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Technology Services Board Portfolio & Policy Subcommittee Meeting

May 12, 2016
10:00 am – 12:00 pm

AGENDA

TOPIC	LEAD	PURPOSE	TIME
Welcome and opening remarks	Michael Cockrill	Information	10:00
Criteria for Projects for Board Review Top 5 Purpose	Rob St. John	Information	10:05
Project Reviews UW - HR/Payroll Modernization Program State Board for Community & Technical Colleges – ctcLink Dept. of Fish & Wildlife – WILD Project	David Walddon Heidi Brownell Peter Vernie	Information Information / Discussion	10:15 10:20
Identifying Major Projects Proposed edits to Risk/Severity Matrix Decision Lens weighting	Whitney Dickinson Kathy Pickens- Rucker Jim Hammond	Discussion	10:50
Budget Prioritization	Jim Hammond	Information	11:50
Public Comment			11:55
ADJOURN – 12:00 noon			

Current TSB Portfolio & Policy Subcommittee Members

Industry Members

Kris Kutchera – Alaska Airlines*

Butch Leonardson – BECU*

Paul Moulton - Costco

Legislative Members

Sen. Mark Miloscia - Senate R

Executive Branch (Agency Directors)

Michael Cockrill – CIO & Chair

Marcie Frost - DRS

Other Government

Bill Kehoe – CIO King County

Jeff Paulsen – Labor Rep

Blue – members present

Black – members absent

Criteria for Board Review of Projects

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Criteria for board review of projects

Top 5 criteria based on member feedback from April 14th meeting:

1. Projects that are named in the budget or proviso
2. Significant dollar threshold – “significant” based on judgment (guidance is \$3M)
3. Early exposure for greatest impact
4. Impact project has on entire enterprise or multiple agencies, on the public, or strategy
5. Judgment call by oversight consultants or QA consultants based on review of dashboard status

Next Steps:

- Run current projects through criteria
- List of projects to bring to TSB Subcomm.
- Frame each review with criteria

Project Review

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Project review – UW – HR/P

HR/Payroll

MODERNIZATION

Through the HR/Payroll Modernization effort, the University of Washington will replace its 33-year-old legacy payroll system with a modern, integrated human resources and payroll system. Workday will provide the enterprise Software-as-a-Service solution; IBM will partner with Workday to provide implementation services. As part of this effort, the UW will also implement a set of standardized processes to significantly improve support for critical HR and payroll work across the University.

- \$67,900,000 Total Cost
- Start Date: 03/01/2014
- End Date: 12/30/2016

Project review – SBCTC - ctcLink



A single, centralized system of online functions that will give students, faculty and staff 24/7 access to a modern, efficient way of doing their college business. ctcLink will provide a set of interconnected software modules to help streamline and standardize processes across all 34 community and technical colleges and the State Board office. But, it's about much more than new software. As the existing legacy software is replaced with modern technology, all college districts will also redesign and align current business processes.

- \$100,000,000 Total Cost
- Start Date: 12/31/2011
- End Date: 12/31/2017

WDFW WILD Replacement

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- Early exposure for greatest impact
- Impact project has on entire enterprise or multiple agencies, on the public, or strategy
- Consultant judgment



Introductions

Peter Vernie – Project Sponsor

Matthew Oram – Technical WILD Manager



Brief History of WILD

(WA Interactive Licensing Database)

The first WILD system was developed in 2000



The Current WILD system was developed in 2005

- In 2011, the agency went through the RFP process and awarded a contract to a vendor, but the solution never made it to production.
- April 1st the current WILD vendor notified WDFW that the WILD system would stop selling licenses on Dec. 31, 2016.
- Project was fully funded in budget. We are bringing the project to the Board today for early input.

About WDFW

The Fish and Wildlife Commission, as a body, develops/establishes policy. It is the Director's role to implement policy through Department management.

The agency's operating budget for 15-17 is \$403.3M and 1,500 FTEs.

Each year, WDFW's employees:

- Partner with 600 businesses to sell millions of hunting and fishing licenses
- Manage 1 million acres for habitat, hunting, and recreation at 33 wildlife areas
- Make 300,000 enforcement and public education contacts
- Manage 83 hatcheries and 700 water access sites
- Remove fish passage barriers
- Manage commercial and recreational fisheries

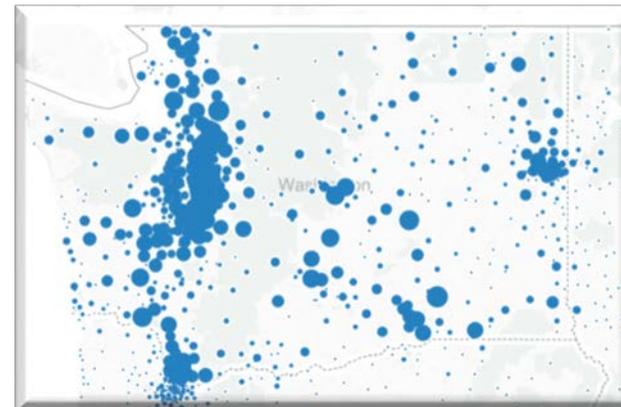
What is WILD?

- WILD is primarily a licensing sales system:
 - Online Sales, Phone Sales, and roughly 720 Point Of Sale devices at 600 dealer locations across the state.

- WILD processed over \$50 million in 2015 and indirectly roughly \$120 million through federal matching & related licensing grants.

- WILD processed over 6 million sales actions in 2015.
 - Purchase, Return, Exchange, Reprint
- Over 1 million unique customers purchase an item through WILD each year.
- WILD development, maintenance, and operations are paid through a transaction fee collected on items sold through the system.

2015 License Sales By Customer Zip



The Ideal Vendor

- Has a system currently deployed / operational in another state
- Can clearly demonstrate existing system functionality which meets WDFW requirements and objectives
- Can demonstrate experience and a clear project management methodology
- Has value-added functionality that would be in the best interest to WDFW and its customers
- Works as a partner

Top Project Risks and Impacts

Technical Risks:

- Aggressive schedule for both vendor and staff teams
- Some requirements are unique and not in place in other states
- Integration with multiple systems
- Product quality

Business Risks:

- Delivering on time
 - Aggressive schedule for managing change for users (600 dealers, online sales, etc.)
- Deployment during same timeframe as when annual catalog is released
- Potential physical hardware deployment during holiday sales
- Managing scope
- Political environment



WILD Replacement Project Status

- Market Analysis/Networking with Other States
- Review Lessons Learned
- Needs Assessment and Gap Analysis
- Stakeholder communication
- Develop/Publish Request For Proposal
- Vendor Selection (June 3 Contract Deadline)
- Project Planning
- Phased Implementation



Next Steps

- Complete Procurement
- Work with selected vendor to develop specific deployment plan, which includes:
 - Gap Analysis
 - Technical Requirement Gathering
 - Business Process Reengineering
 - Development
 - Data Migration
 - Training
 - Deployment

Questions?



Improving Project Outcomes Identifying Major Projects

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Improving project outcomes

Critical success factors

Budget

Align technology strategy & public policy

IT strategy

4-6 year projection

Lessons learned

Capital budget model

IT budget pool

Portfolio

Invest in the right things

Enterprise strategies

Modern / Transform

Enterprise resource planning (ERP)

Unified business identifier (UBI)

Humans

eGov

Technology Business Management (TBM)

Delivery

Execute & deliver outcomes

Quality Assurance

Risk / Severity

Triggers / major projects to TSB

Process

People/skill

Responsibility

Governance

Project / Program management (PMO)

Taskforce

Done

Done

Identifying Major Projects Context

Description of Activity Scope:

- Review current state: definitions, methods, criteria and timing for evaluating major projects
- Obtain TSB Subcommittee input and insight on major project characteristics
- Review research from industry and other states
- Evaluate lifecycle of projects/project risk

Deliverables Expected:

- Updated definition of a major project
- Updated draft criteria for determining major project
- Updated process for major project identification over life of project
- Draft of related content for updated Policy 121 and related procedures
- Metrics / Measurement recommendations

OCIO Priorities FY16+

Top 5

1. Project Outcomes
2. Enterprise Architecture
3. Investment Consultation
4. IT Strategy
5. Policies & Standards

Other Priorities

Technology Business Mgmt
Open Data
GIS
SIEC/FirstNet

Identifying Major Projects

Current - Proposed

Current Method/Criteria

- Risk and Severity are each rated using four categories of criteria using the [Risk/Severity Calculator](#).

Severity			
Impact on Clients	Visibility	Impact on State Operations	Failure or nil consequences
Risk - Probability			
Functional Impact on Business Processes or Rules	Development Effort & Resources	Technology	Capability & Management

Proposed Method/Criteria

- 20 questions (compared to the previous 50+)
- 2 questions require just a yes/no answer
- All others are multiple choice; offering a scaled set of 4 choices

Question	Choose the best answer from the options below			
5 Does the project change a system that impacts citizens, other state or local organizations, or service providers?	The impact is to internal agency business processes / operations only.	The system is accessed by citizens only for information and research purposes.	The system indirectly impacts citizens, other state or local organizations, or service providers through management systems that support important public services.	The system is directly used by citizens, other state or local organizations, or service providers (e.g. Medicaid payment systems, online driver's license renewals, reservation systems such as parks and ferries).
6 What is the degree of impact to agency operations or business rules/processes?	There is no change to business rules/processes. The project only impacts low complexity business processes.	There is moderate impact to business rules/processes in one program within a single agency.	There is significant impact to business rules/processes to multiple programs within one agency.	There are technical or business rule/process impacts to more than one agency.

Identifying Major Projects Criteria Weighting

Discussion



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Improving Project Outcomes Next Steps

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Improving Project Outcomes Timeline



Identifying Major Projects

- 5/12 – TSB Sub-Committee - Weight criteria categories
- 6/7 – full TSB - Review final set of questions / category weights
- 6/16 – Begin policy updates

Project Oversight

- 4/14 & 5/12 – Begin Project Oversight
- 6/7 – Present Project Oversight plan

Budget Prioritization

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Public Comment

May 12, 2016

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