

# Technology Services Board Portfolio and Policy Subcommittee Meeting

November 14, 2019

10:00 a.m. - Noon



WA • Office of the

**Chief Information Officer**

# AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Jim Weaver	Introductions	10:00
Approve Minutes from October 10 Subcommittee Meeting	Jim Weaver	Approval	10:04
Project Lessons Learned – Department of Health’s Women, Infants and Children’s Cascade Project <ul style="list-style-type: none"> <li>• Lacy Fehrenbach, Executive Sponsor</li> <li>• Paul Throne, Business Sponsor</li> <li>• Becky Waite, Sr. Project Manager</li> <li>• Jennifer McNamara, Chief Information Officer</li> <li>• Bob Wier, Quality Assurance</li> </ul>	Sue Langen Laura Parma	Discussion of key lessons learned	10:05
Policy/Standard Review <ul style="list-style-type: none"> <li>• Policy 188 - Accessibility (<b>UPDATE</b>)</li> <li>• 188.10 – Minimum Accessibility Standard (<b>UPDATE</b>)</li> </ul>	Sue Langen	Review/feedback/recommendation for approval	10:35
Office of Cybersecurity	Jim Weaver Vinod Brahmapuram	Introduction of new state CISO and strategies	10:45
IT Project Dashboard Review	Sue Langen Derek Puckett	Preview of first iteration of update	11:30
Public Comment			11:50

# Current TSB Portfolio & Policy Subcommittee Members

## Industry Members

Butch Leonardson – Leonardson Leadership Svcs  
Paul Moulton – Costco

## Legislative Members

Rep. Zack Hudgins - House D (webex)  
Rep. Matt Boehnke – House R (webex)  
Sen. Patty Kuderer - Senate D

## Executive Branch (Agency Directors)

Jim Weaver – State CIO and TSB Chair  
Vikki Smith – DOR  
Tracy Guerin – DRS

## Other Government

Blue – members present  
Black – members absent

11/14/19

# Welcome/Approve 10/10 minutes

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**DEPARTMENT OF HEALTH**  
**PREVENTION AND COMMUNITY HEALTH DIVISION**  
**WOMEN INFANTS AND CHILDREN (WIC)**

**TSB Project Status Briefing**  
**Nov 14, 2019**



WIC CASCADES

# OUTLINE

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- STRATEGIC ALIGNMENT
- WIC PROGRAM
- PROJECT STRUCTURE
- PROJECT PROFILE
- IMPLEMENTATION APPROACH
- PROJECT STATUS
- LESSONS LEARNED
- QA REPORT



# STRATEGIC ALIGNMENT

## **PCH -- Prevention and Community Health Division**

Contributes to the Department of Health's vision by collaborating with partners and stakeholders to enhance the health of individuals, families, and communities and to eliminate health inequities. We work to prevent disease and promote a healthy start, healthy choices, and access to services. The division consists of 260 staff delivering public health services statewide.



## **ONS -- Office of Nutrition Services**

Creates opportunities for people with limited resources to make healthy nutrition choices. We support healthy eating, breastfeeding, access to healthy foods, and physical activity. The US Department of Agriculture (USDA) funds the nutrition services we provide through our contracts with local health jurisdictions, community agencies, tribal organizations, and food retailers.



## **Cascades Project**

The Women, Infants, and Children (WIC) Client Information Management System (CIMS) is reaching the end of its life cycle and is costly to maintain. The US Department of Agriculture (USDA) will no longer support enhancements to the current system. The WIC program is mandated to implement Electronic Benefit Transfer (EBT) by October 1, 2020. The WIC program will transfer a new system already built that meets federal requirements.

# WIC PROGRAM

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Washington WIC serves 275,000 unique WIC participants annually

Nearly 700 WIC Clinic Staff attended End User Training

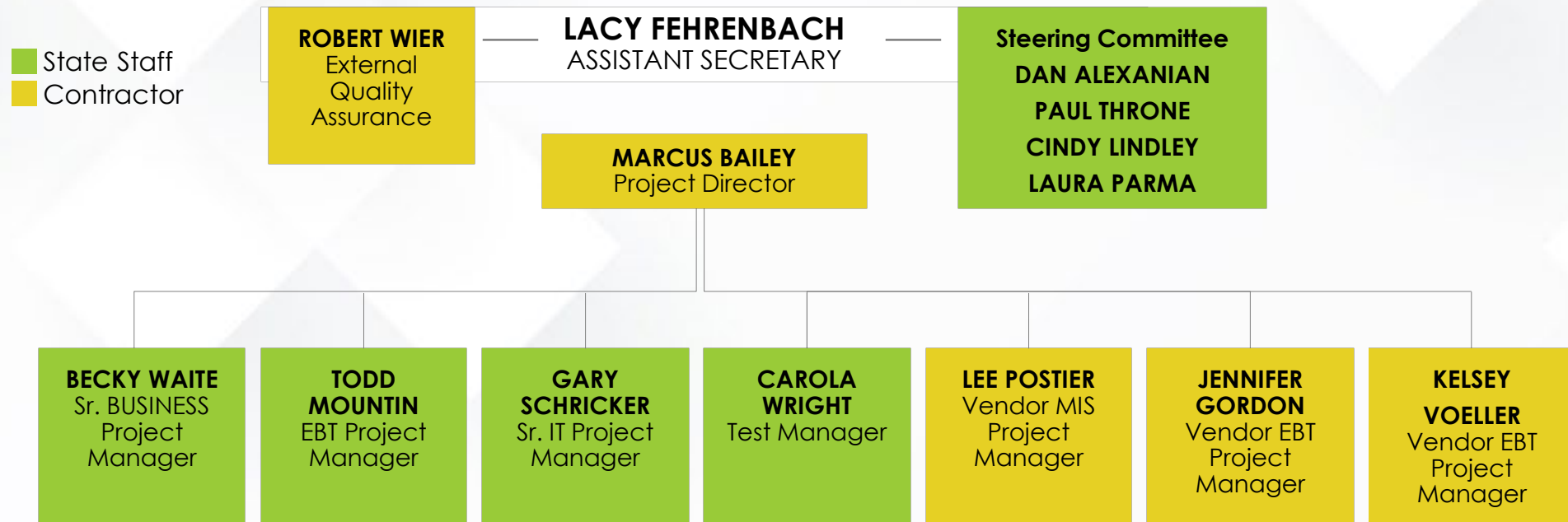
## WIC Cards:

- Flexible shopping (buy what you want when you need it)
- Whole family on one card (no more piles of WIC checks)
- Eliminates confusion at checkout
- Faster payment for WIC stores
- Live purchasing information





# PROJECT GOVERNANCE STRUCTURE



**Core Team:** Business and Technical Subject Matter Experts and Business Management Team

**Workgroups:**

- Communications, Cascades Support Team, User Support, eWIC Workgroup,
- Clinic Infrastructure Workgroup, Data Migration Workgroup, System and Hosting Services
- System & Configuration Administrators, System Testing/QA

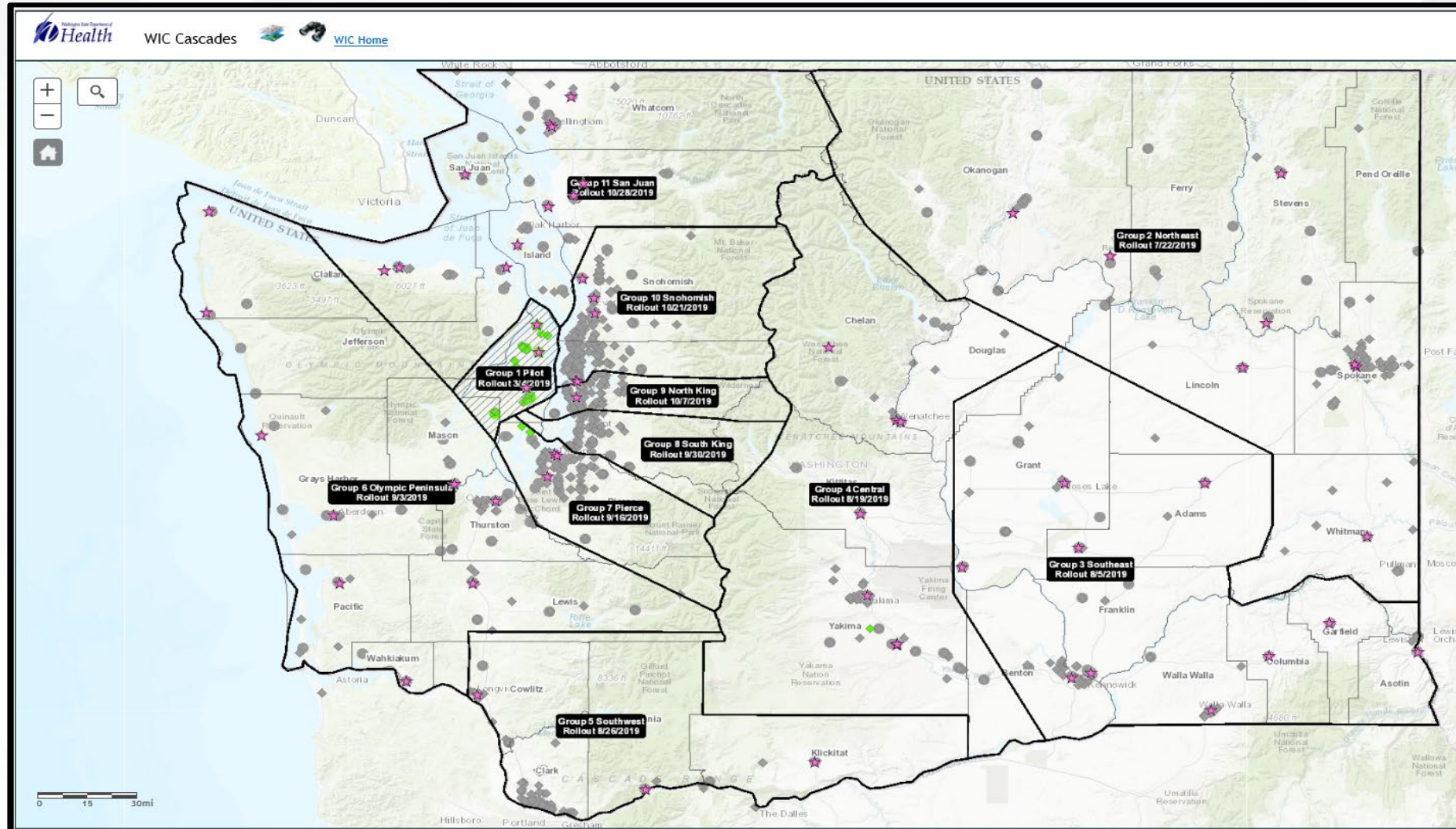
## PROJECT PROFILE

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- Implementation of a pre-built WIC Program System
- Hosted in AWS Government Cloud
- Interface to Medicaid ProviderOne System
- Interface to Secure Access Washington
- EBT System Integration with WIC system
- EBT Store Enablement Activities
- Cascades End User Training



# IMPLEMENTATION APPROACH



## OVERALL PROJECT STATUS

Project Risks = **1**  
(no high impact risks)

Scope Change = **0**

System Issues = **8**  
(no critical impacts)

Project Issues = **2**  
(Store Enablement)

Transition to Program  
(on-track)

Expenditures  
**\$18,940,225**

Customer Support  
Team  
**19 Staff, 5000 Calls**



## LESSONS LEARNED

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### Project Management

- **Challenge:** Business Culture
- **Opportunity:** Project Management 101 for Program Managers



## LESSONS LEARNED

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### Communications

- **Challenge:** Ineffective Communication outcomes
- **Opportunity:** Engage experts from the beginning

**The single biggest problem in communication is the illusion that it has taken place.**

*George Bernard Shaw*



## LESSONS LEARNED

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### Pilot Rollout

- **Challenge:** End User Support Model
- **Opportunity:** Dedicated Staff, Trained to Troubleshoot



## LESSONS LEARNED

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### Project Closure Requirements

- **Challenge:** Late Breaking criteria
- **Opportunity:** Stakeholder Engagement with EBT Branch Chief



# QUALITY ASSURANCE ASSESSMENT

Overall DOH Cascades Project Status	
Project status remains normal	Normal
Is tracking on all Scope, Schedule and Budget components	
<b>Current Risks</b> None open at this time	
<b>Current Observations</b> None open at this time	

Legend	Normal	No Risk elements identified
	Warning	Some Risk elements that need attention
	Alert	Major Risk elements requiring an Action Plan
	NR	Not Rated this review period
	↑	Increasing Risk
↓	Decreasing Risk	

Monthly QA Status Report November 2019 Cascades Project						
Project Components	Category		Aug	Sep	Oct	Nov
Project Administration	1.1	Project Organization				
	1.2	Project Planning				
	1.3	Project Tracking & Oversight				
	1.4	Budget Management & Tracking				
	1.5	Project Controls				
	1.6	Communications				
	1.7	Record Keeping				
	1.8	External Project Impacts	↑	↑	↑	
System Delivery	2.1	Definition Process				
	2.2	Design Process				
	2.3	IT Architecture				
	2.4	Security				
	2.5	Acquisition Management				
	2.6	Configuration Management				
	2.7	Construction Process				
	2.8	Conversion/Migration Process				
	2.9	Technical Testing Process				
	2.10	User Acceptance Process				
	2.11	Implementation Process				
Organizational Preparedness	3.1	Business Processes				
	3.2	Resource Usage/Capability				
	3.3	Change Management				



## Quotes

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“The ease of shopping went up by 100%”

“It feels like a debit card, inconspicuous and easy to use”

“I love the card! I buy what I need when I need it”

**WIC clients, Kitsap Community Action**

"The clinic processing in several areas has greatly improved. Transfers between WIC clinics are instant, seamless, and provide more information than with CIMS. The issuance of benefits, which in the past meant dealing with paper checks, storage, & maintaining of records, is now instant and easy. Families leave with their benefits immediately on a debit type card. This in turn facilitates their shopping experience - so the trickle down of pluses with Cascades affects even grocery store staff in a positive manner." **Cyndy Ayers, WIC Coordinator, Kitsap Community Action**



## Quotes

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“With near-instant access to redemption data, our ability to initiate investigations and determine the extent of any potential waste and abuse has been sped up dramatically. This will allow us to substantially reduce the amount of potential losses to the program and identify participants violating rules much faster than before.”

**Allen Esparza**, Supervisor, WIC Program Compliance Unit

“The CASCADES project has set the standard by developing solid operational plans which will ensure information security remains intact throughout the lifespan of this system.”

**Tracy Auldredge**, DOH Chief Security Officer

# Questions?

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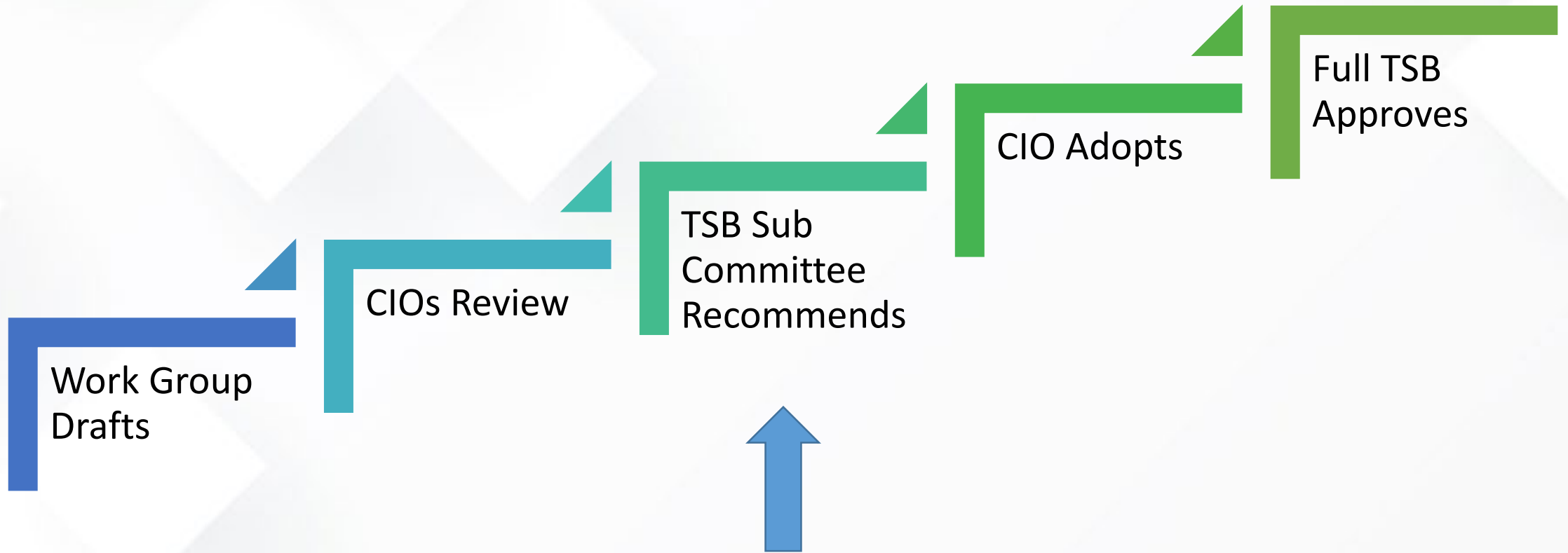
**Lacy Fehrenbach**  
Cascades Project Executive Sponsor  
360-236-3723

**Paul Throne**  
Cascades Business Sponsor  
360-236-3697

# Policy / Standard Review

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# Where Are We?



# Policy 188 & 188.10 - Accessibility



## Purpose of action

- Update existing policy and standard



## Business case

- Sets minimum accessibility standards
- Support agency compliance with state and federal requirements



## Key objectives

- Aligns with federal & industry standards
- Removes obsolete deadline dates from previous version



## Strategic alignment

- Supports efficient, effective and accountable government by aligning with current federal standards



## Implementation

- No significant impacts to agencies related to policy updates. The comments do highlight need for ongoing education on accessibility.



## Success criteria

- Ensures agencies are using most recent federal standards

# For Recommendation

- Do you recommend revisions to Policy 188 as written?
- Do you recommend revisions to Standard 188.10 as written?



# Office of Cybersecurity

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Vinod Brahmapuram, State Chief Information Security Officer

# Objectives

- ✓ EVALUATE
- ✓ EDUCATE
- ✓ ENGAGE
- ✓ ADVANCE
- ✓ MEASURE
- ✓ REPORT

- RCW 43.105.215
- RCW 43.105.801

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# Evaluate

## OPPORTUNITIES

- Quantitative Risk Management
- Contextual Risk Analysis
- Nationwide Cybersecurity Review (NCSR)
- Collaboration with State Auditors Office

# Educate

## OPPORTUNITIES

- CISO council
- Hacktober
- Purpose built presentations
- SANS Training
- Professional development
- Sponsored certifications

# Engage

## OPPORTUNITIES

- WaCIX
- MS-ISAC
- Tabletops
- Speaking engagements
- NASCIO
- CyberPatriot
- CyberSecurity summit
- Incident response community

# Advance

## OPPORTUNITIES

- Talent building
- Cyber range
- Artificial intelligence
- Predictive analytics
- Third-Party risk management

# Measure & Report

## OPPORTUNITIES

- Compliance
- Performance metrics for RCW 43.105.801
- CyberHealth Report
- ROI

# IT Project Dashboard Review

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# OCIO IT Dashboard Activities - Timeline

**April 2019** – Conference Budget including Dashboard and oversight requirements passed legislature

**May-June 2019** – Process development for project data gathering, dashboard proof of concept with existing contract.

**July-August 2019** - Onboarding and training agencies and projects on new oversight requirements, draft RFQQ for dashboard support, release RFQQ.

**September 2019** – Contract signed, vendor on-boarded, vendor discovery phase

**October-November 2019** – Dashboard build and design.



# Public Comment

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