

Accomplishments:

- Assessing Phase 1 scope
- Re-evaluating Program goals
- Assessing Waved Implementation

Concerns:

- The legacy system remediation and associated agency business transformation activities are not represented in the Way Forward Plan is missing key activities
- Degree of agency business finance transformation will impact Phase 1 scope and schedule

Legacy System Remediation

Accomplishments:

- Developed LSR Framework
- Conducted Pilot agency kick-off
- Creating Standard Discovery & Disposition template

Concerns:

- Dependency on resources and % complete with design.
- Length of time to complete LSR assessment.

Budget & Funding Strategy

Concerns:

- OneWa Program was not funded in the FY22 Supplemental
- Developing short-and-long-term budget strategy and credible future FY23-25 Decision Package

Vendor Management

Accomplishments:

- Implementing Workday Data Share Agreements (DSA) to address Workday confidentiality issue.
- Strengthening vendor management and stakeholder involvement

Concerns:

- QA validate the effectiveness of the DSA and improved agency access to Workday documentation and design deliverables.
- Current Deloitte negotiations are unresolved.

QA & IV&V

Accomplishments:

- Evaluating current QA SOW
- Current leadership active in mitigating risks and issues
- Expanding QA access and influence to vendors and program workstreams.

Concerns:

- Program needs to expand QA to assess and engage the project in specific areas.
- Length of time to address QA SOW gaps and budget is a risk to the program.

Upcoming April TSB

Agenda

- Approach and method to analyze waved implementation approach
- The Way Forward Plan and schedule
- Early returns from LSR pilot agencies
- Update on budget strategy



Washington's Consolidated Technology Services Agency

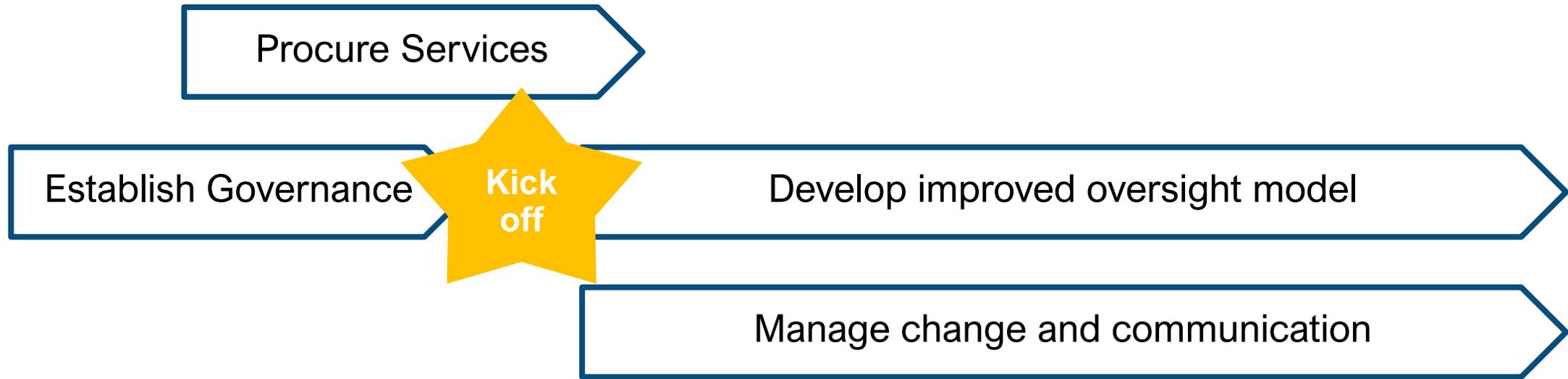
IT Project Oversight Transformation Project

Nicole Simpkinson

Technology Services Board

March 22, 2022

Where are we now?



Our governance committee

1. Bill Kehoe, State CIO and Executive Sponsor
2. Deanna Brocker, Deputy Director Strategy & Management, WaTech and Business Sponsor
3. Sheri Sawyer, Sr. Policy Advisory, Office of the Governor
4. Cristie Fredrickson, OneWA Executive Sponsor, OFM
5. Cheri Keller, Senior Budget Assistant, OFM
6. Bryce Carlen, CIO, DOR (large agency representative)
7. Amy McMahan, PMO Director, DRS (medium agency representative)
8. Prabhjot Cheema, Program Manager, OMWBE (small agency representative)
9. Derek Puckett, Legislative Affairs Director, WaTech

What do you want to see achieved?

- Oversight effort focused where it is most needed and provides the greatest value.
- Trust in and respect for the oversight process and the value it brings.
- Clear understanding of the process, roles and responsibilities; resources allocated to highest value and for maximum efficiency.
- A humanized customer experience.
- Successful projects.
- Others?

What do we need to have in place to be successful?

- Consensus on desired outcomes.
- Broad stakeholder engagement and buy in.
- An assumption of partnership.
- Interim progress and “quick wins.”
- Others?



Other questions or feedback?



Washington's Consolidated Technology Services Agency

2022 Legislative Session Updates

Katy Ruckle

Technology Services Board
March 22, 2022

Legislative Updates



Legislative Themes

Privacy remains a focus

Technology Operations and Digital Equity

Cybersecurity

Major IT Projects



Policy Bills Impacting Technology

The following bills passed the legislature and are awaiting governor action:

- **ESHB 1629 Aerial Imaging Technology**
 - Requires a comprehensive study of governmental aerial imaging technology needs, including state and local governments.
- **ESSB 5544 Blockchain workgroup**
 - Creates a blockchain workgroup with public and private partners to study blockchain applicability in Washington.

These bills were considered this session, but ultimately did not advance:

- **2SHB 2044 Ransomware Protection**
 - Bill passed the House, but was not considered in the Senate.
- **SB 5534 Verifiable Credentials**
 - Advanced in the House, but did not pass the appropriations committee by cutoff.

Senate Confirmation

WaTech Director and State CIO Bill Kehoe was unanimously confirmed by the Senate.

- First director of WaTech confirmed since agency was formed in its current structure in 2015.
- First state agency IT head confirmed since 2010.



Budget Provisos of Interest

Sec. 150(8): WaTech section on HHS Coalition

- Expands reporting requirements and processes related to HHS coalition projects.

Sec. 150(19): WaTech proviso related to Automated Decision Systems

- Two-part proviso requiring system reporting and guidance development.

Sec. 701(2): IT Oversight process change

- Changes the notification and gate certification process for projects subject to gated funding.

Privacy Legislative Updates



2022 Privacy Legislation

- **State agency impact bills**
- **Privacy Rights and Protection bills**
- **Comprehensive Consumer Data Privacy bills**
- **Public Records bills**
- **Miscellaneous Tech and Healthcare**
- **Vehicle Privacy & AV Bills**
- **AI and Facial Rec bills**



State agency impact bills

HB 1613 – ESD request

Concerning shared reporting responsibilities for both the paid family and medical leave and the long-term services and supports trust programs to clarify that information collected from employer reports shall remain private.

Status: Passed House & Senate – Sent to Gov for signature March 7

SB 5564 - Protecting the confidentiality of employees using employee assistance programs. Makes it unlawful for employer to get identifiable information about participation in employee assistance programs. The programs must keep info confidential. It cannot be used as part of employment decisions. **Status: Signed by Governor March 4; Effective date 6/9/22.**

Privacy Rights and Protection Bills

HB 1593 – Expanding the landlord mitigation program to alleviate the financial burden on victims attempting to flee domestic violence, sexual assault, unlawful harassment, or stalking

Tenant info is confidential, gives commerce authority to write rules re: confidentiality

Status: Passed House & Senate – Sent to Gov for signature March 10

HB 1723 – Closing the digital equity divide by increasing the accessibility and affordability of telecommunications services, devices, and training.

One factor in awarding grants to further digital equity is digital inclusion, which includes training and skills related to privacy and cybersecurity. Status: Passed House & Senate – Sent to Gov for signature March 10

Comprehensive Consumer Data Privacy Bills

HB 1850 - Protecting and enforcing the foundational data privacy rights of Washingtonians. Comprehensive privacy bill; creates new consumer data privacy commission to implement, adopt rules and enforce privacy protections. **Status: Did not pass house**

SB 5062 (2021) - Concerning the management, oversight, and use of data (Washington Privacy Act) **Status: Feb 24 Moved to Senate Rules White sheet.**

SB 5813 - Establishing data privacy protections to strengthen a consumer's ability to access, manage, and protect their personal data. Establishes new protections for minors, sets new requirements for data brokers, creates the right to opt-out of sales and targeted advertising. **Status: Public hearing 1/20; No movement since.**

Public Records Exemption Bills

HB 1899 - Concerning confidentiality of certain data shared with the department of financial institutions. DFI request legislation. Modifies public records exemptions for information submitted to DFI. **Signed by Governor March 4; Effective date 6/9/22**

HB 1956/SB 5859 - Exempting from public disclosure sensitive records pertaining to current and formerly incarcerated individuals' dignity and safety. **Status: Passed House & Senate – Sent to Gov for signature March 10**

HB 1953 - Exempting sensitive voter information on ballot return envelopes, ballot declarations, and signature correction forms from public disclosure.

Status: Passed House & Senate – Sent to Gov for signature March 8

Miscellaneous: Technology & Healthcare

SB 5544 – Establishing the WA blockchain work group.

Status: Passed House & Senate – Sent to Gov for signature March 11

HB 1629 - Concerning a comprehensive study of aerial imaging technology uses for state agencies, special purpose districts, and local and tribal governments. Requires Commerce and OCIO to study the use of aerial imaging technology for state and local governments using the current state GIS program.

Status: Passed House & Senate – Sent to Gov for signature March 10

SB 5532/ HB 1671 - Establishing a prescription drug affordability board. Creates drug affordability board that is granted unlimited access to WA-APCD data.

Status: Passed House & Senate – Sent to Gov for signature March 7

Vehicle Privacy Bills

HB 1984 - Protecting privacy of addresses related to vehicle registration certificates. Directs DOL to stop printing residential addresses on vehicle registration certificates.

Status: Passed House & Senate – Sent to Gov for signature March 7



AI and Facial Rec

SB 5104 (2021) - Concerning a moratorium on facial recognition technology. Bans agencies from using facial recognition technologies until 2026.

Status: Reintroduced 1/10; No movement since.

Reminder: Washington has a law regulating use of facial recognition technology.

See [Chapter 43.386 RCW](#)

<https://ocio.wa.gov/facial-recognition> - state agency using or intending to develop, procure, or use a facial recognition service must file with the Technology Services Board (TSB) a notice of intent that specifies the purpose of the technology and then submit an accountability report to TSB.

AI and Facial Rec

Accountability Report for Facial Recognition Service includes details such as:

- Identity of vendor and version of software
- Types of data collected and for what purpose
- How the data will be used
- Data management policies of the agency
- Data security measures applicable to the FRS
- Agency's training and testing procedures

Law also requires holding at least three community consultation meetings, allowing for public review and comment before finalizing accountability report and publishing report 90-days before FRS can be used. See RCW 43.386.020 for complete list of requirements.

OPDP did a webinar on the law in 2020. Posted under Government Agency Resources at www.watech.wa.gov/privacy

AI and Facial Rec

SSB 5116 (2021) - Establishing guidelines for government procurement and use of automated decision systems in order to protect consumers, improve transparency, and create more market predictability. **Status: Pulled from Exec Session 2/7; No movement; Proviso:**

8 (20) \$100,000 of the general fund—state appropriation for fiscal
9 year 2023 is provided solely for the office of the chief information
10 officer, who must:

11 (a) Prepare with the cooperation of state agencies and make
12 publicly available on its website, by January 1, 2023, an initial
13 inventory of all automated decision systems that are currently being
14 used by state agencies; and

15 (b) Adopt guidance, by June 30, 2022, for state agencies
16 regarding minimum standards that should be used for automated
17 decision systems the agency plans to develop or procure during the
18 2023 fiscal year.

Automated Decision-Making Systems (ADS) Workgroup Leadership

- OPDP to convene a workgroup and produce a report related to the adoption and use of automated decision-making systems (ADS) in the state
- Information regarding the ADS including the workgroup charter, meeting recordings, slide decks, minutes, and final report are available at:
 - <https://watech.wa.gov/privacy/projects-and-initiatives>



2022 Privacy Legislation



- **State agency impact bills = 6 bills; 2 passed**
- **Privacy Rights and Protection bills = 9 bills; 2 passed**
- **Comprehensive Consumer Data Privacy bills = 3 bills; 0 passed**
- **Public Records bills = 6 bills; 3 passed**
- **Miscellaneous = 11 bills; 3 passed**
- **Vehicle Privacy & Autonomous Vehicle Bills = 6 bills; 1 passed**
- **AI and Facial Rec bills = 2 bills; 0 passed* (*ADS proviso)**
- **Tally: 43 bills; 11 passed**



Washington's Consolidated Technology Services Agency

Strategic Roadmap

Deanna Brocker

Technology Services Board
March 22, 2022

Strategic Roadmap – Better Government Through Technology

- ▶ Strategy Map connects agency initiatives with governor's goals
- ▶ WaTech's technology strategy aligns with and enables enterprise and department service strategies and goals
- ▶ An updated roadmap will be shared with TSB members



Strategic Linkages



State of Washington Enterprise IT Governance IT Investment Board - Innovation and Legacy Modernization Fund

Bill Kehoe, WaTech Director and State CIO

March 22, 2022

IT Enterprise Governance Model

Technology Services Board
 Chair: State CIO
 Legislators, Agency Directors, Labor, AAG, Industry SME's.
 policy, strategy, security, project risk mitigation.

Governor

Legislature

State Chief Information Officer

Business Management Council
 Agency Executives and Program Leaders
 Decision/Advisory body to inform and sponsor technology services, policy, strategy, legislation budget and investments

Technology Management Council
 Agency CIOs and IT Leaders
 Decision making body to inform and sponsor technology services, policy, strategy, legislation, and investments

Technology Investment Board
 State CIO, CISO, EA, Agency Leadership
 Review IT Budget DP's, **Innovation and Legacy Modernization Fund Requests.**

Complete – Governance presentation to the TSB Policy and Portfolio Subcommittee on February 10th

Complete - Presentation of the Governance Model to at the Agency Deputy Meeting February 16th

Pilot TMC with feedback in February, Launched March 15

Finalize BMC Charter and membership March – June 2022

Presentation(s) scheduled for the TMC – **(complete)**, and the TSB March 2022

INNOVATION AND LEGACY MODERNIZATION FUND STAKEHOLDER INPUT

BUSINESS
INNOVATION



- Present concept and obtain feedback from Technology Management Council (TMC) – **complete**.
- Present concept and obtain feedback from TSB members at the March full board meeting.
- Finalize proposal and seek approval from the TMC and TSB.
- Develop and submit WaTech request legislation for the 23-25 biennium.

Innovation

- Majority of innovation is occurring when there is a crisis or urgent customer service need (COVID response).
- Risk averse culture does not incentivize innovation.
- Funding is not available for short, high impact, low-cost innovation projects outside of the biennial budget process.

Modernization

- The majority of IT resources are maintaining existing infrastructure and systems and not on innovation projects / learning new technologies.
- Agencies are at various stages of Portfolio Management / Legacy Modernization planning – overall the state is at a low level of maturity.
- Legacy systems present risks and constraints to agencies in business and service transformation plans impacting customer service, security improvements, data strategy and analytics, and staff development.
- Funding for legacy system remediation is limited to the biennial budget process.



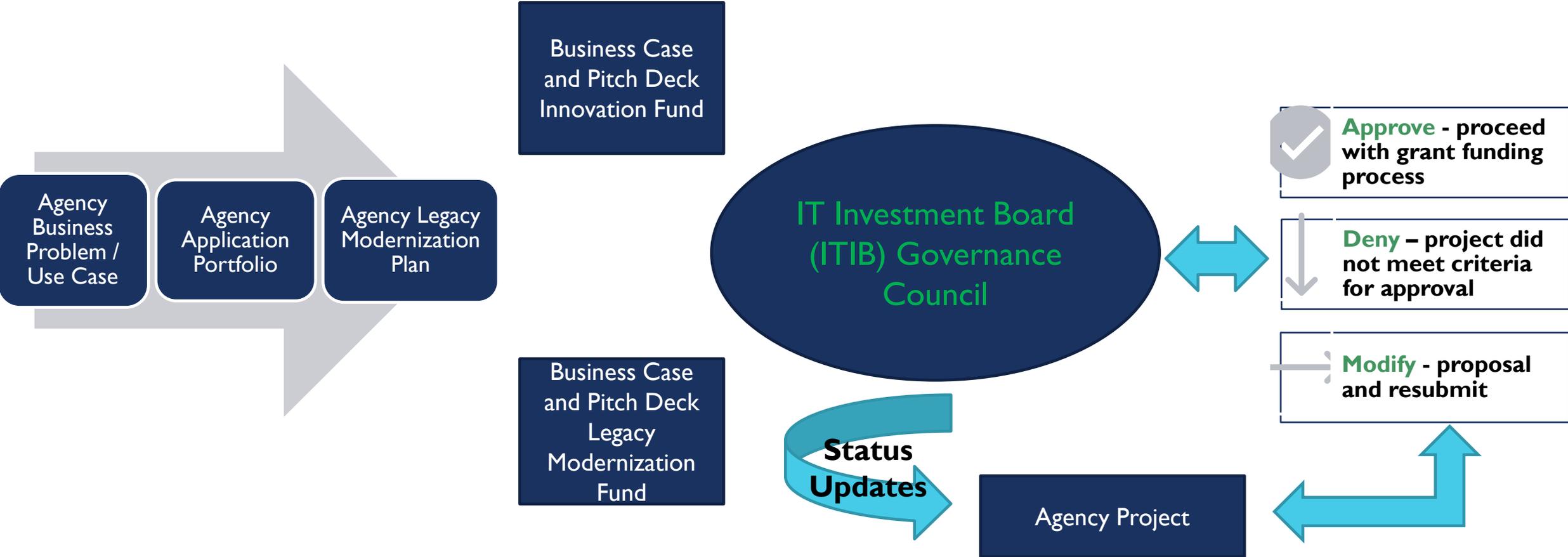
Objective

Provide dedicated funds outside of the state biennial budget process to *accelerate* innovation and legacy system modernization in the State of Washington.

Agency Input Channels

Funding Request Intake

Governance Process / Request Disposition



IT INVESTMENT BOARD (ITIB) GOVERNANCE PROCESS

- The Technology Investment Board (ITIB), a component of the State of Washington IT Enterprise Governance model will govern and administer the Innovation and Legacy Modernization Fund.

Proposed ITIB Governance Committee Membership

- State CIO / Alternate, Enterprise Architect, State CISO, State Chief Data Officer, WaTech Advisory Council representative(s), Business Management Council Representative, TSB member, State Project Management Office Manager.
- IT Investment Board meetings will be held monthly unless there are no project proposals.
- Requesting agencies will present to the ITIB board for 5-10 minutes allowing for 5 minutes of questions from the board members.
- The Board will notify the requesting agency within 2 weeks of the meeting on the status of their request.
- Approved projects would be accountable to provide status updates to the Board and share successes, lessons learned, and impacts.

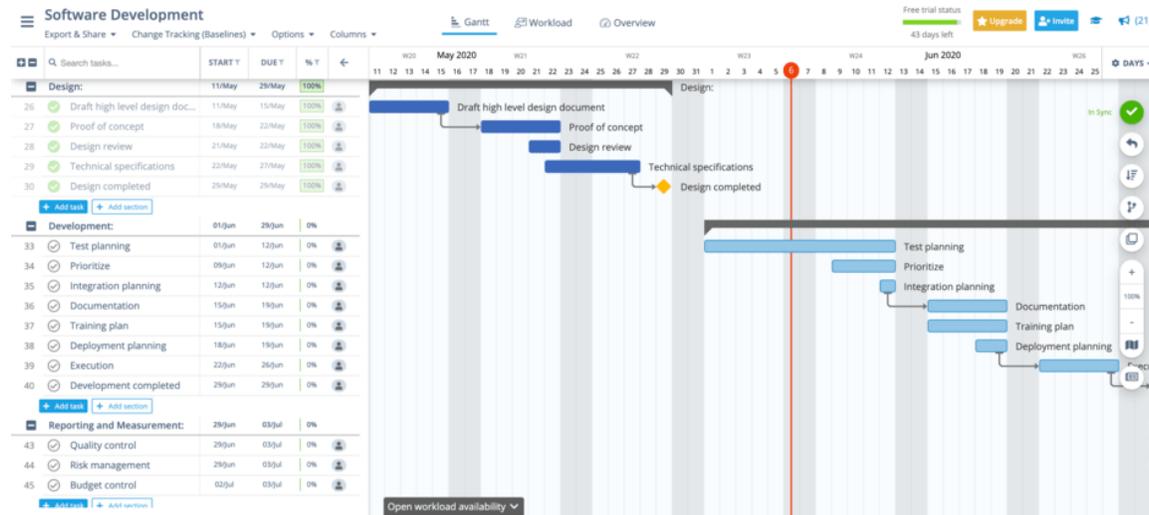
IT Project Best Practices and Lessons Learned

Integrated Schedule Management
Stacy Steck

Technology Services Board
March 22, 2022

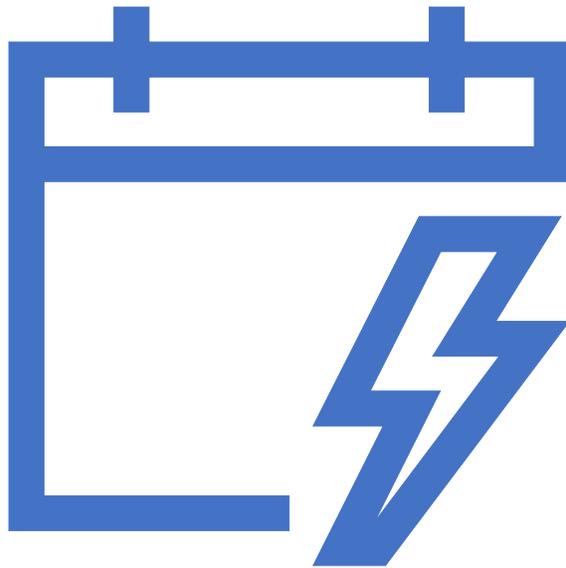
What is it?

- Integrated Master
 - Includes all workstreams
 - Includes sub-projects
 - Spans agencies / enterprise
- Schedule
 - A Work Breakdown Structure (WBS) defines and organizes the work required to achieve a desired outcome.
 - Also called:
 - A project plan.
 - A workplan.
 - A Gantt chart.
 - A project schedule.





Problem Statement



- There is a perception that some state project managers *and* contractors can't or don't take the time to produce a reliable schedule.
- **Or** know how to integrate multiple sub-projects into a single, master schedule.
 - We don't know why.
 - But we're going to find out.



Conducting research

- How might you recommend we approach the problem statement?
 - Who to interview?
 - Organizations or agencies that do this WELL?
 - The right questions to ask?
 - Rocks under which we should look?
 - Software tools?
 - _____



Best Practice



- Experienced project managers perform these steps:
 - Build a Work Breakdown Structure (WBS).
 - Decompose the WBS into concrete activities.
 - Define the sequence of activities (dependencies, predecessors, and successors).
 - Estimate task duration.
 - Estimate task cost.
 - Assign resources.
 - Adjust cost and duration estimates based upon assigned resources.
 - Perform initial resource leveling.
 - Optimize the schedule.

Common problems

Too much
detail

Not enough
detail

Loud voices
dominate

Don't see
the value

Can't find
critical path

Inexperience
of PM

PTSD

Padding

Not enough
time to plan

Unrealistic
estimates

Delicate
construction

Rigid
construction

How would this manifest to you?

- ✓ You live in a constant state of rushing to complete things that weren't anticipated.
 - ✓ Project has frequent delays of several months at a time.
 - ✓ Frequent change requests.
 - ✓ Deadlines or milestones missed without advanced notice/planning for how to mitigate.
 - ✓ Stakeholders and team members don't know if tasks are on schedule or late until dependent tasks are late or at risk.
 - ✓ Discord among the team or stakeholders due to conflicting priorities.
 - ✓ Team morale is low and/or team is working significantly more than planned (overtime requests).
 - ✓ Project has shifting priorities and/or frequently changing risks/issues.
 - ✓ Actual costs are significantly more or less than planned.
-
- ✓ Decrease in quality of work products due to time constraints.
 - ✓ Sponsor and ESC meetings lack key information; not enough detail to assess how the project is going or measured against the schedule.
 - ✓ Vendor is often not ready to receive information when provided or vendor is waiting on information to continue.
 - ✓ Project manager not able to describe what work is happening currently and who's working on it or upcoming work.
 - ✓ PM can't describe the impact of current work slipping.
 - ✓ No critical path defined, or work not identified as critical is impacting the schedule.
 - ✓ Lack of clarity around the value of actual spend on the project. PM is unable to accurately answer if there is enough budget left to finish the project.
 - ✓ Project is not measuring up to KPIs.
 - ✓ QA reports a finding or recommendation for better scheduling.



Why do it?

My sponsor told me I didn't have to do one.

We refuse to do resource leveling; it's ridiculous!

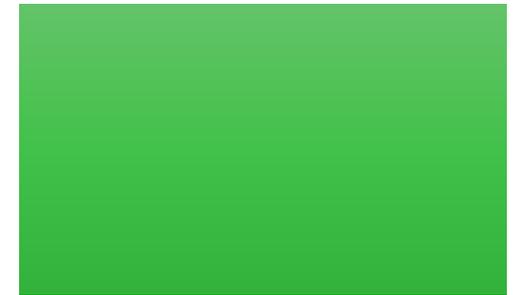
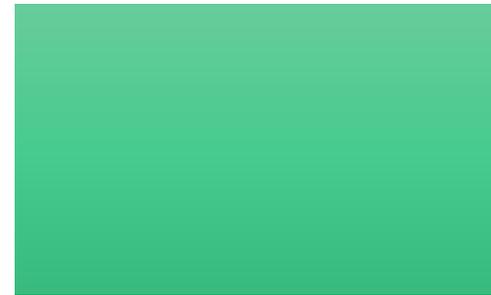
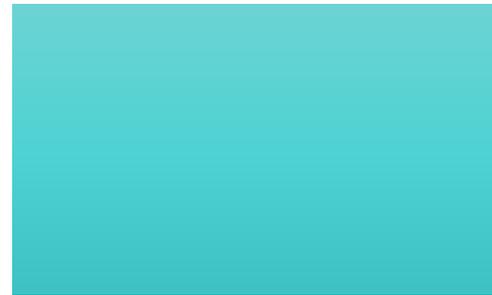
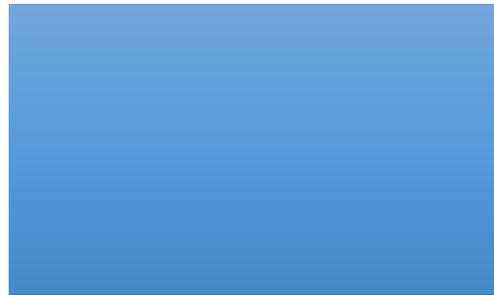
We're agile around here – impossible to give you the kind of plan you want.

The vendor will do the schedule. We trust them.

It's just a small project. I'll just manage it with this task list in Excel.



Your turn: *Why do it?*



Possible solutions

How do we solve this problem?

Short Term

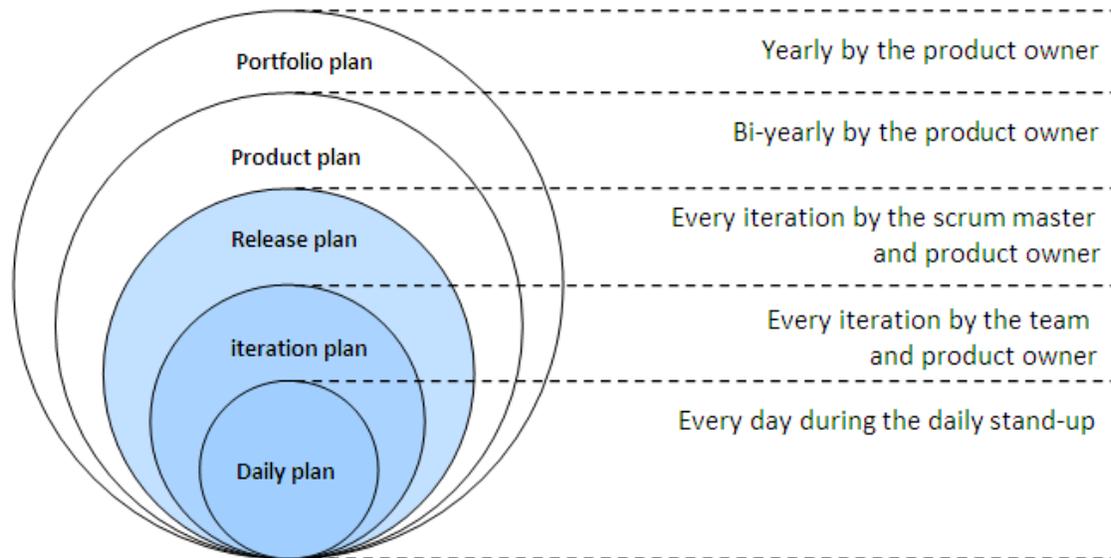
- Your ideas here

Long Term

- Your ideas here



If you're thinking...
"what about agile?"



- Agile is **NOT** an excuse not to plan.
- Agile means **MORE** planning.

Resources

Link

[Link to Best Practice: Project Estimation Techniques \(Q32021\)](#)

Link

[Link to Best Practice: Integrated Project Plans \(Jan 1, 2022\)](#)

Public Comment

