Technology Services Board
Portfolio/Policy Subcommittee Meeting Minutes

January 11, 2024
9:00 a.m. – 11:00 a.m.
Attendees: Bill Kehoe, Cami Feek, Viggo Forde, Tracy Guerin
Hybrid – 1500 Jefferson St SE, Olympia, WA; Presentation Rm and Virtual via Zoom

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Link to Meeting Video

Link to Presentation Slides

Welcome, Agenda Review, 10/13 Minutes Review – Deanna Brocker

Deanna Brocker, WaTech Deputy Director for Strategy and Management and subcommittee Chair, reviewed the agenda for the day. She also reviewed the Oct. 13 meeting minutes. Minutes were approved.

Draft Charter Review – Deanna Brocker

Deanna facilitated a review of the draft charter, highlighting the subcommittee's non-statutory basis but essential role in technology policy and project success. Members discussed the objectives, emphasizing the need for clearer language and the inclusion of strategic planning influence. Concerns were raised about specific terminologies, such as the outdated reference to "telecommunications networks," which was suggested for removal to modernize and clarify the document. Additionally, the discussion touched on the importance of security policies being reviewed by the appropriate subcommittee and the necessity of making meeting information more accessible to a broader audience. The committee agreed that a charter is vital for setting clear guidelines and intentions for the subcommittee's operations. Amendments were proposed to refine the objectives and ensure the charter accurately reflects the committee's scope and purpose, with a motion successfully passed to recommend the revised charter for full board consideration.

Technology Business Management (TBM) Goals for 2024 – Derek Puckett

Deanna and members of the subcommittee took a moment to honor Cammy Webster's retirement after nearly 27 years of dedicated service to the state, acknowledging her significant contributions to the TBM program and IT portfolio management and her role as a mentor and leader.

Derek Puckett succeeds Cammy as Assistant Director for Performance and Accountability. He briefed the subcommittee on the goals for 2024 concerning TBM and IT portfolio management, emphasizing their statutory foundation and importance in modernizing state services. Efforts to increase agency program maturity, improve agency knowledge bases, support the ERP transition, and drive adoption through governance sessions were highlighted as priorities. The discussion highlighted the need for training on the TBM tool for agencies to leverage its full potential in strategy development. The subcommittee also planned to showcase agency partnerships in future meetings to demonstrate practical applications of the TBM program, which is nationally recognized for its excellence.

Projects Under Oversight, Their Assigned Tiers, & Relationship of Projects to CIO Portfolio – Amy Pearson, Diana Martin

Diana Martin, WaTech Assistant Director for Strategy and Management, discussed the implementation of a tiering model for project oversight within WaTech, aiming to provide tailored oversight based on project complexity, investment, and risk. They highlighted that there are currently 80 active projects under oversight, with a total portfolio of approximately $2 billion. The tiering model assesses projects based on factors such as budget, timeline, and resources, categorizing them into Tiers 1 through 3 to align the level of oversight with project needs. This approach is intended to increase transparency and consistency in oversight processes, allowing for more focused attention on higher complexity projects and enabling agencies to have a predictable experience based on their project's tier.

Amy Pearson, WaTech Chief of Staff, presented projects within the CIO portfolio that are large, complex, high-profile, and carry significant risk. She proposed criteria for selecting additional projects from the broader portfolio to bring before the subcommittee, emphasizing the importance of engaging with projects early in their lifecycle to offer guidance and expertise. The discussion highlighted the need for projects to present transparently their challenges and risks, rather than providing mere status reports, to enable meaningful guidance and support from the subcommittee. Cami Feek expressed support for the approach and stressed the importance of understanding both the technology strategy behind projects and the business problems they aim to solve, to facilitate productive discussions beyond basic status updates.

Realization of Modernization – Bill Kehoe

Bill Kehoe delivered a comprehensive presentation on modernization projects within the Washington Technology Solutions (WaTech) framework, emphasizing the need for a strategic, iterative, and customer-centric approach to modernization rather than merely replacing legacy systems. He highlighted the importance of starting with a clear vision for customer service improvement, developing a detailed roadmap and modernization strategy, and implementing an incremental, agile approach to introduce new capabilities. He highlighted the necessity of building an integration architecture to connect new systems with legacy systems seamlessly and ensuring that projects are oriented towards enhancing customer experiences and internal efficiencies. Additionally, the discussion touched on the importance of change management and the transformational nature of these projects, pointing out that they are essentially business transformation projects enabled by technology and driven by people.

Public Comment

No public comment. Deanna thanked Board members and presenters for their time and adjourned the meeting.