

# Technology Services Board

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Quarterly Full Board Meeting  
June 8, 2023  
9:00 am – 11:00 am

# Current TSB Members

## Industry Members

Butch Leonardson – Retired CIO  
Paul Moulton – Retired CIO  
Tanya Kumar – Oracle

## Legislative Members

Sen. Matt Boehnke – Senate R  
Rep. David Hackney – House D  
Sen. Joe Nguyen – Senate D

## Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair  
David Danner – UTC  
Cami Feek - ESD  
Tracy Guerin – DRS

## Other Government

Viggo Forde – Snohomish County

### Vacancies:

House Representative  
Labor Union Representative

Members present

Members absent

## Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome, Agenda Review	Bill Kehoe	Introductory remarks	9:00
Review and Approve March 14 Meeting Minutes	Bill Kehoe	<b>Approval</b> of minutes	9:05
Program Status: One Washington	Eli Hayes Cristie Fredrickson	Program status, Board feedback	9:10
Policy & Standard Approvals: <ul style="list-style-type: none"> <li>• Firewall Standard</li> <li>• Media Sanitization and Disposal Standard</li> <li>• Data Backup and Recovery Standard</li> <li>• Asset Management Policy</li> <li>• Standard 112.10 - Technology Portfolio Foundation - Applications</li> <li>• 141.10, Section 1.2.1 restore</li> </ul>	Bill Kehoe	<b>Approval</b> required	9:40
Enterprise IT Strategic Plan Update	Bill Kehoe	Plan update and Board feedback	10:00
TSB to delegate authority to approve IT Investment Board (ITIB) project proposals	Derek Puckett	<b>Approval</b> required	10:15
Statewide Electronic Health Records Program	Amy Pearson Richelle Glascock	Program status and Board feedback	10:30
Legislative Session Wrap Up	Derek Puckett	Session updates	10:45
Public Comment			10:55

# Review March 14 Minutes

# Program Status: One Washington Office of Financial Management



**One Washington**  
A Business Transformation Program

# Welcome and Program Updates

## WaTech

- Amy Pearson, Chief of Staff
- Eli Hayes, Oversight Consultant

## One Washington

- Cristie Fredrickson, Executive Sponsor
- Christy Campbell, Executive Program Director
- Mary Fliss, Deputy Program Director

## Today's View of Agency Financial and Accounting System (AFRS)

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=== AFRS ===== EXPANDED GENERAL ACCOUNTING TRANSACTION INPUT == C105P20E ===
TR: _____
FUNCTION: R (F=FRESH SCREEN, R=RETAIN DATA, V=VERIFY, X=RESET VENDOR)
SEQUENCE: _____ HEADER: 230207 JV 999 0 A 230207 BIEN: 23 FM: 20
DOC DATE: 020723 CURR DOC: _____ REF DOC: _____ DUE: 020723
VENDOR #: _____ SFX: _____ EXCPT CODE: _____ VENDOR TYPE: _____ PT: _____
VEND NAME: _____ TIN: _____
ADDR1: _____ TAX TYPE: _____
ADDR2: _____ USE TAX: _____
ADDR3: _____ UBI: _____
CITY/ST/ZIP: _____ US/FOR ADDR: _____ UI: _____
ACCOUNT #: _____ VEND MSG: _____
AGREEMENT ID: _____ ORDER ID: _____ CFDA: _____
TRANS CODE: _____ MOD: _____ REV: _____ POSTING FM: 20 AGENCY: _____
MSTR INDEX: _____ FUND: _____ APPN INDEX: _____ PROG INDEX: _____
SUB OBJECT: _____ SUB-SUB-OBJ: _____ IRS BOX: _____ OMWBE TYPE: _____
ORG INDEX: _____ ALLOC CODE: _____ BUDGET UNIT: _____ MOS (YYMM): _____
PROJECT: _____ SUB-PROJECT: _____ PROJ PHASE: _____ AGENCY FLAG: _____
WORKCLASS: _____ COUNTY: _____ CITY/TOWN: _____ COST OBJ: _____
MAJ GROUP: _____ MAJ SOURCE: _____ SUB-SOURCE: _____ CAFT: _____
GL ACCT: _____ SUBSID DR: _____ SUBSID CR: _____ RRW: _____
AMT: _____ INV DATE: _____ INV #: _____
F2=REL, F3=BATCH SUMM, F4=VEND SEL, F5=IAP VEND SEL, F6=BALNC, F8=ENC AUTO
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# 2023 Legislative Session

2023-25 Biennium			
Cost Categories	FY 2024	Estimated FY 2025*	23-25 Total
State Employee Staffing Costs	18,976,000	27,127,000	46,103,000
Non-State Employee Staffing Costs	1,062,000	860,000	1,922,000
Contracted Professional Services	35,127,000	34,977,000	70,104,000
Software Licenses and Subscriptions	9,555,000	10,298,000	19,853,000
Hardware and Equipment	25,000	25,000	50,000
Other	41,000,000	-	41,000,000
Total	\$105,745,000	\$ 73,287,000	\$179,032,000

\* FY 2025 costs are estimates until the supplemental decision package is finalized.

- The 23-25 budget provides funding for the first fiscal year SFY24, which includes full funding for remediating agencies.
- The budgetary support signals partnership for the critical enterprise work by including language to fund a supplemental request for the second year SFY25.

## What are we buying?

- ✓ Organizational Change Support for Agencies
- ✓ Agency Legacy System Remediations
- ✓ Tenant Builds
  - Control Tenant Build
  - End-to-End Tenant Build
  - Training Tenant for End-User Testing
- ✓ Live Workday Demonstrations
- ✓ Testing
  - Testing strategy & scenarios
  - Legacy System Remediation Testing
  - Agency Testing Support
- ✓ Training
  - End User Training Plan, Curriculum & Materials
- ✓ Go-Live Readiness

# Highlights of Work in Progress: Agency Remediations

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## Framework Pass 3

### Accomplishments (April-May 2023)

- ☑ Hosted kickoff meeting with the 40 remediating agencies and provided standardized template to develop remediations timeline
- ☑ Held 45+ one-on-one meetings with agencies, managing the 260+ impacted systems, for agency specific discussions and engagement

### Key Findings from Pass 3 data (As of June 1, 2023)

- ☑ Received Pass-3 data from 12 agencies that include remediations milestones for 48 systems (total 260 systems)
  - 45 systems will be ready for end to end testing ahead of June 2024 (currently planned agency's end to end date in 1A schedule)
  - 3 systems have remediations timeline going beyond currently planned end to end dates in 1A schedule

### Next Steps (June- August 2023)

- ☐ Agency data expected from agencies by mid-June; will be used to develop firm timeline for system integration and end-to-end testing with agencies
- ☐ Finalize a comprehensive remediations schedule for agency systems by mid-August



# Highlights of Work in Progress: Integrations

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Published to the Agency Support Team (AST) site in March 2023:

- Standard Integrations Mappings, sample files, and documents to help agencies get started

Mappings Status:

- Standard Integrations Mappings Review Sessions with Agencies held in April 2023
- Non-Standard Mappings are being updated now and we are prepared for a June 2023 completion date

Integrations Design Status:

- 65 assigned to Deloitte completed and approved in January 2023
- 25 assigned to State completed and approved in April 2023
- Next: Working with Functional team closely on design refinement impacts

Integrations Build Status:

- First nine integration builds completed and demonstrated!
- Work continues, and additional builds are planned over the coming weeks

# Partnering with Agencies: A Business Transformation Program

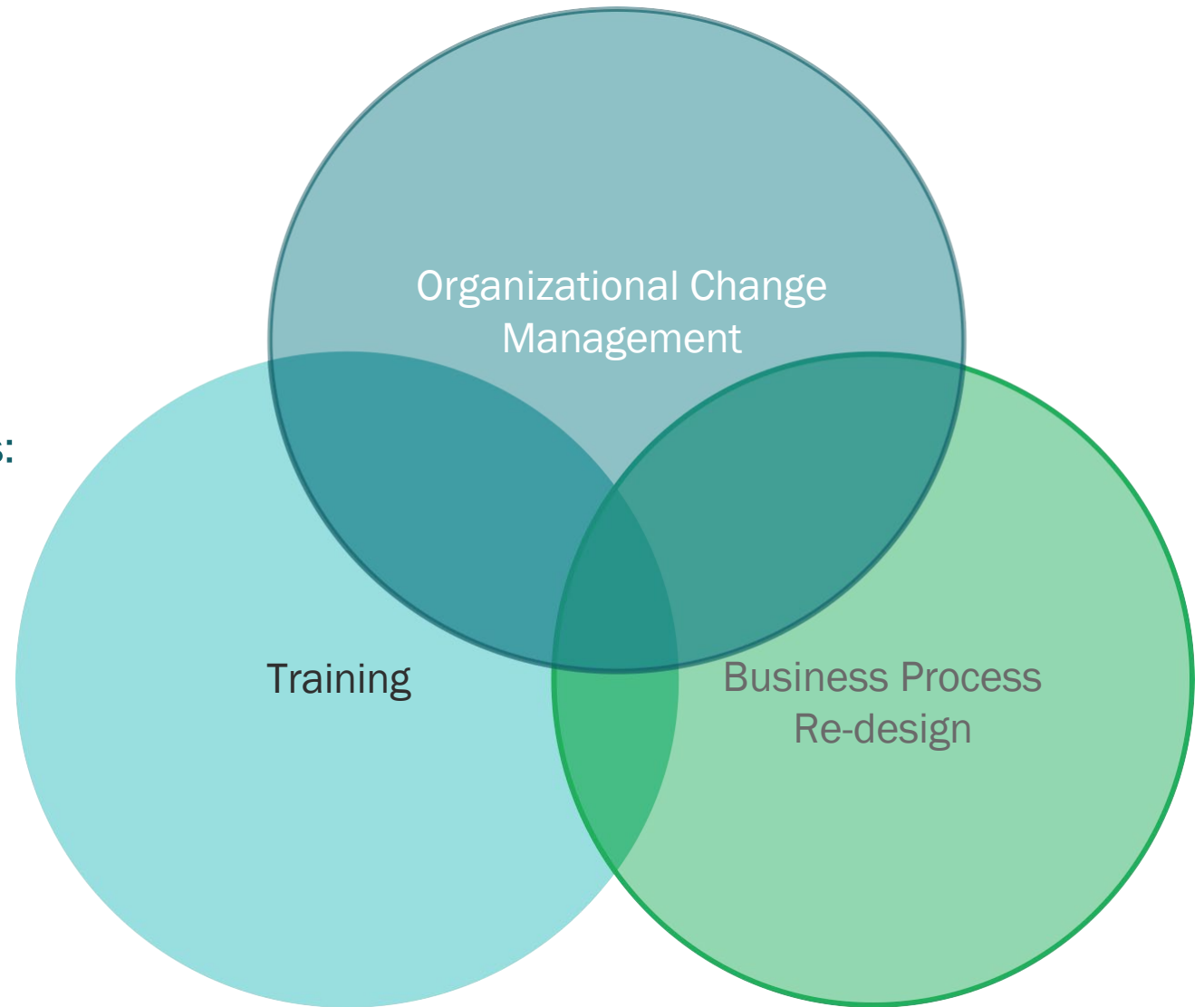
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System and technical readiness includes:

- System remediation planning meetings
- Business process flows
- Foundational data model
- Integrations

Organizational readiness engagement includes:

- Intentional change management
- Business process redesign activities
- Training



# Deloitte System Integrator Amendment Status

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Risk 819083: Current Statement of Work (SOW) expires June 30, 2023

## Deliverables through Phase 1a Go-Live

- Focusing first (of two) amendments on Q1 deliverables
- Remaining deliverables will be included in second amendment

## Why Two Amendments?

Additional time needed

- Allow sufficient time to ensure appropriate level of detail, level of responsibility, and acceptance criteria

## Timeline to Complete Amendments

- Goal to complete Q1 Amendment by June 30, 2023
- Complete remaining biennium amendment no later than September 30, 2023

# Risks & Issue Mitigation; Seeking Board Member Input

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## Risk 819082: Fully staffed team of skilled and experienced individuals in appropriate roles

- Documenting comprehensive recruitment strategy charter – including prioritization of roles, refining existing recruitment and onboarding processes, and leveraging broad range of talent acquisition options.
- Including: job fairs, utilizing recruitment firms, partnering with agencies, partnering with University of Washington Workday implementation project leadership.

## Risk 790966: Agency system remediation milestones won't be fully known until mid-August

- Continue to partner closely with remediating agencies, in collaboration with cross team engagement across One Washington to validate which systems are critical to be remediated for a successful Phase 1a Go Live.
- These agencies' system remediation milestone timelines will be analyzed and incorporated into the Critical Path.

### Technology Services Board Member Input and Guidance

-  What creative approaches have you leveraged or seen be successful to address staffing challenges on large projects like One Washington?
-  What do you see as successful strategies for partnering with agencies, anticipating variations in the timing of completing system remediations?

# Questions and Closing

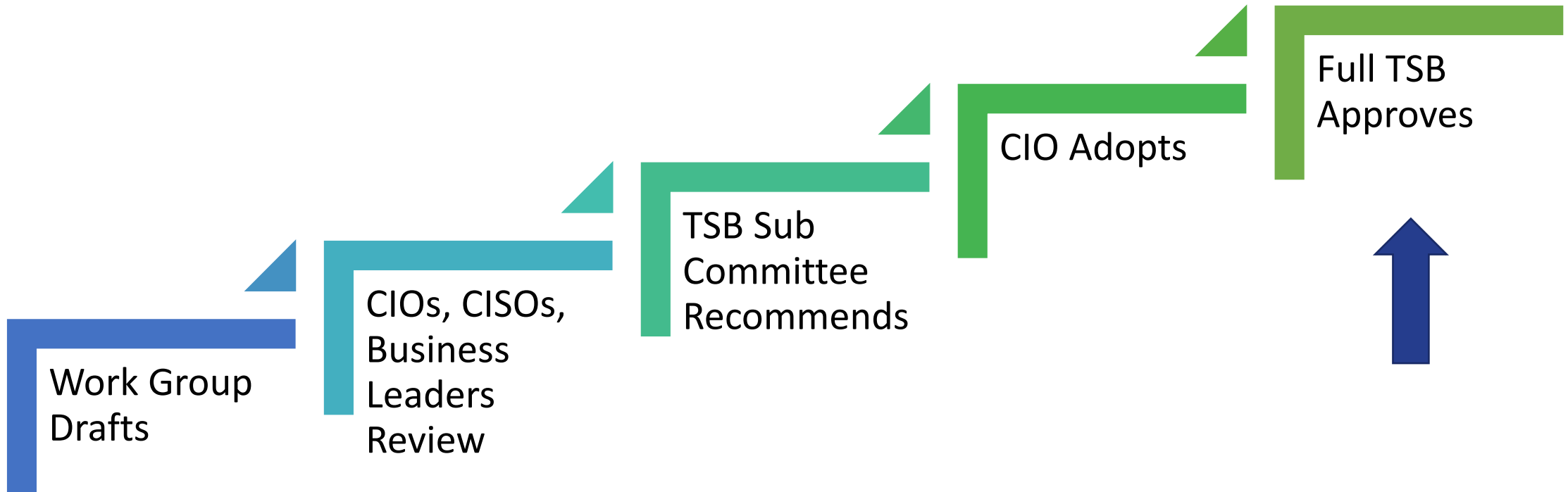


**One Washington**  
A Business Transformation Program

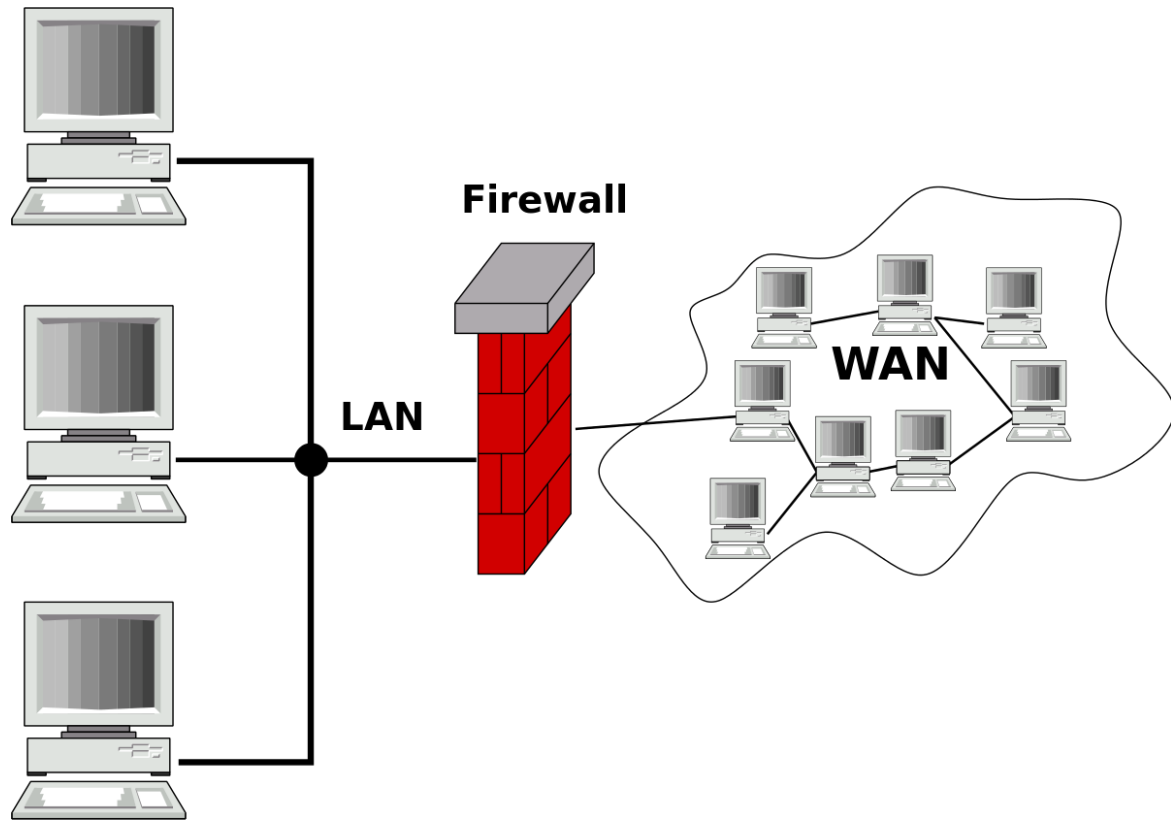
# Policy/Standard Approvals



# Where are we in the process?



# Firewall Standard



A Firewall is a network security device that **monitors and filters incoming and outgoing network traffic based on an organization's previously established security policies.**

At its most basic, a firewall is essentially the barrier that sits between a private internal network and the public Internet.

## Firewall Standard



### Purpose of action

- Request approval of existing policy and standards updates
- Rescind outdated policy



### Business case

Ensure agencies configure their firewalls to per the requirements in this standard.

Ensure the restriction of firewall rule access to authorized personnel only.



### Key objectives

The key objective of this standard is that agencies manage their firewall consistent with industry standards.



### Strategic alignment

Ensures agency environments, and environments connecting agencies to the State Government Network, are protected from external threatening network traffic.



### Implementation

Agencies will need to ensure implementation of:

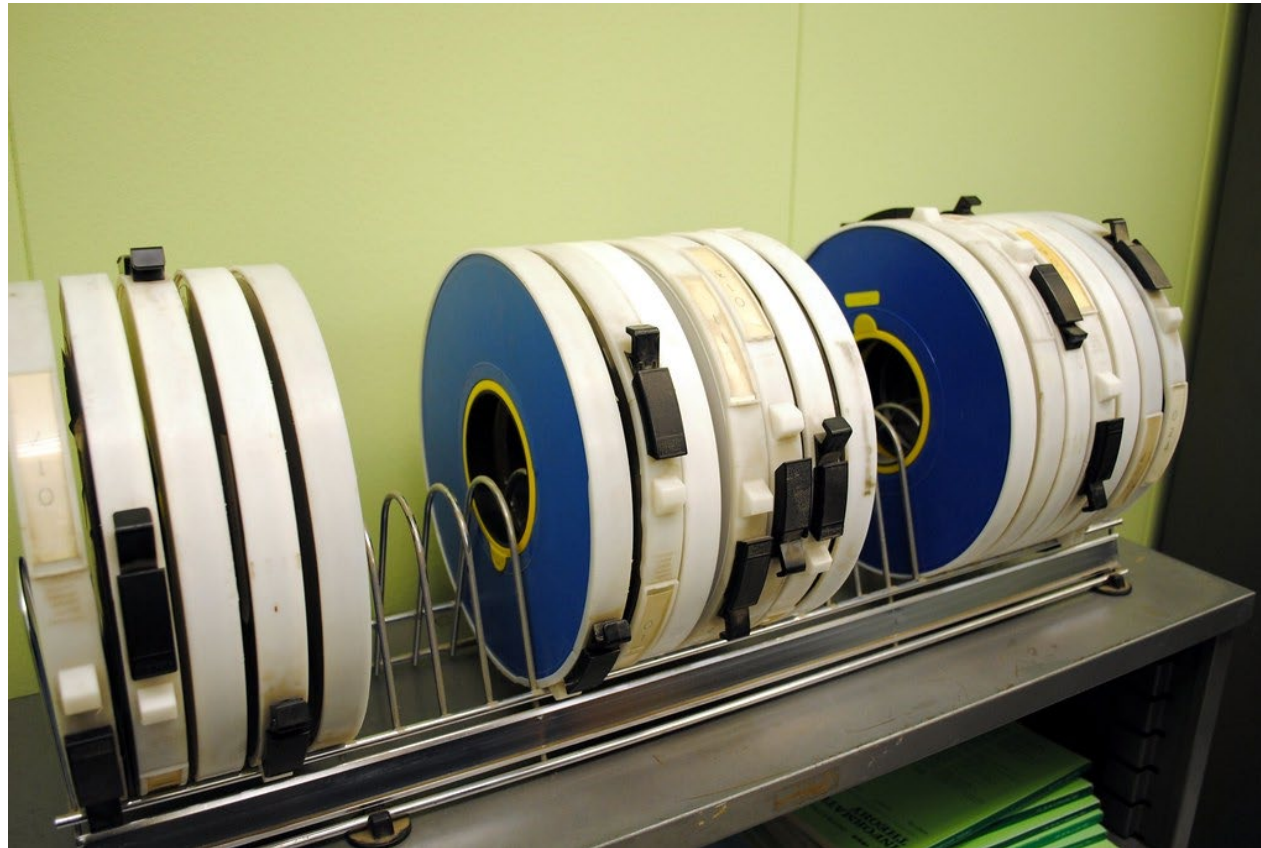
- Configuration management system to manage firewall rules.
- A firewall review process to occur during firewall ruleset changes.
- Enforcement of access control for those users with administrative access to firewall rules.



### Success criteria

- Auditable records of firewall rules and configuration review meetings.
- Auditable logs showing that administrative users authenticated to the firewall management console using the multifactor authentication.

# Media Sanitization and Disposal Standard



# Media Sanitization and Disposal Standard



## Purpose of action

- Request approval of existing policy and standards updates
- Request rescind of outdated policy



## Business case

Ensures the confidentiality of sensitive and/or personal data stored on state-owned media by requiring formal, documented procedures for sanitization and disposal.



## Key objectives

Establish formal practices for media handling when the data stored is no longer needed.

Ensure the level of sanitization and disposal are sufficient for the classification of the data stored on that media



## Strategic alignment

- Ensures that reused media is free of any previously stored data.
- Ensures the disposal of media that has reach end-of-life, reducing the risk of data corruption.



## Implementation

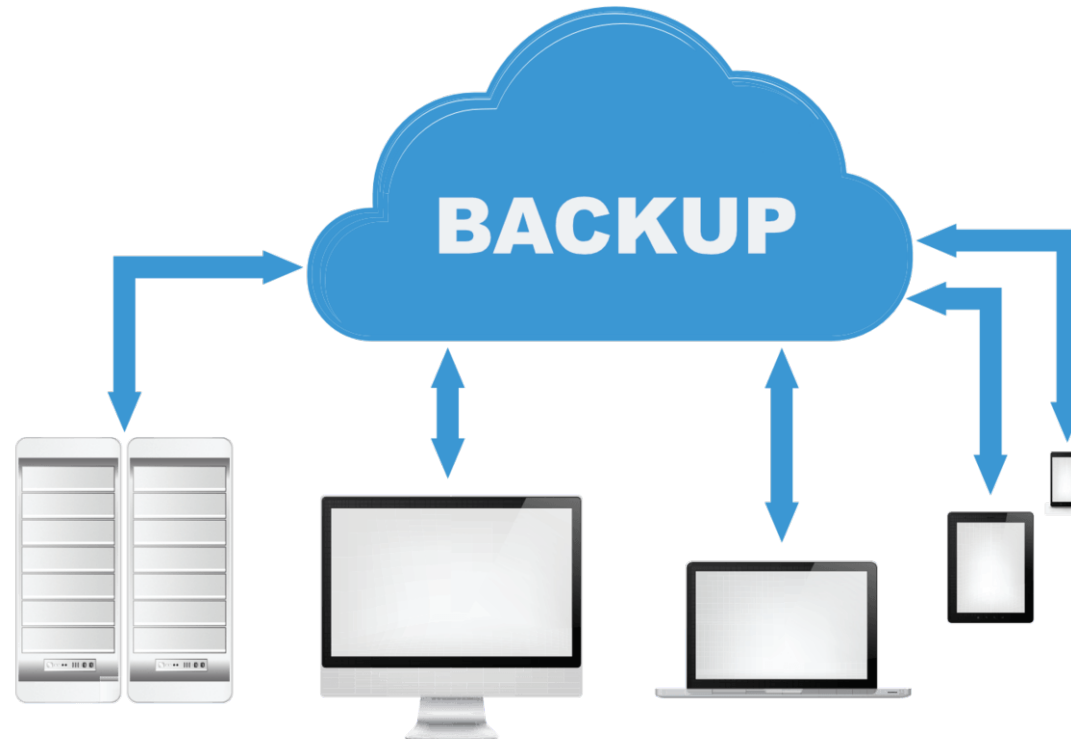
Inventory the categorization of data stored on media.



## Success criteria

- Consistent documentation of media sanitization and disposal activities.
- Auditable records of periodic media sanitization verification activities.

# Data Backup and Recovery Standard





# Data Backup and Recovery Standard



## Purpose of action

- Request approval of existing policy and standards updates.
- Request rescind of outdated policy.



## Business case

- This standard helps agencies **safeguard** and **prioritize** the data they store or entrust to vendors.
- This standard helps agencies **document and test their backup and recovery activities**.



## Key objectives

- To ensure agencies are prepared for **planned or unplanned** interruptions of service.
- To **reduce the impact** of service interruptions to the agency's customers.



## Strategic alignment

- This standard helps agencies ensure the recovery of vital resources in the event of failure or loss of data.
- This supports a security and privacy for a safe community and effective government.



## Implementation

- Agencies will need **resources** to create, revise, document and test plans.
- Agencies will need to ensure **contracts** meet data backup and recovery standards.



## Success criteria

- Agencies will **document successful testing** of backup and recovery plans.
- Agencies will validate that **vendors** are meeting contract requirements on a monthly basis.



# Asset Management Policy

## Asset Management Policy



### Purpose of action

- Request approval of existing policy and standards updates
- Request rescind of outdated policy



### Business case

- A centralized inventory of hardware and software assets enables agencies to make sound business, technical, and legal decisions.
- Helps agencies ensure only appropriate hardware are connected to the agency's network.



### Key objectives

- Ensuring agencies have a clear picture of the agency's infrastructure and software profile.
- Inventory data is handled at an appropriate classification level



### Strategic alignment

This standard supports an efficient and accountable government by ensuring agencies are managing IT resources comprehensively.



### Implementation

- Agencies will need resources to review and verify current inventories.
- Agencies may need additional training and support.



### Success criteria

- Agencies will use centralized inventories to understand the agency's IT profile and support a secure environment.
- Agencies maintain their inventory when changes happen.



# Technology Portfolio Foundation- Applications Standard

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## Standard 112.10 – Technology Portfolio Foundation - Applications



### Purpose of action

- Request approval of sunset review update to existing standard.
- Simplify portfolio data requested from agencies and improve data integrity for analysis/reporting.



### Business case

Updates provide clarity and direction on application elements needed to support data driven decision making.

Updates reduce the need for data normalization to support reporting.



### Key objectives

- Reduce the number of questions and streamline the data collection/analysis process.
- Update the guidelines to clarify definitions.
- Optimize “legacy” qualification questions.



### Strategic alignment

- **Goal 1** – Efficient and effective government by supporting advancement of digital government
- **Goal 2** – Accountable IT management by aligning with statewide architecture. Also provides insight into reducing technical debt and enables modernization priorities.



### Implementation

Communication and template to agencies by June 2023 and prior to September 2023 annual certification due date.

Other consideration includes reducing agency time required for collecting and managing application data elements.



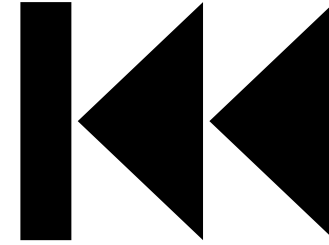
### Success criteria

- 100% of agencies use new standards to capture application information.
- 60% decrease in data normalization activities.
- 50% of agencies start using the data for informed decision making over the next year.

# Restore 141.10 (1.2.1)

Requires a Security Design Review (SDR) process for:

- Projects under oversight.
- When a project meets requirements of the IT Authorization and Investment Standard.
- Projects that impact risks outside the agency.
- When Agencies require it in their policies.



- ❖ Originally planned to be covered by the Risk Assessment Policy.
- ❖ Will be addressed by Security Assessment and Authorization Policy.



# Enterprise IT Strategic Planning

*Emphasizing Business Priorities to Improve  
Service Delivery for our Customers*

# IT Enterprise Strategic Plan Principles

- Alignment to agency goals and governor's priorities
- Enterprise versus single agency focused
- Business Driven
- Customer focused
- Investment alignment
- Measurable progress



# Alignment to Strategy

Governors  
Priorities

Enterprise  
IT Strategic  
Goals

Customer  
Service  
Goals



Agency  
Strategic  
Goals

Agency IT  
Strategic  
Goals

Data  
Strategy

Integrate and  
Connect  
Government

## Inclusive Process Emphasizing State-Level Engagement

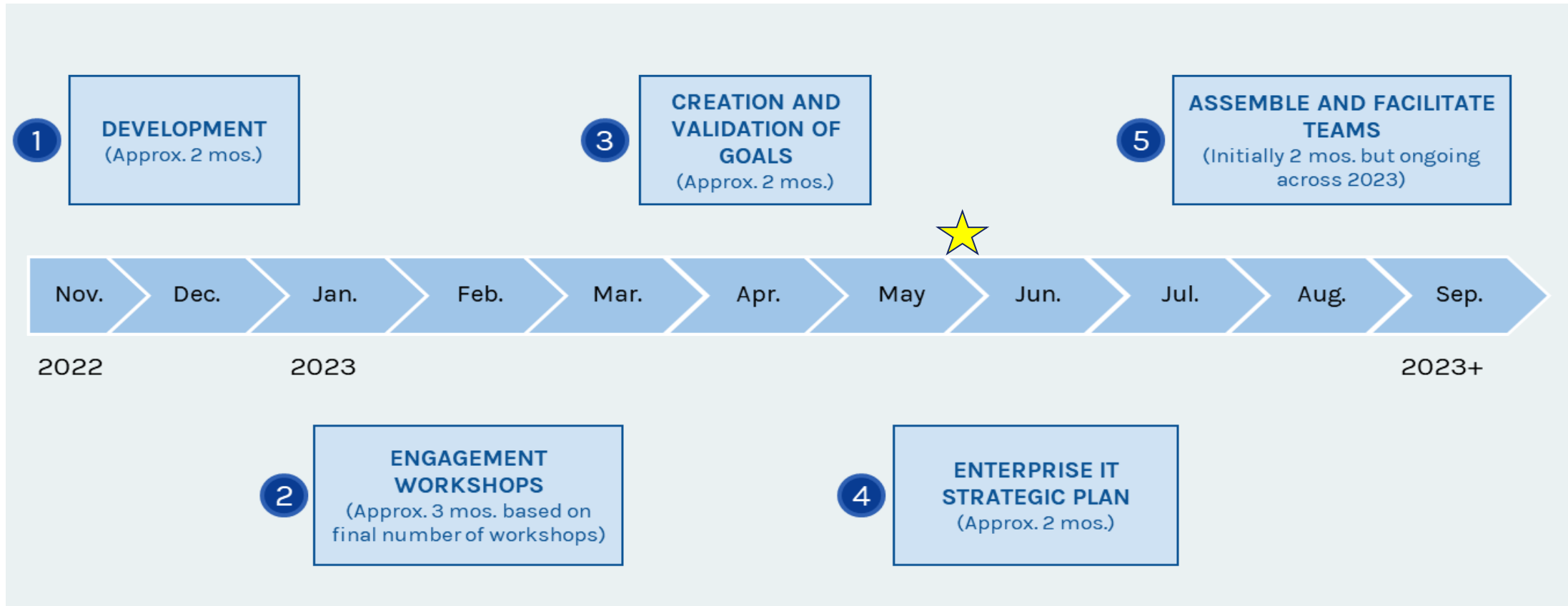
**7** Workshops Facilitated

**62** Agencies Represented

**100** Business and IT Leaders in Attendance

**2000+** Ideas + Themes Created By Agencies

# Strategic Planning Timeline



# Collective/Enterprise Themes Starting to Emerge

## IDEAS FOR OUR FUTURE 2028 VISION

- **Customer-Centric Services**
- **Equitable and Digital Accessibility to Services**
- **Resident Portal / One Resource for Everyone to Access All State Services**
- **Data:** Usage, Governance, Decision-Making, GIS, and Predictive Analytics
- **Innovative Technologies** – 2028 Future State (e.g., AI, automated manual processes, cybersecurity and privacy resources)
- Internet / Broadband Access for All

## IDEAS TO CHANGE HOW WE WORK

- Future 2028 Outlook to **Recruitment and Retention**
- **Update Procurement Processes**
- Change our State-Wide + Agency Culture and “Mindset”
- **Create Adaptable Budget and Agencies Processes** to Better Serve our Residents and Customers)
- **Update our Outdated Legacy Practices** and Infrastructure to Better Support our 2028 Future
- Address our Fear of Failure + Change



# Service Action Plans

- Assessment of the service purpose, effectiveness, and strategic direction.
- Forecasted customer demand.
- Identification of service gaps.
- Assessment of the future viability of the service.
- Clear strategic goals and milestones that align with WaTech and Enterprise strategic goals.
- Budget awareness, assessment, forecast.



**Transform Public  
Service Through a  
Connected Government**

# Introduction to the Service Action Plans - Demo

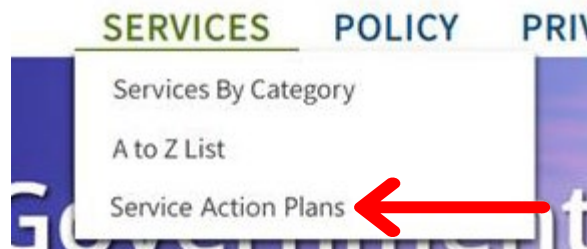
[Demo Service Action Plan](#)



# Where to Find Service Action Plans

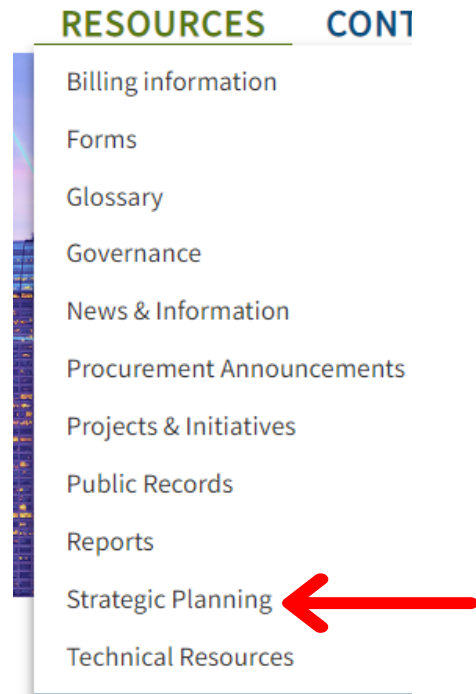
## Action Plans Page

[www.watech.wa.gov/services/Service-Action-Plans](http://www.watech.wa.gov/services/Service-Action-Plans)



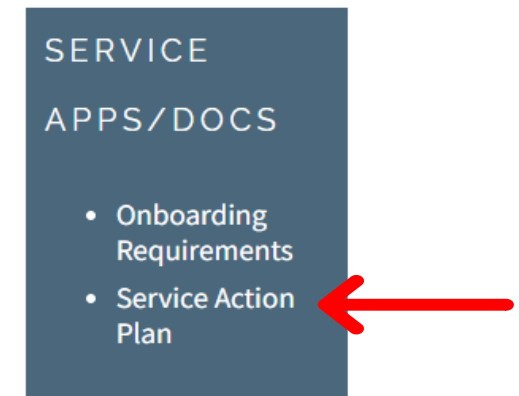
## Strategic Planning Page

[www.watech.wa.gov/about/Strategic-Planning](http://www.watech.wa.gov/about/Strategic-Planning)



## The Service's Page

[www.watech.wa.gov/services/Cloud-Highway](http://www.watech.wa.gov/services/Cloud-Highway)





# Delegate Approval Authority to Subcommittee

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## Innovation & Legacy Systems Fund Overview

WaTech requested funding through the 2023 – 2025 budget process.

Funding was included in governor's budget and conference budget.

Funds for projects are subject to review and approval by TSB.

# Innovation Modernization Program

## Deployment and Processes

- Program focused on deployment.
- Partner with IT Investment Board (ITIB).
- Operations and fund administration.

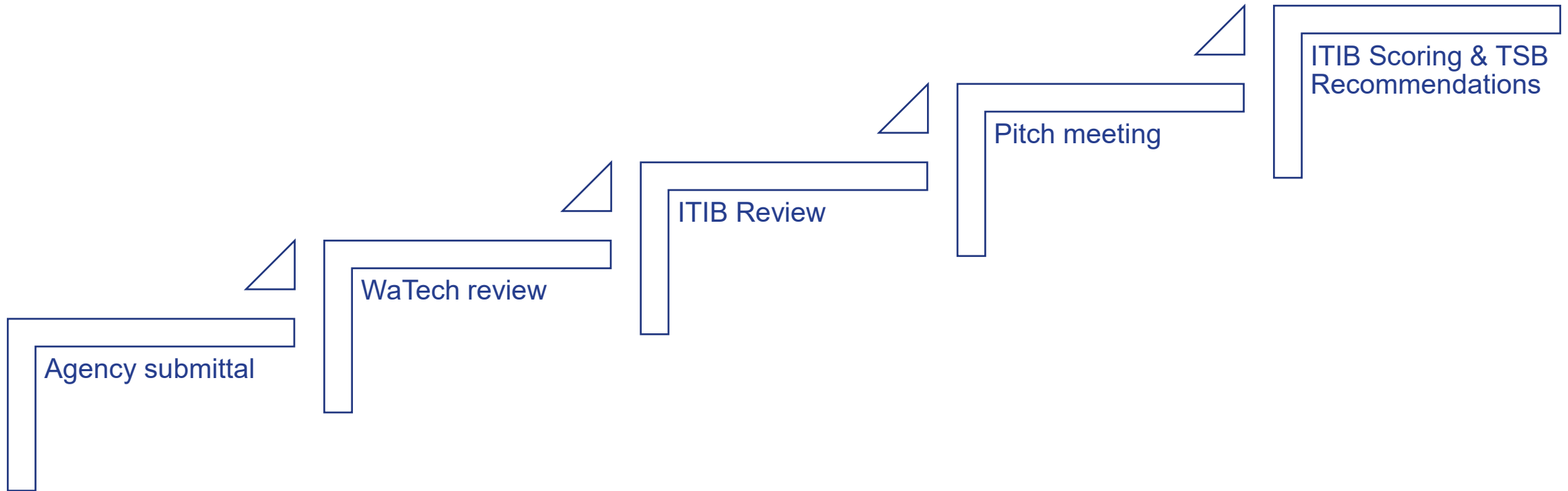
## Oversight & Transparency

- Program provides oversight of projects and administers project reporting.
- Program reports projects via IT project dashboard.

## Leadership & Governance

- Program led by state CTO.
- ITIB membership comprised of WaTech disciplines and other agency leadership.

# Project Review and Scoring Process



## What's next

### Accepting proposals!

- ITIB set to review proposals at end of month.

Finalize internal processes on distribution and tracking.

Formalize reporting processes.



# Request TSB Approval to Delegate Project Approval to Portfolio/Policy Subcommittee

Projects approved in July 2023 may start earlier.

Flexibility to approve projects more frequently.

- 8 opportunities to fund as opposed to 4.

Maximize projects supported by the fund.



# Statewide Electronic Health Records (EHR) Program

## OBJECTIVE of the EHR Program

To procure and configure a single, enterprise platform instance and licensing that DSHS, HCA, and DOC can leverage as the EHR platform foundation and build upon it based on individual agency client and program needs and requirements.

## Budget Proviso Overview

### ESSB 5187 Sec. 155 Consolidated Technology Services

Overview from subsection (15):

**\$20,000,000 for fiscal year 2024** is provided solely for **statewide electronic health records projects** [*at the department of corrections, the department of social and health services, and the health care authority*], which **must comply with the approved statewide electronic health records plan**.

**The purpose of the plan is to implement a common technology solution** to leverage shared business processes and data across the state in support of client services.

- The plan **must be submitted by July 1, 2023**
- Funding may not be released until **OFM and the [TSB](#) have approved** the plan

## EHR Program Plan Responsibilities

**WaTech** – Lead organization accountable for the coordination and development of an EHR Program and Plan and review and approval of agency project plans and the release of requested funds.

### **Health & Human Services (HHS) Coalition**

- Department of Children, Youth and Families (DCYF)
- **Department of Corrections (DOC)**
- Department of Health (DOH)
- **Department of Social and Health Services (DSHS)**
- Health Benefit Exchange (HBE)
- **Health Care Authority (HCA)**

**\*Technology Services Board (TSB) & Office of Financial Management (OFM)** – The final Plan must be approved by OFM, in coordination with WaTech and the TSB.

## Work Plan & Timeline





# Legislative Session Wrap Up

## **SSB 5518 – Creation of the Cybersecurity Advisory Committee as a Subcommittee of the Emergency Management Council**

**Purpose:** Provide advice and recommendations that strengthen cybersecurity in both industry and public sectors across all critical infrastructure sectors.

**Membership:** Organizations with expertise and responsibility for cybersecurity and incident response - local government, tribes, state agencies, institutions of higher education, the technology sector, and first responders.

### **Activities:**

- Identify which local, tribal, and industry infrastructure sectors are at the greatest risk of cyberattacks and need the most enhanced cybersecurity measures.
- Use federal guidance to analyze categories of critical infrastructure in the state that could reasonably result in catastrophic consequences if unauthorized cyber access to the infrastructure occurred.
- Recommend cyber incident response exercises that relate to risk and risk mitigation in the water, transportation, communications, health care, elections, agriculture, energy, and higher education sectors.

## **SSB 5518 – Creation of the Technology Services Board Security Subcommittee**

**Purpose:** Provide advice, recommendations, and policy that strengthen cybersecurity in the state.

**Membership:** Comprised of a subset of members appointed to the board, as determined by the chair of the technology services board. The chair may make additional appointments to the technology services board security subcommittee to ensure that relevant technology sectors are represented.

**Activities:**

- Review emergent cyberattacks and threats to critical infrastructure sectors in order to identify existing gaps in state agency cybersecurity policies.
- Recommend tabletop cybersecurity exercises, including data breach simulation exercises.
- Review the proposed policies and standards developed by the office of cybersecurity.
- Review information relating to cybersecurity incidents and ransomware incidents to determine commonalities and develop best practice recommendations for public agencies.

# Public Comment

