

Project Plan

End-To-End eProcurement Project

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| **Version #** | **Date** | **Author** | **Change** |
| **D1** | **11/3/2015** | **Dave Whitbeck** | **Original draft** |
| **D2** | **12/10/2015** | **Dave Whitbeck** | **Updates from John Cuddy Review** |
| **D3** | **12/22/2015** | **Dave Whitbeck** | **Updates from Jim Simpson Review** |
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**1.0 Project Summary**

The purpose of this project is to obtain an end-to-end eProcurement software product that includes best practices in procurement, that can be used to meet agency procurement needs, and that will alleviate many, if not all, of the problems and risks described in the “Problem Statement” below. A group of state agencies will collaborate to define common needs and acquire a Commercial Off-The-Shelf Software (COTS) product so that agencies can change their business processes to comply with best practices in procurement rather that automating their current inefficient practices. This COTS will be available to the agencies as a shared service with Software-as-a-Service (SaaS) as the delivery method.

The collaborating agencies will work together on documenting each agency’s procurement business processes, defining common requirements for a new system, undertaking a solicitation to the vendor community, evaluating and scoring proposals received, selecting a product, and negotiating a contract for its purchase. The longer-term vision is that the software may someday be adopted as an Enterprise solution. It is also envisioned that the agencies will form a user group to work with the vendor implementation on service issues and to influence future enhancements of the product to meet the state’s evolving needs.

**2.0 Project Sponsors**

One high-level executive representing each collaborating agency will serve as the executive sponsors for this project. Their role is defined in the “Resource Requirements” below. They are:

* **Jeff Morgan**, Secretary of State, Director, Business Services Division, Chair
* **Shawn Waite**, Revenue, Finance Manager, Vice Chair
* **David Moon**, Judicial, Director, BIS Services
* **Satish Upadhyay**, Forestry, Administrative Services Division Chief
* **Bret West**, DAS, EGS Administrator
* **Bill Herber**, Fish and Wildlife, Deputy Director For Admin
* **Rick Crager**, Education, Assistant Superintendent of Finance & Administration
* **Jean Straight**, DCBS, Deputy Director
* **Jeremy Emerson**, DHS/OHA, Deputy COO

**3.0 Problem Statement**

Procurement software in many agencies is outdated and much of the entire process — from purchase request to vendor payment — is not automated. The result is that agencies rely on inconsistent manual, paper-based processes that are time consuming, error prone, difficult to track and measure, and not easy to integrate with other systems. As a consequence shadow systems have been developed to fill in the gaps and duplicate data entry has become common. (For example, one agency enters the same information eight times.)

Reports are produced manually, are not consistent, and are often inaccurate. Management data is not easily available within state agencies and statewide. Availability of information about vendor performance is spotty at best. In addition, the state cannot easily leverage its buying power to obtain favorable terms of service and quantity discounts.

**4.0 Scope**

**The scope of this project includes:**

* Bringing together a group of state agencies (the collaborating agencies) to work together to acquire end-to-end eProcurement software that could be used by those agencies and all other state agencies, if desired
* Collaborating to develop common requirements for the new software
* A solicitation process to acquire the new software
* A selection process to obtain the software which best meets the needs of the collaborating agencies
* Negotiating a contract for the software
* Interface the software with ORPIN, SFMA, and OMWESB

**The scope does not include** **implementation** of the software in individual agencies. The project ends when the contract for new software is signed. The scope also does not include unique applications that some agencies may need in addition to the software acquired by this project. Those agencies could work with the vendor on interfacing third-party products or building additional modules to suit those unique needs. Specific examples of scope not included in this project are:

* Asset management functionality
* Accounting system functionality (although financial information may be passed between the statewide financial system and the eProcurement solution, it should be noted that end-to-end eProcurement is not an accounting system)

ORPIN will not be replaced by this project. However, should this solution become the enterprise solution for eProcurement in the future, it is likely that ORPIN would be replaced at that time.

**5.0 Goals & Measurements**

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| --- | --- | --- | --- |
| **Goal (may not be in priority order)** | **Owner** | **Measurement** | **Success****Yes/No** |
| Identify business processes | Project BA | A list of business processes to inform the requirements identification process | Yes |
| Identify interfaces | Project BA | A list of applications which will need to be interfaced to |  |
| Identify data conversion needs | Project BA | A list of the needs for converting data from legacy systems |  |
| Identify requirements | Project BA | Documented requirements that support all business processes, application interfaces, and data conversion needs |  |
| Internal controls | SoS Procurement | Acquire services of an internal controls consultant |  |
| Prepare for implementation | Steering Committee | Develop a plan that will help agencies with implementation and define collaboration opportunities going forward. |  |
| Conduct RFP process | DAS Procurement | An RFP that includes all requirements in the SOWVendor selected that best fits the project requirements |  |
| Execute Contract | DAS Procurement | Contract executed with vendor that allows not only the collaborating agencies, but all state and local agencies the ability to enter into a work order contract to implement the selected software |  |

**6.0 Resource Requirements**

Because of the multi-agency nature of this project, effective governance is especially important in order to assure that all agencies have a voice in decisions, that no one agency dominates, and that a culture of collaboration is created and maintained. The governance structure is made up of three groups as follows:

 Executive Sponsors Committee

 Steering Committee

 Project Management Advisory Team

The governance structure is designed to:

* Assure that all collaborating agencies work well together in pursuit of the common goal of finding the software package that best meets the needs of the agencies
* Identify and alleviate potential problems
* Make decisions
* Deal with issues like:
	+ Major issues including changes in scope, resources, and schedule (Executive Sponsors Committee)
	+ Project oversight and control (Steering Committee)
	+ Day-to-day administration (Project Manager and Project Management Advisory Team)

The roles of the groups in the governance structure are detailed in the table below.

|  |  |
| --- | --- |
| **Resource** | **Requirements** |
| Executive Sponsors Committee | * **Members**
	+ One high-level executive representing each collaborating agency
* **Role**
	+ Ultimate responsibility for securing spending authority and resources for the project
	+ Vocal and visible champions, legitimize the project’s goals and objectives, keep abreast of major project activities, and as a committee are the ultimate decision-maker for the project
	+ Final approval of all scope changes, and approve proceeding to each succeeding project phase
	+ Resolve conflicts over project direction and major decisions to ensure that all parties continue to participate in the project and the project continues to move forward
	+ Meets when necessary
 |
| Steering Committee | * **Members**
	+ Up to three representatives from each collaborating agency. Limited to one representative from each discipline from each agency.
		- Procurement
		- Finance
		- Information Technology
* **Role**
	+ Involved in project oversight and control
	+ Speaks with one voice for the agency. Whether each agency has one, two, or three members, each agency will have one vote.
	+ Acts individually and collectively as a vocal and visible project champion throughout their own organizations
	+ Approve project deliverables, help resolve issues and policy decisions, approve scope changes, provide direction and guidance to the project
	+ Members are liaisons to executive sponsors
	+ Meets monthly
 |
| Project Management Advisory Team | * **Members**
	+ A small group (5-8 people) who represent each of the three disciplines (procurement, finance, information technology) and the project manager. May include contractor(s).
* **Role**
	+ Small group that advises and meets with the project manager weekly or more often to review and comment on documents, operational issues, process issues, and mitigation of risks in order to help move the project forward between Steering Committee meetings. Deals with day-to-day administration, not policy.
 |
| Single Point of Contact | * **Members**
	+ One person representing each collaborating agency
* **Role**
	+ Persons who the Project Manager communicates with to coordinate project activities.
 |
| Subject Matter Experts | * **Members**
	+ One or more subject matter expert from procurement, finance, and IT representing each collaborating agency
* **Role**
	+ Provide input regarding what the business needs are.
	+ Participate in defining and documenting the requirements.
	+ Validate and communicate changes to requirements.
	+ Provide input into the RFP preparation process by ensuring all requirements are included in the statement of work.
	+ Participate in the RFP response evaluation process.
	+ Provide input to the contract negotiations process.
 |

Stakeholders are listed in the Stakeholder Contact Information document in Appendix A.

**7.0** **Implementation**

Below are the activities to update and implement this project. This project ends with the execution of a contract for an eProcurement software product. State and local government agencies may conduct implementation projects using this contract. Each agency will need to conduct its own implementation project. However, collaboration and sharing of information is expected to continue through these implementation projects.

* Identify business processes
* Identify interfaces
* Identify data conversion needs
* Identify requirements
* Procurement process – solicitation
* Procurement process – selection
* Procurement process – contract
* Project closure

**8.0 Reporting & Deliverables**

Identify all deliverables and reporting timelines/formats

* Project Charter – October 2015 (complete)
* Inter-Agency Agreement – October 2015 (complete)
* IRR – November 2015
* Project Plan – November 2015
* Business Process Document – November 2015 (complete)
* Internal Controls review of key project documentation – January 2016
* Internal Controls Initial Risk Assessment Report and Alignment Readiness Review – January 2016
* Internal Controls Report Commenting On and Recommending Improvements of Project Structural Elements – January 2016
* Internal Controls Report Identifying Defects Ina and Recommended Changes of major Project Activities and Project Work Products – as requested by project
* Internal Controls Status Reports - monthly
* Requirements Document – February 2016
* Contract Services Request – October 2015 (complete)
* Request for Legal Review – October 2015 (complete)
* Procurement Documents – July 2016
* Executed Contract – August 2016
* New Contract or system for agencies to implement – August 2016
* Project Metrics – part of project closure report – September 2016
* Project Closure Report/Lessons Learned – End of Project – September 2016

**9.0 Proposed Project Schedule**



**10.0 Project Budget**

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| --- | --- | --- |
| **Project Costs** |   |   |
|  |  |  |  |
| Staffing costs - October 1, 2015 - September 30, 2016 |   | $222,082  |
|   | Project manager 3 (full time) | $122,556 |   |
|   | Business Analyst (ISS 7, Full time) | $99,526 |   |
| Contract costs |   | $320,000  |
|   | Consultant | $150,000 |   |
|   | Facilitator | $20,000 |   |
|   | Internal Controls Contractor | $150,000 |   |
|   | Legal review (covered by DAS) | $0 |   |
| Total Costs |   | $542,082 |
|   | Contingency 15% |   | $81,312 |
| **Total plus Contingency** |   | **$623,394** |

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| **Project Funding** |   |   |
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| **Participating agencies** |   | **Investment** |
| Administrative Services |   |  $ 100,000.00  |
| Consumer and Business Services |   |  $ 42,957.40  |
| DHS/OHA |   |  $ 288,000.00  |
| Education |   |  $ 22,122.53  |
| Fish and Wildlife |   |  $ 37,935.54  |
| Forestry |   |  $ 30,718.08  |
| Judicial |   |  $ 52,814.26  |
| Revenue |   |  $ 33,847.98  |
| Secretary of State |   |  $ 14,998.50  |
| **Total**  |   |  **$ 623,394.29**  |

**11.0 Change Management**

All changes will be documented using the Change Request 1 template. They will be logged and tracked in a Change Request Log. They will be evaluated for impact to the project scope, schedule and cost. The project manager will recommend whether to incorporate the changes or hold changes for a future release. Suggested changes to the documents, operational issues, process issues, and mitigation of risks and other administrative issues will go to the Project Management Advisory Team for action as appropriate. Proposed scope changes will be referred to the Steering Committee. The Steering Committee will review and refer scope changes that have significant impact on the project to the Executive Sponsors Committee. The referral will include recommended action. The exec sponsors will make final decisions and take appropriate action.

**12.0 Internal Controls**

An internal controls contractor will complete the following tasks:

1. **Initial Assessment** – review of key project documentation including business case, project charter, business requirements, project management plan, project schedule and budget, and interviews with key business and technical staff.
2. **Initial Risk Assessment** and updates to the risk assessment, especially for those areas that the project has already identified (in the Project Charter). This will include an Alignment and Readiness Review that assesses how well the nine agencies are aligned and ready to do the work of the project.
3. **On-Going Risk Notification** – Contractor shall immediately verbally report to the Project Manager the discovery of problems, new risks, or previously known risks that have increased in risk probability or potential impact, which pose a risk of failure or danger to the success of the project.
4. **Review, comment on, and recommend improvements of project structural elements**.
5. **Review major project decisions** – comment on adequacy of data gathered to make each decision, thoroughness of alternatives considered, and rigor of analysis performed prior to decision being made.
6. **Major project activities and work products** – examine work products to identify defects and other needed changes
7. **Ongoing multi-agency collaboration and commitment –** Provide feedback about the status and adequacy of ongoing multi-agency collaboration and commitment
8. **Prepare monthly internal controls status report** that documents project status, performance, risks, and recommendations for process improvement
9. **Stage Gate** – Review and comment on documents in preparation for Stage Gates 1 and 2.
10. **Presentations to committees and individuals** – At project manager’s request make presentations to committees and individuals about status of the project and contractor’s work on the project
11. **Facilitate a “Project Evaluation/Lessons Learned” session** at the end of the Project and create a report of the findings.

**13.0 Risk Management Plan**

The Internal Controls contractor will prepare an “Initial Risk Assessment” that includes those risks that the project has already identified in the Project Charter and other risks arising from Contractor’s review of business case, project charter, business requirements, project plan, project issue management procedure, communication plan, project schedule, budget and any risks that are identified during the project. The risk assessment shall include:

* A description of each risk and its risk level, including an explanation of the criteria used to determine the risk level
* Assessment of probability and impact of the occurrence of each risk
* Recommended responses such as mitigation, contingency, and avoidance strategies.

Risks will be recorded and managed using the Project Risk and Risk Log templates. An agreed-upon mitigation will be determined for each identified risk. Some mitigation is expected to be informal and handled by sponsor decision or action; other mitigation will be planned and the responsibility assigned for carrying out the mitigation plan. The Internal Controls contractor will report to the project manager the discover of problems, new risks, or previously known risks that have increased probability or potential impact, and which pose a risk of failure or danger to the success of the projects.

**14.0 Communications Management Plan**

The purpose of the project’s communication management plan is to determine and define internal and external communication needs of all people within and outside the organizations that will be affected by the project. The Communications Management Plan addresses: who needs what information; when will they need it; and how it will be provided to them. Communication management includes the communication of project performance measures, status reporting, dissemination of information; and the storage of information about the project.

Details for execution of the communications plan are listed in the table below.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Audience | Vehicle of Communication | Frequency | Medium | Source | Delivered by | Sensitivities | Date Delivered | Expected Result |
| Collaborating Agencies SMEs | Requirements identification,Statement of Work,RFP response evaluation | As needed | Meetings/ work sessions | Active participation | Project Manager | Customer perception, build trust relationship, gain buy-in |  | Improved confidence that the selected solution will meet their agency’s needs. . |
| Monitor only Agencies | Project newsletter | Monthly | Email | Project statuses, project plan | Project Manager | Customer perception, build trust relationship, gain buy-in |  | Improved confidence that the selected solution will meet their agency’s needs. . |
| Steering Committee | PM Status Reports,Issue escalation,Risk review | Monthly | Meeting/ email | Project statuses, project plan, issues, risks | Project Manager | Monitor progress, make decisions |   | Ensure project success through issue resolution and risk mitigation |
| Executive Sponsors | PM Report, Steering Committee Reports, Issue escalation, Risk review | Quarterly or as needed | Meeting/ email | Project statuses, project plan, issues, risks | Project Manager/ Steering Committee co-chairs | Monitor progress, make decisions |  | Ensure project success through issue resolution and risk mitigation |
| Legislative Fiscal Office (LFO) | Executive Briefing | As needed/ directed by Executive Sponsors | Presentation/ meeting discussion | Project statuses, project plan | Executive Sponsors chair, supported by Steering Committee co-chairs | Collaborating agencies and other impacted Customers’ requirements |  | Compliance with mandate to transition this service to a different service model. Understanding and satisfaction with the project progress. |
| ORCPP (Local Government Agencies) | Project newsletter | Monthly | Email | Project statuses, project plan | Project Manager | Customer perception, build trust relationship, gain buy-in |  | Improved confidence that the selected solution will meet their agency’s needs. . |
| Vendors | Vet requirements, participate in evaluation  | As needed | Work sessions | Active participation | Project Manager | Customer perception, build trust relationship, gain buy-in |  | Improved confidence that the selected solution will meet their needs. . |
| OSCIO | PM Status Reports | Quarterly | Email | Project statuses, project health, project plan | Project Manager |  |  | Compliance with mandate to report to OSCIO.  |
| Improving Government Steering Team (IGST) | PM Status Reports | Monthly | Email | Project statuses,  | Project Manager |  |  | Compliance with mandate to report to IGST.  |
| Other Interested Agencies | Project newsletter | Monthly | Email | Project statuses, project plan | Project Manager | Customer perception, build trust relationship, gain buy-in |  | Improved confidence that the selected solution will meet their agency’s needs. . |
| Other Committees |  |  |  |  |  |  |  |  |

**15.0 Plan Acceptance & Approval of Agency Executive Sponsors**

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| Agency Name |  | Name and Title of Executive Sponsor |

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| Signature |  | Date |

**Appendix A –**

Stakeholder Contact Information

FAQs

Charter