Technology Services Board Portfolio and Policy Subcommittee Meeting

January 11, 2018

10:00 a.m. – 12:00 p.m.

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AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and opening remarks	Rob St. John	Information	10:00

Project Consults – Liquor & Cannabis Board
• **Systems Modernization Project (SMP)**
    o **Peter Antolin, Executive Sponsor**
    o **Dale Matheson, Project Manager**
    o **Mary Mueller, CIO**
    o **Carl Kaufman, Project Corps, QA**
 	
• **Traceability**
    o **Peter Antolin, Executive Sponsor**
    o **Jay Barott, Project Manager**
    o **Mary Mueller, CIO**
    o **Julie Boyer, Stellar Associates, QA**
	Rob St. John
	Whitney Dickinson
	
	Rich Tomsinski
		Briefing / Advice Needed	10:10

Project Briefing
• **SBCTC – ctcLink**
    o **Jan Yoshiwara, Executive Director & Sponsor**
    o **Christy Campbell, Project Director**
    o **John Boesenberg, Chief Financial Officer**
    o **Scott Morgan, Interim Dep. Exec. Dir. for IT and CIO**
    o **Paul Giebel, Moran Technology Consulting, QA**
	Rob St. John
	Kathy Pickens-Rucker
		Update / Discussion	10:50

Rhythm of Business and OCIO Activities	Sue Langen	Information	11:30
Public Comment			11:55

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Current TSB Portfolio & Policy Subcommittee Members

Industry Members

Butch Leonardson – Leonardson Leadership Services

Paul Moulton – Costco

Legislative Members

Rep. Mark Harmsworth – House R

Rep. Zack Hudgins - House D

Sen. Patty Kuderer – Senate D

Sen. Mark Miloscia - Senate R

Executive Branch (Agency Directors)

Rob St. John – Acting CIO & Chair

Tracy Guerin – DRS

Vikki Smith - DOR

Other Government

Jeff Paulsen – Labor Rep

Blue – members present

Black – members absent

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Project Consults

Briefing / Advice Needed

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Washington State Liquor and Cannabis Board

Systems Modernization Project and Marijuana Traceability Project

- Agenda

  - Recent Project Lessons Learned

  - Advice from the Board

  - Systems Modernization Project (SMP) Status

  - Marijuana Traceability Project (MTP) Status

  - Questions

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WSLCB – System Replacement Projects

- Background

  - Systems Modernization Project (SMP)

    - active since 2015

    - replacing licensing, enforcement, imaging and content management applications

  - Marijuana Traceability System Project (MTP)

    - started 2016 - go live February 2018

    - will replace current traceability system tracking cannabis from seed to sale

- Each project has been challenging

- Lessons learned have provided clear path forward

- Three project issues for which WSLCB is seeking advice

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Key Lessons Learned

- SMP

  - Regardless of external drivers, detailed functional requirements must be developed prior to RFP

  - The project teams are dedicated, communicative and focused

  - Budget must match project management, functional and non-functional requirements

  - Consistently follow our own established project governance processes and modify if they are not working for us

  - Consistently hold vendors accountable for process requirements

  - Must develop mechanism to test vendor process and product maturity

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Key Lessons Learned

- Traceability (MTP)

  - Prepare an exit strategy prior to communicating the need for an RFP

  - Have a ready temporary compliance system in the event that a contract is terminated

  - Don't be unrealistic in objectives; data conversion was not a realistic goal

  - Project teams have been adaptable

  - Stakeholder engagement has been invaluable

  - The project teams are dedicated, communicative and focused

  - Disciplined procurement, contract management and vendor management cannot be overemphasized (it all goes back to this)

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WSLCB – Project Updates

- Advice Sought

  - Is there an effective mechanism for testing vendor process and product maturity during procurement phase?

  - What have you included in procurement process to reduce vendor selection risks?

  - What mechanisms can be put in place to protect state interests from commercial integrators that don't meet security or product quality standards?

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WSLCB – Systems Modernization Project (SMP)

- Progress to project goals
  - License & Enforcement Case Management System vendor selected then contract terminated by mutual agreement
    - Gaps between vendor technical capabilities and WSLCB expectations/requirements
    - Problems exacerbated by lack of detailed functional requirements
    - Planning is in progress for reboot and includes strategic and tactical changes from lessons learned
  - Enterprise Content Management system on track

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Systems Modernization Project

OCIO IT Dashboard - RED 🔴

- LECMS vendor contract has been terminated.

- Planning for LECMS requirements elicitation, market research and procurement

- Investment Plan amendment in progress.

External QA - Orange 🟠

Assessment Area	Findings				Project Area Health Nov	Change from Previous Month
	New Nov	Closed Nov	To Date	O/S		
Project Culture			3		L	⬆
Project Definition			1		Y	⬆
Project Planning & Monitoring			5		R	➡
Project Issue & Risk Management			1		O	⬆
Project Budget & Cost Tracking					O	⬇
Project Teaming			1		L	➡
Vendor Management			4		Y	⬆
Communications			1		Y	➡
Deliverables					Y	⬆
Quality Planning & Monitoring			2		Y	➡
Total / Overall			18		O	⬆

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Marijuana Traceability Project

- Progress to project goals
  - Four months to convert data and configure new system
  - Planned on initial implementation on 10/31 and then four subsequent releases to complete build
  - Gained access to data dump in September and decided to pursue conversion
  - Implemented contingency plan and pushed date to 01/01/2018
  - Requested system changes that impacted ability for system and integrators to meet 01/01 date
  - Postponed 01/01/2018 implementation date to 02/01/2018

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Marijuana Traceability Project

OCIO IT Dashboard - RED 🔴

High project schedule risk continues as development and testing efforts are behind schedule;

The January 1 go-live is postponed to February 1;

Executive Steering Committee engagement with all stakeholders continues at a high level;

The plan to freeze code to facilitate testing and integrator development is expected to help maximize system stability and utility at launch;

IT Pool technology budget and amended investment plan are required

January 11, 2018

External QA - Red 🔴

QA Assessment Area	Nov 2017
Overall Project Health and Environment	High
Project Integration Management	Mod
Scope Management	Mod
Time Management	High
Cost Management	Mod
Quality Management	Low
Human Resources Management	High
Communications Management	High
Risk Management	Low
Procurement Management	Low
Stakeholder Management	High

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OCIO Requirements for ctcLink Project Restart

OCIO Required Item	OCIO Assessment	Comments
New Governance Model	✅	3-tiered model defined that fits HigherEd
Address IV&V Findings	✅	Completed; posted to the Project Dashboard
Respond to QA Findings	✅	Completed; posted to the Project Dashboard
Conduct Readiness Assessment	✅	Completed; risks and mitigations identified
Replace System Integrator	➕	Discussed new approach at TSB; RFP has been published; waiting for results
Org. Change Mgmt. Strategy	✅	Comprehensive strategy & plan developed
Remediation Sign-Off	✅	Completed in December
New Deployment Timeline	✅	Completed; also included in MS Project plan
Staffing Plan	➕	Staff needs have been identified; not yet hired
Technology Budget	✅	Completed and approved by OFM
Project Status Reporting Plan	➕	Planned; but no evidence of actual execution yet

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OCIO Conditions for ctcLink Investment Plan

- Plans to address remediation agreement items for Spokane and Tacoma must get added to the integrated work plan

- QA vendor must also report to State CIO

- Project must report monthly on scope, schedule and budget which measures key milestones including readiness activities

- OCIO must approve plans for replacement of Hyperion Budgeting, Continuing Education Application and Online Admissions Application

- OCIO must be notified in advance regarding use of contingency funding in the budget

- Project must conduct lessons learned and prepare a plan to address issues immediately after each deployment

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IT Pool Stage Gates for ctcLink

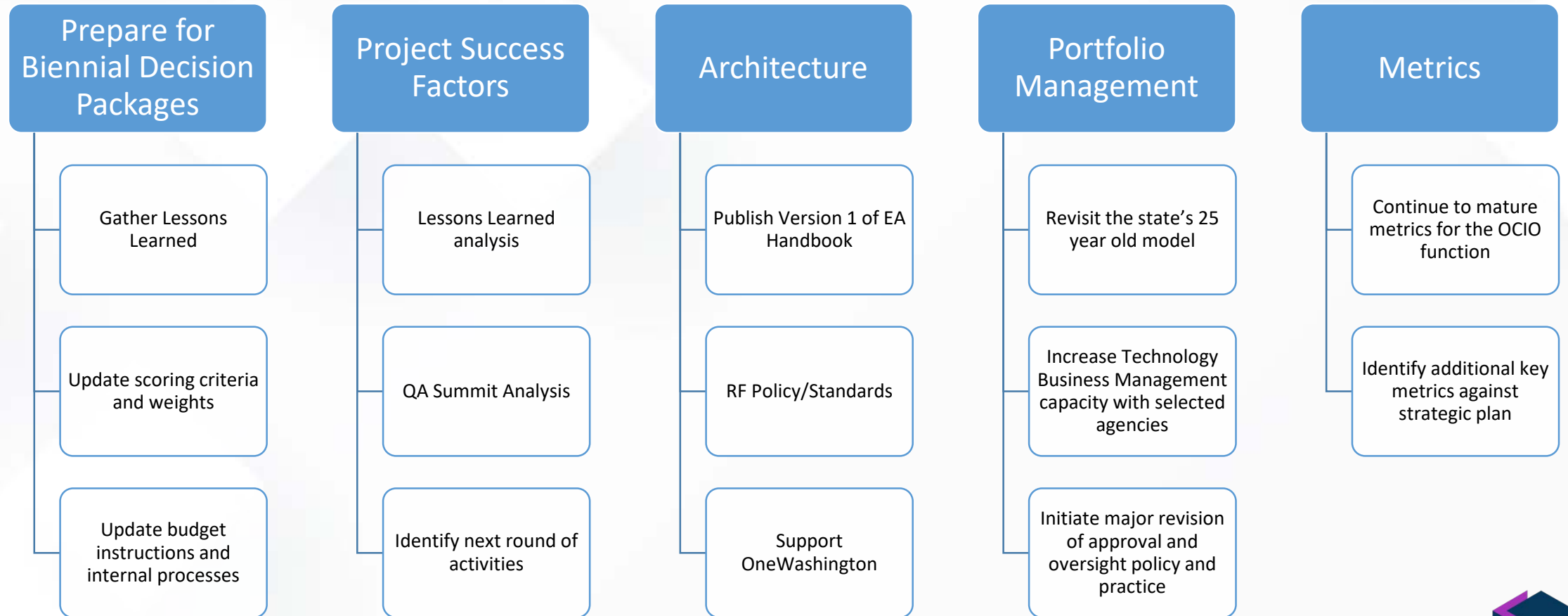|		ctcLink Project Implementation										
	Years 1-6	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022		Grand Total
Implementation Costs/Gates	Implementation, Stability & Remediation Deployment #1	IT Pool Gate 1 Planning & Remediation	Upgrade Project - Deployment #2 (3 Pilot Colleges, StateBoard, 1 Additional College)	Deployment #3 (8 Colleges)		Deployment #4 (8 Colleges)		Deployment #5 (8 Colleges)		Deployment #6 (6 Colleges)		Grand Total
Annual FTE	32	39	72	68	57	57	57	57	57	57	57	
Salaries	$ 12,283,906	$ 2,047,781	$ 4,538,262	$ 4,034,138	$ 3,076,492	$ 2,710,128	$ 2,291,856	$ 2,944,360	$ 2,944,360	$ 2,944,360	$ 2,944,360	$ 42,760,004
Benefits	$ 3,464,692	$ 577,579	$ 1,280,023	$ 1,584,840	$ 1,208,622	$ 1,064,693	$ 1,482,965	$ 830,461	$ 830,461	$ 830,461	$ 830,461	$ 13,985,256
Contract Services	$ 2,659,627	$ 155,208	$ 119,604	$ 119,604	$ 119,604	$ 119,604	$ 119,604	$ 119,604	$ 119,604	$ 119,604	$ 119,604	$ 3,891,271
Goods and Services	$ 50,358,544	$ 3,183,782	$ 119,106	$ 51,556	$ 51,556	$ 51,556	$ 51,556	$ 51,556	$ 51,556	$ 51,556	$ 49,156	$ -	$ 54,019,924
Travel	$ 474,164	$ 34,344	$ 128,000	$ 128,000	$ 128,000	$ 128,000	$ 128,000	$ 128,000	$ 128,000	$ 128,000	$ -	$ 1,532,508
Capitalized Software	$ 18,163,811	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,163,811
Computer Hardware	$ 507,147	$ 2,933	$ 5,000	$ 72,550	$ 72,550	$ 72,550	$ 72,550	$ 72,550	$ 72,550	$ 72,550	$ 67,550	$ 1,090,480
Additional Scope Re-Work	$ -	$ -	$ 1,080,000	$ 920,000	$ 1,250,000	$ 1,150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ -	$ 5,000,000
Contingency, 10%	$ -	$ -	$ 727,000	$ 691,069	$ 590,682	$ 529,653	$ 429,653	$ 429,653	$ 429,653	$ 429,413	$ 396,197	$ 4,652,973
Total Project Costs	$ 87,911,891	$ 6,001,627	$ 7,996,995	$ 7,601,757	$ 6,497,506	$ 5,826,184	$ 4,726,184	$ 4,726,184	$ 4,726,184	$ 4,723,544	$ 4,358,172	$ 145,096,227

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Rhythm of Business & OCIO Activities

Information

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Key Priorities for Upcoming Months

Prepare for Biennial Decision Packages

- Gather Lessons Learned
- Update scoring criteria and weights
- Update budget instructions and internal processes

Project Success Factors

- Lessons Learned analysis
- QA Summit Analysis
- Identify next round of activities

Architecture

- Publish Version 1 of EA Handbook
- RF Policy/Standards
- Support OneWashington

Portfolio Management

- Revisit the state's 25 year old model
- Increase Technology Business Management capacity with selected agencies
- Initiate major revision of approval and oversight policy and practice

Metrics

- Continue to mature metrics for the OCIO function
- Identify additional key metrics against strategic plan

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Public Comment

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