Enterprise Cloud Computing Program – Phase 1

Project Charter

This document captures the initial high-level scope and resource commitments, helps set the vision for the project and identifies what needs to be accomplished. In addition the charter establishes a partnership between the performing and requesting organization.   Approval of the charter officially commits senior management to the project, authorizes the start of project work and empowers the project manager to apply resources to project activities.

General Project Information

Title/Name		Project Manager/Coordinator	Document Version #
Enterprise Cloud Computing Program, Phase 1		**Dan Mercer / Jennifer Rosales**	1
Executive Sponsor(s)	**Business Sponsor(s)**	**Date Created**	**Last Updated**
Mark Quimby, State CIO (interim)	Sue Langen	2/22/2021	3/11/2021

Project Description
The OCIO has proposed to the Legislature a statewide technology strategy and plan for migrating most of the state's IT systems to cloud solutions. A foundational component of that plan is identified as strategic workstream GOV-2, creation of a central organization operated in the business model of a cloud services brokerage and cloud center of excellence. This is the key organization that provides leadership, governance, and resources to accelerate the strategic adoption of cloud technologies across state government.

To implement the GOV-2 strategy, this project will create the Enterprise Cloud Computing (ECC) program within WaTech. This program has a two-fold mission: (a) establish and manage a strategic cloud adoption team to develop and maintain the state's cloud architecture, policies, and standards; and to oversee the state's migration to and ongoing strategic use of cloud technologies, and (b) implement a cloud services brokerage team that helps agencies identify and acquire the best solutions to meet their business needs and to ensure that cloud investments are operated securely, efficiently, and in compliance with the state's IT policies and strategic plan.

The Program will provide tools and resources to agencies across state government (excluding higher education) designed to elicit maximum benefits from cloud investments. The new program will create organizational capacity within WaTech to ensure state agencies receive the support they need both during and beyond the state's initial five-year cloud migration window.

This project will be conducted in two phases. The scope of this charter articulates Phase 1 for planning and initiation. Phase 1 will complete work to define the ECC program's organization and business functions, establish the program's permanent staff positions, develop and procure an RFP for implementation support services, and develop a roadmap for Phase 2. If necessary, this Phase 1 project will also draft an FY2022 supplemental decision package because the state's overall cloud strategy, which includes the ECC program, cannot move forward without funding.

Phase 2 of this project will move forward to implement the plans created by Phase 1 and will have a separate charter.

Project Category

☒ **New Development** (develop a product from scratch)
☐ **Enhancement** (add functionality to existing product)
☐ **Maintenance** (sustain existing application or environment)
☐ **Other** (describe) Click here to enter text.

Vision

The Enterprise Cloud Computing program will become the body that organizes and drives the strategic adoption of cloud technologies across state government. The Program will incorporate the combined features and capabilities of a cloud services brokerage (CSB)[1] and cloud center of excellence (CCoE)[2]. The program will provide aggregation, integration, and customization of cloud solutions by offering technology, people, and methodologies to implement and manage cloud-related projects. The cloud program will initially target NASCIO's Stage 4 Broker[3] business model with some roles extending into Stage 5:

- Facilitate digital transformation thru scalable, instant, cost-effective cloud solutions for compute, storage, and platform extending to SaaS where enterprise scale and standards deliver value.
- Partner with legislature, the governor's office, and agencies on cloud technology strategy & policy.
- Recurring competition, regular pricing updates; consumption-based pricing with minimal overhead.
- Plug & play capability to add / remove services. Leverage innovation within market; minimize adoption lag.
- Offer multiple options for solutions within the broker scope.
- Standardized processes actively managed with quality metrics and visible reporting.
- Proactive customer forums with a solutions mindset maximizing learning and innovation.
- Responsive to customer demand and taking initiative to ingest new technology and services.
- State-wide standards and best practices deployed centrally.
- Accelerate change.

> CSB: Cloud services brokerage is an IT role and business model in which a company or other entity adds value to one or more (public or private) cloud services on behalf of one or more consumers of that service via three primary roles including aggregation, integration and customization brokerage. A CSB enabler provides technology to implement CSB, and a CSB provider offers combined technology, people and methodologies to implement and manage CSB-related projects.[1]
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> CCOE: A cloud center of excellence is a centralized EA function that leads and governs cloud computing adoption within an organization. The CCOE provides central IT with a way to execute the organization's cloud strategy, enable the business to choose the best solutions, provide governance through policies and cloud management tools, and gather and disseminate cloud best practices.[2]
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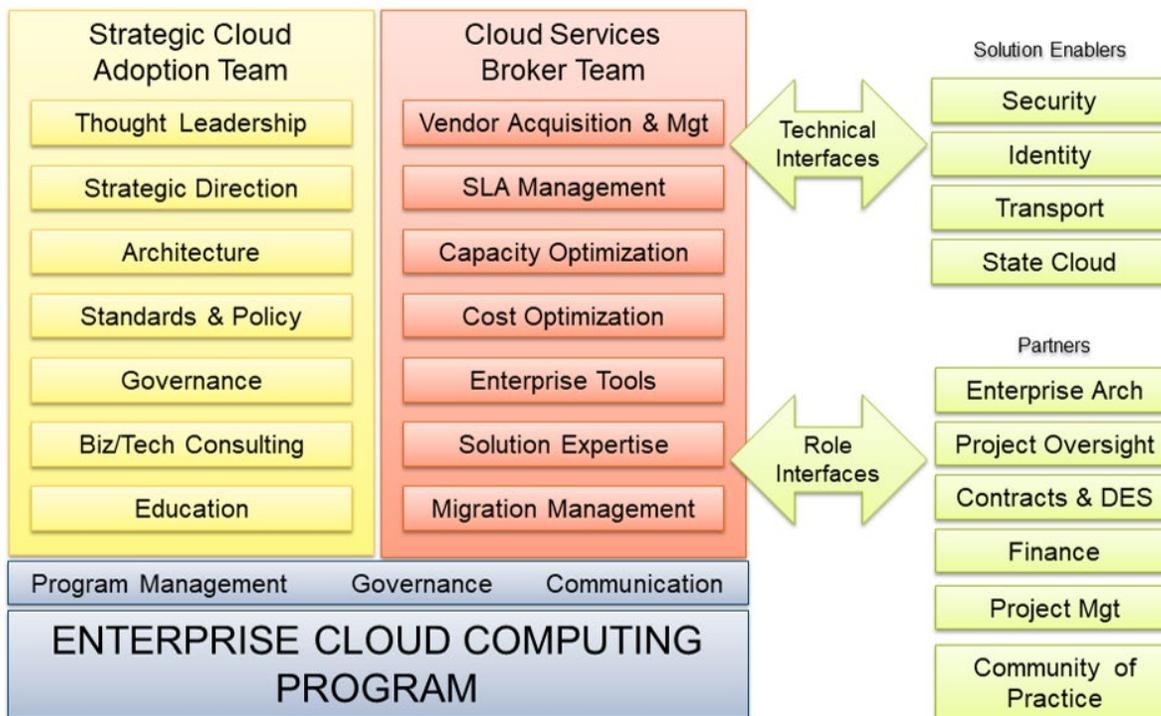> Gartner

Objectives/Goals

Describe the purpose to be achieved, results to be obtained, product to be produced or service to be performed. Document the specific, measurable, attainable, realistic time-bound (SMART) goals for measuring success.

The Program will have three primary workstreams: Program Management, Strategic Cloud Adoption, and the Cloud Services Broker. These workstreams will interface into other aspects of WaTech both for technical interfaces and role alignment.

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[1] https://www.gartner.com/en/information-technology/glossary/cloud-services-brokerage-csb
[2] "How to Deploy a Cloud Center of Excellence", Gartner Report published January 21, 2021.
[3] https://www.nascio.org/resource-center/resources/state-cio-as-broker-a-new-model/

In support of the Strategic Goals of the Enterprise Cloud Computing Program, this Phase 1 planning and initiation effort will prepare for implementation by achieving the following objectives:

Objective 1: Execute a disciplined approach to program management, including authoring a plan for Phase 1 by 2/28/2021, a charter for the Phase 1 by 2/28, and other project artifacts (RAID log, communications plan, stakeholder engagement, etc.) by 3/15.

Objective 2: Initiate the Enterprise Cloud Computing program and the Strategic Cloud Adoption team. Refine the strategy and objectives as well as create a roadmap for subsequent phases of the Program by 4/15/2021. Document staffing plan and roles; establish new staff positions and initiate recruitments. Establish framework for providing leadership to accelerate Cloud adoption across state government by 7/31/2021. A final version of the strategy, objectives, metrics, and roadmap will be provided at the conclusion of Phase 1.

Objective 3: Author and execute an RFP for Enterprise Cloud Migration support services with a target for contract execution by 7/31/2021.

Objective 4: Plan and initiate the Cloud Services Broker team. Complete discovery to substantiate scope and value of the brokerage function and inform strategy and objectives. Document function and process scope for the Broker. Begin planning to acquire tools for optimizing cloud solutions, and establish framework for providing subject matter expertise to facilitate and accelerate adoption of cloud services across state government by 7/31/2021.

Scope

Scope: Document what will be included in the project and what is out of scope of the project.	
In Scope	- Plan and prepare to implement the central cloud leadership program described in the GOV-2 strategy of the Cloud Readiness Report. - Define the Enterprise Cloud Computing program scope and strategy. Refine the scope using NASCIO Broker model and Gartner CCOE and CSB definitions. - Draft a framework for an enterprise cloud governance and propose roles and processes for defining best practices and community governance. - Draft a Program engagement framework for adding value to agencies thru technology, people, and methodologies to accelerate the implementation of and improve the efficiency gained by cloud projects. - Define Program resource requirements including contractor resources and touchpoints with other WaTech service teams. - Develop a staffing plan, establish new positions through state HR, and recruit and fill new positions. - Create professional development plans for new Program FTEs to ensure staff maintain leading edge expertise in evolving technologies. - Define criteria for vendor selection for implementation support, for cloud service providers, and for tools defined in EA-1. - Refine the intended benefits and measurable outcomes of the Program. Expected benefits include: Accelerated statewide adoption of cloud technologies, consistent and favorable pricing, systematic application of technology and security standards, efficient accounting of state IT assets and configurations, universal service level monitoring and management, and transparency in usage and cost metrics. - Plan and prepare for EA-1: Cloud Management Tools. Includes EA-1A, EA-1B, EA-1C. - Plan and prepare to establish an application infrastructure inventory and configuration management program (CMDB). - Define the scope and features of shared cloud automation tools. - Plan and prepare a solution for continuous cloud financial management across the enterprise. - Define an approach to track applications and infrastructure to maintain assets more consistently. - Define an approach to identify opportunities to reduce operational costs as applications retire or move to the cloud. - Plan and schedule remaining preparatory projects (GOV-5 Cybersecurity and Risk Management Governance, EA-3 Network Optimization for Cloud Services, EA-11 Federated Identity Management, WF-6 Workforce Planning Initiative, WF-10 Establish Cloud Ready Operations, and WF-7 Organizational Change Management).
Out of Scope	- Execution of cloud governance - Execution of Phase 2 roadmap activities

	• Procurement and execution of EA-1 Cloud Management Tools. • Procurement of cloud service providers. • Execution of remaining preparatory projects. • Migration of workloads.

Deliverables	• Program management artifacts for Phase 1, including
	    o Program work plan / WBS & schedule
	    o Budget
	    o Governance model and charter for Enterprise Cloud Computing program
	    o Stakeholder needs document considerations
	    o Project Management Plan
	        ▪ Communication plan
	        ▪ Procurement plan
	        ▪ Risk and Issues management, change management plans
	        ▪ Staffing / resourcing plan
	        ▪ Cost management plan
	• Program deliverables – Phase 1
	    o Discovery documents
	        ▪ Best practices / lessons learned from other states
	        ▪ Insights from vendor solution partners
	        ▪ Agency needs & priorities
	    o Value Proposition for Enterprise Cloud Computing program, roles & solution scope
	    o Quick win priorities in next 18 months – immediate expenditures / projects in process
	    o Targets and metrics for full Program
	    o Full Program roadmap
	    o Full Program Strategy, Vision, Mission, Objectives
	• Procurement for services supporting Program implementation services
	• Author Decision Package for FY2022 if needed
	• Position descriptions for first 5 program FTEs.

Risks, Assumptions, Constraints and Dependencies

Risks	• Availability of key resources to achieve the accelerated schedule and milestones risks both schedule and scope. • Funding beyond Phase 1 planning and preparation is not yet available. • Executive stakeholder engagement is at risk due to transition of State CIO. • Parallel legislative activity in Cloud and Security services could impact scope and available budget. • Alignment of Program definition, ownership and outcomes could slow progress.

	• Complex interactions between Enterprise Cloud Computing and other WaTech technical and business units could create confusion for state agencies. • Brokering solutions is a new business model for WaTech. New skills, responsibilities, processes, and tools will be required not just for the brokering team but other WaTech technical and business units as well. • State law may limit how the brokerage can negotiate and contract for services on behalf of state agencies. Close collaboration with DES will be required.
Assumptions	• Stakeholder commitment to the Program will remain through leader transitions • Program will be built in parallel to current Cloud and Data Center Services offered by WaTech. Intersections will be identified in Phase 1, but engagement processes will be addressed in Phase 2. • WaTech will provide key enabling interfaces for successful cloud solutions (security, identity, transport, etc.) in a timely manner to achieve target benefits. • The Unisys analysis and conclusion that 3300 applications on 9000 virtual machines are good candidates for the cloud and would benefit from cloud solutions. Agency demand and appetite for cloud will be needed to capture financial return. • For some of the deliverables to offered as working drafts (e.g. Program Governance model), Phase 2 will provide stakeholdering and finalization.
Constraints	• WaTech provides solution and policy support but Agencies ultimately decide on timing and scope of adoption.
Dependencies	• WaTech enabling interfaces • Phase 2 (implementation of the strategy, plan, and roadmap for the Enterprise Cloud Broker Program) will be dependent on funding being provided.

Summary Budget Estimates

More detailed costs will be identified during project planning.

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| **Total projected costs: Not to exceed $1.37M** |

Summary Milestone Schedule

The schedule below is a summary of milestones based on what is known at the time of charter development. The schedule will become progressively more detailed as information is discovered in each phase of the project. The schedule is highly dependent on the availability of resources to perform project tasks.

Major Milestones/Activities	Estimated Start Date	Estimated Finish Date
Kick off	2/24/2021	2/24/2021
Charter	2/21/2021	3/12/2021
PMP, Project Schedule	2/21/2021	3/12/2021
Discovery – states, vendors, agencies	2/11/2021	3/31/2021
Steering Committee Kickoff	3/15/2021	
Onboard Cloud Program Lead	2/11/2021	7/1/2021
Broker Model Definition, Value Proposition working draft	2/22/2021	4/26/2021
Strategy, Vision, Mission, Objectives working draft	3/17/2021	4/26/2021
Governance Model for Program	3/17/2021	4/26/2021
Program Staffing Plan	3/17/2021	4/26/2021
RFP for Implementation Support Services – Posted	3/1/2021	5/3/2021
Roadmap for program and follow-on workstreams	4/26/2021	6/30/2021
Cloud Ready Operations preparation – working draft of architecture	6/15/2021	7/31/2021
EA-1 Preparation – working drafts of requirements	6/15/2021	7/31/2021
Implementation Support Services – Onboard	6/30/2021	7/31/2021
Completion of Phase 1 (Planning); and to Phase 2 (Implementation)		7/31/2021

Enterprise Cloud Computing Roadmap: Phase 1
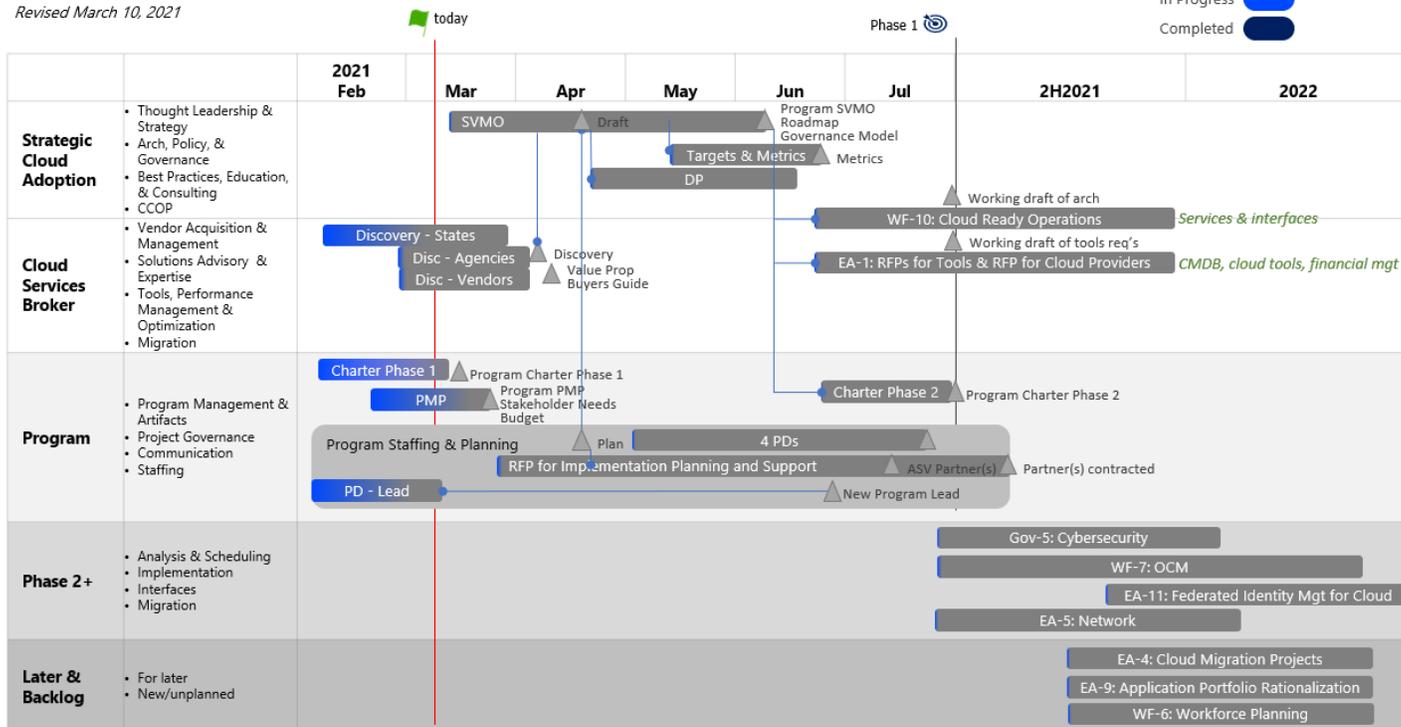
Communications

Provides information as to how the project coordinator/manager will provide status of the effort to the team and the sponsor; e.g. (weekly status report, monthly status, etc.)

The communications for the project status includes the following high level approaches:

- Semi-weekly team meetings to identify blockers, align on priorities, maintain momentum.
- Weekly sponsor meetings to review status, escalate blockers, align on priorities.
- Weekly status reports to sponsor via status report .doc.
- Monthly executive steering committee calls (or ad hoc more often if needed). Utilize Teams for draft document publication and review with stakeholders.

A more specific communications plan within the Project Management Plan will address the communications needs of key stakeholders (Program Team, Sponsor, Steering Committee, WaTech leadership team, and external stakeholders including legislature and agencies).

Project Organization

This section contains the team members and the organization governance for the project.

Steering Committee Voting Membership / Governance

Team Role	Resource Name (s)	Estimated Date Range
Executive Sponsor	Mark Quimby, State CIO and WaTech Director (interim)	February 2021 – July 2021 (Phase 1) and beyond
Business Sponsor	Sue Langen, OCIO Director / WaTech Deputy Director	Feb 21 – July 21 (Phase 1) and beyond
Cloud Computing Manager	TBD, Dan Mercer on interim basis	May 2021 and forward
Agency Representation	David Sorrell (DOR) Chris Lamb (OFM) Tom Heichelbech (DOL) Jerry Britcher (HCA)	Feb 21 – July 21 (Phase 1)
CISO	Vinod Brahmapuram, State CISO	February 2021 – July 2021 (Phase 1) and beyond
WaTech Interfaces and Enablers	Mark Quimby, Technology and Operations Director	February 2021 – July 2021 (Phase 1) and beyond

Team Members

Team Role	Resource Name (s)	Estimated Date Range
Project Manager	ISG – Nehal Chokshi	Feb 21 – July 21 (Phase 1)
Subject Matter Expert	Dan Mercer	Feb 21 – July 21 (Phase 1)
Project and Planning SMEs	ISG: Jennifer Rosales, Dillon Mullenix, Kevin Martin, Chris Hancock, and others	Feb 21 – July 21 (Phase 1)

Roles & Responsibilities

Role	Responsibilities
Executive Sponsor	- Champions the project and its priority within the agency and with constituents - Provides executive leadership and guidance for the project - Approves charter – scope, schedule and budget - Approves changes to scope, schedule and budget - Acts as point of escalation for project issues and decisions - Approves key deliverables - Steering Committee Chair
Business Sponsor	- Consults on charter – scope, schedule and budget - Consults on key deliverables - Approves working drafts and readiness for Steering Committee engagement - Acts as point of escalation for project issues and decisions - Provides guidance to the project team and workgroups - Escalates issues and decisions to the Executive Sponsor as needed - Facilitates Steering Committee meetings
Steering Committee	- Provides strategic advice and direction - Ensures availability of key resources - Provides feedback on charter, scope, schedule, and budget, and change requests - Works through barriers and challenges encountered to meet the goals - Oversees adherence to scope, schedule and budget and suggests course corrections - Accepts key deliverables (as defined) - Authorized voting members participate in project governance as described below.
Project Manager	- Creates project management plans - Schedules and facilitates meetings - Acts as point of escalation for project issues and decisions - Manages day to day project activities and monitors the work plan to ensure assigned tasks stay on schedule - Monitors the quality, timely completion of deliverables - Coordinates the review and approval of deliverables - Escalates issues and decisions to the Sponsor as needed - Creates and distributes status reports
Project SMEs	- Creates assigned deliverables - Reviews deliverables - Provides WaTech subject matter expertise - Completes tasks assigned in the work plan - Reports progress on assigned tasks - Escalates issues and decisions to the Project Manager as needed

Role	Responsibilities
Discovery SMEs	• Authors interview questions • Facilitates interviews with States, Vendors, and Agencies to gather insights and requirements • Authors Discovery document capturing key insights, lessons learned, priority elements of value proposition and program scope
WaTech Operations & Security SMEs	• Reviews and contributes to project deliverables • Facilitates engagement with key WaTech service / interface owners
Legislative Liaison	• Communicates status of legislative action and funding for project implementation
Agency Representation	• Voting member of Steering Committee • Actively review and contribute to deliverables • Represents the voice of the customer

Project Governance

Decisions on the project, including approval of deliverables and artifacts, will be made by voting members of the Steering Committee as noted in the Project Organization chart above. When needed, the Project Executive Sponsor is empowered to make decisions to move project forward even if a consensus among the Steering Committee voters is not reached.

Approval

Signature below indicates approval to proceed with the above describe actions and resources for this project.

Role	Resource Name	Signature	Date
Executive Sponsor	Mark Quimby	*Mark Quimby*	3-11-2021