

Technology Services Board Portfolio/Policy Subcommittee Meeting

July 9, 2020

10:00 a.m. - Noon



WA • Office of the

Chief Information Officer

7/9/2020

AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Jim Weaver	Introductions	10:00
Approve Minutes from May 14 Subcommittee Meeting	Jim Weaver	Approval	10:04
Project Status – WSDOT Tolling Back Office System Replacement Project (BOS) <ul style="list-style-type: none"> • Patty Rubstello, Asst. Secretary and Executive Sponsor • Dana McLean, QA, Public Consulting Group • Jamie Povey, Public Consulting Group • Heather Coughlin-Washburn, Public Consulting Group 	Sue Langen Nicole Simpkinson	Project Status	10:05
IT Biennial Report	Cammy Webster	Present Summary	10:35
Facial Recognition Legislation	Derek Puckett	Legislative Update	11:05
New Resources for Project Managers	Nicole Simpkinson Shelley McDermott	Information Sharing	11:35
Public Comment			11:50

Current TSB Members

Industry Members

Butch Leonardson – Retired CIO
Paul Moulton – Costco

Legislative Members

Rep. Matt Boehnke – House R
Rep. Zack Hudgins - House D
Sen. Patty Kuderer – Senate D
Sen. Ann Rivers – Senate R

Executive Branch (Agency Directors)

Jim Weaver – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Other Government

Viggo Forde – Snohomish County

Members present
Members absent

7/9/2020

Welcome/Introductions/Approve 05/14/2020 Minutes

Washington State Department of Transportation

Tolling Back Office System Replacement

Technology Services Board Subcommittee Meeting
July 9, 2020

Agenda

1. Purpose
2. Project overview, history and implementation status
3. Issue statement
4. WSDOT Management strategy and resolution action plan
5. Quality Assurance Update
6. Independent Verification and Validation Update
7. Questions and Discussion

Purpose

- The external Back Office System (BOS) is a core element of WSDOT's Toll program. The BOS manages the customer relationship and financial management aspects of WSDOT's Tolling program and its *Good To Go!* Toll payment program.
- The existing Contract was a bundled procurement for customer service center operations and a back office system and this Contract is approaching end of Contract term. The new BOS and Operations will be separated into two contracts and have been procured separately.
- The new BOS System will provide the full functionality of the existing system, address functional deficiencies, address key limitations with the existing system, and support several key enhancements to program functionality.

Project Overview

- Procurement complete in June of 2017 (Award to ETAN), base 6 year term with 6 option years.
- Two phases of Implementation:
 - Phase 1 - consists of all current and new core functionality modernized and enhanced.
 - Phase 2 - consists of all select automation upgrades and elected option modules such as trip building, collections, and data warehouse.

Implementation Status

- Original Go-Live contract date: December 1, 2018.
- The project has encountered repeated delays over the past 18 months. ETAN has struggled with maintaining appropriate resources, accurate estimation of schedule activity durations, and overall schedule adherence.
- **Due to these repeated delays as well as Covid-19 related delays, August 2020 is the earliest achievable Go-Live date for ETAN. WSDOT is evaluating whether a September Go-Live date would allow for better contingency planning and decrease risk. Further success in the Operations test will better inform this analysis.**
- Significant progress continues to be made:
 - Substantial completion on all core FastLane
 - Factory Acceptance Test Execution & Integration and Commissioning testing and User Acceptance Testing is Complete
 - Data Migration and Transition Planning is substantially complete with refinements continuing
 - Infrastructure build-out and provisioning of CSC and WICs complete
 - Train-the-Trainer Training is now complete
 - **Completed Phase 1 of the Operations test on 6/29.**

Implementation Status (Cont.)

- **Remaining BOS Critical Path Activities:**

- 5 Week Operations Test began on May 28th.
 - This is a WSDOT driven test within the production environment comprised of the most common workflows and Ad-hoc testing.
 - Phase 1 – Common Workflow Scenarios Complete (ran 2 weeks long)
 - Phase 2 – Ad-Hoc planned to begin on July 6
 - The testing team includes WSDOT and AECOM technical and operations subject matter experts.
- 2 Week Defect Remediation Period (As currently planned, however this is an area for risk mitigation).
- 1 Week Transition
 - ETCC Shutdown
 - ETAN Migration
 - ETAN Start up
- Go-Live (Analysis on final date underway)

- **Remaining Operations Activities:**

- Staff Ramp Up
- Troop Training (Local, Remote and legacy CSR's)

Issue Discussion, Management Strategy and Resolution Action Plan

Issue Statement

ETAN has struggled with maintaining appropriate resources, accurate estimation of schedule activity durations, and overall schedule adherence

- Even with increased resources ETAN remains limited in its ability to increase project velocity.
- ETAN continues to struggle with accurately predicting critical activity durations.
- The continued project delays increase WSDOT's costs to maintain business continuity and impact other dependent projects.

Management Strategy and Issue Resolution Plan

- **Increased Executive-level Oversight**
 - Increased frequency of coordination to more quickly address schedule and resourcing issues.
 - In-person Executive check-ins have continued on a weekly basis.
 - ETAN Owner/CEO, WaTech Director/State CIO and WSDOT Secretary of Transportation Meeting occurred.
- **Increased Transparency through WSDOT Schedule Maintenance**
 - WSDOT has assumed ownership of Schedule Maintenance.
 - ETAN leads provide status directly to WSDOT.
 - WSDOT has assumed access to internal tracking tools used by ETAN.
 - WSDOT assumed ownership of Go-Live readiness assessments and needed coordination.
 - WSDOT has continued to streamline review and approval processes to gain schedule efficiency.
- **Increased Resourcing**
 - ETAN has increased resources by hiring a 3rd Party Technical services firm to support additional testing.
 - WSDOT has increased access to WSDOT and consultant SME's to supplement ETAN's resources.
 - WSDOT has shortened turn-around times for critical deliverable reviews where possible.

Management Strategy and Issue Resolution Plan

- **Maintain National Industry Perspective**
 - WSDOT continues to consult regularly with our Expert Review Panel, made up of national agency leaders and industry experts.
 - WSDOT has planned a review of ETAN's project schedule, risks, and path to Go-Live by ERP members and will request their feedback.
- **Maintain Quality Assurance and Independent Validation & Verification**
 - QA oversees independent risk assessment on management level.
 - More frequent check-in with QA will ensure more timely awareness and escalation of risks.
 - IVV oversees independent risk assessment on technical level.
- **Negotiated additional contractual liquidated damages to further encourage schedule adherence**
 - WSDOT and ETAN agreed on damages to compensate WSDOT for the costs of delay as well as new daily damages if additional delays are required.

External Quality Assurance Update

QA - Tolling BOS Replacement Project Status

Top Five (5) QA Risks

Project Status:

HIGH

PCG continues to track significant findings in the areas of Schedule Management, Cost Management and Quality Management.

Finding	Total	Low	Med	High
Issues	1	NA	NA	1
Risks	11	2	4	5
Concerns	0	NA	NA	NA

Since the last presentation to the TSB, PCG QA has provided an updated monthly QA report and risk log. Although each Top Five risk has remained the same, progress has been made against each and WSDOT has been actively executing mitigation steps and staying actively involved in each of the respective project areas.

Date Established	Description	Status
5/15/2020	As a result of ETAN's lack of adherence to schedule management, schedule delays may occur, resulting in the potential to affect the critical path and the ability to maintain the project go-live date.	High
5/15/2020	ETAN has been focused on meeting the go-live date rather than readiness and quality management, which may result in decreased quality of final product.	High
5/15/2020	As a result of insufficient ETAN staffing levels, it is unclear if ETAN can continue to maintain required velocity to achieve the project go-live date.	High
5/15/2020	As a result of the delay for the project go-live, there is a risk that further impact to the project cost exists.	High
6/16/2020	As a result of the WA Governor's executive order requiring furlough of WSDOT employees and BOS contractors, there is a risk for additional resource constraints to the Project that could result in potential impacts to the Project schedule.	Med

*This information is a point in time accurate on 7/6/2020. The nature of the risks/issues listed here are highly dependent upon progress which may be achieved in the days prior to the presentation, resulting in potential resolution of the risks/issues.

Independent Verification and Validation Update

IV&V - Tolling BOS Replacement Project Status

Project status:

HIGH

PCG is tracking significant findings in the areas of Design and Development, Implementation, Testing and Implementation, and Project Management.

Finding	Total	Low	Med	High
Issues	5	1	0	4
Risks	8	3	2	3
Concern	0	NA	NA	NA

Top IV&V findings

Date Established	Description	Status
1/15/2020	ETAN's staffing construct (technical assets) has resulted in schedule slippage due to conflicting priorities in assignment of personnel, and concurrent activity conflicts.	High
6/02/2020	Failure to adhere to a well-defined release process increases the likelihood of introducing undesired code into the environment, resulting in a potential loss of integrity in the code base.	High
5/15/2020	Modification of the code base during testing may result in the unintended introduction of new defects in previously tested functionality.	High
6/02/2020	The regression practice, including manual QA practices applied to each release have been insufficient to identify defects introduced in the environment. This may be indicative of insufficiency of process or practice on the part of the vendor and results in the necessity to retest.	High
3/15/2020	Dev punch list items with a scheduled complete date are not complete, creating potential downstream impacts. *The initial dev is complete, awaiting QA to formally complete. High and Critical Defects resolved on these items	High

*This information is a point in time accurate on 7/7/2020. The nature of the risks/issues listed here are highly dependent upon progress which may be achieved in the days prior to the presentation, resulting in potential resolution of the risks/issues.

Tolling Back Office System Replacement

- Questions?

2018-2019 IT Biennial Report

Discussion / Feedback

7/9/2020

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Background

Guided by RCW 43.105.220


Strategic Information Technology Plan

- Establishes statewide mission, goals and objectives for use of IT
- Goals for electronic access to records, information and services
- Plan in accord with established standards and policies
- Seek advise of the TSB in plan development

Biennial State IT Performance Report

- Based on agencies IT portfolio
- Analysis and evaluation of performance relating to IT
- Assessment of progress towards implementing the strategic plan
- Analysis on success or failure of major IT projects

2018-19 Report Foundation



State of Washington

Enterprise Technology

Strategic Plan: 2017 - 2021

Vision

Better government through technology

Mission

Personalized & Optimized Government

Values

Partnership, Transparency, & Agility

Information technology (IT) is seen as a **strategic & dependable** partner to business leadership.

We operate in a way that builds trust with our authorizing environment & the customers we serve.

We believe **true innovation** comes from thoughtful experimentation & incremental development.

Public facing services & information tailored to every constituent & to improve the effectiveness of staff, processes & systems.

Efficient & Effective Government

Create opportunities for operational efficiency & **improve** constituent access to services

- Consolidate common technology & services
- Pursue brokered service options
- Maximize state's buying power
- Create constituent focused portals
- Develop accessible & responsive designs
- Increase access to open data

Accountable IT Management

Develop accountability & transparency while managing with **integrity**

- Evolve portfolio management and technology business management to support decision making
- Expand transparency dashboard
- Improve visibility into alignment
- Strengthen business driven governance
- Continuously improve technology lifecycle management
- Mature project management & related practices

IT Workforce

Recruit, develop & retain exceptional technology staff & leaders

- Create & maintain a competitive job classification structure
- Create an enterprise workforce development strategy
- Re-imagine management practices to foster employee empowerment & engagement
- Create mobility friendly facilities
- Implement mobility friendly work practices
- Enhance mobile device management

Enterprise Architecture

Identify strategic technology investments to support common business needs/functions

- Build EA program and discipline
- Evaluate options for shared solutions across the state or business "ecosystems"
- Identify common business practices that can be supported by shared solutions
- Increase capacity to manage & share information
- Modernize infrastructure and applications

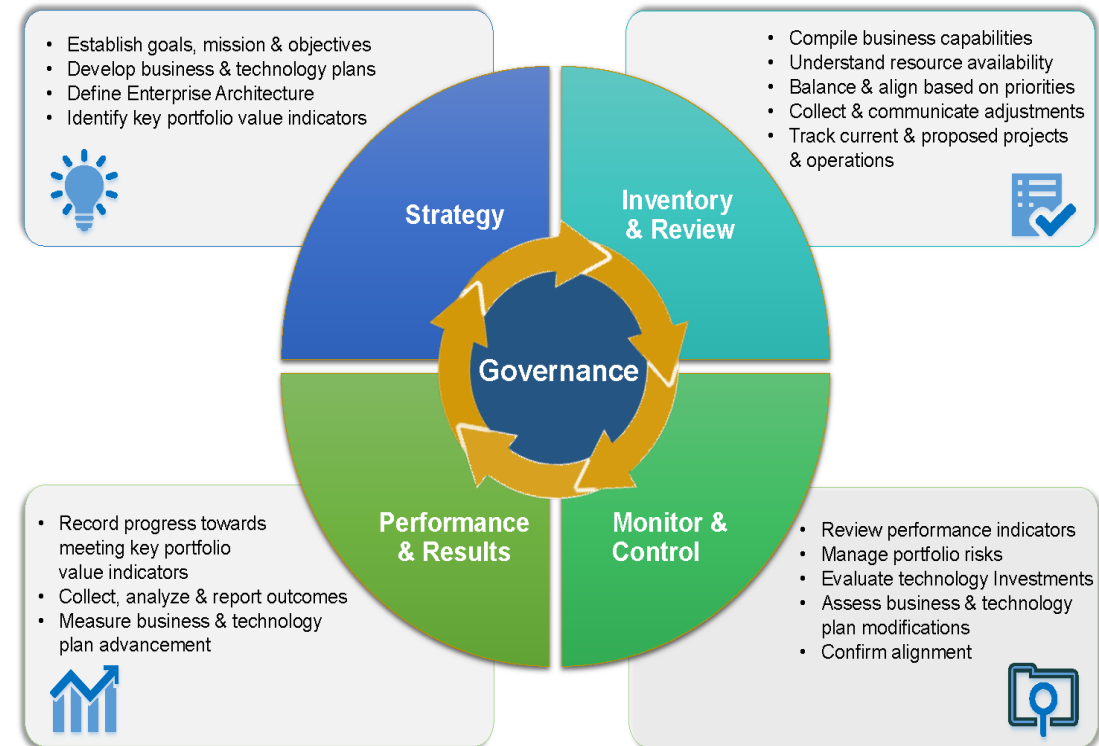
Security & Privacy

Find & stop security risks while **increasing** privacy awareness

- Invest in top cybersecurity talent
- Proactively assess application security
- Continuously improve state defenses
- Improve policy & standards
- Build capacity for Washingtonians to protect their privacy
- Provide agencies with tools to improve privacy practices

July 2017

Portfolio Management Conceptual Model



2018-19 Report Structure

IT Strategic Plan

Efficient &
Effective
Government

Accountable
IT
Management

IT Workforce

Enterprise
Architecture

Security &
Privacy

State Recognition

Washington Digital State Survey Grade

- 2018 A-
- 2016 A-
- 2014 B+

NASCIO Recognition

- OCIO special recognition award as a finalist for its Technology Business Management (TBM) program
- Washington State Patrol Use of Drones for Collision and Crime Scene Reconstruction
- Washington State Patrol (WSP) Sexual Assault Kits Tracking System

Interesting Findings

IT Investment Profile

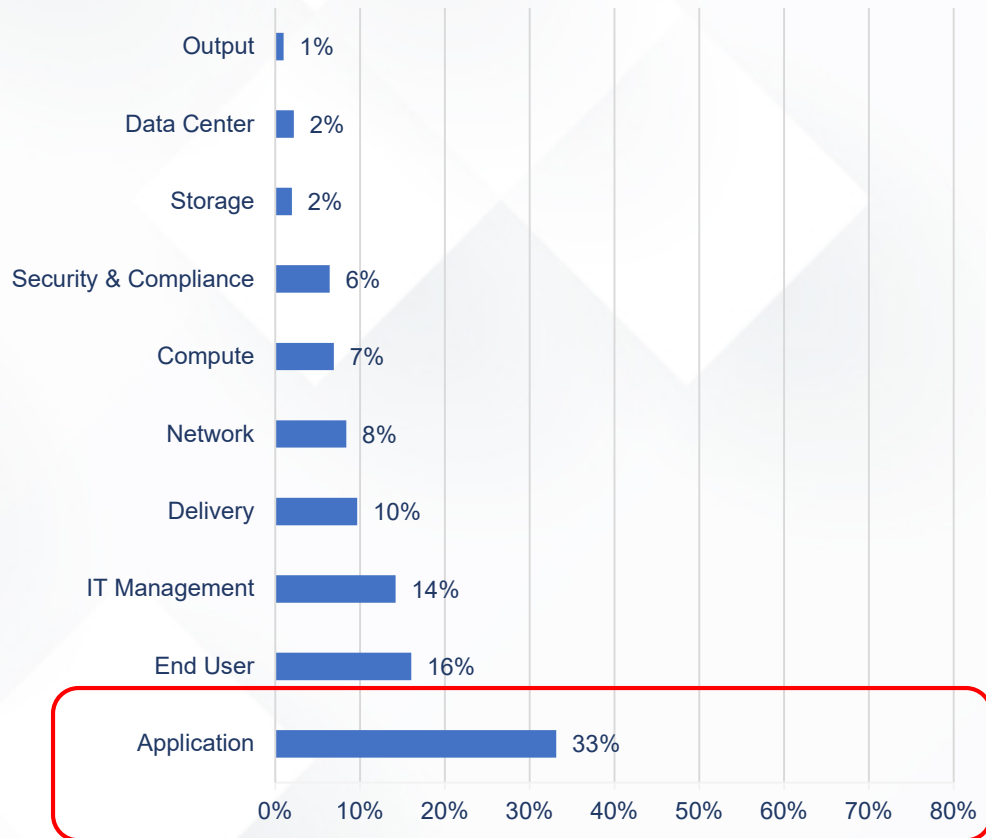
2018-19 STATE IT INVESTMENT

Cost Pool	2018	2019	2018-19 Total	% of Spend
Internal labor	\$611,558,604	\$626,968,592	\$1,238,527,196	36%
Hardware	\$179,257,312	\$197,550,424	\$376,807,736	11%
Software	\$168,259,364	\$195,713,749	\$363,973,113	11%
* Internal services	\$182,201,614	\$154,375,575	\$265,319,458	11%
Other	\$147,470,876	\$187,725,958	\$369,927,573	9%
Outside services	\$110,943,883	\$114,497,752	\$230,277,408	8%
External labor	\$115,779,656	\$66,486,787	\$137,215,684	7%
Telecom	\$70,728,897	\$151,430,368	\$298,901,244	4%
Facilities & power	\$59,009,410	\$56,130,013	\$115,139,423	3%
Total	\$1,645,209,616	\$1,750,879,219	\$3,396,088,836	100%

* Internal services are expenditures to central service agencies (WaTech, OFM and DES)

Labor Investment by Technology

2018-19 INTERNAL LABOR INVESTMENT



2018-19 EXTERNAL LABOR INVESTMENT

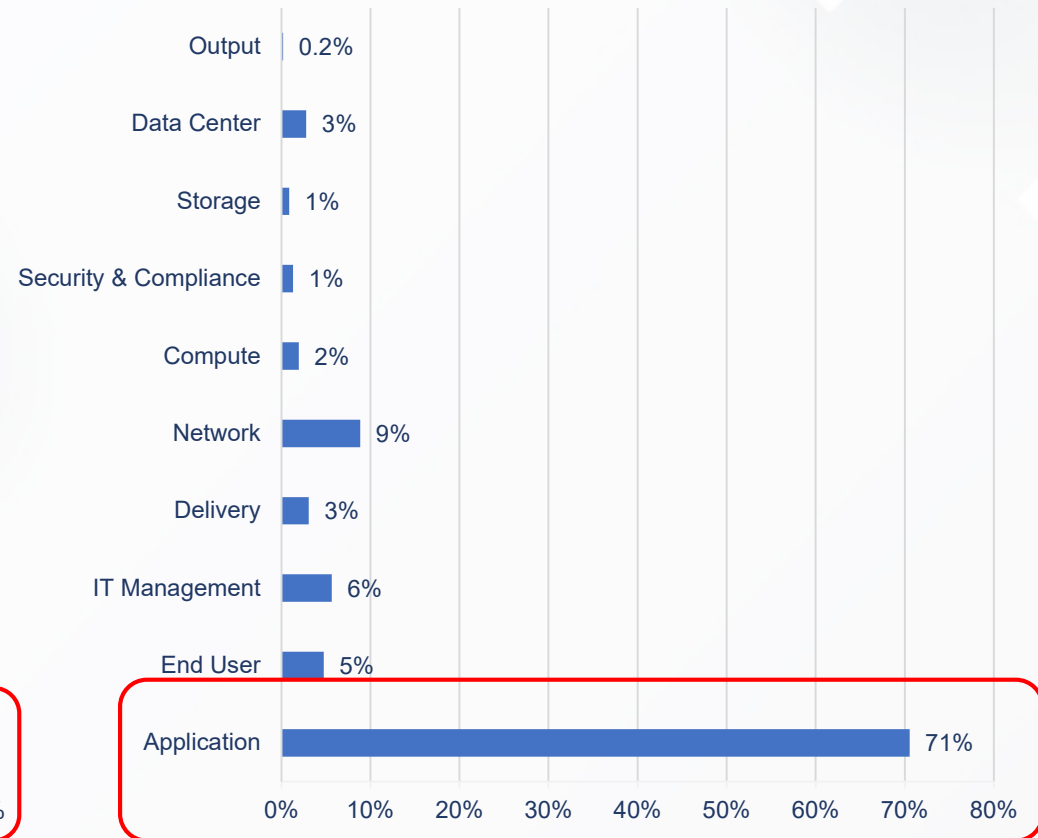
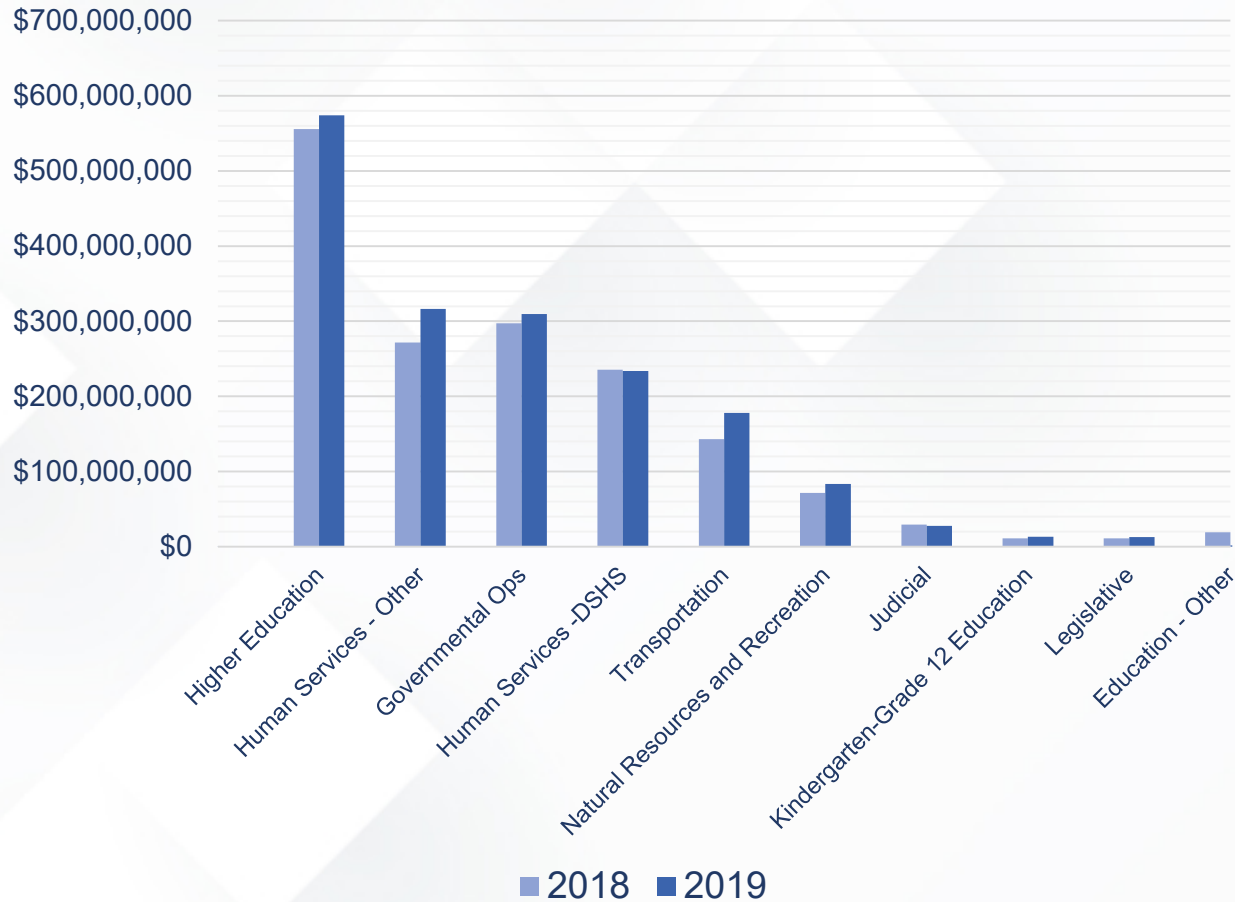


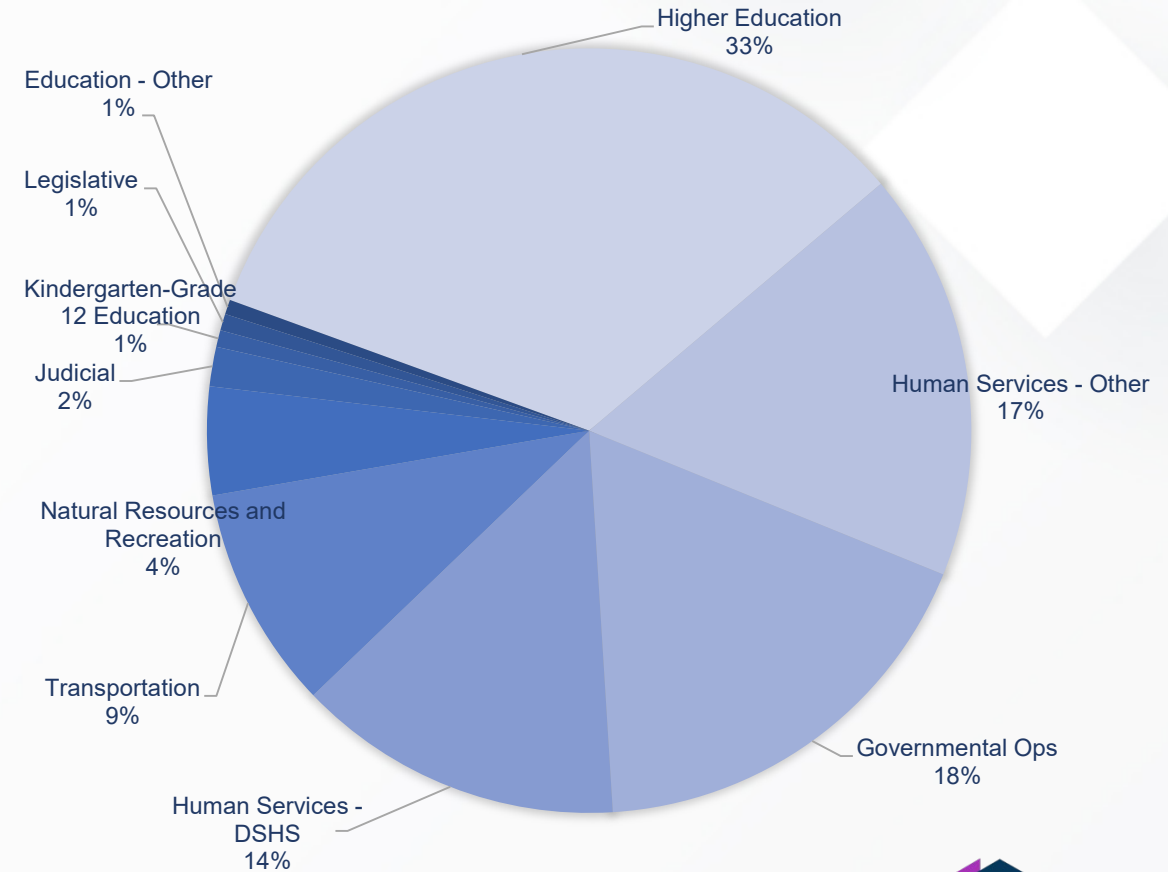
Figure 21: Internal and external labor investment by technology tower.

IT Investment by Government Function

2018-19 IT SPEND BY GOVERNMENT FUNCTION

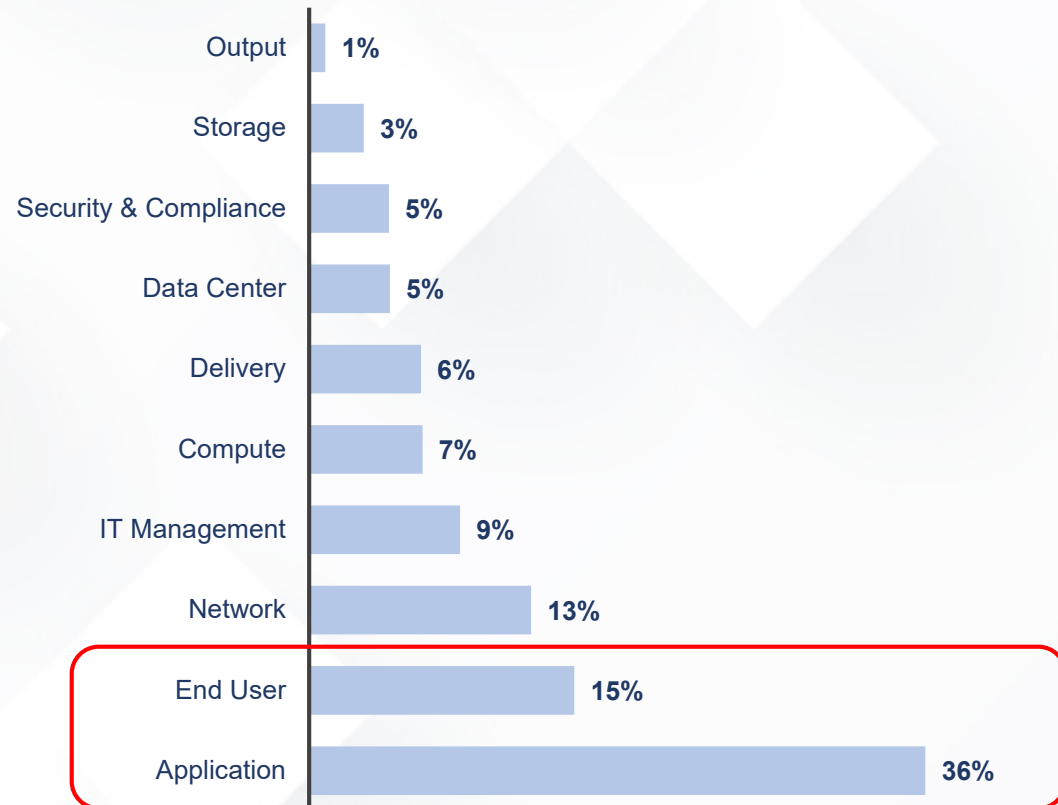


PERCENTAGE OF IT SPEND BY GOVERNMENT FUNCTION

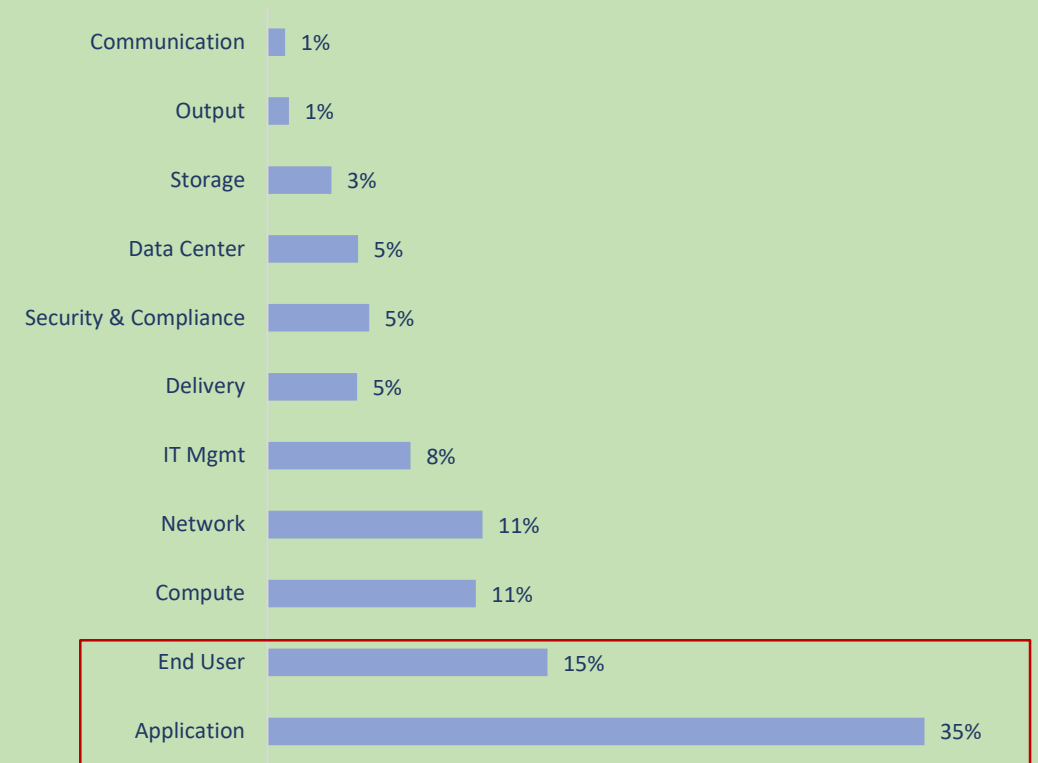


Investment by Technology Tower

2018-19 INVESTMENT BY TECHNOLOGY TOWER

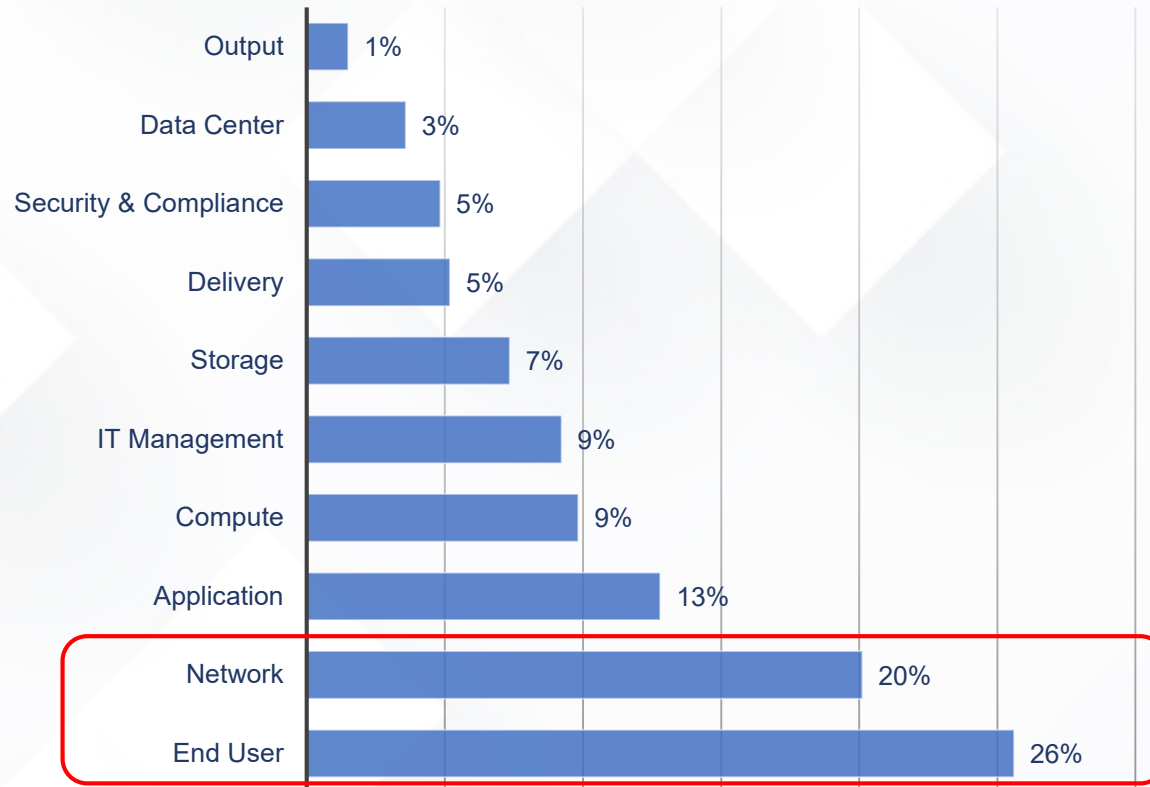


2016-17 INVESTMENT BY TECHNOLOGY TOWER

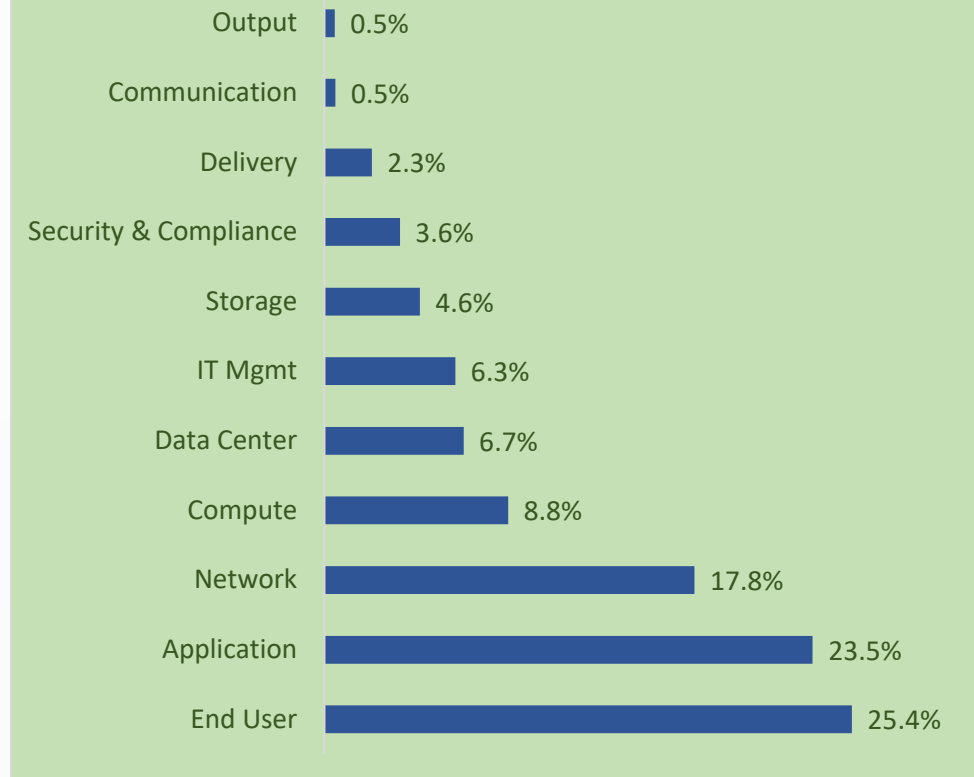


Hardware Profile

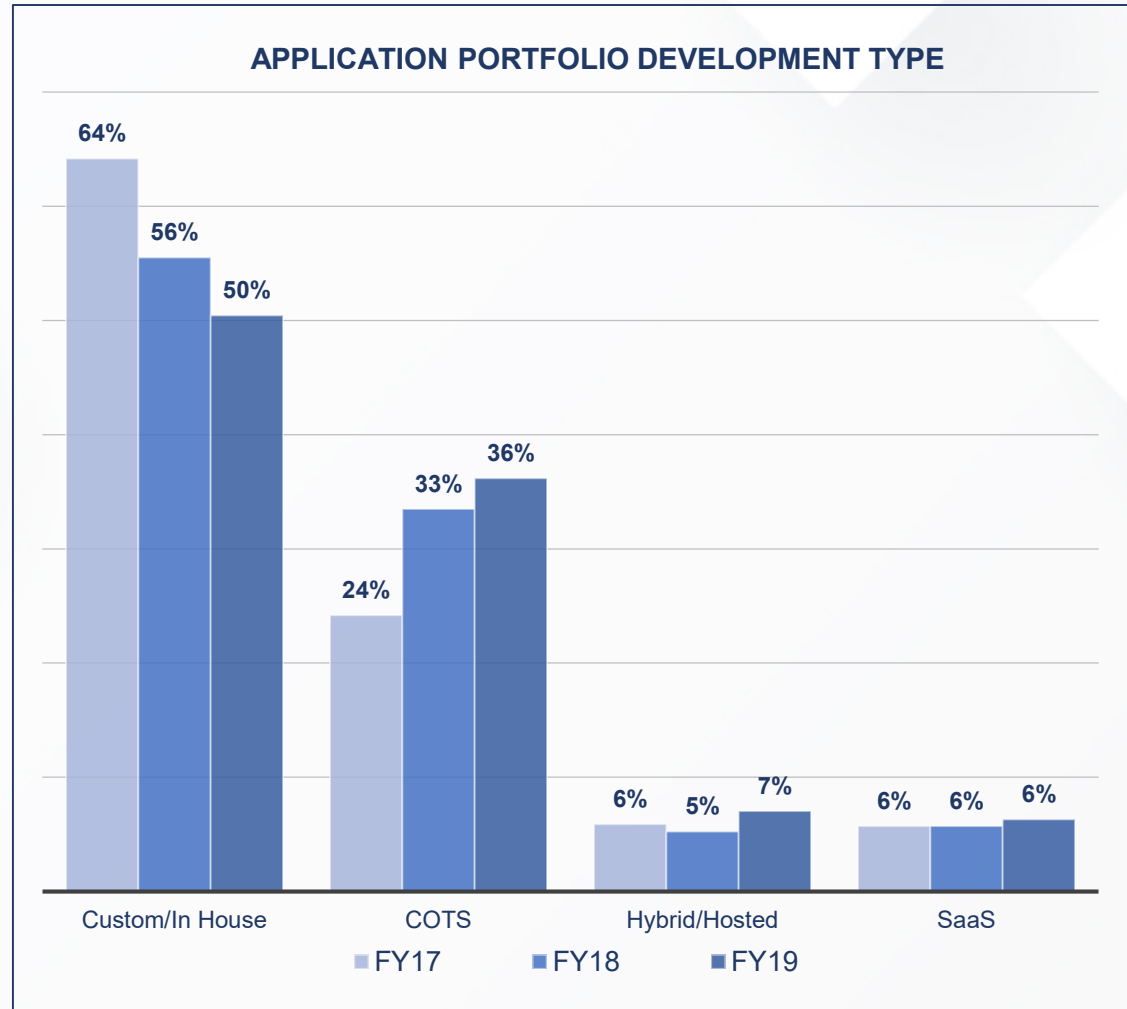
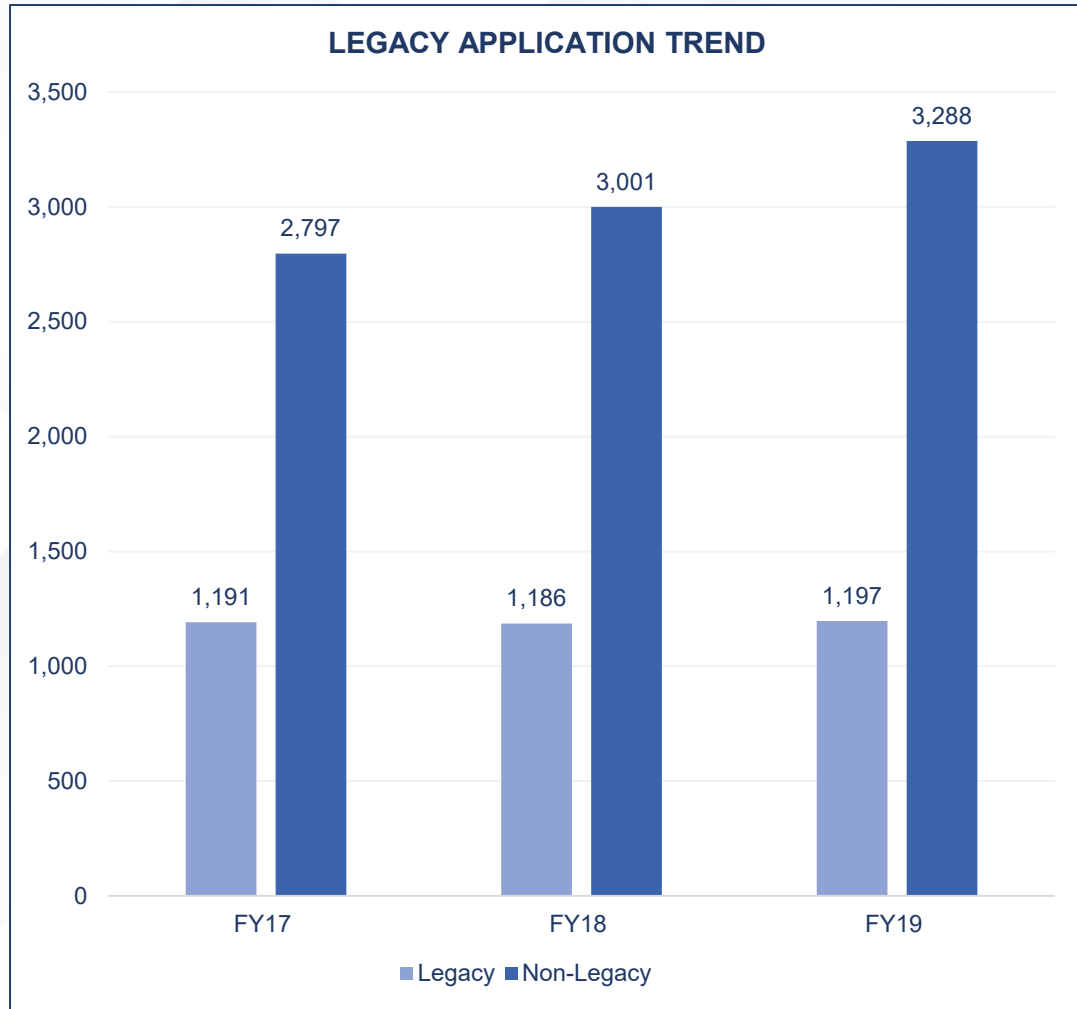
2018-19 HARDWARE INVESTMENT BY TECHNOLOGY



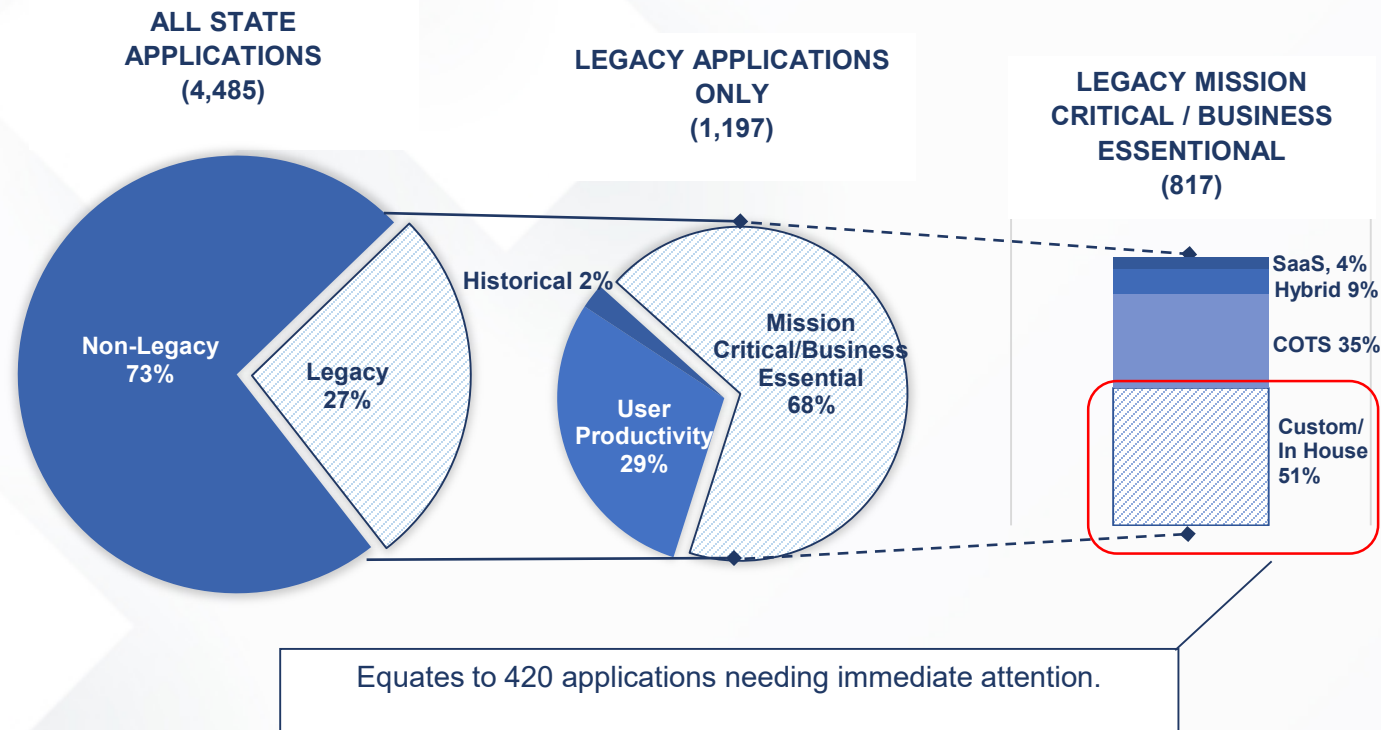
2017 HARDWARE INVESTMENT BY TOWER



Application Profile

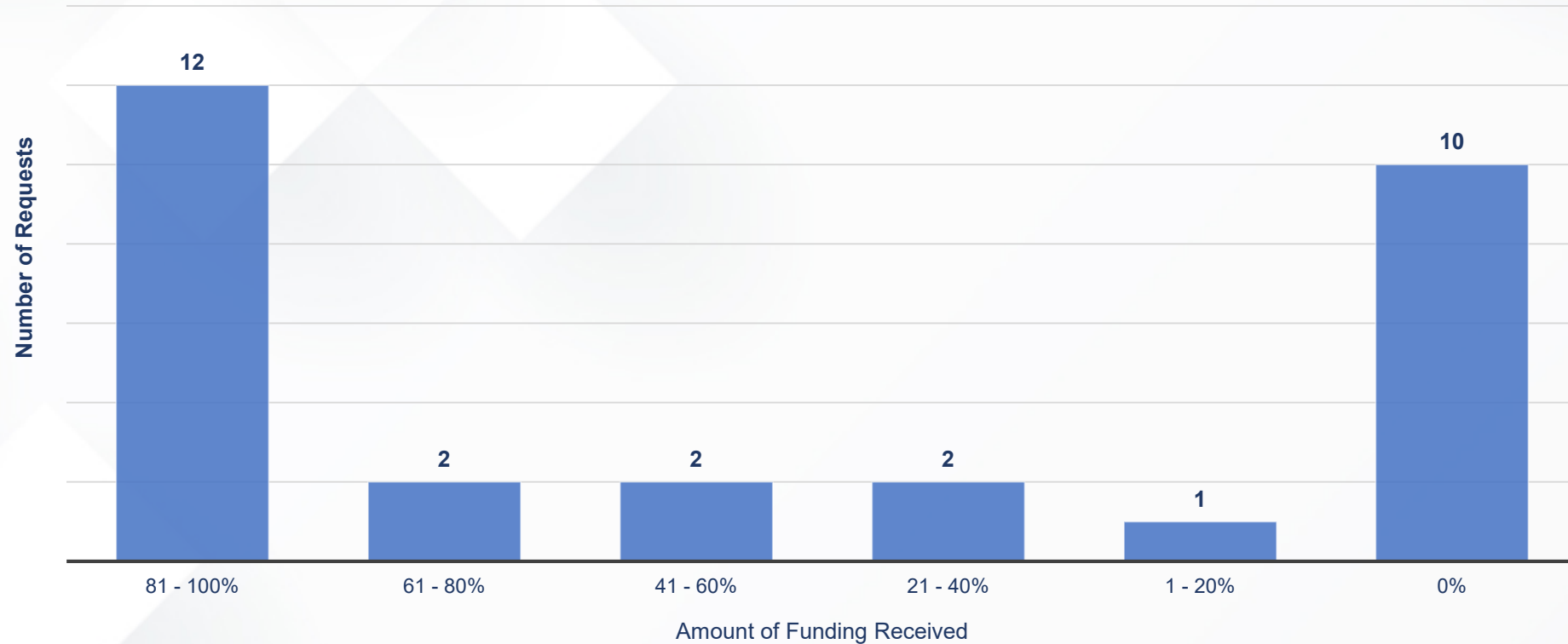


Legacy application modernization



Funding Legacy Modernization Requests

2019-21 SYSTEM MODERNIZATION FUNDING REQUESTS
Percent of request funded

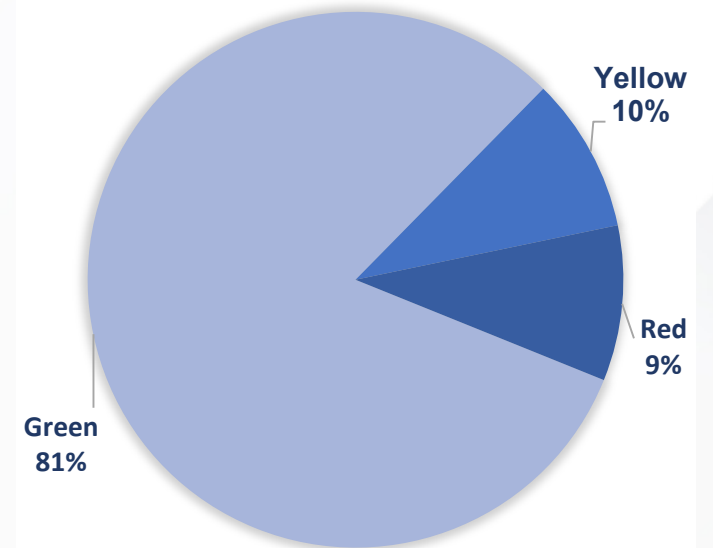


Analysis Major Projects

MAJOR PROJECTS STATUS DETAIL - JUNE 2019

Project Status	Non-Pool Projects	Pool Projects	Total Projects
Active	28	24	52
Complete/Closed	23	10	33
Canceled	7	5	12
On-Hold	1	1	2
Proposed – not started	1	0	1
Totals	60	40	100

FY18-19 CLOSED PROJECT FINAL HEALTH CHECK ASSESSMENT



Major Project Areas of Emphasis

Executive Sponsor Training for all new and existing state project executive sponsors

Ensuring projects have effective governance to promote timely decision making

Updated quality assurance standards requiring monthly assessment and agency response to QA Findings

Bringing projects to the TSB for briefing and guidance when assessed red for more than three consecutive months.

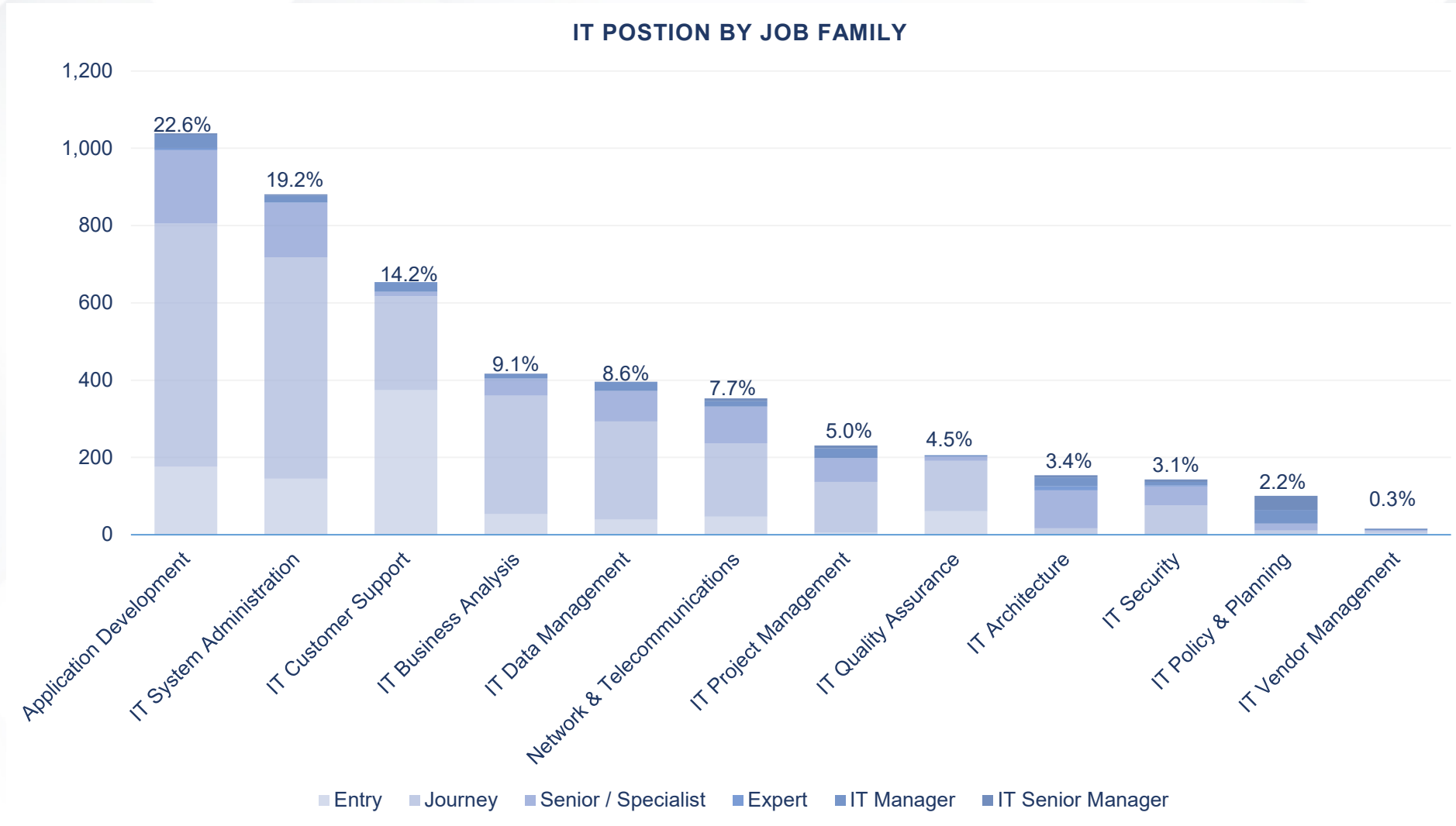
Establishing readiness assessments decision governance to be based on several factors including data, technology, organization, internal and external users

Agencies determine go-live readiness criteria and factors during the project planning stage

The gated funding process with deliverables-based performance gates that are relevant to each project and facilitates opportunities to gauge lessons learned

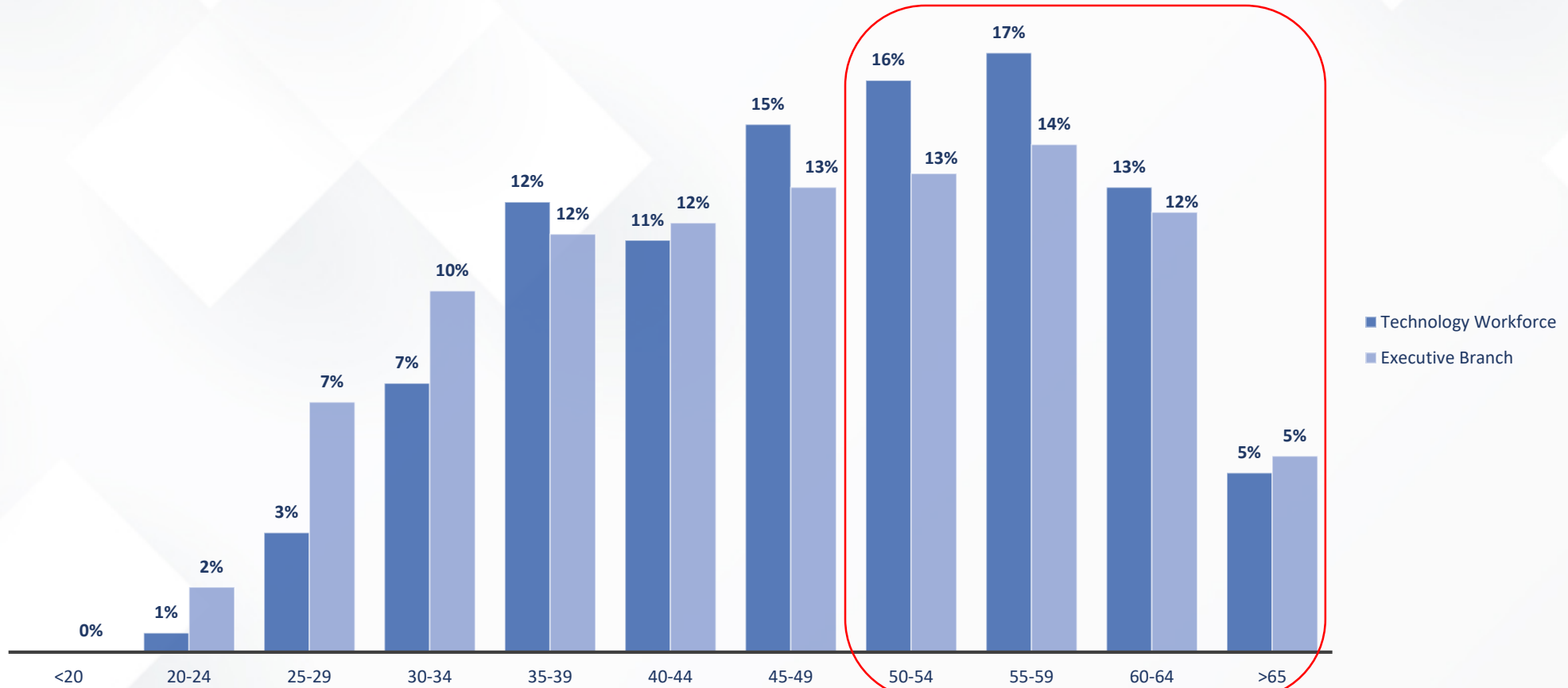
Using project gates to log and track lessons learned at the gate and monitor improvements throughout the project and biennium

IT Workforce – New IT Professional Structure



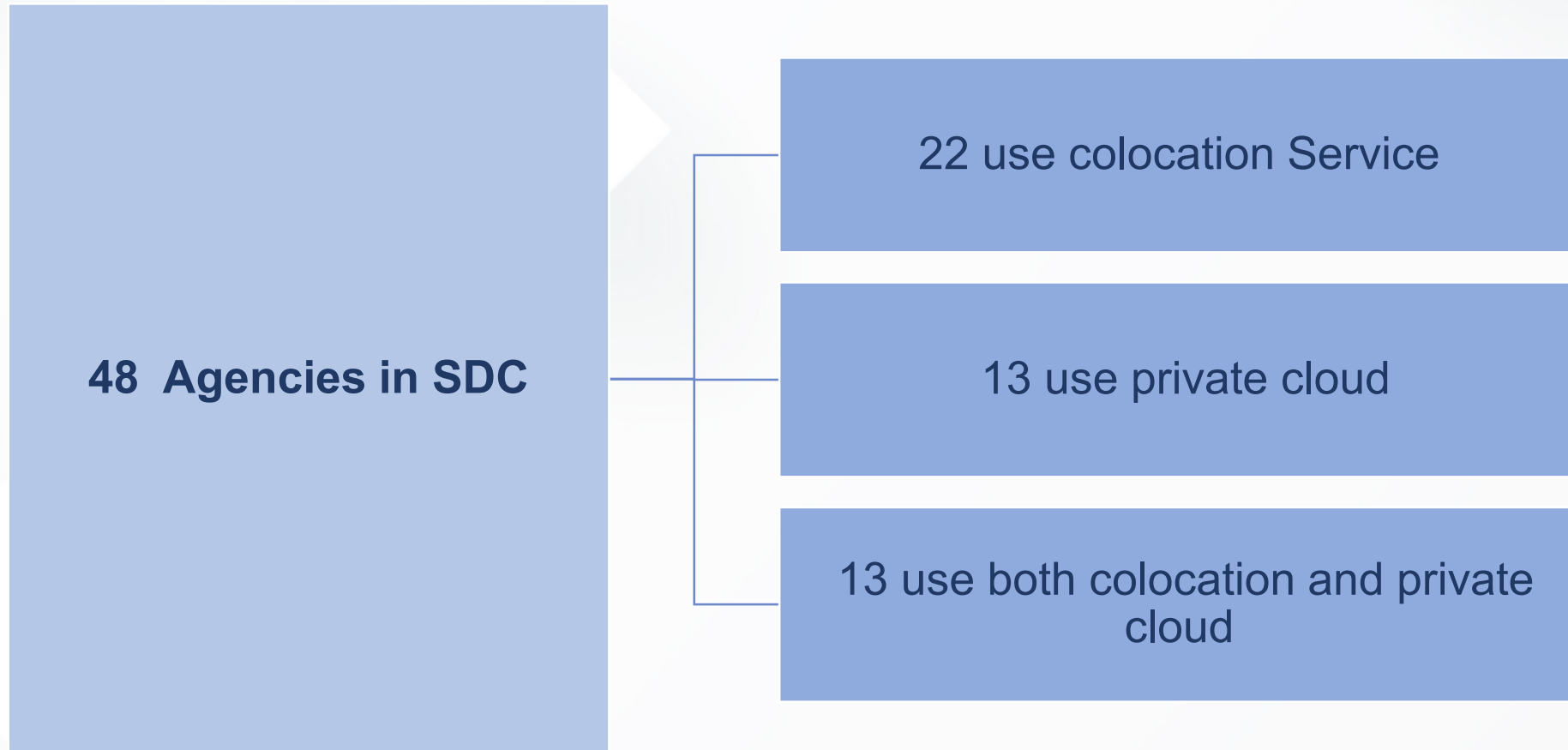
Aging IT Workforce

WASHINGTON STATE AGING WORKFORCE



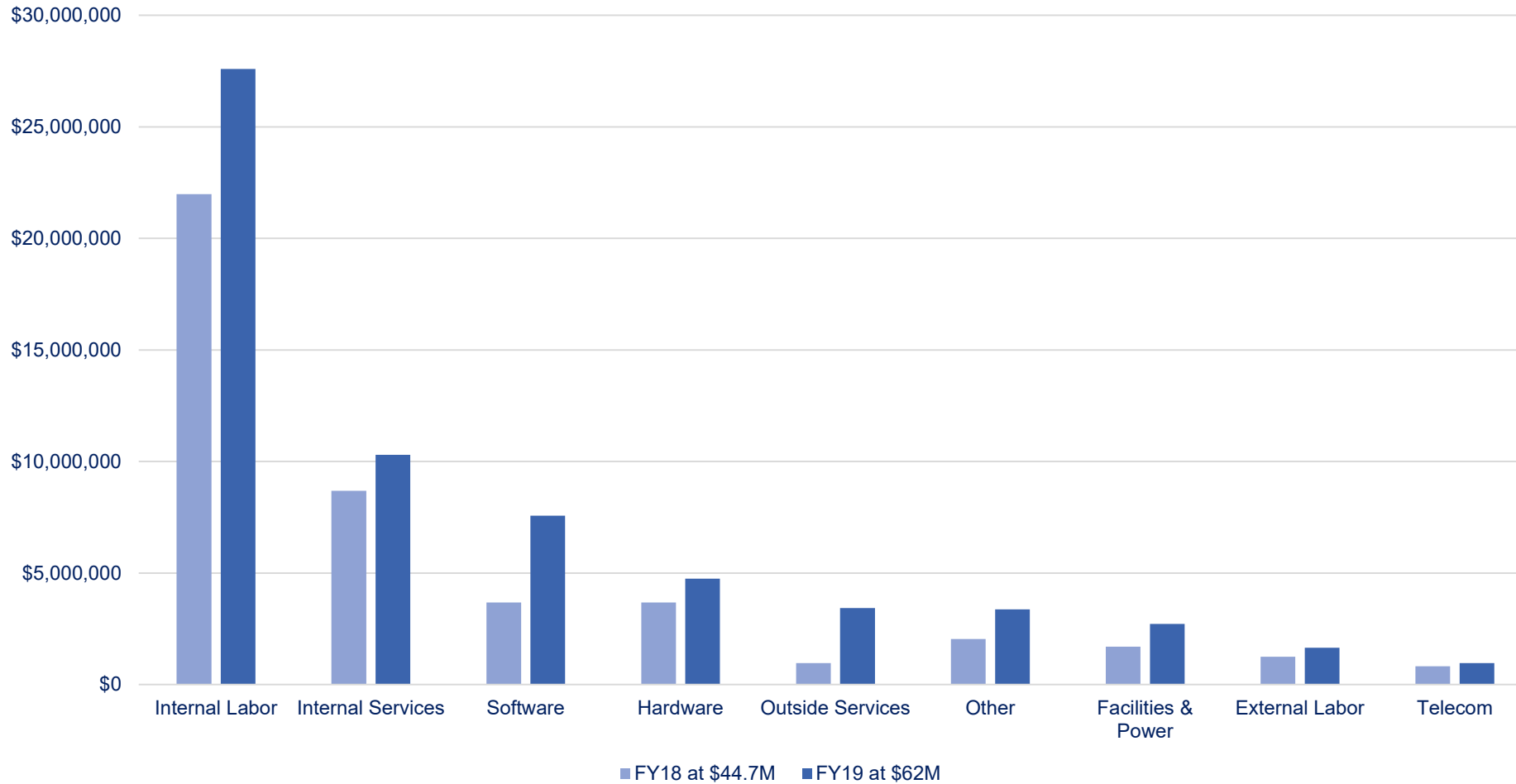
51% eligible for retirement in the next 5 years

Data Center Investment



Investment in Security

FY18 - 19 STATE SECURITY SPEND



Next Biennium

7/9/2020

41

Priorities to Optimize and Transform Government Services

Invest and test foundational digital government technologies

Cloud strategy and assessment work

Improving success rate of major IT projects

Support modernization and transformation program

Cybersecurity

Facial Recognition Legislation

Legislative Overview

- Facial recognition was a topic of consideration in both the biennial and supplemental legislative session.
- Approached as part of larger privacy legislation in the biennial session (SB 5376).
- Split into its own bill for the supplemental session (SB 6280).

SB 6280 – Concerning Facial Recognition

- Passed the legislature and was signed into law – partial veto.
- Governs the use of facial recognition technology by state and local governments.
- Designates a legislative authority that each government entity must report to in order to develop or procure facial recognition technology.
 - For state agencies, this is the TSB.
- Effective date is July 1, 2021.

Bill Requirements

Agencies

- File a notice of intent with TSB to procure/develop facial recognition service.
- Produce an accountability report containing required elements.
- Submit reports to legislative authority and update every 2 years.

TSB

- Post each submitted accountability report to its website.

OCIO

- No specific legislative requirements.

Actions to date and future work

- OCIO incorporated a facial recognition screening question into the budget instructions for IT decision packages.
- As staff to board, identifying areas of the OCIO website to house accountability reports.
- OCIO to develop standard template for state agency accountability report.

Questions?

New Resources for IT Project Managers

Agenda

1. Expert level project managers (best practice partners)
2. Quarterly best practices summary
3. Online IT project lessons learned repository
4. Project manager's handbook (in progress)
5. Community of practice (planned)

Expert level project managers worked more than 1,000 hours with agencies

1. 40 gated funding projects representing 32 state agencies from January through May 2020

- Project management
- Project governance
- Investment planning
- Technology budgeting
- Schedule planning and management
- Risk and issue management
- Procurement advice and consultation
- Quality reviews of work products
- Project sponsor coaching

2. Glossary and FAQ document to support gated funding projects

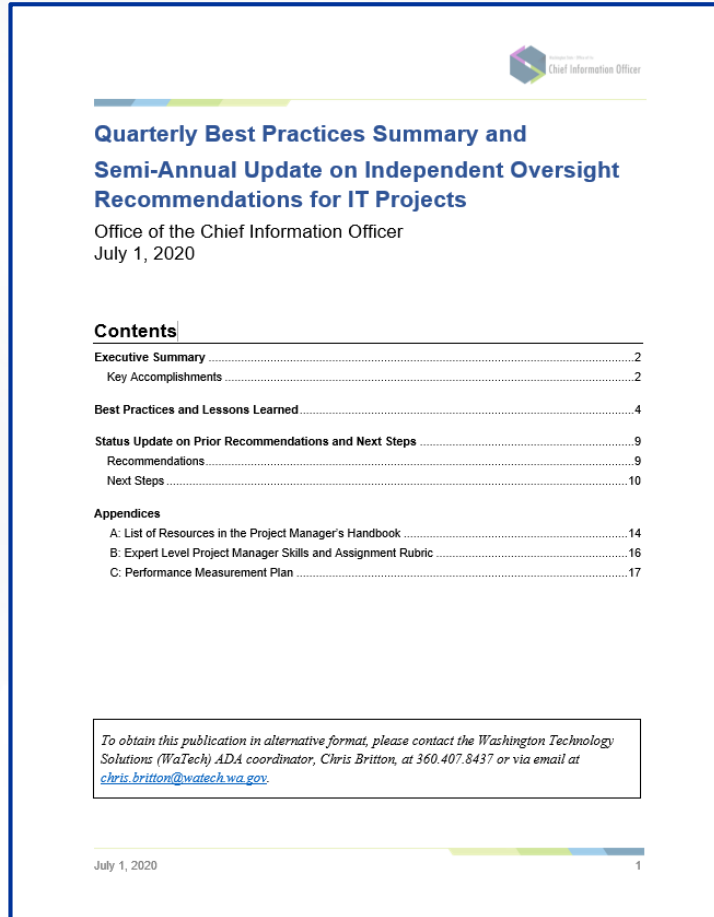
3. Online IT lessons learned repository

4. Project manager's handbook

5. Community of practice

7/9/2020

First quarterly best practices summary published June 30



The image shows the cover of a report titled "Quarterly Best Practices Summary and Semi-Annual Update on Independent Oversight Recommendations for IT Projects". The report is from the Office of the Chief Information Officer, dated July 1, 2020. It includes a table of contents with sections like Executive Summary, Key Accomplishments, Best Practices and Lessons Learned, Status Update on Prior Recommendations and Next Steps, Recommendations, Next Steps, and Appendices (A, B, C). A contact box at the bottom provides information for obtaining the publication in alternative format.

Quarterly Best Practices Summary and Semi-Annual Update on Independent Oversight Recommendations for IT Projects
Office of the Chief Information Officer
July 1, 2020

Contents

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Key Accomplishments	2
Best Practices and Lessons Learned	4
Status Update on Prior Recommendations and Next Steps	9
Recommendations	9
Next Steps	10
Appendices	
A: List of Resources in the Project Manager's Handbook	14
B: Expert Level Project Manager Skills and Assignment Rubric	16
C: Performance Measurement Plan	17

To obtain this publication in alternative format, please contact the Washington Technology Solutions (WaTech) ADA coordinator, Chris Britton, at 360.407.8437 or via email at chris.britton@watech.wa.gov.

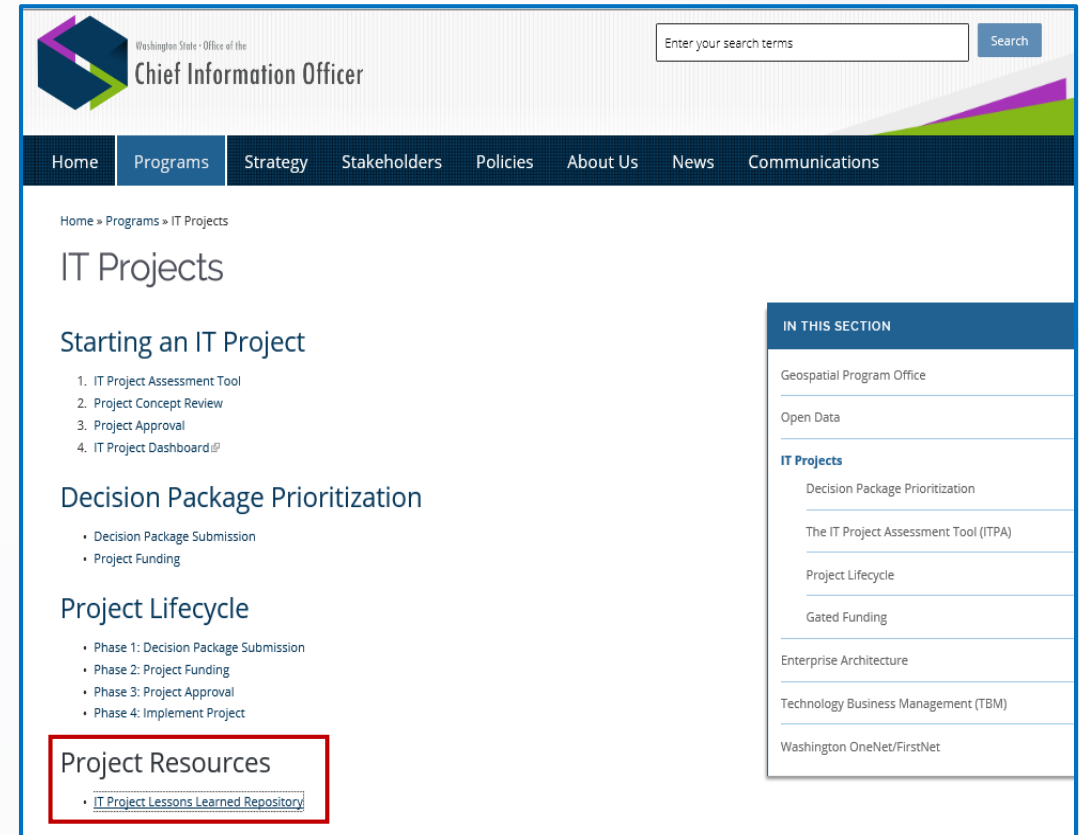
July 1, 2020 1

- Project governance
- Contracting
- Vendor management
- Foundational project management structure

Online repository provides searchable record of IT project lessons learned

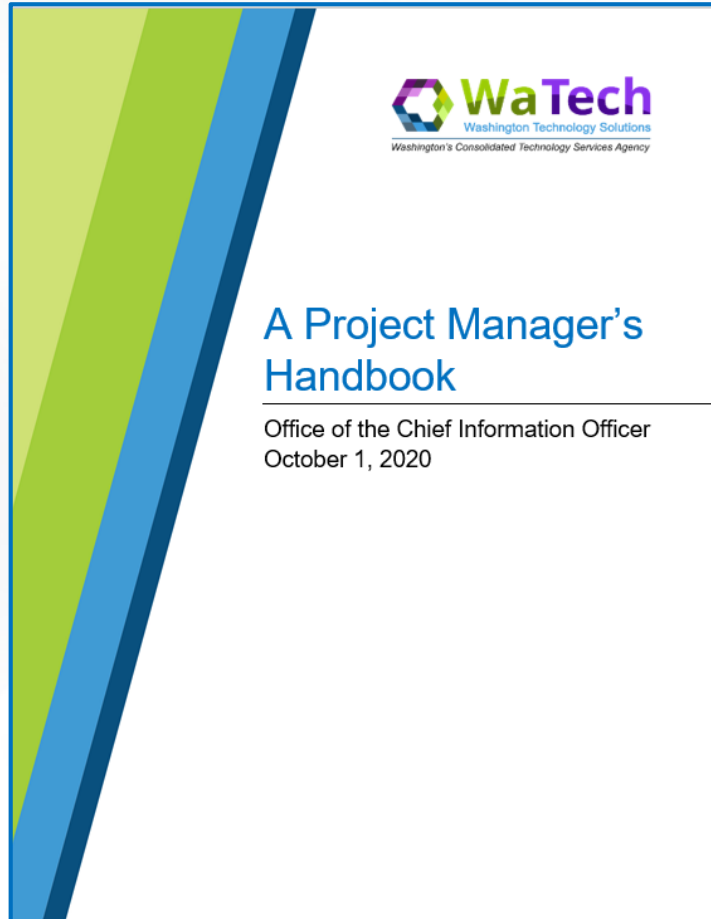
- Agency readiness
- Communications & stakeholder management
- Cost management
- Executive sponsorship & governance
- Implementation approach & methodology
- Organizational change management
- Procurement/contract & vendor management
- Project management/project controls
- Project team/human resource management
- Schedule management
- Scope management
- Other

7/9/2020



The screenshot displays the website for the Washington State Office of the Chief Information Officer. The page is titled "IT Projects" and is part of a breadcrumb trail: Home » Programs » IT Projects. The main content area lists several key topics: "Starting an IT Project" (with sub-points: 1. IT Project Assessment Tool, 2. Project Concept Review, 3. Project Approval, 4. IT Project Dashboard), "Decision Package Prioritization" (with sub-points: Decision Package Submission, Project Funding), "Project Lifecycle" (with sub-points: Phase 1: Decision Package Submission, Phase 2: Project Funding, Phase 3: Project Approval, Phase 4: Implement Project), and "Project Resources" (with sub-point: IT Project Lessons Learned Repository). A red box highlights the "IT Project Lessons Learned Repository" link. On the right side, there is a sidebar titled "IN THIS SECTION" which lists various other resources like Geospatial Program Office, Open Data, IT Projects (with sub-points: Decision Package Prioritization, The IT Project Assessment Tool (ITPA), Project Lifecycle, Gated Funding), Enterprise Architecture, Technology Business Management (TBM), and Washington OneNet/FirstNet. The top of the page features a search bar and a navigation menu with links to Home, Programs, Strategy, Stakeholders, Policies, About Us, News, and Communications.

An updated handbook will provide guidelines and instruction to newer project managers



- Introduction
- Part I: General Guidelines
- Part II: Step-by-step Project Management
- Part III: Additional Resources
 - Document templates
 - Best practice quick tips
 - Additional references

7/9/2020

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A community of practice will provide a forum to exchange best practices and lessons learned

1. Social media channel
2. Monthly workshops/guest speakers
3. Monthly newsletters
4. Online tutorials

Public Comment
