

Technology Services Board

Full Board Meeting

July 10, 2025

9 – 11:00 am

Industry Members

Kelly Dyer - LexisNexis

James Feore – Aardvark Intelligence

Tanya Kumar – Oracle

Legislative Members

Sen. Matt Boehnke – Senate R

Sen. Derek Stanford – Senate D

Rep. Rob Chase – 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

Vacant – Labor Union

TOPIC	LEAD	PURPOSE	TIME
Welcome New Member Agenda review	Bill Kehoe	Introductory remarks	9:00
Review 5/29/25 Meeting Minutes	Bill Kehoe	Members will VOTE	9:10
988 Crisis Care Continuum	Sam Pulley	Program status & Board feedback	9:20
WorkSource System Replacement (WIT)	Puneet Agrawal	Project status & Board feedback	9:45
Washington's IT Strategic Plan Framework	Deanna Bocker	Information, Board feedback	10:10
DP Scoring Criteria Weighting Exercise	Derek Puckett David Mendel	Interactive scoring exercise for members	10:20
Public Comment			10:55
Adjournment			11:00



Minutes



988 Crisis Care Continuum

Project overview and concerns

988 is a free phone number connecting people in need to a trained crisis counselor 24/7. It provides support for those thinking about suicide, concerned about substance use, experiencing emotional distress, and more. The program is jointly lead by the Dept of Health and the Health Care Authority.

Current Concerns:

- 988 team has scoped a viable plan for an MVP, with WaTech review, and G2 approval. All HB 1477 requirements are not yet addressed in current solution.
- Decision package required for implementation funding, as 25-27BN funding minimally covers HCA/DOH project planning.
- Overall project schedule needs refinement and detail.

Oversight Health Assessment



Scope



Schedule



Budget



Overall

QA Assessment



Overall

[Report Link](#)

Background

Washington State envisions a crisis response system where individuals can access consent-based, coordinated care via phone, text, chat, or in-person mobile teams—without unnecessary law enforcement. The 988 Crisis Care Continuum, led by the Department of Health (DOH) and Health Care Authority (HCA), aims to strengthen the state's behavioral health and suicide prevention system, build an integrated client referral system, and expand interoperable tools.

For Discussion



GO-LIVE PREPARATION

- Recommendation – modular implementation
- Minimum Viable Product (MVP)



KEY ISSUES & RISKS

- Budget - Funding (Decision Packages)
- Staffing turnover



SUCCESSES & LESSONS LEARNED

- Partnership with external and internal partners
- Timely communication
- HHS Coalition support

WorkSource System Replacement (WIT) Project

Project overview and concerns

The project will replace current application - Monster Government Solutions (MGS) lacking required data validations, grant management functionality and other data reconciliation capabilities. WIT will also meet timely USDOL (PIRL) reporting requirements with accurate data.

Current Concerns:

- Product vendor (Launchpad) leadership have been deferring schedule and resource commitment to deliver contracted scope
- Schedule delays - Several functional modules have taken longer than planned
- ESD increasingly engaged in PIRL reporting module however need additional resources to meet revised schedule

Current Project Health Assessment

- | | | | | | | | | |
|---------------------|---|--------------|--|-----------------|---|---------------|---|----------------|
| • WaTech oversight |  | Scope |  | Schedule |  | Budget |  | Overall |
| • Quality Assurance |  | Scope |  | Schedule |  | Budget |  | Overall |

AS OF 6/26/25:

- Project at risk- Feb'25
- Map goals for remaining sprints
- Validated resourcing
- Draft schedule May 15

IN PROGRESS:

- Increased executive meetings for escalated vendor alignment
- Elevated risks & action plans
- Vendor re-validation of schedule, resources, and costs

ANTICIPATED CHANGES

July 15	Re-baselined schedule
July 31	Contract / project artifacts updated
Aug 29	Supplemental Budget request



GO-LIVE PREPARATION

- Go / No-go checklist
- Embedded change agent
- Comprehensive data readiness activities



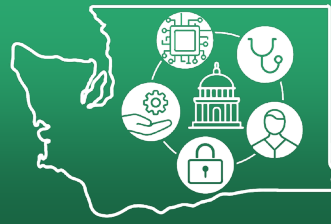
KEY ISSUES & RISKS

- **Vendor experience** | scale, government, timely gap resolution
- **Funding** | to implement, M&O, flexibility
- **Resourcing** | Vendor- now; ESD- later



SUCCESSES & LESSONS LEARNED

- Fully embedded & cohesive ESD / vendor teams
- Identified problems early
- High statewide partner engagement & alignment
- Continued sprint success



Washington's IT Strategic Plan Framework

Deanna Brocker



WASHINGTON'S IT STRATEGIC PLAN 2025 - 2028

Working Together for a Connected Washington

Goal #1

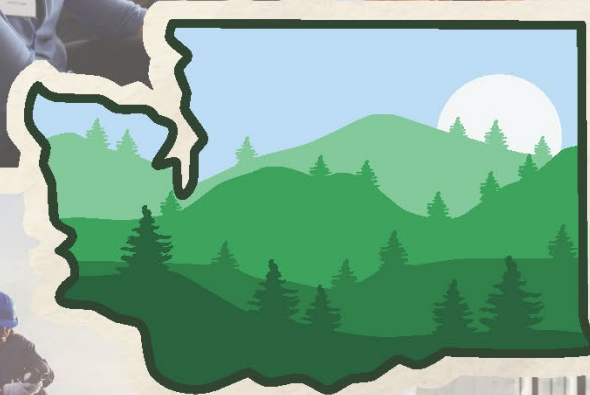
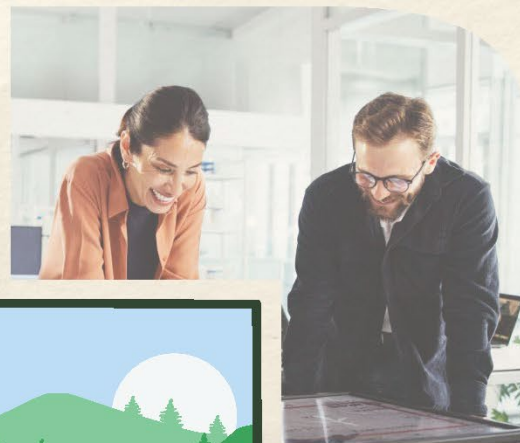
Create a Government Experience that Leaves No Community Behind

Goal Statement: A trusted digital government experience for everyone who interacts with public services, no matter who they are or where they live.

Goal #3

Relentlessly Pursue Relevant Technology to Improve Services

Goal Statement: Solve strategic and shared business priorities through technology that improves lives, strengthens services, and delivers real value.



Goal #2

From Insight to Impact: Improving Lives Through Data

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

Goal #4

Transform How We Work to Enable Strategic Modernization

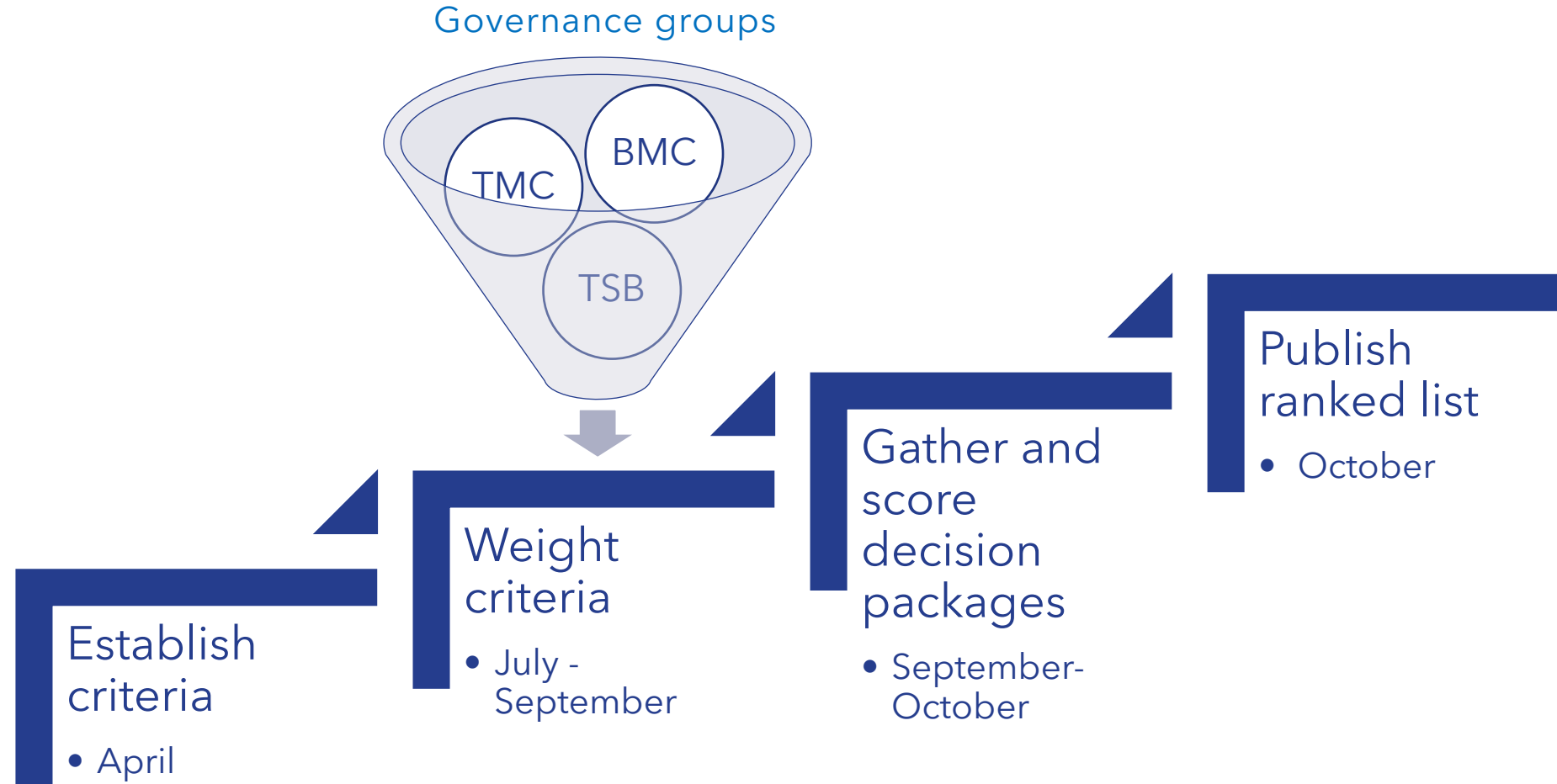
Goal Statement: Attract and retain technology talent, advance our agencies' skill sets, instill an innovation culture, and establish adaptive processes to support a modern, responsive government.

Principles: Security and Privacy | Equitable Experiences and Outcomes | Trust & Transparency
Statewide Collaboration | People-Centered by Design

DP Scoring Criteria Weighting Exercise



Decision package prioritization process



Authorized by RCW 43.88.092 and 43.105.240

Is the agency
poised for
success?

Is this the
right
technology?

What
business
outcome
does this
help?

Poised for Success

Agency Readiness

- Feasibility of project proposal
- Technology adoption & organizational readiness

Right Technology

Technical Alignment

- Strategic/technical alignment
- Business process and technology modernization

Business Outcomes

Business Alignment

- Customer experience and access
- Business-driven technology
- Measurable business outcomes



Public comment

Project Background (continued)

- Technical & Operational Plan (2022)
- RFI (Market Research) – 2023
- Feasibility Study – 2024
- Listening Sessions – 2025
- Proposed Technology Approaches in 2024 Feasibility Study:
 - Single Platform – One integrated platform that supports most functions
 - Best of Breed – Bundled solution made up of best components
 - Orchestrator – Interfacing of disparate existing partner solutions to exchange data

Project Principles

- Reuse existing platforms and technology
- Phased (early wins, no big-bang implementation)
- Flexible and scalable
- Aligned with partner priorities
- Ability to share data
- Consistent experience for help-seekers
- Solution maturity

Proposed Technology Approach

The project is recommending a **modular implementation**.

Drivers for this approach:

- Reuse of existing investments
- Consistent with modular architecture outlined by SAMHSA & Vibrant (911)
- Enterprise Architecture Modularity principle
 - Most scalable for future functionality
 - Reduces long-term vendor lock-in/greater future enhancement flexibility
 - Reduced risk
 - Operational agility
- Financial sustainability

This approach honors the work and voices of our staff, partners, and technical teams while positioning us to deliver high-quality outcomes within our means.

Core Solution Functionality

The following functional modules are required for Washington's 988 Tech Platform:

- Call Handling System
- Counselor CRM (Case Management & Dispatch)
- Integrated Referral and Resource Management & Bed Registry
- Reporting & Analytics

The **Call Handling System** and **Counselor CRM (Case Management)** modules are consistent with the modular architecture outlined by SAMHSA and Vibrant.

The other modules – **Integrated Referral and Registry, Dispatch Management & Bed Registry**, and **Reporting & Analytics** – are specific to Washington State's future-state vision and functional needs. These go beyond the baseline national Unified platform architecture to support our unique service delivery model.

Washington's future platform should align closely with SAMHSA & Vibrant's architectural approach.

Anticipated Implementation Scope

Business Priority	Technical Scope per RCW	Sponsor Decision: MVP	Agency
1	CRM *Includes an upload function for behavioral forms and process documentation (repository)	Yes	DOH
2	Provider directory (master provider list used to inform referrals)	Yes	HCA
3	Telephony replacement	Yes	DOH
4	Closed loop referral (Ability to send electronic referrals to community resources, providers, etc.) *This includes dispatch as a referral type *Reliant on provider directory	Partial, open loop	HCA
5	Deployment (assign, track, and monitor teams after deployment) * Full scope merges dispatch and deployment	No	HCA/DOH
6	Bed registry (ability to reserve/hold bed placement based on bed types and acuity)	No	HCA

Inputs for the Recommendation

This decision was not made lightly and reflects months of deliberate planning and input from across our teams and partners:

- State staff working sessions
- Engagement with external partners
 - Crisis partners interviews & listening sessions
 - State benchmarking interviews
 - Vendor demonstrations & interviews
 - Tribal partner interviews
- IT architecture recommendations
- A comprehensive feasibility study
- An RFI to investigate market alternatives and costs

Project Next Steps

- Determine true MVP based on partner and help seeker needs and assess financial constraints
- Draft decision packages
 - Financial modeling
- Evaluate procurement options