

Technology Services Board Quarterly Meeting

September 8, 2020

9:00 a.m.

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Jim Weaver	Introductions	9:00
Approve Minutes from June 9 Meeting	Jim Weaver	Approval	9:04
Project Introduction – Washington State Patrol Centralized Firearms Background Checks <ul style="list-style-type: none"> • Tom Wallace, Chief Information Officer • Kateri Candee, Project Manager 	Sue Langen Nicole Simpkinson	Early Introduction to Project	9:05
Project Status – WSDOT Tolling Back Office System Replacement Project (BOS) <ul style="list-style-type: none"> • Edward Berry, PE, WSDOT Toll Division Director • Jennifer Charlebois, Project Manager • Dana McLean, QA, Public Consulting Group • Heather Coughlin-Washburn, IV&V QA Public Consulting Group 	Sue Langen Nicole Simpkinson	Project Status	9:35
Cybersecurity Operational Model and Scope for Cybersecurity Synergies <ul style="list-style-type: none"> • Vinod Brahmapuram, State Chief Information Security Officer 	Jim Weaver	Information	10:05
Office of Privacy and Data Protection Initiatives and Vision <ul style="list-style-type: none"> • Katy Ruckle, State Chief Privacy Officer 	Sue Langen	Information	10:35
Public Comment			11:05

Current TSB Members

Industry Members

Butch Leonardson – Retired CIO

Paul Moulton – Costco

Legislative Members

Rep. Matt Boehnke – House R

Rep. Zack Hudgins - House D

Sen. Patty Kuderer – Senate D

Sen. Ann Rivers – Senate R

Executive Branch (Agency Directors)

Jim Weaver – State CIO & Chair

David Danner – UTC

Tracy Guerin – DRS

Vikki Smith – DOR

Other Government

Viggo Forde – Snohomish County

Members present

Members absent

Welcome/Introductions

Approve 6/09/2020 Minutes

Centralized Firearms Background Check Project

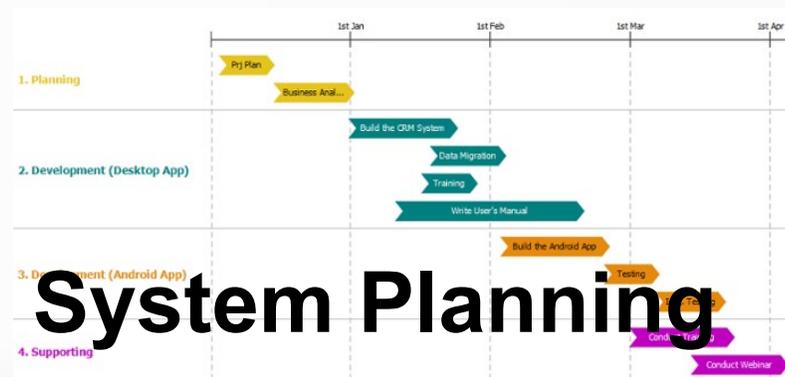


Centralized Firearm Background Check Update

Washington State Patrol

September 8, 2020

Background



Content of the Implementation Plan (IP)

- 1 - Implementation Plan Purpose
- 2 - IP Management Overview
- 3 - IP Staffing/Training
- 4 - Interagency Coordination
- 5 – System Technology/Support
- 6 - Facilities/Equipment
- 7 - Documentation, Regulations, Risks
- 8 - Performance Management
- 9 - Budget

High Level Project Schedule – Implementation Plan Deliverables

Deliverable	May	June	Jul	Aug	Sep	Oct	Nov	De
1 - Project Initiation	C							
2 - Project Management								
3 - IP Purpose		C						
4 - IP Mgmt. Overview								
5 - IP Staffing/Training					C			
6 - Interagency Coordination				C				
7 - Technology/Support						C		
8 - Facilities/Equipment					C			
9 - Docs, Regs, Risks						R		
10 - Performance Mgmt.								
11 - Budget						R		
12 - Final IP & Close								

On Track

Issues - Possible Delay

Blocked - Risk to Project

C = Complete
R = WSP Review

Collaboration Tasks

- Collaboration with other agencies and their needs
 - AOC, DOL, HCA, WaTech and Law Enforcement Information Exchange (LInX) NW
- Reaching out to the Federal Firearms License (FFL) community to seek input and feedback
- Governors office is working on establishing the Oversight Board

Upcoming Tasks

- Regulation
 - RCW updates
- Budget
 - WSP and participating agencies
- Performance Management

Questions/Discussion



Washington State Department of Transportation

Tolling Back Office System Replacement

Technology Services Board Meeting
September 8, 2020

Agenda

1. Project overview
2. Implementation status
3. Issue statement and WSDOT Management strategy
4. Quality Assurance Update
5. Independent Verification and Validation Update
6. Questions and Discussion

Project Overview

- The external Back Office System (BOS) is a core element of WSDOT's Toll program. The BOS manages the customer relationship and financial management aspects of WSDOT's Tolling program and its *Good To Go!* Toll payment program.
- Two phases of Implementation:
 - Phase 1 - consists of all current and new core functionality modernized and enhanced.
 - Phase 2 - consists of all select automation upgrades and elected option modules such as trip building, collections functionality, and data warehouse.

Implementation Status

Go Live Update:

- **Today we have relative confidence in a Go-Live date between early November and late December. Significant risks that could affect this date range include the number and severity of the system defects uncovered during final testing and the time required to remedy and re-test these issues. We are managing this risk by using the system tools to closely monitor testing trends and the velocity of ETAN's defect remediation.**
 - WSDOT's team is working hard to balance system quality and the timeline for implementation. While delays are not desirable, implementing the system before we can confirm it is fully ready for operations would risk mistakes that could impact our over 1 million *Good To Go!* account holders or that would impact revenue collection.
- **ETAN Go-Live Readiness Oct 5 (was Sept 21)**
 - Current Operations Test has been halted three times by WSDOT resulting in day for day delay
- **AECOM Go Live Readiness Nov 9 (was Oct 26)**
 - Delays in ETAN testing have resulted in delays to notification to AECOM to begin staffing and training of Customer Service Representatives (CSR's)

Implementation Status

Remaining System Critical Path Activities:

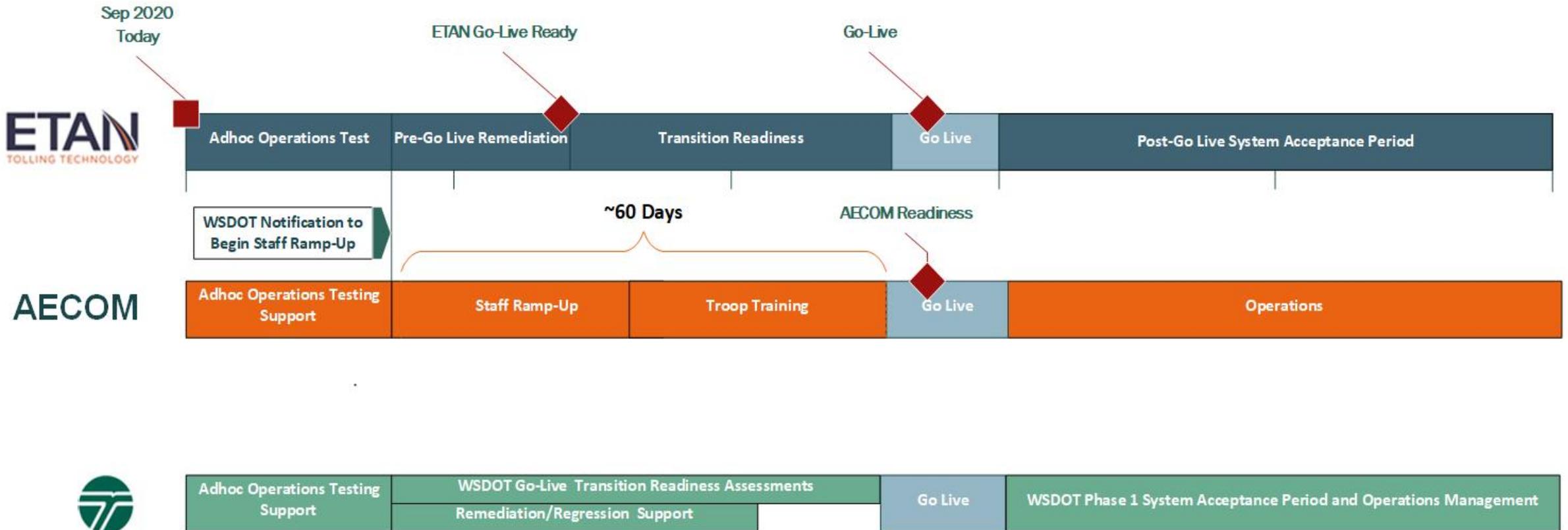
- Completion of the Operations Testing – Ad Hoc Testing is progressing but has had halted three times to allow ETAN to remedy critical defects or enable functionality needed for testing.
- Defect Remediation Period
- 1 Week Transition to shutdown existing system and bring up the new system (Friday to 2nd Monday)
- SDDD is in its final review now and is planned to be completed prior to Go-Live.

Remaining Operations/Customer Service Center (CSC) Critical Path Activities:

- Notification by WSDOT to AECOM to begin hiring of Customer Service Representative's (CSR's). This notification will follow the ETAN Operations testing, to avoid the risk of hiring Customer Service staff only to have further system delays.
- Staff Ramp Up and Troop Training (Local, Remote and legacy CSR's) –
 - The Current staff includes more than 20 managers, supervisors, trainers and leads. The staff ramp up will provide an additional ~150 CSR's to support the Renton CSC, WIC and overflow facility of 30 CSR's in Ocala, FL (AnsaFone).
 - COVID protocols are in place at all locations. Currently the Renton Call Center will run at half capacity to maintain social distancing requirements.

Implementation Status

BOS & Operations Implementation Timeline



Issue Discussion and Management Strategy

Issue Statement and Management Strategy

ETAN has continued to struggle with maintaining appropriate resources, accurate estimation of schedule activity durations, and overall schedule adherence

- Even with increased resources ETAN remains limited in its ability to increase project velocity. ETAN Business Analyst retired, replacement being covered by product development lead.
- ETAN continues to struggle with accurately predicting critical activity durations
- The continued project delays increase WSDOT's costs to maintain business continuity and impact other dependent projects.

WSDOT continues to employ the following strategies:

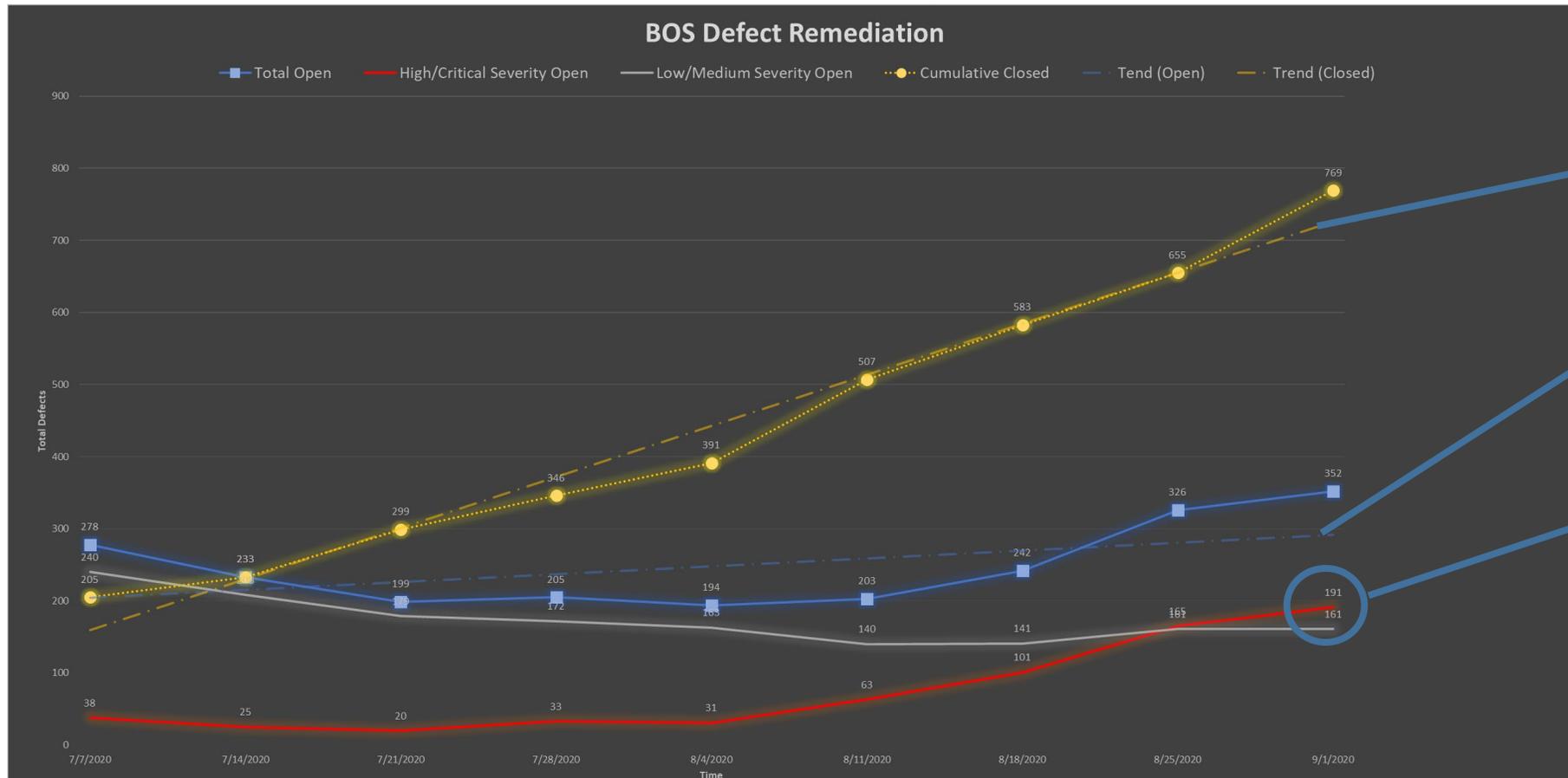
- Maintained weekly Executive-level Oversight
- Maintained increased Transparency through WSDOT Schedule Maintenance & Defect Management
- Increased Resourcing maintained by ETAN
- Maintained National Industry Perspective through our Expert Review Panel
- Maintained increased level of coordination with OCIO
- Maintained independent Quality Assurance and independent Validation & Verification
- Continued discussions on additional contractual liquidated damages to further encourage schedule adherence

While not yielding schedule adherence the management strategy has produced reliable communication and transparency at all levels of the project.

Management Strategy and Issue Resolution Plan

- Defect Management:

- Open Defects in the System = 328 from 194 on Aug 9
- Closure Rate increased to 64/week vs. Average Defects added is 79/week



Closure rate remains constant but is not outpacing rising observations

Open Defects in System have remained static (aka not gaining ground)

More H/C Defects Open in System than Medium/Low

Management Strategy and Issue Resolution Plan

- **Defect Resolution and Velocity**

- Upon completion of the Ad-Hoc Operations Testing, ETAN will begin its burndown of defects over 2 weeks. WSDOT will not enter into the transition with any Critical or High defects, so velocity will be monitored closely.
- WSDOT will own the schedule from ETAN readiness to AECOM readiness. Additional testing could be done during this time.

- **Determining Transition Readiness**

- Transition readiness assessments will begin 35 days from Go Live. The readiness assessments will be established at the project lead level and reported to the executive level for Go/No Go decisions at key points leading up to, during, and after the transition.

Meeting Number	Offset Date T = Shutdown	Meeting Topic
1	T-35	Operation Test Status
2	T-23	Transition Preparedness Progress Update
3	T-15	Transition Preparedness Progress Update
4	T-7	Transition Preparedness Progress Update
5	T-1	Final Progress Update Prior to Shutdown
-	T-0	Anticipated System Shutdown for Transition
6	T+2	Shut Down Progress Update
7	T+5	Data Integrity
8	T+7	Shut Down Progress Update
9	T+8	Shut Down Progress Update

External Quality Assurance Update

QA - Tolling BOS Replacement Project Status



WA - Office of the
Chief Information Officer

Top Five (5) QA Risks

Project Status:

HIGH

PCG continues to track significant findings in the areas of Schedule Management, Cost Management and Quality Management.

Finding	Total	Low	Med	High
Issues	5	NA	1	4
Risks	8	4	2	2
Concerns	2	NA	NA	NA

Since the last presentation to the TSB, PCG QA has continued to provide updated monthly QA reports and risk logs. Ad-hoc testing remains unfinished and was paused two (2) times now. Schedule delays have continued to be realized.

*This information is a point in time accurate on 9/3/2020. The nature of the risks/issues listed here are highly dependent upon progress which may be achieved in the days prior to the presentation, resulting in potential resolution of the risks/issues.

Date	Description	Status	Agency Response
5/15/20	As a result of ETAN's lack of adherence to schedule management, schedule delays may occur, resulting in the potential to affect the critical path and the ability to maintain the project go-live date.	High Issue	WSDOT continues to utilize all identified management strategies to ensure we understand progress against the scheduled critical path activities on a daily basis, and escalate any concerns as soon as we are aware of them.
5/15/20	As a result of the delay for the project go-live, there is a risk that further impact to the project cost exists.	High Issue	WSDOT continues to execute all identified management strategies, including all possible enforcement of liquidated damages. We have completed an update to the project's technology budget, which had been approved by OCIO and OFM.
5/15/20	ETAN has been focused on meeting the go-live date rather than readiness and quality management, which may result in decreased quality of final product.	High Issue	WSDOT continues to closely monitor ETAN work and processes for quality concerns and raising any concerns directly with ETAN executives. WSDOT has increased our quality testing as part of ad hoc testing, including increased regression testing after new releases to the system.
5/15/20	As a result of insufficient ETAN staffing levels, it is unclear if ETAN can continue to maintain required velocity to achieve the project go-live date.	Med Issue	WSDOT continues to share these concerns. WSDOT continues to execute all identified management strategies, including close schedule maintenance and identification and escalation of any risks to critical path activities or concerns about insufficient staffing.
9/1/20	The lack of a fully accepted SDDD makes it unclear if ETAN is delivering a product that meets WSDOT's expectations of Project Scope.	High Risk	WSDOT has reviewed the SDDD in its entirety and returned comments to ETAN. ETAN has delivered a schedule for delivery of the final revised volumes of the SDDD; all volumes are expected by the end of September.

Independent Verification and Validation Update

IV&V - Tolling BOS Replacement Project Status

Top IV&V findings

Project status:

HIGH

PCG is tracking significant findings in the areas of Implementation, Testing and Installation, and

Finding	Total	Low	Med	High
Issues	4	1	1	3
Risks	8	2	3	3
Concern	0	NA	NA	NA

This information is a point in time accurate on 9/4/2020. The nature of the risks/issues listed here are highly dependent upon progress which may be achieved in the days prior to the presentation, resulting in potential resolution of the risks/issues.

Date	Original Risk Description	Status	Project Response
8/15/2020	The inability of the vendor to provide/maintain functionality during the ad hoc testing phase (accounting, jobs processing, and performance) risks the quality of testing and presents potential down stream impacts.	High	WSDOT agrees with this assessment. Each time we have observed functionality or quality issues that impact the viability of our testing, we have stopped the test until the issues can be remedied. We have escalated these concerns to the highest level within ETAN.
5/15/2020	Modification of the code base during testing may result in the unintended introduction of new defects in previously tested functionality.	High	WSDOT is actively working with ETAN to improve their release strategy and approach prior to re-starting Ad-Hoc testing.
6/02/2020	The regression practice, including manual QA practices applied to releases are insufficient to identify defects introduced in the environment. This may be indicative of process or practice shortfalls on the part of the vendor and results in the necessity to retest.	High	WSDOT has escalated this concern to the highest level with ETAN. We have re-affirmed our expectations for an improved approach to QA processes and regression testing. In addition, we are increasing our efforts to independently test for any quality or regression issues.
6/02/2020	Failure to adhere to a well-defined release process increases the likelihood of introducing undesired code into the environment, resulting in a potential loss of integrity in the code base.	High	WSDOT is actively working with ETAN to improve their release strategy and approach prior to re-starting Ad-Hoc testing.
2/15/2020	ETAN defect resolution and retest velocity may not support the ability of ETAN to resolve significant (HIGH/CRITICAL) defects found in later rounds of Ops Testing prior to anticipated Go-Live.	High	WSDOT continues to closely monitor trends and progress against defect remediation and will continue to use the tools we have developed to ensure transparency and escalate any concerns through system Go-Live.

Tolling Back Office System Replacement

- Questions?

Office of Cybersecurity

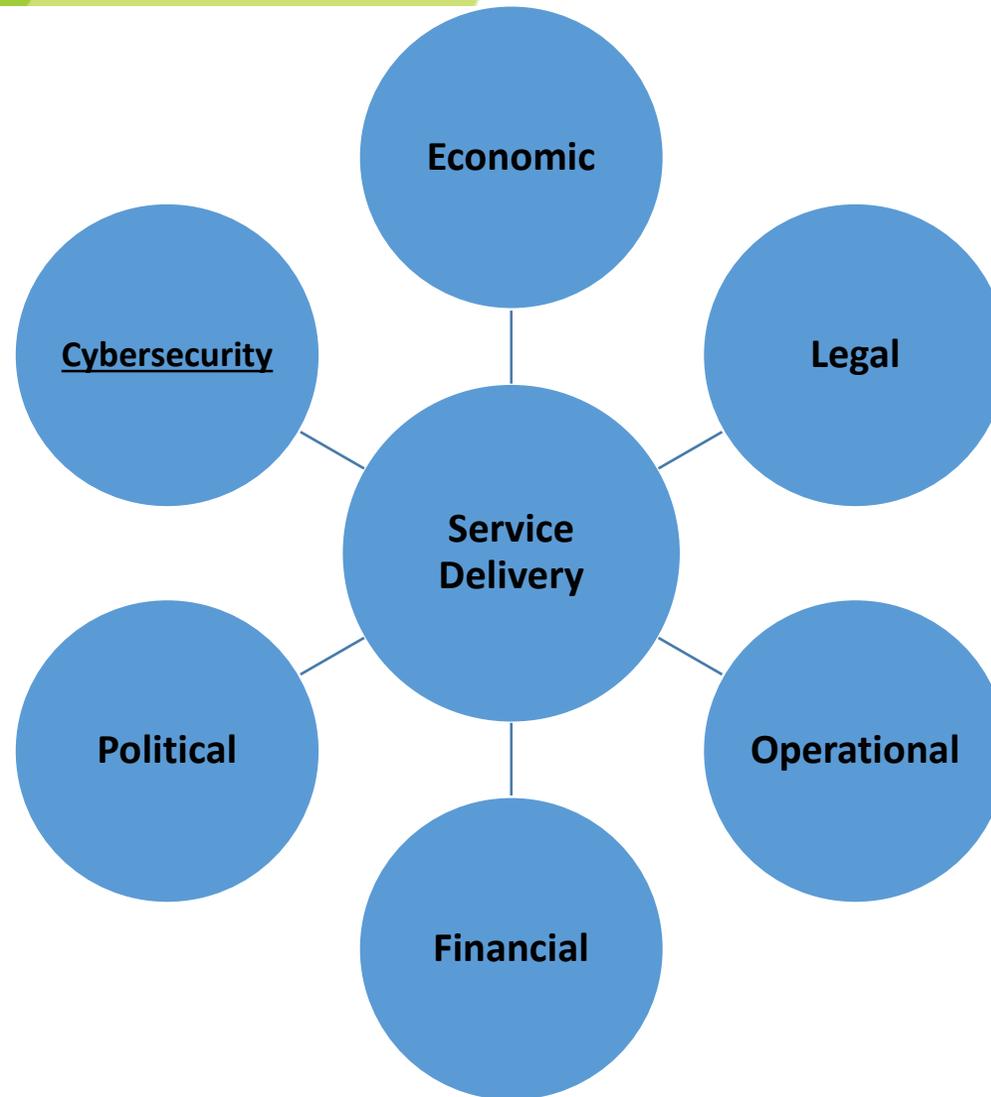
Technology Services Board

September 8, 2020

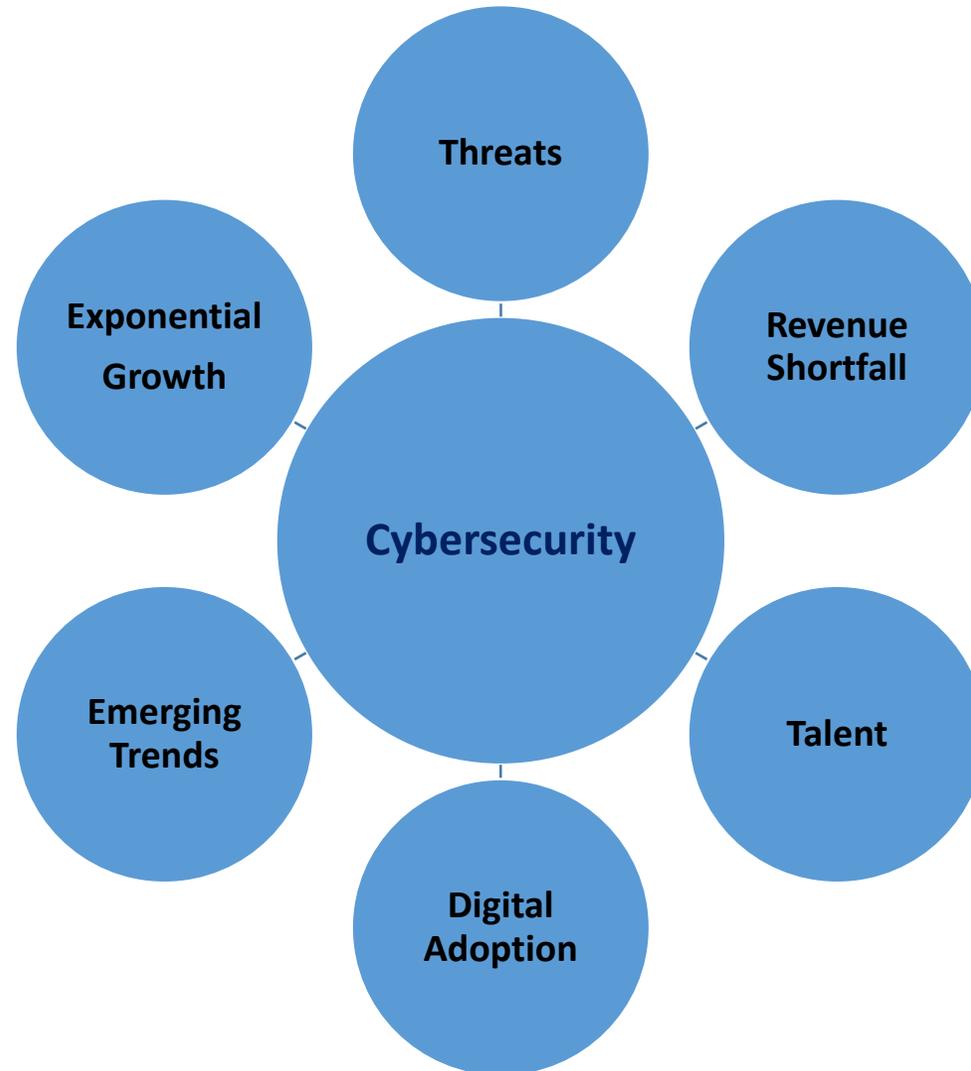
Vinod Brahmapuram

State Chief Information Security Officer

Risks to State Government



Impacts to Cybersecurity



- 86% of the breaches were financially motivated. Advanced threats represent only 4% of the breaches.
- Credential theft, social attacks and errors continue to cause the majority of breaches (67% or more).
- Ransomware is everywhere.
- Attacks on web applications were part of 43% of breaches, more than double the results from last year.
- Personal data involved in 58% of breaches.

Recommended Best Practices

- Continuous Vulnerability Management.
- **Secure Configuration.**
- Email and Web Browser Protection.
- Limitation and Control of Network Ports, Protocols and Services.
- **Boundary Protection.**
- Data Protection.
- Account Monitoring.
- **Security Awareness and Training Program.**

We need to weave
cybersecurity into the fabric of
Washington Government.

1. Ensure the confidentiality, integrity, and availability of the information transacted, stored, or processed in the state's information technology systems and infrastructure
2. Protect all state information technology assets by a centralized cybersecurity protocol
3. Detect, respond to, and report all levels of security incidents consistent with information security standards and policies. Ensure the continuity of commerce for information resources that support the operations and assets of state agencies in the event of a security incident
4. Advance the security program in the State of WA
5. Position Washington as a national leader in cybersecurity

1. Develop a statewide risk assessment program
 - a) adopt an industry standard security control framework for the State of WA
 - b) adopt a security control framework for cloud service providers
 - c) adopt a risk assessment framework
 - d) develop key risk indicators and security metrics that influence business decision making
2. Develop audit management program
 - a) Standardize audit data request evaluation
 - b) Track issues using standard procedures to formally close audits

1. Develop the security strategy

- a) Formalize core security process catalog that defines the desired-state process environment
- b) Create agency engagement plan
- c) Develop organizational transformation plan

2. Develop a security architecture

- a) Formalize security reference architecture
- b) Determine and document control requirements
- c) Cascade requirements into security controls

3. Enhance SOC services, conduct SOC assessment and develop SOC service catalog
 - a) reduce MTTD and MTTR
 - b) Implement behavior based network monitoring for threat detection
 - c) Implement continuous monitoring with feeds
4. Develop operational security metrics and balanced scorecard for performance management

1. Develop vulnerability management program

- a) Develop risk-based vulnerability management program that involves discovery, prioritization and then treatment
- b) Implement capability to prioritize vulnerability remediation based on CVE severity, context (BAS, SOAR, Threat Intelligence) and asset use
- c) Implement technology standards and system hardening requirements

2. Mature incident management program

- a) Develop incident response process
- b) Create communication and escalation paths based on incident type
- c) Create security incident response procedure toolkit for agencies

3. Develop threat intelligence program

- a) Integrate threat intelligence with assessment and monitoring
- b) Discover threat patterns through proactive threat hunting
- c) Integrate threat intelligence with endpoint and network blocking

1. Develop people and workforce strategy
 - a) Develop awareness campaigns fully tailored to for every employee segment
 - b) Develop competencies our workforce needs to support the digital ecosystem
 - c) Boost resilience and digital dexterity with Cyber ranges
 - d) Implement security champions program
 - e) Build talent highway

Initiatives to accomplish – Goal #5

1. None identified in operation plan for this biennium

We need to link the state's cybersecurity programs into decision-making processes that enable the state's elected leaders to understand and minimize the cybersecurity risks that our state faces.

- Redesigned the Office of Cybersecurity to address the next order of problems.
- Crafted the State of Washington Cybersecurity Operational Plan to build and enhance the foundational cybersecurity programs.
- Socializing the conversation for Security 2.0 in the State of Washington.

Questions?

Office of Privacy & Data Protection

Technology Services Board

September 8, 2020

Katy Ruckle, State Chief Privacy Officer

Duties of Office of Privacy and Data Protection

- RCW 43.105.369
- Serve as a central point-of-contact for state agencies on policy matters involving data privacy and data protection.
- Serve as a resource to local governments and the public on data privacy and protection concerns.
- Conduct an annual privacy review of state agencies.
- Conduct an annual privacy training for state agencies and employees.
- Articulate privacy principles and best practices.
- Coordinate data protection in cooperation with state agencies.
- Review of major state agency projects involving PII.

Duties of Office of Privacy and Data Protection

- Promote best practices for the collection and storage of PII.
- Educating consumers about the use of PII on mobile and digital networks.
- Submit to the legislature a report every four years measuring:
 - Number of state agencies and employees who participated in the annual privacy training;
 - Coordination with experts in the fields of data privacy, data protection, and access equity;
 - Implementation of data protection measures by state agencies; and
 - A report on consumer education efforts.

Next steps

- Developing a decision package for 21-23 to fund FTEs for the Office of Privacy and Data Protection which includes support for the areas required by statute:
 - State agencies
 - Local Governments
 - Consumers
 - Open data

- Articulate privacy principles for state agencies – draft out for comment to state agencies. Anticipate finalizing this fall.
- Privacy Assessment Survey
- Implement privacy training.
 - April 2020 – Data breach law
 - May 2020 – Facial Recognition
 - June 2020 – Contact Tracing
 - August 2020 – De-identifying information

Thank you

Questions?

Public Comment