

Technology Services Board – Quarterly Full Board Meeting Minutes

Date: June 14, 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
Vikki Smith

[Link to video recording.](#)

Welcome/Agenda Review

Chair Bill Kehoe welcomed everyone. He thanked Vikki Smith, Dept. of Revenue Director, for her many years of leadership in state government and service on the Board. She is retiring in August. Bill then reviewed the agenda.

Approve Minutes from March 22 Full Board Meeting

Bill reviewed the minutes from the March 22 full board meeting. Minutes were approved as written.

Project Update: State Board for Community & Technical Colleges - ctcLink

Rich Tomsinski, Oversight Consultant, introduced the team from the State Board for Community and Technical Colleges (SBCTC) that successfully implemented the new ctcLink system to 34 colleges and nearly 300,000 users in 70 locations across the state. The entire effort took 11 years and cost \$145 million. This was a tremendous success, though challenged at times, where leadership worked in close collaboration with independent colleges and lessons learned were applied interactively throughout the phased implementation activities.

Jan Yoshiwara, SBCTC Executive Director and Executive Sponsor, talked about some of the key milestones in the project's evolution. There were challenges in the early years leading up to the planned pilot phase, which did not go well. An independent assessment resulted in recommendations on how to move forward. Leadership changes and consultation with the State CIO helped pave a new path with a project restart and funding to move system implementation forward, all with the support of the college Presidents and the Technology Services Board.

Grant Rodeheaver, SBCTC CIO, walked through the project schedule from the restart through completion. As each group deployed, the project team built up confidence by using previous lessons learned and improving processes. The project team kept the momentum up despite entering into fully remote work due the pandemic. Everyone had to work together to make this successful.

Amy Pearson, Oversight Consultant, highlighted some key success factors based on five common challenges among large, complex projects:

1. Strong executive leadership and governance structure.
2. Program level Project Management Office resources.
3. Strong vendor management.
4. Quality Assurance and IV&V services.
5. Integrated master schedule.

Christy Campbell, Project Director, reviewed some key lessons learned, which included:

- Leadership, governance and project controls
- Vendor management
- Organizational change management (OCM), training and communications

Bill wrapped up by saying there were a lot of lessons learned that the TSB can pass on to other state projects.

Technology Business Management (TBM) Program Reporting

Bill described this program as an important strategic asset for the state and is recognized as one of the best in the country for state government. As such, we still need to continue to assess and elevate this to provide a methodology and framework for evaluating IT costs and investments with a platform that allows for reporting and visual management tools to guide agencies and how they can be more efficient, as they transform their business and IT services.

Stephanie Roe, TBM Analyst, described TBM as a discipline that establishes a common language between IT finance and business to improve outcomes by connecting business value to technology investments. She reviewed how the program has matured since its inception in 2012.

She also provided demonstrations of several reports and resources that are published for transparency. These included a report on overall IT spend in the state, the IT p live demo of reports that come out of the system. One report highlighted overall IT spend. The state IT project dashboard also contains budget versus actual spend data that is supported by the TBM program software. The backend of the TBM program software is where the agencies can access their data for analysis and reporting. She showed a couple of reports that highlight application total cost of ownership and risk profiles so agencies can prioritize applications for legacy modernization purposes. The last report showed the end goal in TBM is understanding the IT costs associated with the agency mission or the business capabilities, using WaTech as an example.

Bill said the TBM program team will be back on a more frequent basis, so we could analyze the data and get TSB input and guidance on how we need to move forward in critical areas.

Stephanie wrapped up by clarifying TSB fits in with approving standards and policies that are incorporated into the program and considering ways to promote strategic investments for cost efficiency and service improvements.

Sharing IT Project Best Practices and Lessons Learned: Budget and Resource Management

Richelle Glascock, Project Management Partner, led a discussion on budget and resource management, a very critical component to project success, specifically how to help agencies do better in these areas.

Some predictable results that are yielded from poor planning are cost overruns, schedule overruns, high staff turnover, low product quality, and then additional funding requests and low stakeholder adoption.

Richelle reviewed some issues being observed such as project design errors, insufficient risk management, estimation errors, poorly defined scope and execution failures. Lack of feasibility studies ahead of time is another one.

Bill wrapped up saying some of the points that were raised, there's a real alignment with the other sessions we've had around integrated schedule and vendor management and budgeting - they all work together, as all of those disciplines are important.

Strategic Initiatives / Lightning Round

Enterprise Cloud Computing:

Robin Shen, Enterprise Cloud Computing Manager, reviewed updates about the program approach, governance, transformation and brokerage service.

Bill said this is critical for the state as we move more and more into the cloud and adopt cloud services and technologies.

Enterprise Architecture:

Kathy Costello, on behalf of Nick Stowe, reviewed updates to the program approach and walked through the four phases of the framework.

Bill said enterprise architecture is a key to project success.

Data Management Strategy:

Cathi Greenwood, Open Data Manager, reviewed how data management fits into the IT strategic plan's vision and goals.

Resident Portal:

Due to time constraints, this item will be reviewed at a future meeting.

State Interoperability Executive Committee:

Due to time constraints, this item will be reviewed at a future meeting.

Public Comment

No public comment.

Action Items

Topic	Action	Assigned to	Deadline

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Next Meeting

September 13, 2022