

Technology Services Board

Quarterly Full Board Meeting
June 24, 2024
9:30 – 11:30 a.m.

Current TSB Members

Industry Members

Kelly Dyer - LexisNexis
James Feore – Aardvark Intelligence
Tanya Kumar – Oracle

Legislative Members

Sen. Matt Boehnke – Senate R
Sen. Joe Nguyen – Senate D
Rep. Travis Couture – House R
Rep. Chipalo Street – Senate D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair
David Danner – UTC
Cami Feek - ESD
Tracy Guerin – DRS

Other Government

Viggo Forde – Snohomish County

TOPIC	LEAD	PURPOSE	TIME
Welcome New Members Agenda review	Bill Kehoe	Introductory remarks	9:30
Review 11/28/23 and 3/12/24 Meeting Minutes	Bill Kehoe	Members will VOTE	9:40
Workers' Compensation System Modernization	Jeff Pearson	Program briefing and Board feedback	9:45
Innovation & Modernization Fund Recommendations from the IT Investment Board	Nick Stowe	Members will VOTE	10:15
Policies & Standards Approvals	Bill Kehoe	Members will VOTE	10:45
Subcommittee Charter Approvals: <ul style="list-style-type: none"> Portfolio/Policy Subcommittee Security Subcommittee 	Bill Kehoe Deanna Bocker Ralph Johnson	Members will VOTE	11:05
Enterprise IT Strategic Plan - Goal Areas Status	Deanna Bocker	Information	11:15
Public comment			11:25
Adjournment			11:30

Review 11/28/23 and 3/12/24 Minutes

Project – Workers' Compensation Systems Modernization (WCSM) Department of Labor & Industries

WCSM Background

- Modernization of L&I's 177 systems that support Workers' Compensation operations. Some systems are nearly 40 years old.
- Current operations rely heavily on manual data transfers, workarounds, and duplicative entry of data in multiple systems.
- Goal: free-up staff time to directly serve needs of workers and employers, ultimately improve return-to-work outcomes and reduce costly long-term disability.
- WCSM Architecture North Stars:
 - Make It Simple
 - Embrace Innovation
 - Build for Resiliency
 - Rely on Industry-Tested Solutions





Incremental Development of Solutions

Conduct a phased implementation that builds out the WCSM system of systems over time, guided by the WCSM Reference Model and WCSM Reference Architecture. Leverage a “start small, then scale” approach for each wave.



Aligned to Business & Technical Capabilities

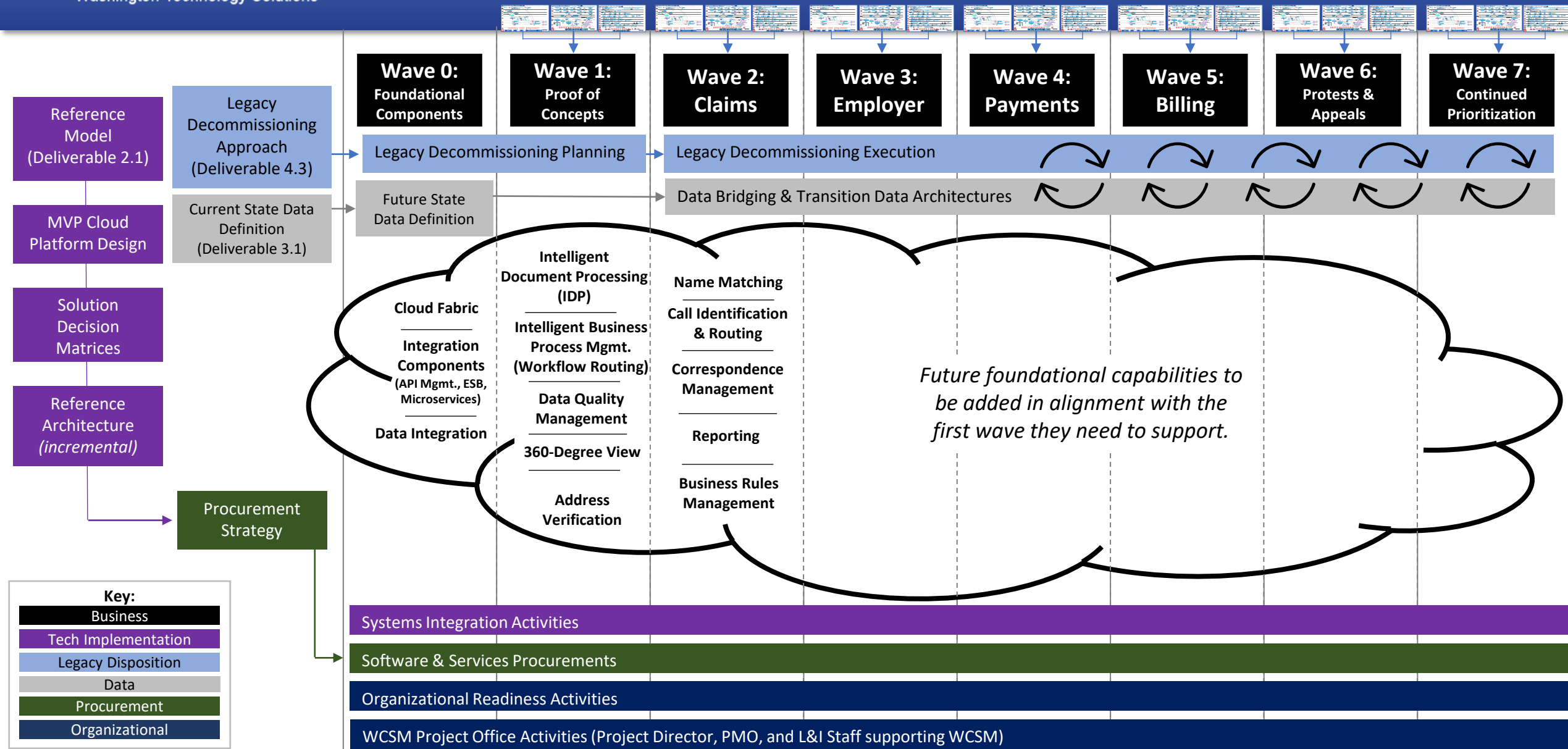
Don't start with market solutions and reverse engineer L&I's future state from an existing product. Identify first what capabilities L&I needs to run Workers' Compensation Operations, and seek the solutions that best meet each of those capabilities for L&I.



Guided by Target State Journeys

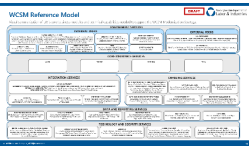
Leverage the Target State Journey Maps created for the WCSM Modernization Strategy to guide alignment of capabilities to waves.

Modernization Strategy



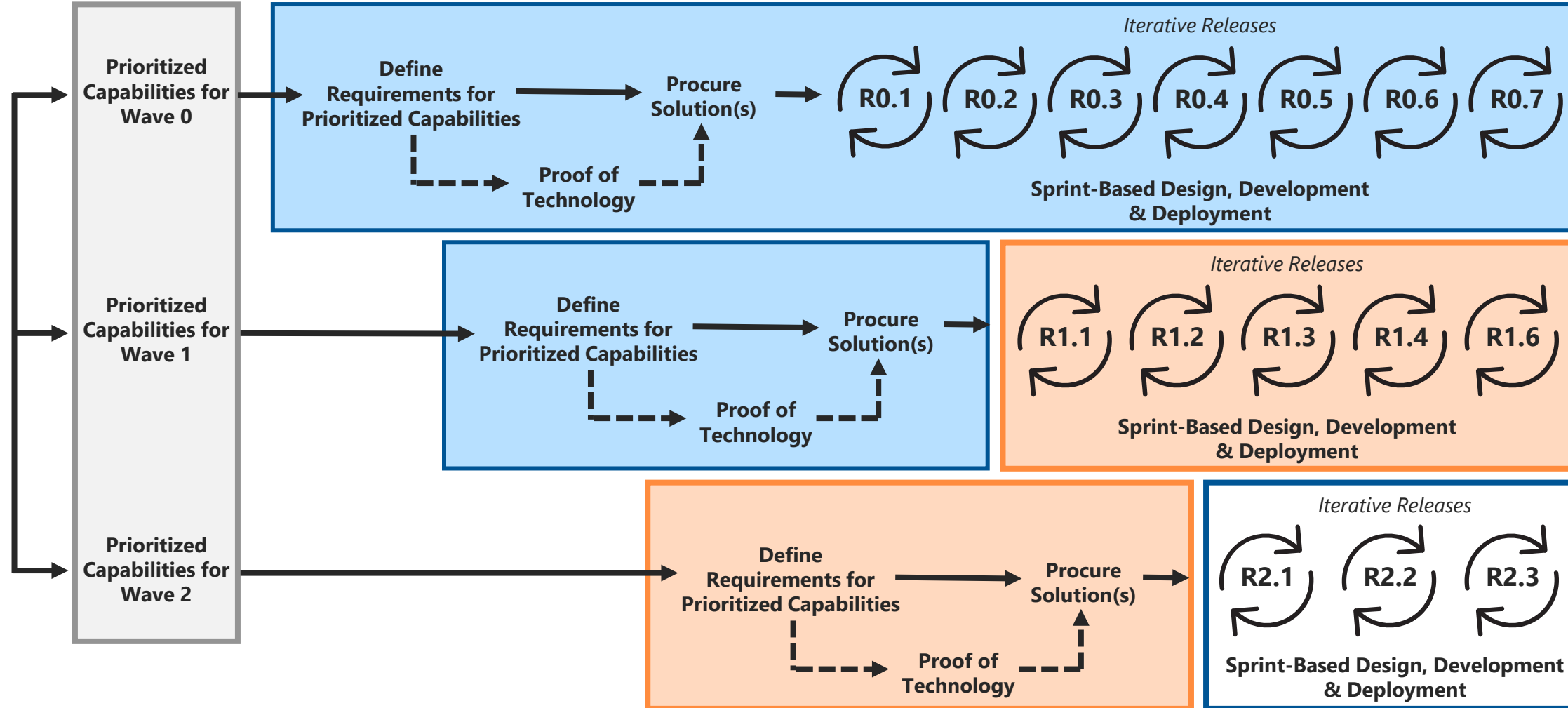
Strategy Discussions
April – June 2024

Wave 0 Activities Wave 1 Activities Wave 2 Activities



Reference Model

Identified business & technical capabilities needed for WCSM



Risk	Mitigating Actions
Resourcing	<ul style="list-style-type: none">Identify a dedicated project team and how it will be filling key skill set gaps, a workstream within the project will be created to address this.
Budget Variance	<ul style="list-style-type: none">Reprioritize the current WCSM budget spending based off project needs for Wave 0, update tech budget to align with project scope. And identify future spending for Wave 0, 1 & 2 for the 25-27 decision package.
Schedule	<ul style="list-style-type: none">Project will develop a schedule for the current phase of the project and Wave 0, 1 & 2. We will be utilizing this schedule to manage and communicate the status of the project.
Decision Package Development	<ul style="list-style-type: none">Workstream created to determine actions to get to the 25-27 decision package and how the project will sequence wave 0, 1 & 2 into the decision package.
Alignment of Business, IT & the Executive Steering Committee on the Modernization Strategy	<ul style="list-style-type: none">The project will continue to keep this risk in the fore front to keep the project focused and moving forward. Project leadership will continue to ensure this alignment and respond quickly and appropriately when alignment is wavering.

Questions?

Innovation & Modernization Fund Recommendations

FY24 Innovation & Modernization Portfolio Summary

IM Program Management and FY24 Close-Out

The IM Program is actively working with agencies to collect data to draft the Legislative report due in September. This report will include detailed information on all the project outcomes.

FY24 Trends & Challenges

- Program oversight of projects helped get ahead of risks, brainstorm solutions, and provided access to key SMEs across the state to ensure project success
- Dependencies on external factors or changes (e.g. changes in dependent systems, evolving guidelines in emergent technology areas, new priorities out of legislative session) impacted project timelines and risk mitigation strategies

FY24 Lessons Learned

- ❖ Require agencies to have more active and visible business sponsorship and program stakeholder support prior to their project submission.
- ❖ Identify more discrete, incremental measures of project and business outcomes for reporting during the project year

FY24 Enhancements

- ✓ Revised pitch deck to include a Scope slide for a quick view of the submission. Removed redundant project proposal artifacts (business case).
- ✓ Increased agency participation on ITIB – nominated agency co-chair
- ✓ Agency project showcase to highlight/celebrate progress and build a community to share lessons learned amongst project teams

FY24 Project Close-Out Tasks

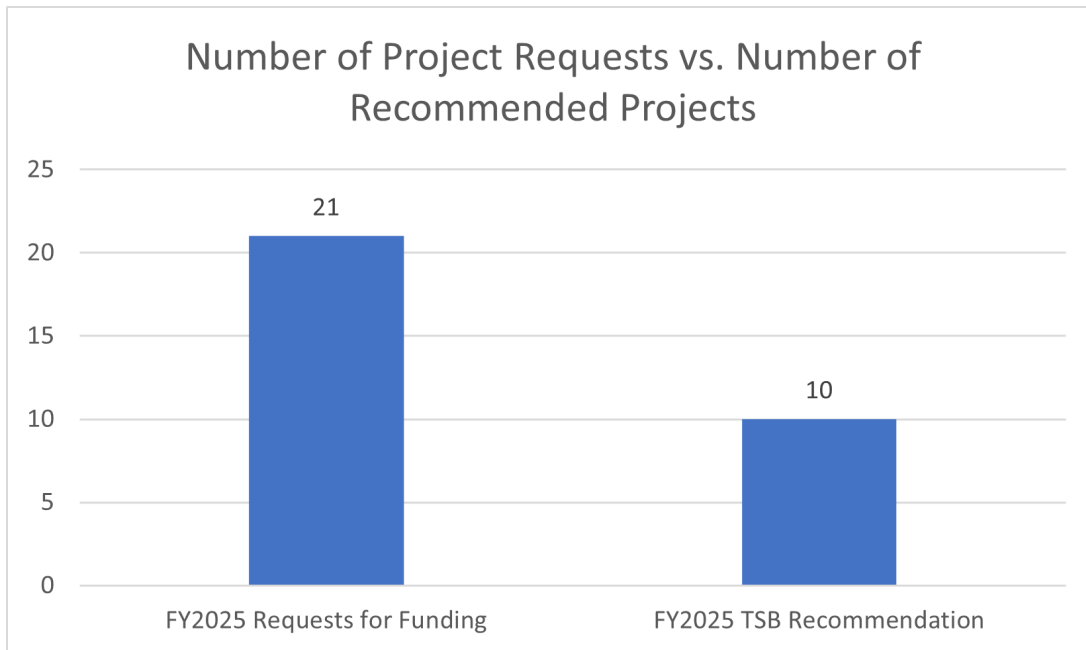
- ❖ Funding Reimbursements
- ❖ Performance Metrics
- ❖ Project Success Stories
- ❖ Celebrate Success
- ❖ FY24 Legislative Report

FY25 Innovation & Modernization Fund Recommendations

- Agencies pitch project proposals to the IT Investment Board (ITIB).
- The board scores proposals based on standard criteria for strategic and business alignment, and agency readiness.
- ITIB selects top scoring proposals for recommendation to TSB to fund.



IM Program FY25 Requests vs. Recommended Projects



Project Evaluation Criteria

Measurable Business Outcomes

Due Diligence

Business Driven technology

Governance and Management

Planning and Readiness

FY 25 IT Investment Board Recommended Projects

#	Agency Abbr.	Project Name	Amount Recommended by IT Investment Board
1	CRAB	County Road Administration Board PAVER	\$ 50,400
2	WSP	ServiceNow Human Resource Service Delivery	\$ 400,000
3	DSHS	Artificial Intelligence (AI) Smart Homes	\$ 155,000
4	WTB	State Workforce Integrated Data Sharing	\$ 142,700
5	DSHS	BHA Data Analytics Proposal	\$ 187,584
6	WDVA	Financial Process Automation	\$ 540,000
7	WSDA	Electronic Signatures	\$ 325,000
8	WDFW	LiFT Modernization	\$ 188,451
9	WSDOT	MS Project Online Implementation	\$ 263,835
10	ECY	Laboratory Information Management System	\$ 215,000
Total			\$ 2,467,970

Project Summary – Safer Roads

Agency: County Road Administration Board

Project Name: County Road Administration Board PAVER

Project description/problem to solve: Currently, only 4 of the 20 pavement distresses are used to determine Pavement Structural Condition (PSC), which is used by all 39 counties. This creates a challenge in comparing road defects and forecasting statewide network conditions.

Solution: Provide 39 counties of Washington State with pavement condition rating platform capable of producing Pavement Condition Index (PCI), which is a nationally recognized industry standard.

Value:

- ❖ Safer Roads
- ❖ GIS-Mo COTS/SaaS replaces Legacy system
- ❖ Aligns with CRAB Agency & IT Strategic Goals, Governor Goals, and Enterprise IT Strategic Goals.

Project Start / End Dates: 7/1/2024 - 3/1/2025

Project Costs	
*M&O costs are the responsibility of the agency.	
One-time costs:	\$115,400
Ongoing costs: (M&O)*	\$13,500
Funding recommendation:	\$50,400

Key Milestones:

- ❖ Security Design Review Approval
- ❖ Successful Integration
- ❖ Go-Live/Project End

Key Risks:

- ☐ Lack Of PCI Institutional Knowledge
- ☐ Security Design Review Acceptance
- ☐ Data Transfer & Transformation Needs Unknown

Success Factors:

In 2025, all counties will submit their annual Pavement Management Certifying all Arterials and Collectors have been rated using PCI.

Agency: Washington State Patrol

Project Name: ServiceNow Human Resource Service Delivery

Project description/problem to solve: The current application HRD uses does not include the ability to manage electronic content which creates a risk of personnel data loss while jeopardizing compliance with retention requirements.

Solution:

ServiceNow's Human Service Delivery (HRSD) platform has a proven record of improved HR performance. While significantly reducing the need for overtime, improving responsiveness and accuracy with the use of automated workflows, the self-service dashboard supports transparency through tracking.

Value:

- ❖ Implementation of employee service delivery, case management document management, and health and safety modules.
- ❖ ServiceNow SaaS and PaaS replaces Legacy system

Project Start / End Dates: 09/01/2024 – 01/31/2025

Project Costs	
*M&O costs are the responsibility of the agency.	
One-time costs:	\$616,437
Ongoing costs: (M&O)*	\$357,603 + \$144,152 (Staffing)
Funding recommendation:	\$400,000

Key Milestones:

- ❖ HR Case Management
- ❖ Agency Workspace
- ❖ Employee Center
- ❖ Go-Live & Support

Key Risks:

- ☐ Contract negotiation
- ☐ Adding this product to portfolio without IT support
- ☐ Staff Availability

Success Factors:

- ❖ On-Demand metrics for Staff workload
- ❖ Self-Service Dashboard

Agency: Department of Social and Health Services
Project Name: Artificial Intelligence (AI) Smart Homes

Project description/problem to solve:

DDA is facing caregiver shortages resulting in individuals relying on their aging parents/caregivers without the support of additional resources. Community residential environments are not keeping up with demand for caregivers.

Solution:

AI Smart Homes uses smart technologies to mitigate the shortage of caregivers by providing an innovative solution allowing individuals coming into DDA services the ability to increase independence and quality of life while remaining in their home.

Value:

- ❖ Innovative technology solution for independent living.
- ❖ Reduced dependency on the need for caregivers.
- ❖ Aligns with DSHS IT Strategic Priorities & Enterprise IT Strategic Goals.

Project Start / End Dates: 7/1/2024 – 6/30/2025

Project Costs	
*M&O costs are the responsibility of the agency.	
One-time costs:	\$155,000
Ongoing costs: (M&O)*	\$60,000
Funding recommendation:	\$155,000

Key Milestones:

- ❖ Initiation
- ❖ Planning/Analysis
- ❖ Design/Architect
- ❖ Implement
- ❖ Closing

Key Risks:

- ☐ Items could be lost, stolen, broken or sold
- ☐ Privacy concerns

Success Factors:

Implementing two (2) AI Smart Homes, engaging with community partners and collecting data for alternative care options with the use of smart home technology.

Agency: Department of Social and Health Services

Project Name: Data Lake Analytics

Project description/problem to solve:

Currently, BHA uses data extracted from various disparate systems and data silos for reporting, often from systems that report on similar data collections. This results in unique and non-standard analytics and reporting capabilities.

Solution:

A decision has not been made as to which solution will be procured; however, MS Power BI Premium Capacity (Data Fabric) is a complete analytics platform and is at the top of the list. In Fabric, data is consolidated in an intuitive data hub and indexed for discovery, sharing, governance and compliance. It is powered by AI and integrates with M365.

Value:

- ❖ Data driven decision making.
- ❖ Improved patient care by improved data reporting capabilities
- ❖ AI and machine learning driven advanced data analytics and predictive models.
- ❖ Aligns with DSHS IT Strategic priorities and Enterprise IT Strategic Goals.

Project Start / End Dates: 7/1/2024 – 6/30/2025

Project Costs

***M&O costs are the responsibility of the agency.**

One-time costs:	\$187,584
Ongoing costs: (M&O)*	\$60,584
Funding recommendation:	\$187,584

Key Milestones:

- ❖ Initiation
- ❖ Planning & Analysis
- ❖ Design & Architecture
- ❖ Implement
- ❖ Lessons Learned & Closeout

Key Risks:

- ☐ Project Scope Creep
- ☐ Project Changes

Success Factors:

- ❖ Data is in a centralized cloud for use across the agency.
- ❖ Integrated BHA data systems.
- ❖ Real-time and predictive analytics.

Agency: Workforce Training and Education Coordinating Board

Project Name: State Workforce Integrated Data Sharing

Project description/problem to solve:

Washington Workforce system currently lacks the ability to fully support job seekers and employers due to a lack of shared information across the network.

Solution:

Harness a "no wrong door" approach and integrated information to improve the customer experience and outcomes of jobseekers and support employers in accessing a trained and needed workforce. This request is the infrastructure launch within phase one of a three phase project.

Value:

- ❖ Simplified intake and eligibility determination
- ❖ Improved data sharing
- ❖ Integrated service delivery

Project Start / End Dates: 7/1/2023 – 6/30/2025

Project Costs

***M&O costs are the responsibility of the agency.**

One-time costs:	\$315,481
Ongoing costs: (M&O)*	\$1,350,385
Funding recommendation:	\$142,700

Key Milestones:

- ❖ Cloud Solution developed
- ❖ ETL automation completed
- ❖ Data Warehouse established

Key Risks:

- ☐ Data Privacy Regulations
- ☐ Scope
- ☐ Formal Partnerships
- ☐ Personnel

Success Factors:

- ❖ Establish agile development framework
- ❖ Construct a data ecosystem to integrate additional partners and data elements for Phase II.

Agency: Department of Veterans Affairs
Project Name: Financial Process Automation

Project description/problem to solve:

The current processes that require a form of approval and are compliance focused are manual and paper-based resulting in data entry errors, rework, long delays and lack a standardization of tracking methods for compliance reporting.

Solution:

The Document Process Automation solution automates intake and requisition for travel, procurement and invoice billing. The result is improved employee experience with the addition of three (3) standardized processes.

Value:

- ❖ Enable integration to system of record outcomes by having a system of action in place.

Project Start / End Dates: 7/1/2024 – 6/30/2025

Project Costs	
*M&O costs are the responsibility of the agency.	
One-time costs:	\$540,000
Ongoing costs: (M&O)*	\$153K-\$289K
Funding recommendation:	\$540,000

Key Milestones:

- ❖ Planning & Discovery
- ❖ Configuration
- ❖ Testing & Training
- ❖ Finalize & Launch

Key Risks:

- ❑ Employee turnover in facilities could hinder ability to adequately train on process.

Success Factors:

- ❖ Reduction in requisition time by 15 days.
- ❖ Decrease in invoice billing payment processing errors.
- ❖ Decrease in turn-around time for audit and compliance reporting.

Project Summary – Digital transformation by improving the signature process

Agency: Department of Agriculture
Project Name: Electronic Signatures

Project description/problem to solve:

The agency’s paper-centric processes result in lack of security and compliance, inefficient processes, delayed decision making and workflow bottlenecks. In addition, over 40 Human Resource and Fiscal forms currently require physical signatures.

Project Costs	
*M&O costs are the responsibility of the agency.	
One-time costs:	\$467,815
Ongoing costs: (M&O)*	\$216,053
Funding recommendation:	\$325,000

Solution:

Seek to digitize paper forms and implement an agency-wide electronic signature.

Key Milestones:

- ❖ Vendor evaluation and selection
- ❖ WaTech Security Design Review
- ❖ System Set up and Configuration
- ❖ Full-scale deployment

Value:

- ❖ Operation efficiency
- ❖ Improved data security
- ❖ Facilitate remote work and collaboration
- ❖ Enhance stakeholder experience

Key Risks:

- ☐ Data Privacy & Security
- ☐ Integration Complexity
- ☐ Resistance to Change
- ☐ Funding

Success Factors:

- ❖ Reduction of physical forms and cost of paper consumption.
- ❖ Reduced staff processing paper forms.
- ❖ Increase of user adoption and satisfaction.

Project Start / End Dates: 7/1/2024 – 6/15/2025

Project Summary – Process optimization for commercial licensing

Agency: Department of Fish and Wildlife
Project Name: Commercial Licensing System Modernization (LiFT)

Project description/problem to solve:

LiFT's business functions manages the sale of over 4,100 commercial licenses. The current system's application development tool was last updated in 2013 and is no longer supported. The system does not support credit card payment processing, online application submissions or document management. System limitations result in data reporting difficulties leading to inaccurate and incomplete data.

Solution:

Implement a modern, scalable commercial licensing system that will allow the agency to realize several business process efficiencies while improving the customer experience. Accela is a SaaS solution successfully deployed in other state and local governments.

Value:

- ❖ Online application and payment options.
- ❖ Providing a user-friendly experience.
- ❖ Efficient, consistent and organized solution that protects customer's personal information.

Project Start / End Dates: 7/1/2024 – 6/30/2025

Project Costs	
*M&O costs are the responsibility of the agency.	
One-time costs:	\$352,701
Ongoing costs: (M&O)*	\$113,000
Funding recommendation:	\$188,451

Key Milestones:

- ❖ Project Initiation
- ❖ Implementation (10 Sprints)
- ❖ Training
- ❖ Go-Live
- ❖ Post Go-Live

Key Risks:

- ☐ Vendor's ability to construct viable applications, processes, customer accounts and payment process
- ☐ Commercial fisher customers adoption of digital applications and payment process

Success Factors:

- ❖ Self-service customer and business accounts.
- ❖ Reports for analysis and accounting

Project Summary – Data Driven Modernization to Improve Project Success

Agency: Department of Transportation
Project Name: MS Project Online

Project description/problem to solve:

The agency's project management practice is currently decentralized. There is a disconnection between tools and applications resulting in inconsistent data capture, inaccurate resource management, difficulty forecasting project delivery and commitments to business units.

Solution:

Implementing Project Online improves and automates business processes, fosters collaboration, communication and provides the ability to make data-driven decisions.

Value:

- ❖ Modernize project management practices
- ❖ Leverage existing MS tools with new technology
- ❖ Build business partner relationships
- ❖ Promote equity among stakeholders

Project Start / End Dates: 5/20/2024 - 10/01/2024

Project Costs	
*M&O costs are the responsibility of the agency.	
One-time costs:	\$263,835
Ongoing costs: (M&O)*	\$57,539
Funding recommendation:	\$263,835

Key Milestones:

- ❖ Engagement Delivery
- ❖ Analyze & Design
- ❖ Build & Validate
- ❖ Deploy
- ❖ Transition & Adoption

Key Risks:

- ☐ Vendor performance
- ☐ Technical challenges implementing new solution with existing systems
- ☐ Business requirement gaps
- ☐ Employee adaptability due to change in business processes

Success Factors:

- ❖ Stakeholder satisfaction
- ❖ Budget, Scope and Quality management
- ❖ Performance metrics

Project Summary – Improving Environmental Lab Services through Modernization

Agency: Department of Ecology
Project Name: CLS Implementation

Project description/problem to solve:

The LIMS ecosystem at MEL is the system of record for lab work for State, County and Local government entities. Current LIMS is an On-prem COTS solution that uses outdated technology framework with extensive manual processes and Excel/Word macros. This leads to subcontracting client samples with other labs due to a lack of capacity at MEL.

Solution:

This project will upgrade the LIMS system to a modern, adaptable, secure and scalable SaaS solution that integrates with MEL.

Value:

- ❖ Increased productivity and backlog reduction
- ❖ Reduction of Excel/Word macros will reduce cybersecurity risk exposure.
- ❖ Reduction of MS Access database footprint required by LIMS
- ❖ Clinisys (CLS) has established an early adopter program to migrate LIMS clients to CLS which results in cost savings.

Project Start / End Dates: 6/1/2024 – 6/30/2025

Project Costs

***M&O costs are the responsibility of the agency.**

One-time costs:	\$215,000
Ongoing costs: (M&O)*	\$52,000
Funding recommendation:	\$215,000

Key Milestones:

- ❖ SOW/Contract Signed
- ❖ Security Design Review and Single Sign On established
- ❖ Set up core configuration and RBAC
- ❖ Implement core LIMS workflows
- ❖ Implementation

Key Risks:

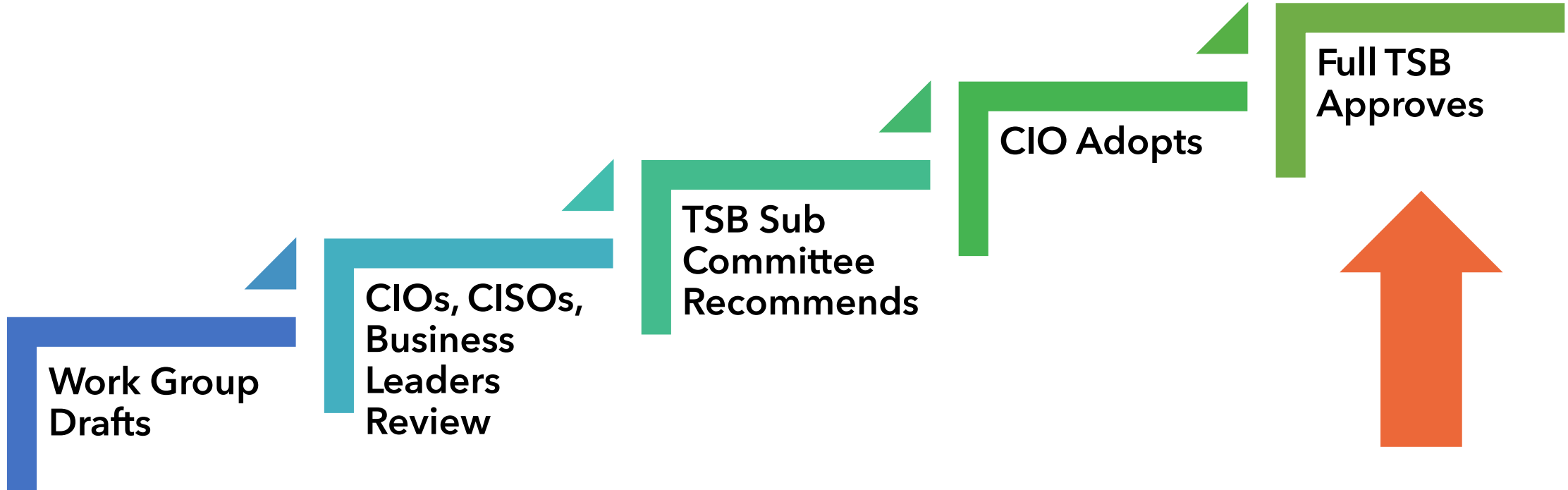
- ☐ Key MEL staff availability
- ☐ Stakeholder resistance
- ☐ Vendor performance

Success Factors:

- ❖ Cloud-hosted SaaS solution
- ❖ Extensive configurability
- ❖ Workflows are highly configurable
- ❖ Robust reporting solution

Policies & Standards Approvals

Where are we in the process?



Security Policies and Standards

- Access Control Policy
- Agency Mobile Device Usage Policy, Mobile Device Security Standard, Non-Agency Issued Device Security Standard
- Application Security Standard
- Encryption Standard
- Network Security Standard
- Privacy & Data Protection Policy
- Security Logging Standard
- Internet Protocol Version 6 (IPv6) Policy, Standard and Guideline
- Technology Portfolio Foundation – Application Standard

IPv6 implementation policy update, new standard

- Replaces Policy 300 – Statewide migration to IPv6.
- Changes required final IPv6 implementation deadline from 2025 to 2040.
- Includes life cycle deadlines to support migration.
- Standard and guideline provide supporting details.



Technology Portfolio Foundation-Applications

Purpose and Outcomes

- Data will inform the work required to deliver on WaTech requirements in EO 24-01.
- Limited other changes to minimize agency burden.
- The entire MGMT-01 policy stack will be revisited this year, but this standard update is time sensitive.

Technology Portfolio Foundation-Applications

Updating Inventory Requirements

- **Removing:** Two questions relating to Automated Decision Systems (ADS).
- **Adding:** Two questions relating to Artificial Intelligence.
 - Is this an AI enabled application?
 - If Yes, does this application leverage generative AI capabilities.
- **Modifying:** Other administrative/technical changes throughout.

Subcommittee Charter Approvals

Purpose Statements

Working together to ensure technology is fully contributing to Washington State government, the **Portfolio-Policy Subcommittee** acts as an advisory entity to the full Technology Services Board to provide strategic advice and guidance.

No specific RCW

Working together to enhance Washington State's security posture, the **Security Subcommittee** addresses information security risks with urgency and regularly assesses tools and services in the State of Washington ecosystem to safeguard the state's data and infrastructure.

[RCW 43.105.291](#)

Enterprise IT Strategic Plan Update



Enterprise IT Strategic Plan 2023-2025

Connected Government, Stronger Communities, Better Washington

Goal #1

Create a Government Experience that Leaves No Community Behind

Goal Statement: Through a connected government that emphasizes service delivery and the experience of those we serve, we can achieve equitable outcomes across our communities.



Goal #3

Innovative Technology Solutions Create a Better Washington

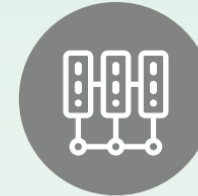
Goal Statement: Prioritize solutions emphasizing access, technology, and innovation to address systemic societal challenges and align our decision-making for those we serve.



Goal #2

Better Data, Better Decisions, Better Government, Better Washington

Goal Statement: Use data and insights to improve the experience of those we serve, prioritize service improvements, drive strategic decisions, and improve transparency.



Goal #4

Transform How We Work. Best Workforce Ever.

Goal Statement: Attract and retain technology talent, advance our agencies' skill sets, instill an innovation culture, and establish new and agile processes and practices to achieve our future vision.



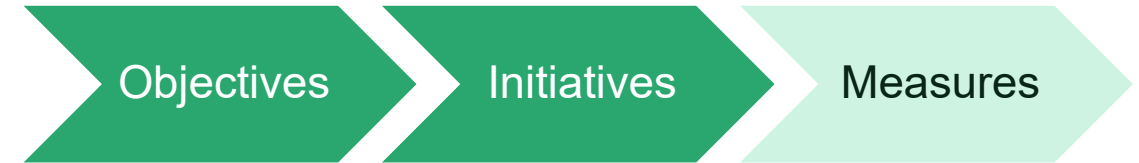
Our Pillars Digital Trust | Shared Governance | Equitable Outcomes | Service Excellence

Our Values Human-Centered | Inclusive Ideas | Courageous Innovation | Accessibility | Stay Nimble | Community + Connectivity

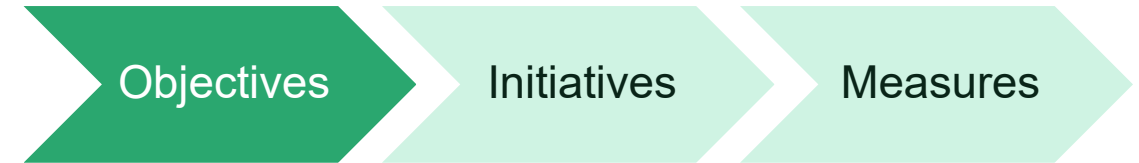


Progress Update

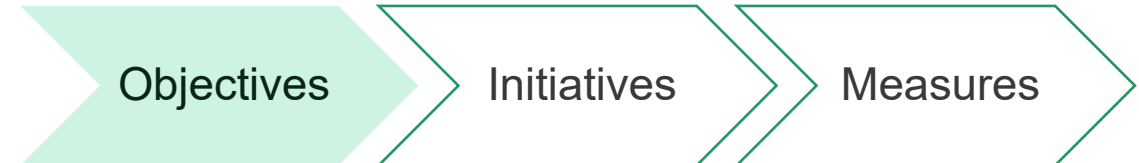
Goal 1: Create a Government Experience that Leaves No Community Behind



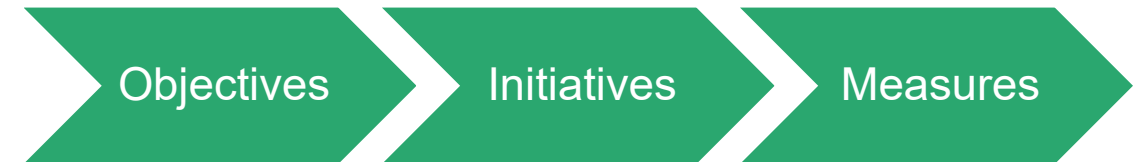
Goal 2: Better Data, Better Decisions, Better Government



Goal 3: Innovative Technology Solutions Create a Better Washington



Goal 4: Transform How We Work. Best Workforce Ever.



KEY



not started



in progress



finalized

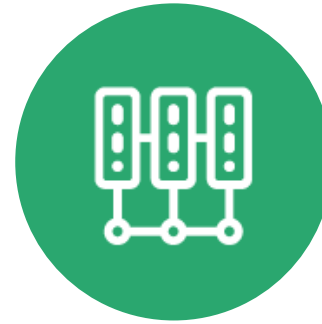


A Preview of Measurable Outcomes



Goal 1: Connected Government

- ❑ Number of agencies applying human centered design (HCD), user experience (UX), customer experience (CX) type/methodology to better understand the customer journey.
- ❑ Number of agencies onboarded into the Resident Portal in the first year.



Goal 3: Innovation

- ❑ Launch a full “challenge-based procurement” model within nine months that supports one prioritized business topic.



Goal 2: Data

- ❑ Catalog 5 examples of data sharing agreements currently enacted between agencies within 3 months.



Goal 4: Workforce & Culture

- ❑ Reduced time to hire (reduction in days)
- ❑ Increase % applications for all jobs
- ❑ Increase in sense of belonging for underrepresented employees (as measured by the engagement survey)





Moving from Strategic Planning to Strategic Execution

- All goal teams have established a regular meeting cadence; they are in various stages of goal execution.
- Dashboard development is in progress; delayed.
- Resourcing goal initiatives has been a challenge for most goals as they require multi-agency collaboration.
- Launching quarterly collaboration sessions with goal team leads to share lessons learned.





Public Comment