

Technology Services Board Meeting Minutes

Dec. 10, 2024

9:00 – 11:00 a.m.

Member Attendees: Bill Kehoe, Sen. Matt Boehnke, David Danner, Cami Feek, James Feore, Viggo Forde, Tracy Guerin, Tanya Kumar, Sen. Joe Nguyen

Hybrid – 1500 Jefferson St SE, Olympia, WA, 1st Floor Conf. Rm 1213 and Virtual via Zoom

[Link to Meeting Video](#)

[Link to Presentation Slides](#)

Welcome, Agenda Review, Minutes Review & Approval – Bill Kehoe

Angela Knight, staff to the Board, confirmed quorum.

Bill Kehoe, State CIO and TSB Chair, welcomed everyone to the meeting. He reminded in person and virtual meeting attendees and audience that the Zoom session chat feature was turned off and that any public comments will be held until the last agenda item.

Bill recognized Board members Dave Danner and Tracy Guerin for their partnership and significant contributions to the TSB and state technology initiatives. They are both retiring from state service.

Bill then reviewed the agenda. After a brief recap of the Sept. meeting minutes, Bill made a motion to approve, there was a second and all in favor to approve as written.

Program Briefing: One Washington – Eli Hayes

Eli Hayes, WaTech Oversight Consultant, provided that the One Washington Program has undergone significant changes since its last presentation in September. Agency readiness continues to be a critical issue, with scope, schedule, and integration performance identified as high-risk areas. The program is conducting a schedule reassessment and exploring the feasibility of a phased implementation approach instead of the previously planned single deployment.

The One Washington team shared that lessons learned, along with agency feedback, are being incorporated into the revised plan. Additionally, the decision package (DP) was rewritten to include updated funding requests for the extended go-live date, which the steering committee has unanimously approved.

The phased implementation approach aims to reduce risk by grouping agencies for staged onboarding. Currently, 13 agencies with 38 mandatory systems have been identified as essential for the initial go-live. Confirmation memos have been signed by agency leadership to validate system classifications. The program is also preparing to provide a sandbox environment in early 2025, enabling agencies to conduct hands-on testing, prepare business processes, and validate user roles.

Several challenges were highlighted during the meeting. Integration issues persist, with continuous change requests and performance problems observed during large-volume testing. Agencies also need more precise technical documentation to align their efforts effectively. End-to-end testing has been extended to ensure comprehensive integration across all agencies, systems, and processes. In addition, resource management remains a concern, with efforts underway to mitigate staff burnout and optimize work allocation.

A recent pilot with the Department of Retirement Services (DRS) showcased the value of a collaborative, co-management approach. During the four-week pilot, the program and DRS worked closely to address blockers and accelerate technical readiness. Key strategies included real-time problem-solving sessions, providing access to testing environments, and direct engagement between program staff and agency representatives. The pilot was considered a success, and this model will now be adapted for other agencies, starting with those critical to the go-live timeline.

Feedback from legislative members underscored the urgency of delivering actionable results to inform the upcoming January budget cycle. Although the phased implementation analysis will extend into Spring 2025, program representatives assured members of a disciplined and collaborative approach to resolving performance testing issues and other challenges. Agencies expressed interest in adopting the collaborative pilot model, and the steering committee and governance structures will continue to monitor and guide the program's progress. The program will be back throughout 2025 for ongoing updates.

Program Briefing: 988 – Crisis Call Center and Behavioral Health Integrated Referral System – Sam Pulley

Sam Pulley, WaTech Oversight Consultant, explained the 988 program is a free, nationwide crisis hotline that provides 24/7 support for suicide prevention, substance use concerns, and emotional distress. It connects callers to trained crisis counselors. Jointly led by the Department of Health (DOH) and the Healthcare Authority (HCA), the program aims to build a comprehensive crisis care continuum, including call centers, mobile crisis teams, and safe spaces for individuals in need. Currently, the program faces moderate risks, rated as "yellow." Key challenges include gaps between the national 988 model and Washington's House Bill 1477 requirements, funding uncertainties, and integrating technology across multiple call centers. Additionally, the complex leadership structure between DOH, HCA, and external partners adds to the program's operational hurdles.

The program team shared that the ongoing feasibility study aims to identify technology solutions for a unified 988 platform. Options being explored include using a national model via Vibrant Health's platform, a best-of-breed solution through a Request for Proposal (RFP) process, or an orchestrated model that integrates existing technologies like the 911 infrastructure. However, Vibrant's extended platform, which aligns with the national model, is currently unavailable and does not meet Washington's specific requirements. The final feasibility study report is expected by January 2025 and will guide the decision-making process for implementation.

On the technology front, DOH is responsible for managing CRM and telecom systems, while HCA oversees bed registries, referrals, and interoperability. The primary goal is to establish a seamless, integrated platform to improve data sharing across systems and enhance the user experience by minimizing the need for individuals to repeat their information. An RFP is planned for July 2025, depending on the feasibility study's findings and funding availability. The program must demonstrate progress by January 2026, as required by legislation, though extensions may be necessary based on the feasibility study outcomes.

Funding for the program remains a challenge. Current technology costs rely on a mix of state funds, telecom tax revenue, and potential Medicaid match, though the latter is not yet guaranteed. Decision packages have

been submitted, but the findings of the feasibility study may result in adjustments to cost estimates and funding requests. Current budget projections are based on other large IT projects in the state.

Key risks to the program include the uncertain readiness of Vibrant's platform, the tight timeline set by legislation, and collaboration challenges across multiple agencies. Additionally, the program lacks authority to mandate standardized tools for crisis centers, complicating efforts to ensure interoperability. Strong communication, leadership, and project management are critical to overcoming these challenges.

The Board emphasized the importance of receiving regular updates in 2025 as the program progresses. Suggestions were made to engage in concurrent planning to prepare for different funding scenarios and adjust timelines based on feasibility study results. The Board acknowledged the importance of the program and encouraged continued efforts to address risks proactively while ensuring the program's success.

Policies & Standards Approval – Bill Kehoe

Bill reminded Board members that the policies and standards have undergone extensive review throughout the enterprise governance process. Many of these policies were developed through interagency work groups to ensure a collaborative approach, including reviews by the Technology Management Council and the Business Management Council. Most policies were also reviewed by TSB subcommittees. Policy owners provided very brief overviews related to Enterprise Architecture, Project Management, IT Security, and End User.

With no further questions or discussion, there was a motion, a second and all in favor for the Board to approve the following policies and standards in one motion:

- EA-01 Enterprise Architecture Program Policy
- EA-01-01-S Criteria for Developing Principles for Decision Making Standard
- EA-01-02-S Enterprise Architecture Domain Standard
- EA-01-04-S Email Address Naming Standards
- PM-03 Project Quality Assurance Policy
- PM-03-02-S Minimum Project Quality Assurance Activities – Readiness
- PM-03-03-S Minimum Project QA Activities Standard
- RESCIND: PM-02 Managing Information Technology Projects
- SEC-01 Cybersecurity Program Policy
- SEC-04-08-S Unsupported Technology Retirement Standard
- SEC-10-01 Traffic Light Protocol Standard
- USER-01 Digital Accessibility Policy
- USER-01-01 Digital Accessibility Standard

Innovation & Modernization Fund Recommendations from the IT Investment Board – Nick Stowe & Annette Roth

Nick Stowe, State Chief Technology Officer and Chair of the IT Investment Board (ITIB), led the review alongside Annette Roth, CIO at the Washington State Arts Commission and ITIB Co-chair. Nick provided an overview of the program. The first fiscal year was documented in a [publicly available report](#), which highlights business outcomes, agency feedback, and the health of the fund. Nick quickly reviewed the process for how projects were screened, pitched, and scored for FY 2025. For this round, all projects must be completed by June 30, 2025. Of the 18 projects evaluated, seven were recommended for approval. The demand for the program remains strong, with 37 project submissions received this fiscal year, highlighting its relevance and value.

Annette reviewed key project details for the seven projects. The list of projects recommended for funding include:

#	Agency Abbr.	Project Name	Amount Recommended by IT Investment Board
Available Fund Balance			\$687,030
1	DAHP	Seismic Retrofit Portal for Unreinforced Masonry Structures	\$95,000
2	DFW	Automation of Purchase Cards	\$261,362
3	DVA	Integration of Siteimprove Software for the WDVA Website	\$38,500
4	DVA	SSG Fox - Federal VA Case Mgmt Data Synchronization	\$61,400
5	EWSHS	Nitrate Negatives Digital Preservation	\$70,000
6	LCB	Public Records Management System	\$85,768
7	UW	Airlift Northwest Network and Wireless Modernization	\$75,000
Total for TSB approval			\$687,030

The discussion concluded with a unanimous vote to approve the funding for the 7 innovation and modernization projects as a package.

TSB Portfolio-Policy Subcommittee Status – Bill Kehoe

Bill shared that at the October 10 Portfolio-Policy Subcommittee meeting, the Board members present discussed disbanding the subcommittee. The subcommittee is no longer necessary as the full Board has taken on a larger role in approving policies and projects. Attendance challenges and quorum issues further supported the decision to streamline efforts and focus on full board meetings.

To accommodate this change, Bill proposed adding two additional full board meetings in 2025, bringing the total to six. This will provide more opportunities for discussions, feedback, and approvals while reducing scheduling burdens. The motion was unanimously approved.

Public Comment

No public comments. Bill closed the meeting by thanking all Board members, presenters and attendees for their contributions throughout the year.