Technology Services Board – Quarterly Full Board Meeting Minutes

Date: March 22, 2022

Time: 9:00 a.m. – 11:00 a.m.

Attendance:

Bill Kehoe, Chair
Rep. Matt Boehnke
Dave Danner
Viggo Forde
Tracy Guerin
Rep. David Hackney
Tanya Kumar
Butch Leonardson
Paul Moulton
Vikki Smith

Welcome/Agenda Review

Bill Kehoe reviewed the agenda.

Approve Minutes from December 14 Subcommittee Meeting

Bill reviewed the minutes from the December 2021 meeting. Minutes were approved as written.

TSB Mission/Vision/Charter

Bill began by reviewing the statutory authority for the Board. Strategic vision needs more engagement.

The charter highlights that technology is the enabler of business process and service transformation to continue to improve services to Washington state citizens. It's also important to keep in mind and strive for digital equity so that all communities in the state to have the same access to services.

In the past, the Board has done a great job providing expertise to Bill would like to ensure the agenda relates to responsibilities in the charter and statute.

Bill introduced our newest Board member, Tanya Kumar, representing private industry from T-Mobile, with expertise in cybersecurity.

One Washington Program – Oversight Perspective

In January 2022, the Office of the CIO (OCIO) issued a letter of concern to the One Washington (OneWA) program outlining several areas the program needed to focus on as they moved forward with the finance replacement phase of the Workday solution. The program team, including Quality Assurance, has presented to the TSB Portfolio/Policy Subcommittee on current risks and challenges.

Bill felt it was important for the Board to hear the OCIO perspective on the progress the program has made to address the concerns from the letter. The transformation and modernization of a 30 year-old finance technology and business process and systems impacting all agencies has to be successful. It requires a strong partnership and collaboration across the state enterprise. Bill also acknowledged the significant progress made by the program leadership and team in a short period of time.

Amy Pearson, Oversight Consultant dedicated to OneWA, provided a summary of what to expect when the program returns to the April portfolio/policy subcommittee meeting. The new dedicated Executive Sponsor, Cristie Fredrickson, has shown strong leadership in understanding of what needs to happen and move it to action.

Amy highlighted accomplishments and concerns in three areas – The Way Forward Plan, Legacy System Remediation and Budget & Funding Strategy.

Q (Butch Leonardson): On remediation and the chart of accounts, are most agencies looking at the new new environment as "wow, I have a lot more choices" or "I gotta figure out how to get these 30 accounts I've used for 30 years into 12?"

A (Amy): The program is trying to figure out how to best engage agencies in the changes.

Q (Butch): Are all agencies required to use the same chart of accounts?

A (Amy): Amy will have to have the program answer. Bill also noted this is part of the design process to determine the standard that could work for all agencies.

The assessment work on legacy system remediation is critical to inform the way forward plan.

The program did not receive additional funding in the fiscal year 2022 supplemental budget.

Leadership is assessing the short and long-term impacts and are developing a future budget strategy. The program will also create a decision package request for the 2023-25 biennium.

Q (Rep. Hackney): Not aware of the supplemental request so he couldn't advocate for it this time. Would he be able to do that in the future?

A (Bill): Yes, as a Board member, you can advocate for funding requests.

Amy continued with review of accomplishments and concerns regarding vendor management and quality assurance.

Q (Butch): Has the Workday talent improved, increased?

A (Amy): Yes, the program is staffed with appropriate Workday resources, from her perspective.

In April, the program will discuss approach to analyze waved implementation, The Way Forward Plan and schedule, early results from LSR pilot agencies and update on budget strategy.

Board member comments:

(Butch): impressed with how the state leadership is leaning in because what you lean into gets better usually; concerned with the quality of impact from Deloitte. (Vikki Smith) it's up to all agencies to ensure the project is successful. (Tracy Guerin) we need this to happen, we're all invested so we should help where needed. (Rep. Hackney) appreciates the new format for presentations.

Oversight Transformation Project

Ensure we're meeting the agency demands, doesn't overburden the projects

At the December 2021 Board meeting, this new project was introduced. Nicole Simpkinson provided a brief update on current activities. The governance committee is established. Will procure professional services and hope to have them onboard in May. The governance committee kickoff is March 31 and will be developing the charter. Bill Kehoe will serve as Executive Sponsor and serves with eight other executive level representatives from across state government.

Nicole asked Board members what they want to achieve with this project?

Viggo Forde: Ensuring that there is full transparency and clarity on these types of projects and purpose is important.

Tracy: Having well-trained executive sponsors is important. Having really strong project managers is also important. Can this project think about how to grow great project managers within state service?

Nicole: Prior to the pandemic, we had executive sponsor training that was very well received. We're absolutely working on bringing back executive sponsor training this year and looking at project management training as well.

Rep. Hackney: Understanding the progress and where there are gaps and where we need either additional resources or additional time. So I think one thing that we can do differently is that we can advocate for additional resources when that's appropriate.

Tracy: Regarding oversight, it would be helpful to think about how to help agencies through the gated funding process so that we streamline that in some way. Also, think about how to use quality assurance (QA) in the best possible way; find the right balance of when should it or should it not be used for projects.

Nicole: What critical success factors need to be in place?

Vikki: Strong governance structure.

Bill: Create a safe environment where stakeholders can open up to share what is working and what is not working.

Rep. Boehnke: an opportunity where we allow a diversity of thought and openness and communication. Want to hear the real concerns of not meeting a deadline, milestone. Always keep focused on the mission or outcome.

Tracy added: WaTech and OCIO can't be everything to everyone, so recognize where you can have impact in, in terms of projects and where you can't.

Dave Danner: It's real important that partnerships be developed. Avoid a situation where you feel like WaTech is pulling rank or WaTech is coming in to slow down a process, but that you can really show the agencies this is what we need to achieve. Let's work on it together. And developing those relationships and catching it early when the relationships are not working.

We'll provide updates along the way.

Legislative Updates

Katy Ruckle, State Chief Privacy Officer, reviewed legislative bills that WaTech was tracking, including themes in privacy, technology operations with a focus on digital equity, cybersecurity and major IT project investments. Rep. Boehnke and Rep. Hackney were co-sponsors on 2SHB 2044 related to ransomware protection, and although it didn't pass, it set the stage for future sessions. Two bills that did pass were 1629 related to aerial imaging technology and 5544 that created the blockchain work group to produce a legislative report on recommendations for potential uses for blockchain in the state. Rep. Boehnke expressed his appreciation for all who worked across the aisles to work as a team so Washington state can discuss issues and understand the impacts to our communities.

Bill Kehoe was unanimously confirmed by the Senate.

Katy stated her office tracked 43 bills during legislative session. She reviewed 11 bills that passed and a few that did not pass. She also reminded the Board members that the TSB will receive any notice from state agencies of their intent to use facial recognition technology and accountability reports as required.

Q (Dave): With regard to 1723, that was Rep. Gregerson's digital equity bill, I think most of those responsibilities in that bill go to DSHS and Commerce, but you mentioned the cybersecurity education component, is there a role for WaTech or the TSB in that bill?

A (Katy): It's really intended to be training for the people accessing the technology, such as residents and consumers in terms of helping them understand privacy implications of using technology and also good cybersecurity hygiene. She will look into it more and is interested in the potential. Office of Privacy and Data Protection (OPDP) currently has a role in terms of consumer education. Bill sees a potential role from the security team at WaTech to inform content for the community.

Strategic Roadmap

Deanna Brocker, Deputy for Strategy & Management at WaTech, provided an update on the WaTech strategy map, which aligns our current and future initiatives with the Governor's goals and the enterprise IT strategic plan. With this plan in place, WaTech will be able to accelerate the state's cloud architecture, modernize and expand services and delivery and establish stronger security and privacy protection. Bill highlighted a couple areas he feels need improvement: data strategy to inform our leaders in the legislature, in agencies and the Governor's office to help make better decisions; and the resident experience with their government and ensuring digital equity.

Viggo offered a strong voice of support and encouraged sharing this tremendous set of resources with local and smaller government organizations.

Vikki was glad to see identity management included, as her agency (Dept. of Revenue) along with others want safe, secure log on, but also easy for customers to use.

Rep. Boehnke liked the idea of having a seamless integration and working in partnership across the state. As a member of the digital equity task force, he will bring the state strategy to those discussions and will reach out to ensure integration of these same techniques and strategies are used across the state.

As vice chair of the capital budget committee, Rep. Hackney has been focused on expanding broadband infrastructure to those communities that have been underserved.

Bill expressed his appreciation for the partnership and input along the way. More updates will be presented on how the state is progressing.

Innovation/Legacy Modernization Program

At a previous meeting, Bill presented the IT enterprise governance model and got some good input. At this meeting, he reviewed the Technology Investment Board and its purpose to focus on innovation and legacy modernization. The key concept is to develop and submit WaTech agency request legislation for the 2023-25 biennium. There are a lot of agencies maintaining legacy or outdated systems with few resources to lean in on innovation projects. This could change that by accelerating modernization and provide funding for smaller projects, agencies that are at various stages of portfolio management and legacy modernization planning. If the state truly wants to accelerate, transform and improve the services to our residents, we need another mechanism to address the problem. The objective is to provide dedicated funds outside of the state biennial budget process to accelerate innovation and legacy system modernization in the state.

Viggo was interested to know more detail about obtaining funds outside of the standard budget process.

Bill explained the funds would be established through our legislative process and that a set amount be put into both funds outside of and or as part of, our budgeting process so there is some accountability in how those funds are used, but we would want a process that was fairly rapid and yet had the accountability in place. So it would initially be a request. And then based on the activity over the two-year cycle, those funds would hopefully be refreshed and we could demonstrate value to the legislature and the Governor's office.

Q (Dave): How did you determine the governance membership?

A (Bill): It has to be a multi-discipline approach, with an architecture, security, data, business, technology and project management team to quickly evaluate the projects as they are pitched to the governance board.

Bill asked Legislators to weigh in.

Rep. Boehnke experienced some of the funding roadblocks in the last session so this process could solve some of those issues.

Sharing IT Project Best Practices and Lessons Learned: Integrated Schedule Management

Stacy Steck, WaTech Project Management Partner, presented some best practices on integrated schedule management and how vital it is to a successful project. She asked Board members for good reasons to build an integrated master plan.

Viggo: it gives clarity on the deliverables and the timing of those.

Rep. Boehnke: It keeps you focused on the plan to stay focused on each one of the iterative steps along the path and the hit the milestones for the measurements, performance objectives, path to success and reduce risk.

Tracy: I would just go back to the way earlier conversation of, you need to have a really strong executive sponsor who knows how to be an executive sponsor and you need a strong project manager because that's where the buck stops. That executive sponsor should care that there's a good schedule, that it's kept up to date, that we aren't constantly making changes to it or rushing, and we're making milestones.

Viggo: As much as we aspire to be agile, we really live in a water scrum model, even with our agile projects. We need to have an ability to articulate what we are trying to get done. And without a plan as what you describe here, you can't do that agile or non-agile.

Dave: The value of a schedule is only there if you keep the schedule. Executive sponsorship is really important, but you have to understand the consequences of not meeting the schedule, have some accountability.

Paul Moulton: Aristotle once said, "Even the finest archer can't hit the mark without a target."

Any further contributions to promoting master scheduling as a best practice?

Bill: feels this is an area where the state doesn't do well, this is complex and difficult, training is key. Also, when vendors own the schedule with an agile methodology, they still have to be accountable to a good integrated schedule, which includes their deliverables as well as the state tasks to be tracked in partnership. We should never be told that we're agile and therefore we can't create a schedule.

Public Comment

No public comment.

Action Items

Topic	Action	Assigned to	Deadline

Next Meeting

June 14, 2022