

Technology Services Board

Full Board Meeting

January 29, 2025

9 - 11:00 am

Industry Members

Kelly Dyer - LexisNexis

James Feore – Aardvark Intelligence

Tanya Kumar – Oracle

Legislative Members

Sen. Matt Boehnke – Senate R

Vacant – Senate D

Rep. Travis Couture – House R

Rep. Chipalo Street – House D

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair

Cami Feek – Employment Security Dept.

Vacant – Agency Director

Vacant – Agency Director

Other Government

Viggo Forde – Snohomish County

TOPIC	LEAD	PURPOSE	TIME
Welcome Agenda review	Bill Kehoe	Introductory remarks	9:00
Review 12/10/24 Meeting Minutes	Bill Kehoe	Review	9:05
TSB Project Engagement	Diana Martin	Information, Board discussion	9:10
Enterprise IT Strategic Plan	Bill Kehoe Deanna Brocker	Information, Board discussion	9:25
TSB Charter	Bill Kehoe	Board discussion	9:45
Membership Update	Bill Kehoe	Board discussion	10:00
TSB Security Subcommittee Update	Ralph Johnson	Information	10:15
Legislative & Policy Update	Angela Kleis	Information	10:30
Innovation & Modernization Fund Portfolio Update	Nick Stowe	Status	10:45
Public Comment			10:55
Adjournment			11:00

Review Dec. 10, 2024 minutes



TSB Project Engagement



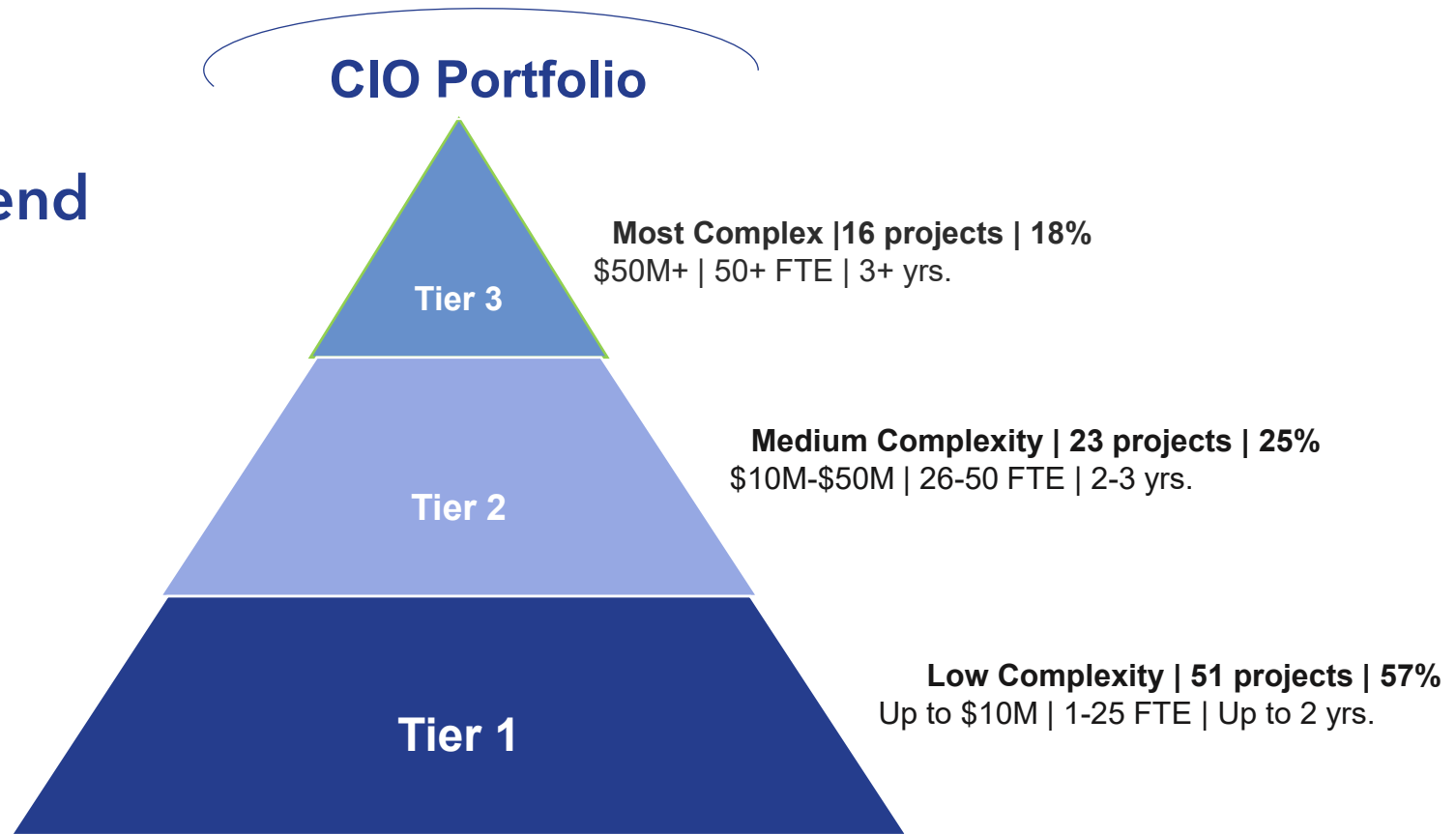
\$2.6B total planned spend

90 active projects under Oversight

7 Oversight Consultants

20 projects > \$20M

More details on [IT Project Dashboard](#)



When to engage TSB?

- Tier 3 projects
- Tier 2 Projects at Risk
- At initiation phase to influence direction
- When seeking guidance on a specific topic or risk
- When experiencing significant challenges
- Celebrate milestones

Program/Project*	Agency	Tier (3 = highest)	TSB full board 1	TSB full board 2	TSB full board 3	TSB full board 4	TSB full board 5	TSB full board 6
One Washington	OFM	3	N/A	X			X	
Workers' Compensation Systems Modernization	L&I	3		X			X	
Integrated Eligibility and Enrollment	HHSC	3				X		X
HCMACS (formerly EHR)	DOC, DSHS, HCA	3			X		X	
988 Program	HCA, DOH	3				X		X
WaCares Program	DSHS, ESD, HCA	3			X			X
HELMS	DOH	3				X		
WorkSource Integrated Technology (Success Story – All Greens)	ESD	3			X			
Lab Information Management System (\$20M, currently RED)	DOH	2		X				

*Green = in CIO Portfolio

BEFORE

AFTER

01 Content Overload

Overloading the audience: presenting all possible content in the hope it aligns with TSB's interests.

Fewer, Better



1 slide with brief background and 2-3 discussion topics; appendix for major milestones and deeper content

02 Volume

Highlighting effort : emphasizing task completion (e.g., 300 tasks, 95% progress).

Value



Highlighting value: here's the impact and value we're delivering to the State & Washingtonians.

03 Presentation

Content-heavy presentations: slides packed with excessive detail, making it difficult for the audience to engage or process information effectively.

Discussion



Prioritize time to proactively seek input from TSB members on key updates and risks

Healthcare Management

Project Overview

The Department of Health HELMS will transform licensing interested parties, improve

Current Concerns:

- Recent scope decisions Image Access/scanning
- Recent schedule extensions
- Current budget shortfalls

Current Project Health

- ⚠️ **Scope**
- ⚠️ **Sc**

HELMS Background

What is HELMS?

Healthcare Enforcement and License Management System (HELMS) is an **electronic licensing system** that will replace the old and outdated legacy system, as well as sixteen current applications that are unable to meet growing requirements and expectations of customers.



500,000 healthcare professionals practicing in 86 professions across 359 credential types

Project Timeline & Status

STATUS

OVERALL	SCHEDULE
SCOPE	BUDGET

- 2017 Feasibility Study
- 2020 Project Launch
- Aug 2023 Project Sponsor
- Dec 2023 Big Bang to Full
- Jan 2024 New Project
- Mar 2024 New Business
- Apr 2024 Rel 1: HELMS
- Jun 2024 Carahsoft Co
- Feb. 2025 Rel 2: Credentialing
- Sep 2025 Rel. 3: Enforcement

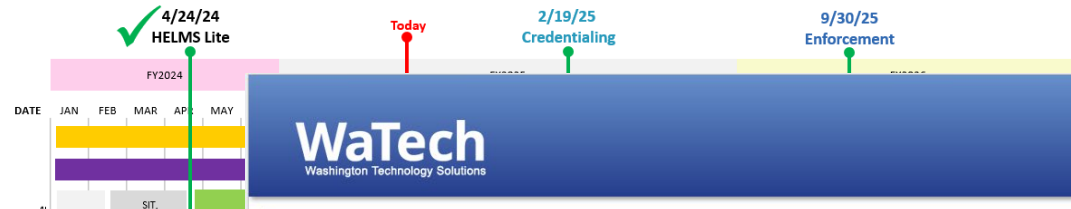
As of October 10, 2024

Key Activities

HELMS Summary Schedule

KEY

- 🟢 Go-Live
- 🟡 Monthly Releases
- 🔴 Decommissioning Activities TBD
- 🔵 Stage Gate End Date



HELMS Risks

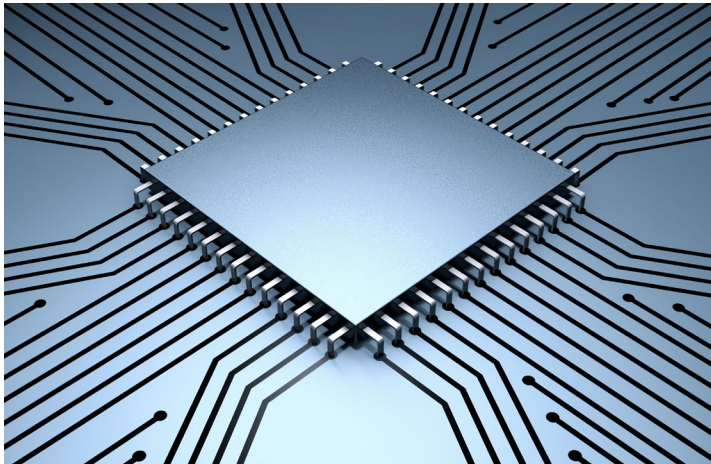
Risk	Mitigating Actions
Dual Systems btw. R2 and R3 impacts the Business & Data Integration complexity	• Reduced time between R2 and R3 as much as possible; extended timeframes may impact business metrics
Budget Shortfall will impact ability to complete Release 3	
Strengthen OCM Efforts	
Achieve Necessary Velocity	
Release 2 Workstream overlaps with Release 3 that may impact R3 Release Date	
Salesforce Platform bugs may impact the HELMS timelines	
External State Projects May Impact HELMS Timelines	

Questions?

Background

Healthcare Enforcement and Licensing Management System (HELMS) is a new electronic licensing system that will replace the outdated legacy system and 16 current applications. It will improve licensing and credentials, education programs, recognized designations, and enforcement and inspections. Project is currently in Phase 2 Release with go-live of 02/19/25.

For Discussion



GO-LIVE PREPARATION

- Criteria
- Dependencies
- OCM



KEY ISSUES & RISKS

- Vendor management
- Performance opportunities
- Budget



SUCCESSES & LESSONS LEARNED

- Phased releases
- Workstream overlaps
- OCM & change management

Enterprise IT Strategic Plan



- **Goal 1: Created a Government Experience that Leaves No Community Behind**
 - **Resident Portal Roadmap:** Future state mapping underway; progressing toward a more connected government experience.
 - **Strengthened Leadership Relationships:** Reinforcing collaboration to achieve a connected government.
- **Goal 2: Better Data, Better Decisions, Better Government, Better Washington**
 - **Data Strategy Development:** Established **Data Advisory Group** with representation from several agencies. Hosted strategy sessions engaging data and business leaders from 35 agencies. Refined strategy with input from Data Governance Committee (DGC) and Technology Management Council (TMC) to align with agency needs and enterprise-wide goals.

- **Goal 3: Innovative Technology Solutions Create a Better Washington**
 - **Innovation and Modernization Fund:** Implemented 10 of the 11 projects in 2024, totaling ~\$1.3M. Approved 17 innovation projects for 2025, totaling ~\$3M.
 - **Consumer Identity and Access Management (CIAM):** Successfully completed Phase 1.
 - **AI Initiatives:** Published report on generative AI, including procurement guidelines and risk assessments.
- **Goal 4: Transform How We Work. Best Workforce Ever.**
 - **Talent Management:** Launched Attract feature in NEOGOV; continued enhancements in progress. Rolled out Pluralsight, onboarded 52 agencies to improve workforce skills. Developing mentorship and internship frameworks leveraging successful agency models.
 - **Job Family Modernization:** Executive Order initiated revamp of job families removing unnecessary job requirements.

Opportunities

- Engagement and Participation.
- Competing Priorities.
- Attrition.
- Metrics and Reporting.

Next Steps

- Increase participation and collaboration across agencies.
- Define achievable outcomes for each goal.
- Refresh the Enterprise IT Strategic Plan.
- Clearly define success metrics and reporting frameworks.

TSB Charter Discussion



Membership Update



Industry Members

Kelly Dyer - LexisNexis

James Feore – Aardvark Intelligence

Tanya Kumar – Oracle

Legislative Members

Sen. Matt Boehnke – Senate R

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TSB Security Subcommittee Update

Purpose: Provide advice, recommendations, and policies that strengthen cybersecurity in the state.

Membership: Comprised of a subset of members appointed to the board, as determined by the chair of the technology services board. The chair may make additional appointments to the Technology Services Board security subcommittee to ensure that relevant technology sectors are represented.

Structure and collaboration:

- Created within the Technology Services Board as a subcommittee.
- Required to annually hold a joint meeting with the Cybersecurity Advisory Committee within the Emergency Management Council.
- Jointly responsible for providing a state of cybersecurity report specifying recommendations considered necessary to address cybersecurity in the state.
- Responsible for coordinating the implementation of any recommendations in the above-mentioned report.

2024 Achievements

- Created subcommittee charter.
- Established new membership.
- Completed rewrite of state policies and standards.
 - Completed two years of revisions
- Completed the Annual State of Cyber Security Report
- Joint meeting and legislatively mandated report with the Military Department Emergency Management Division (EMD) Cybersecurity Advisory Committee.



Activities:

- Review emergent cyberattacks and threats to critical infrastructure sectors to identify gaps in state agency cybersecurity policies.
- Assess emerging risks to state agency information technology.
- Recommend a reporting and information-sharing system to notify state agencies of new risks, treatment opportunities, and projected shortfalls.
- Recommend tabletop cybersecurity exercises, including data breach simulation exercises.
- Assist the Office of Cybersecurity in developing best practice recommendations for state agencies.
- Review proposed policies and standards developed by the Office of Cybersecurity and recommend their approval to the full board.
- Review information relating to cybersecurity and ransomware incidents to determine commonalities and develop best practice recommendations for public agencies.
- Assist in developing the annual state of cybersecurity report.

Ralph Johnson – Chair – WaTech

Industry Members

Chris Calahan – Cybersecurity Infrastructure Security Agency (CISA)

Alex DiGiacomo – Sound Transit

David Shaw – Intuitus Cyber

Executive Branch Representatives

Tristan Allen – Military Dept.

Joe Beaney – Military Dept.

Rick Griffith – Ofc. of the Attorney General

Kim Hort – WaTech

James McMurphy – Health Care Authority

Samantha Rorabaugh – Dept. of Corrections

Mark Quimby – WaTech

Matt Stevens – WaTech

TSB Members

Bill Kehoe – TSB Chair – WaTech

Matt Boehnke – Senator

Viggo Forde – Snohomish County

Vacancy

Other Government

Andreas Bohman – University of Washington

Mathew Jaeger – Lewis County

Vacancy

- **Enterprise IT Security Strategic Plan:** Goals focused on workforce excellence, protecting residents, partnerships, modernizing technology, and centralized investments.
- **Security and Privacy of AI:** Risks associated with generative AI (GenAI). NIST GenAI profile and state principles for responsible AI use.
- **Election Integrity:** Lessons learned from the 2024 election cycle.
- **Vulnerability Management:** Identifying, evaluating, and treating vulnerabilities to reduce risks.
- **State Local Cybersecurity Grant Program (SLCGP):** Overview, funding allocations, and application processes. Cybersecurity projects supported across local, state, and tribal governments.
- **Cybersecurity Coordination:** Collaboration with CISA, MS-ISAC, EI-ISAC, and other federal and local partners.
- **Information Security Awareness and Training:** Cybersecurity awareness modules, phishing simulations, and training sessions.
- **Office of Cybersecurity (OCS) Highlights:** Security operations, engineering, program development, and policy management.
- **Incident Response and Threat Management:** Centralized SOC operations and security incident response services.

Legislative & Policy Update



Legislative update

- 2025 Session kicked off on Jan. 13.
- WaTech is tracking over 30 technology-related bills.
- Bill topics relate to:
 - Artificial intelligence
 - Cybersecurity
 - Digital equity
 - Operations
 - Privacy



Policy update

- Completed WaTech Internal Review:
 - Artificial intelligence
 - Geospatial data
 - Disaster recovery
 - Management & Governance
- Next step: Community Review after all feedback is dispositioned.



Innovation & Modernization Fund Portfolio Update

IM Portfolio Project Success Strategies

- Twice monthly **check in with agency projects** to provide advice on resolution of issues or risks.
- Walkthrough project schedule with agency and **offer guidance** on improvements.
- Agency presents **project highlights** monthly to **IT Investment Board**.
- IM Program **portfolio updates monthly** to IT Investment Board.
- Monthly tech budget reviews for accurate and timely processing of project expenditures.
- Assist with WaTech discussions as needed for Security Design Reviews and service implementation.



IM Portfolio Project Update

as of December 31, 2024

Project Name	State Workforce Integrated Data Sharing (WTECB)		ServiceNow Human Resource Service Delivery (WSP)		Electronic Signatures (AGR)		Financial Process Automation (DVA)		MS Project Online Implementation (WSDOT)	
Overall										
Scope										
Schedule	Start	7/1/2024	Start	9/20/2024	Start	7/1/2024	Start	7/1/2024	Start	7/1/2024
	End	6/30/2025	End	03/15/2025	End	6/30/2025	End	5/23/2025	End	1/31/2025
	Duration	1 year	Duration	7 months	Duration	1 year	Duration	10 months	Duration	8 months
% Completed										
Budget	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed
	\$142,700	\$0	\$400,000	\$68,206	\$325,000	\$0	\$540,000	\$401,051	\$263,835	\$0

IM Portfolio Project Update

as of December 31, 2024										
Project Name	Data Lakes Analytics (DSHS)		LiFT Modernization (DFW)		CLS Implementation (ECY)		PAVER (CRAB)		Seismic Retrofit Portal (DAHP) *	
Overall										
Scope										
Schedule	Start	07/1/2024	Start	7/1/2024	Start	9/27/2024	Start	7/31/2024	Start	01/01/2025
	End	6/30/2025	End	6/30/2025	End	6/30/2025	End	3/1/2025	End	06/30/2025
	Duration	1 year	Duration	1 year	Duration	8 months	Duration	7 months	Duration	6 months
% Completed	54%		20%		39%		52%		Project kicking off	
Budget	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed
	\$187,584	\$0	\$188,451	\$157,481	\$215,000	\$0	\$50,400	\$0	\$95,000	\$0

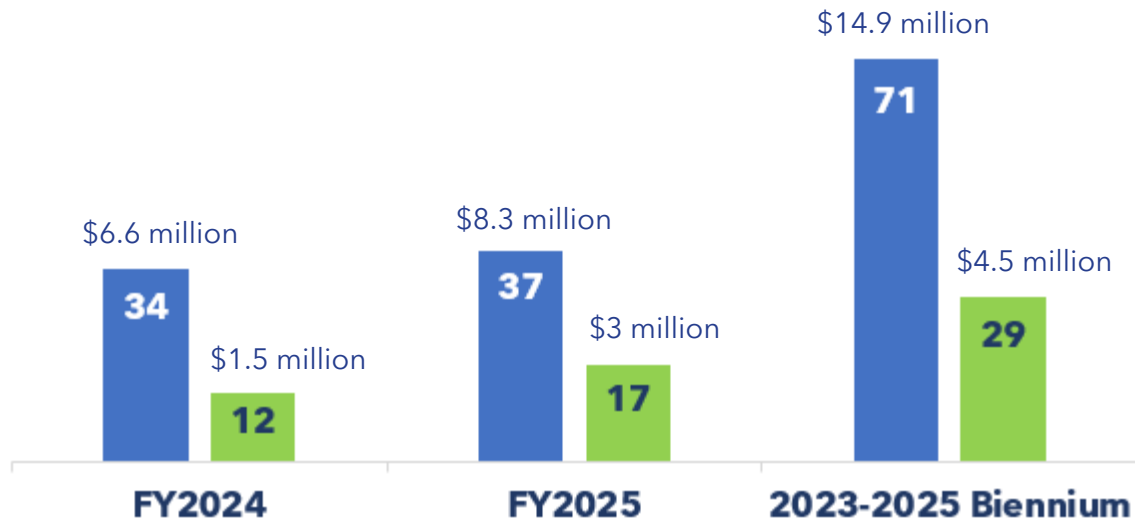
*New project approved at Dec. 2024 TSB

as of December 31, 2024

Project Name	Automation Purchase Cards (DFW)*		Nitrate Neg Digital Preservation (EWSHS)*		Public Records Mgmt System (LCB)*		UW IT Airlift NW (UW)*		Site Improvement (WDVA)*		SSG Fox (WDVA)*	
Overall	➔		➔		➔		➔		➔		➔	
Scope	➔		➔		➔		➔		➔		➔	
Schedule	Start	1/01/2025	Start	1/01/2025	Start	1/01/2025	Start	1/01/2025	Start	1/01/2025	Start	01/01/2025
	End	6/30/2025	End	6/30/2025	End	6/30/2025	End	6/30/2025	End	6/30/2025	End	06/30/2025
	Duration	6 months	Duration	6 months	Duration	6 months	Duration	6months	Duration	6 months	Duration	6 months
% Completed	Project kicking off		Project kicking off		Project kicking off		Project kicking off		Project kicking off		Project kicking off	
Budget	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed	Approved	Reimbursed
	\$261,362	\$0	\$70,000	\$0	\$85,768	\$0	\$75,000	\$0	\$38,500	\$0	\$61,400	\$0

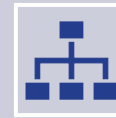
*New projects approved at Dec. 2024 TSB

Innovation & Modernization Fund Proposals



Program Demand Continues

Work continues through FY2025 to support successful project outcomes for the agencies.



Alignment with other enterprise programs.



Agency partnerships.



Provide portfolio alignment to statewide priorities.



Public comment