

Technology Services Board Meeting Minutes

June 24, 2024

9:30 – 11:30 a.m.

Member Attendees: Bill Kehoe, Rep. Travis Couture, Dave Danner, Kelly Dyer, James Feore, Cami Feek, Viggo Forde, Tracy Guerin, Sen. Joe Nguyen, Rep. Chipalo Street

Hybrid – 1500 Jefferson St SE, Olympia, WA; 2nd Floor Conf. Rm 2208 and Virtual via Zoom

[Link to 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 and reviewed the agenda.

Bill also introduced two new private sector members of the Board:

1. Kelly Dyer from LexisNexis shared her experience, highlighting over 15 years in government technology, with a decade at LexisNexis, focusing on helping agencies leverage technology to serve constituents better.
2. James Feore, a former Army engineer officer, detailed his journey from the military to technology. He was active in the Vets in Tech nonprofit movement, worked on Microsoft Teams, and developed AI applications. Now, he is the chief technology officer of a startup in the AI space. Both members were welcomed for their valuable experience and contributions.

Bill then reviewed the 11/28/23 and 3/12/24 meeting minutes. There was a motion, a second and all in favor to approve both meeting minutes as written.

Workers' Compensation System Modernization (WCSM) Program – Jeff Pearson

Bill kicked this off by reminding members that large enterprise or agency projects seek valuable guidance from the Board. These large modernization projects are complex, and the TSB's collaborative efforts focus on rallying support to help them achieve their goals.

Jeff Pearson, the oversight consultant for the WCSM Project, provided his assessment on the complex modernization effort at the Dept. of Labor & Industries to transition from legacy systems to a cloud-based implementation. The project is adopting an incremental, wave-based strategy and is currently in the pre-procurement phase, focusing on securing a vendor for the initial three waves. Washington Technology Solutions (WaTech) has been actively involved, issuing advisory memos addressing project risks, such as

the need for a dedicated project team, project schedule development, and alignment of business, IT and the Executive Steering Committee with the modernization strategy, and is encouraged by the commitment to the wave-based approach and leadership's dedication to advancing the project.

Liz Smith, the WCSM Executive Sponsor, introduced key team members and vendor partners for the project. The project aims to automate processes and improve efficiency through an incremental, wave-based approach, starting with foundational components and moving towards full claims modernization. Key risks include resource allocation, where balancing core work and project work is critical; budget variance, necessitating careful prioritization of funds; and schedule management, with a need for clear timelines to stay on track. Ensuring alignment among business, IT, executive steering, and oversight partners through transparent communication is essential. Liz asked members for advice on the iterative approach, asking for lessons learned from similar experiences.

TSB member, Cami Feek, shared insights from the Employment Security Department's Paid Family Medical Leave program, highlighting its success through a full-scale agile approach with continuous updates and dedicated release cycles. She advised the WCSM team to consider a dedicated, large core team for transformation work, stressing the importance of not just automating old processes but leading process transformation. She also suggested rethinking the balance of agency versus budgeted resources, noting the high in-kind resources and the need for possibly more dedicated staffing for sustained success. She also offered to have a follow up conversation to discuss further.

Liz appreciated the feedback and ongoing partnership with WaTech and will attend a future meeting to report on progress.

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

Nick Stowe, State Chief Technology Officer and Chair of the IT Investment Board (ITIB), shared updates on the Innovation and Modernization Program for fiscal year (FY) 2024. He highlighted the success of 11 funded projects focused on modernizing systems. The program funded these projects with just under \$1.5 million. Some lessons learned included the importance of agency engagement, agile principles, vendor management, and program oversight. The ITIB also appointed a Co-Chair, Annette Roth from the Washington Arts Commission. Nick thanked the TSB members for their support and input, which have been crucial to the program's success, and noted that a detailed report on the program's outcomes and enhancements is forthcoming.

Nick quickly reviewed the process for how projects were screened, pitched, and scored for the new FY 2025, which begins July 1. He highlighted that the board initially reviewed 21 projects and narrowed down to 10 recommended projects for funding. Due to high demand, the funding was doubled to \$3 million for FY 25.

Annette reviewed key project details for the first seven projects, then turned it over to Nick to review the last three projects. The list of projects recommended for funding include:

#	Agency Abbr.	Project Name	Amount Recommended by IT Investment Board
1	CRAB	County Road Administration Board PAVER	\$ 50,400
2	WSP	ServiceNow Human Resource Service Delivery	\$ 400,000
3	DSHS	Artificial Intelligence (AI) Smart Homes	\$ 155,000
4	WTB	State Workforce Integrated Data Sharing	\$ 142,700
5	DSHS	BHA Data Analytics Proposal	\$ 187,584
6	WDVA	Financial Process Automation	\$ 540,000
7	WSDA	Electronic Signatures	\$ 325,000
8	WDFW	LiFT Modernization	\$ 188,451
9	WSDOT	MS Project Online Implementation	\$ 263,835
10	ECY	Laboratory Information Management System	\$ 215,000
Total			\$ 2,467,970

TSB members then raised questions about various projects:

1. Washington State Patrol's (WSP) ServiceNow project, the query focused on the interface with One Washington. Nick clarified that conditions in the interagency agreement would ensure coordination with One Washington.
2. The Dept. of Social & Health Services (DSHS) AI Smart Homes project, members inquired about data privacy concerns. Nick explained that a privacy threshold analysis and privacy impact analysis would be required for each technology component, with documentation of privacy challenges and solutions.
3. Workforce Training Board's (WTB) Workforce Integrated Data Analytics project, members expressed concerns about high ongoing costs and the need for clear funding and infrastructure plans. Nick assured members the project would not receive sustained funding from the program and would require alignment with the enterprise data platform. Additionally, the DSHS Behavioral Health Administration Data Lake Analytics project was discussed for potential overlap with other analytics initiatives. Nick confirmed the need for alignment with the agency's broader data strategy and enterprise standards.
4. Members emphasized the importance of leadership support for the Department of Transportation's MS Project Online project and Nick confirmed detailed stakeholder involvement. Nick clarified The Department of Veterans Affairs' financial process automation project is scoped beyond the existing travel expense management system (TEMS). The discussion concluded with a unanimous vote to approve the funding for the 10 innovation and modernization projects as a package.

Policies & Standards Approvals – Bill Kehoe

Bill explained the process for developing and updating enterprise IT policies, which involves governance bodies including the Technology Management Council (CIOs), Business Management Council (business leaders), and subcommittees for enterprise architecture, data governance, and security. Policies are then vetted by either the TSB Portfolio & Policy or Security subcommittees before coming to the full Board for approval. Bill highlighted key points of each policy and standard.

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:

- Access Control Policy
- Agency Mobile Device Usage Policy
 - Mobile Device Security Standard
 - Non-Agency Issued Device Security Standard
- Application Security Standard

- Encryption Standard
- Network Security Standard
- Privacy and Data Protection Policy
- Security Logging Standard
- Internet Protocol Version 6 (IPv6) Policy, Standard and Guideline
- Technology Portfolio Foundation – Application Standard

Subcommittee Charter Approvals

Deanna Bocker, Chair of the TSB Portfolio & Policy Subcommittee, provided an overview of the subcommittee charter, noting its purpose as an advisory role to the full Board and its membership, which is identical to the full Board. The subcommittee offers consultation, guidance, and recommendations on IT policies, standards, and project oversight. Its main goal is to serve as a forum for projects to leverage Board members' expertise in IT, enterprise architecture, policy development, and large project management. With no further discussion, there was a motion, a second and all in favor for the Board to approve this charter.

Ralph Johnson, Chair of the TSB Security Subcommittee, provided an overview of the subcommittee charter. This subcommittee, which was formalized in legislation in 2023, includes membership that expands beyond the TSB to include industry partners, community partners, and municipalities, totaling 19 members. The committee's primary functions include approving security policies, advising the Office of Cybersecurity on cybersecurity education, awareness, and community outreach. Additionally, the subcommittee will meet annually with the Washington Military Department's Cybersecurity Advisory Committee to discuss cybersecurity infrastructure and collaborate on an annual report. With no further discussion, there was a motion, a second and all in favor for the Board to approve this charter.

Enterprise IT Strategic Plan Update – Deanna Bocker

Deanna provided an overview of the enterprise IT strategic plan, emphasizing it as the state's IT strategic plan, not just WaTech's plan. Unveiled last September, the plan has four main goals: connected government, data improvement, innovation, and workforce transformation. Each goal has a multidisciplinary team of 5-10 members from various agencies, led by respective governance groups, to ensure broad participation and representation.

The goal teams are at different stages of progress. Goal 4 (workforce) has completed its objectives, initiatives, and measures. Goal 1 (connected government) and Goal 2 (data) are close to finalizing their measures, while Goal 3 (innovation) is still developing its objectives. The emphasis is on transitioning from milestone-based measures to continuous data-driven progress tracking.

Deanna highlighted challenges in resourcing due to prioritization conflicts with individual agency strategies but noted that collaboration and leveraging existing initiatives have been helpful. A dashboard for tracking progress is under development, and will be a mix of static and dynamic data points, updated monthly. The biggest challenge is aligning current initiatives with strategic goals and measuring progress over time.

Bill reminded members that their input on the strategic direction is valuable and appropriate for TSB's focus on policy, strategy, and projects.

Public Comment

Audience members from St. Martin's University emphasized the importance of leveraging community partners for state projects and encouraged agency leaders to tap into local talent pipelines. Vendor audience

members expressed their appreciation for the partnership and the opportunity to engage with state initiatives, highlighting the value of innovation and collaboration in Washington.