Technology Services Board

Quarterly Meeting
March 22, 2022
9:00 a.m. – 11:00 a.m.
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>LEAD</th>
<th>PURPOSE</th>
<th>TIME</th>
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<tbody>
<tr>
<td>Welcome and Introductions</td>
<td>Bill Kehoe</td>
<td>Introductions</td>
<td>9:00</td>
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<tr>
<td>Approve Minutes from December 14 Meeting</td>
<td>Bill Kehoe</td>
<td>Approval</td>
<td>9:10</td>
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<tr>
<td>TSB Mission/Vision/Charter</td>
<td>Bill Kehoe</td>
<td>Discussion</td>
<td>9:15</td>
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<tr>
<td>One Washington Program – Oversight Perspective</td>
<td>Amy Pearson</td>
<td>Brief status of program</td>
<td>9:30</td>
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<tr>
<td>Oversight Transformation Project</td>
<td>Nicole Simpkinson</td>
<td>Brief status of project</td>
<td>9:45</td>
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<tr>
<td>Legislative Updates</td>
<td>Katy Ruckle</td>
<td>After session updates</td>
<td>9:55</td>
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<tr>
<td>Strategic Roadmap</td>
<td>Deanna Brocker</td>
<td>Information sharing</td>
<td>10:10</td>
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<tr>
<td>Innovation / Legacy Modernization Program</td>
<td>Bill Kehoe</td>
<td>Discussion and Board feedback</td>
<td>10:20</td>
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<tr>
<td>Sharing IT Project Best Practices and Lessons Learned: Integrated Schedule Management</td>
<td>Nicole Simpkinson Stacy Steck</td>
<td>Information sharing and Board feedback</td>
<td>10:40</td>
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<td>Public Comment</td>
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Current TSB Members

Industry Members
Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO
Tanya Kumar – T-Mobile USA

Legislative Members
Rep. David Hackney – House D
Sen. Joe Nguyen – Senate D

Executive Branch (Agency Directors)
Bill Kehoe – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Other Government
Viggo Forde – Snohomish County

Vacancies:
Senate Representative
Labor Union Representative

Members present
Members absent
Approve 12/14/2021 Minutes
TSB Mission, Vision, Charter

Technology Services Board
March 22, 2022
Statutory Authority

- **RCW 43.105.285** created the Technology Services Board (TSB)
  - 13 members from both the public and private sectors
  - 11 voting members; 2 nonvoting members

- **RCW 43.105.287** outlines the board’s powers and duties
  - Review & approval of information technology standards and policies
  - Through oversight, ensure completion of technical and financial business cases for major information technology projects
  - Provide a forum to solicit external expertise and perspective
  - Consider ways to promote strategic investments in enterprise-level information technology projects that will result in service improvements and cost efficiency
Charter – Overview

“To ensure that technology is fully contributing to government potential for technology to contribute to government business process reengineering, the state must establish clear central authority to plan, set enterprise standards, and provide project oversight and management analysis of the various aspects of a business process.”
Charter – Roles and Responsibilities

The Technology Services Board (TSB) acts as an advisory board with the following responsibilities outlined in the TSB Charter:

1. Review and approve policies, standards, procedures and provide oversight of major technology projects;

2. Develop a policy to determine whether a proposed project, product, or service should undergo an independent technical and financial analysis prior to requesting funding;

3. Approve contracting for services and activities under RCW 41.06.142(7) for the consolidated technology services agency;
4. Consider ways to promote strategic investments in enterprise-level information technology projects that will result in service improvements and cost efficiency;

5. Provide a forum to solicit external expertise and perspective on developments in information technology, enterprise architecture, standards, and policy development; and

6. Provide a forum where ideas and issues related to information technology plans, policies, and standards can be reviewed.
One Washington Program
Oversight Perspective

Amy Pearson
Technology Services Board
March 22, 2022
OCIO Summary

The Way Forward Plan

Accomplishments:
- Assessing Phase 1 scope
- Re-evaluating Program goals
- Assessing Waved Implementation

Concerns:
- The legacy system remediation and associated agency business transformation activities are not represented in the Way Forward Plan is missing key activities
- Degree of agency business finance transformation will impact Phase 1 scope and schedule

Legacy System Remediation

Accomplishments:
- Developed LSR Framework
- Conducted Pilot agency kick-off
- Creating Standard Discovery & Disposition template

Concerns:
- Dependency on resources and % complete with design.
- Length of time to complete LSR assessment.

Budget & Funding Strategy

Concerns:
- OneWa Program was not funded in the FY22 Supplemental
- Developing short-and-long-term budget strategy and credible future FY23-25 Decision Package
## OCIO Summary

### Vendor Management

**Accomplishments:**
- Implementing Workday Data Share Agreements (DSA) to address Workday confidentiality issue.
- Strengthening vendor management and stakeholder involvement.

**Concerns:**
- QA validate the effectiveness of the DSA and improved agency access to Workday documentation and design deliverables.
- Current Deloitte negotiations are unresolved.

### QA & IV&V

**Accomplishments:**
- Evaluating current QA SOW.
- Current leadership active in mitigating risks and issues.
- Expanding QA access and influence to vendors and program workstreams.

**Concerns:**
- Program needs to expand QA to assess and engage the project in specific areas.
- Length of time to address QA SOW gaps and budget is a risk to the program.

### Upcoming April TSB

**Agenda**
- Approach and method to analyze waved implementation approach.
- The Way Forward Plan and schedule.
- Early returns from LSR pilot agencies.
- Update on budget strategy.
IT Project Oversight Transformation Project

Nicole Simpkinson
Technology Services Board
March 22, 2022
Where are we now?

1. Establish Governance
2. Procure Services
3. Kick off
4. Develop improved oversight model
5. Manage change and communication
Our governance committee

1. Bill Kehoe, State CIO and Executive Sponsor
2. Deanna Brocker, Deputy Director Strategy & Management, WaTech and Business Sponsor
3. Sheri Sawyer, Sr. Policy Advisory, Office of the Governor
4. Cristie Fredrickson, OneWA Executive Sponsor, OFM
5. Cheri Keller, Senior Budget Assistant, OFM
6. Bryce Carlen, CIO, DOR (large agency representative)
7. Amy McMahan, PMO Director, DRS (medium agency representative)
8. Prabhjot Cheema, Program Manager, OMWBE (small agency representative)
9. Derek Puckett, Legislative Affairs Director, WaTech
What do you want to see achieved?

• Oversight effort focused where it is most needed and provides the greatest value.
• Trust in and respect for the oversight process and the value it brings.
• Clear understanding of the process, roles and responsibilities; resources allocated to highest value and for maximum efficiency.
• A humanized customer experience.
• Successful projects.
• Others?
What do we need to have in place to be successful?

• Consensus on desired outcomes.
• Broad stakeholder engagement and buy in.
• An assumption of partnership.
• Interim progress and “quick wins.”
• Others?
Other questions or feedback?
2022 Legislative Session Updates

Katy Ruckle
Technology Services Board
March 22, 2022
Legislative Updates
Legislative Themes

- Privacy remains a focus
- Technology Operations and Digital Equity
- Cybersecurity
- Major IT Projects
Policy Bills Impacting Technology

The following bills passed the legislature and are awaiting governor action:

- **ESHB 1629 Aerial Imaging Technology**
  - Requires a comprehensive study of governmental aerial imaging technology needs, including state and local governments.

- **ESSB 5544 Blockchain workgroup**
  - Creates a blockchain workgroup with public and private partners to study blockchain applicability in Washington.

These bills were considered this session, but ultimately did not advance:

- **2SHB 2044 Ransomware Protection**
  - Bill passed the House, but was not considered in the Senate.

- **SB 5534 Verifiable Credentials**
  - Advanced in the House, but did not pass the appropriations committee by cutoff.
WaTech Director and State CIO Bill Kehoe was unanimously confirmed by the Senate.

- First director of WaTech confirmed since agency was formed in its current structure in 2015.
- First state agency IT head confirmed since 2010.
Budget Provisos of Interest

Sec. 150(8): WaTech section on HHS Coalition
• Expands reporting requirements and processes related to HHS coalition projects.

Sec. 150(19): WaTech proviso related to Automated Decision Systems
• Two-part proviso requiring system reporting and guidance development.

Sec. 701(2): IT Oversight process change
• Changes the notification and gate certification process for projects subject to gated funding.
Privacy Legislative Updates
2022 Privacy Legislation

- State agency impact bills
- Privacy Rights and Protection bills
- Comprehensive Consumer Data Privacy bills
- Public Records bills
- Miscellaneous Tech and Healthcare
- Vehicle Privacy & AV Bills
- AI and Facial Rec bills
State agency impact bills

**HB 1613 – ESD request**
Concerning shared reporting responsibilities for both the paid family and medical leave and the long-term services and supports trust programs to clarify that information collected from employer reports shall remain private.
Status: Passed House & Senate – Sent to Gov for signature March 7

**SB 5564 - Protecting the confidentiality of employees using employee assistance programs.**
Makes it unlawful for employer to get identifiable information about participation in employee assistance programs. The programs must keep info confidential. It cannot be used as part of employment decisions. Status: Signed by Governor March 4; Effective date 6/9/22.
Privacy Rights and Protection Bills

**HB 1593** – Expanding the landlord mitigation program to alleviate the financial burden on victims attempting to flee domestic violence, sexual assault, unlawful harassment, or stalking. Tenant info is confidential, gives commerce authority to write rules re: confidentiality.

Status: Passed House & Senate – Sent to Gov for signature March 10

**HB 1723** - Closing the digital equity divide by increasing the accessibility and affordability of telecommunications services, devices, and training. One factor in awarding grants to further digital equity is digital inclusion, which includes training and skills related to privacy and cybersecurity. Status: Passed House & Senate – Sent to Gov for signature March 10
Comprehensive Consumer Data Privacy Bills

HB 1850 - Protecting and enforcing the foundational data privacy rights of Washingtonians. Comprehensive privacy bill; creates new consumer data privacy commission to implement, adopt rules and enforce privacy protections. Status: Did not pass house


SB 5813 - Establishing data privacy protections to strengthen a consumer's ability to access, manage, and protect their personal data. Establishes new protections for minors, sets new requirements for data brokers, creates the right to opt-out of sales and targeted advertising. Status: Public hearing 1/20; No movement since.
Public Records Exemption Bills

**HB 1899** - Concerning confidentiality of certain data shared with the department of financial institutions. DFI request legislation. Modifies public records exemptions for information submitted to DFI. Signed by Governor March 4; Effective date 6/9/22

**HB 1956/SB 5859** - Exempting from public disclosure sensitive records pertaining to current and formerly incarcerated individuals' dignity and safety. Status: Passed House & Senate – Sent to Gov for signature March 10

**HB 1953** - Exempting sensitive voter information on ballot return envelopes, ballot declarations, and signature correction forms from public disclosure.

Status: Passed House & Senate – Sent to Gov for signature March 8
Miscellaneous: Technology & Healthcare

**SB 5544** - Establishing the WA blockchain work group.
Status: Passed House & Senate – Sent to Gov for signature March 11

**HB 1629** - Concerning a comprehensive study of aerial imaging technology uses for state agencies, special purpose districts, and local and tribal governments. Requires Commerce and OCIO to study the use of aerial imaging technology for state and local governments using the current state GIS program.
Status: Passed House & Senate – Sent to Gov for signature March 10

**SB 5532/ HB 1671** - Establishing a prescription drug affordability board. Creates drug affordability board that is granted unlimited access to WA-APCD data.
Status: Passed House & Senate – Sent to Gov for signature March 7
**Vehicle Privacy Bills**

**HB 1984** - Protecting privacy of addresses related to vehicle registration certificates. Directs DOL to stop printing residential addresses on vehicle registration certificates.

Status: Passed House & Senate – Sent to Gov for signature March 7
AI and Facial Rec

SB 5104 (2021) - Concerning a moratorium on facial recognition technology. Bans agencies from using facial recognition technologies until 2026.
Status: Reintroduced 1/10; No movement since.

Reminder: Washington has a law regulating use of facial recognition technology. See Chapter 43.386 RCW

https://ocio.wa.gov/facial-recognition - state agency using or intending to develop, procure, or use a facial recognition service must file with the Technology Services Board (TSB) a notice of intent that specifies the purpose of the technology and then submit an accountability report to TSB.
AI and Facial Rec

Accountability Report for Facial Recognition Service includes details such as:

- Identity of vendor and version of software
- Types of data collected and for what purpose
- How the data will be used
- Data management policies of the agency
- Data security measures applicable to the FRS
- Agency’s training and testing procedures

Law also requires holding at least three community consultation meetings, allowing for public review and comment before finalizing accountability report and publishing report 90-days before FRS can be used. See RCW 43.386.020 for complete list of requirements.

SSB 5116 (2021) - Establishing guidelines for government procurement and use of automated decision systems in order to protect consumers, improve transparency, and create more market predictability. Status: Pulled from Exec Session 2/7; No movement; Proviso:

8  (20) $100,000 of the general fund—state appropriation for fiscal year 2023 is provided solely for the office of the chief information officer, who must:
9
10  (a) Prepare with the cooperation of state agencies and make publicly available on its website, by January 1, 2023, an initial inventory of all automated decision systems that are currently being used by state agencies; and
11
12  (b) Adopt guidance, by June 30, 2022, for state agencies regarding minimum standards that should be used for automated decision systems the agency plans to develop or procure during the 2023 fiscal year.
Automated Decision-Making Systems (ADS) Workgroup Leadership

• OPDP to convene a workgroup and produce a report related to the adoption and use of automated decision-making systems (ADS) in the state

• Information regarding the ADS including the workgroup charter, meeting recordings, slide decks, minutes, and final report are available at:

  • https://watech.wa.gov/privacy/projects-and-initiatives
2022 Privacy Legislation

- State agency impact bills = 6 bills; 2 passed
- Privacy Rights and Protection bills = 9 bills; 2 passed
- Comprehensive Consumer Data Privacy bills = 3 bills; 0 passed
- Public Records bills = 6 bills; 3 passed
- Miscellaneous = 11 bills; 3 passed
- Vehicle Privacy & Autonomous Vehicle Bills = 6 bills; 1 passed
- AI and Facial Rec bills = 2 bills; 0 passed* (*ADS proviso)
- Tally: 43 bills; 11 passed
Strategic Roadmap

Deanna Brocker
Technology Services Board
March 22, 2022
Strategic Roadmap – Better Government Through Technology

- Strategy Map connects agency initiatives with governor’s goals
- WaTech's technology strategy aligns with and enables enterprise and department service strategies and goals
- An updated roadmap will be shared with TSB members
Strategic Linkages

WaTech Strategic Goals
Advancing Washington’s Technology Strategies & Services

Current Initiatives
- Identity Management
- Enterprise Cloud Computing Program
- Project Oversight Improvement
- Enterprise IT Governance
- Resident Experience / AccessWA transformation

Future Initiatives
- Digital Equity / Digital Divide
- Business Process Automation
- Data Management

Strengthen IT Architecture & Security
Transform Service Delivery
Champion Governance & Accountability
Invest in Culture & Workforce
State of Washington Enterprise IT Governance
IT Investment Board - Innovation and Legacy Modernization Fund

Bill Kehoe, WaTech Director and State CIO

March 22, 2022
Present concept and obtain feedback from Technology Management Council (TMC) – complete.

Present concept and obtain feedback from TSB members at the March full board meeting.

Finalize proposal and seek approval from the TMC and TSB.

Develop and submit WaTech request legislation for the 23-25 biennium.
CURRENT INNOVATION AND LEGACY MODERNIZATION STATUS

Innovation

• Majority of innovation is occurring when there is a crisis or urgent customer service need (COVID response).

• Risk averse culture does not incentivize innovation.

• Funding is not available for short, high impact, low-cost innovation projects outside of the biennial budget process.

Modernization

• The majority of IT resources are maintaining existing infrastructure and systems and not on innovation projects / learning new technologies.

• Agencies are at various stages of Portfolio Management / Legacy Modernization planning – overall the state is at a low level of maturity.

• Legacy systems present risks and constraints to agencies in business and service transformation plans impacting customer service, security improvements, data strategy and analytics, and staff development.

• Funding for legacy system remediation is limited to the biennial budget process.
Objective

Provide dedicated funds outside of the state biennial budget process to **accelerate** innovation and legacy system modernization in the State of Washington.
Agency Business Problem / Use Case
Agency Application Portfolio
Agency Legacy Modernization Plan

Funding Request Intake
- Business Case and Pitch Deck
- Innovation Fund

Governance Process / Request Disposition
- IT Investment Board (ITIB) Governance Council
- Approve - proceed with grant funding process
- Deny – project did not meet criteria for approval
- Modify - proposal and resubmit

Agency Project Status Updates
The Technology Investment Board (ITIB), a component of the State of Washington IT Enterprise Governance model will govern and administer the Innovation and Legacy Modernization Fund.

Proposed ITIB Governance Committee Membership

- State CIO / Alternate, Enterprise Architect, State CISO, State Chief Data Officer, WaTech Advisory Council representative(s), Business Management Council Representative, TSB member, State Project Management Office Manager.

- IT Investment Board meetings will be held monthly unless there are no project proposals.

- Requesting agencies will present to the ITIB board for 5-10 minutes allowing for 5 minutes of questions from the board members.

- The Board will notify the requesting agency within 2 weeks of the meeting on the status of their request.

- Approved projects would be accountable to provide status updates to the Board and share successes, lessons learned, and impacts.
IT Project Best Practices and Lessons Learned

Integrated Schedule Management
Stacy Steck

Technology Services Board
March 22, 2022
What is it?

- Integrated Master
  - Includes all workstreams
  - Includes sub-projects
  - Spans agencies / enterprise

- Schedule
  - A Work Breakdown Structure (WBS) defines and organizes the work required to achieve a desired outcome.

- Also called:
  - A project plan.
  - A workplan.
  - A Gantt chart.
  - A project schedule.
Problem Statement

• There is a perception that some state project managers and contractors can’t or don’t take the time to produce a reliable schedule.

• Or know how to integrate multiple sub-projects into a single, master schedule.
  • We don’t know why.
    • But we’re going to find out.
Conducting research

• How might you recommend we approach the problem statement?
  • Who to interview?
  • Organizations or agencies that do this WELL?
  • The right questions to ask?
  • Rocks under which we should look?
  • Software tools?
  • ________________________________
Best Practice

- Experienced project managers perform these steps:
  - Build a Work Breakdown Structure (WBS).
  - Decompose the WBS into concrete activities.
  - Define the sequence of activities (dependencies, predecessors, and successors).
  - Estimate task duration.
  - Estimate task cost.
  - Assign resources.
  - Adjust cost and duration estimates based upon assigned resources.
  - Perform initial resource leveling.
  - Optimize the schedule.
Common problems

- Too much detail
- Not enough detail
- Loud voices dominate
- Don’t see the value
- Can’t find critical path
- Inexperience of PM
- PTSD
- Padding
- Not enough time to plan
- Unrealistic estimates
- Delicate construction
- Rigid construction
How would this manifest to you?

- You live in a constant state of rushing to complete things that weren't anticipated.
- Project has frequent delays of several months at a time.
- Frequent change requests.
- Deadlines or milestones missed without advanced notice/planning for how to mitigate.
- Stakeholders and team members don't know if tasks are on schedule or late until dependent tasks are late or at risk.
- Discord among the team or stakeholders due to conflicting priorities.
- Team morale is low and/or team is working significantly more than planned (overtime requests).
- Project has shifting priorities and/or frequently changing risks/issues.
- Actual costs are significantly more or less than planned.

- Decrease in quality of work products due to time constraints.
- Sponsor and ESC meetings lack key information; not enough detail to assess how the project is going or measured against the schedule.
- Vendor is often not ready to receive information when provided or vendor is waiting on information to continue.
- Project manager not able to describe what work is happening currently and who's working on it or upcoming work.
- PM can't describe the impact of current work slipping.
- No critical path defined, or work not identified as critical is impacting the schedule.
- Lack of clarity around the value of actual spend on the project. PM is unable to accurately answer if there is enough budget left to finish the project.
- Project is not measuring up to KPIs.
- QA reports a finding or recommendation for better scheduling.
Why do it?

My sponsor told me I didn’t have to do one.

We refuse to do resource leveling; it’s ridiculous!

We’re agile around here – impossible to give you the kind of plan you want.

The vendor will do the schedule. We trust them.

It’s just a small project. I’ll just manage it with this task list in Excel.
Your turn: Why do it?
Possible solutions
How do we solve this problem?

Short Term
• Your ideas here

Long Term
• Your ideas here
If you’re thinking… “what about agile?”

- Agile is NOT an excuse not to plan.
- Agile means MORE planning.
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<tr>
<th>Link</th>
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<tr>
<td>Link to Best Practice: Project Estimation Techniques (Q32021)</td>
<td>Link to Best Practice: Integrated Project Plans (Jan 1, 2022)</td>
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Public Comment