



Oregon Department of Forestry

 administrative services division

Salem, Oregon



**ForestryBuys**

**Project Charter**

**Executive Sponsor: Satish Upadhyay**

**Business Owners: Mark Hubbard & Shannon Rand**

**Project Manager: Dave Whitbeck**

March 9, 2017

**Reviews and Approvals**

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| Satish Upadhyay | Executive Sponsor |  |  |

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# Title

ForestryBuys is the Oregon Department of Forestry’s (ODF) implementation of the procurement software solution selected by the OregonBuys project.

# Sponsors

* Satish Upadhyay, ODF Administrative Services Division Chief

# Steering Committee

* Satish Upadhyay, ODF Administrative Services Division Chief
* Mark Hubbard, ODF Finance Program Director
* Shannon Rand, ODF Procurement Program Director
* Brent Grimsrud, ODF CIO, Information Technology Program Director
* Sarah Roth, SoS Chief Procurement Officer
* Shawn Waite, DOR Administrative Services Director
* Jim Simpson, DHS/OHA OIS Application Development Manager
* Nicole Brazeal, DAS ORPIN Administrator
* Dave Whitbeck, ODF ForestryBuys Project Manager
* Joanne Barnhart, ODF ForestryBuys Business Analyst

# Project Implementation Team

* Project Manager – Dave Whitbeck
* Business Analyst – Joanne Barnhart
* Procurement Business Lead – Rich Arnaz
* Finance Business Lead – Mark Clarkson
* ODF Public Information Officer
* OregonBuys software vendor project team
* Change Management Contractor
* Project Management Contract consultant
* Quality Assurance Contractor
* ODF Field SMEs as needed
* Procurement, Finance, and IT SMEs from collaborating agencies
* ORPIN Administrator (DAS Procurement Services) as needed

# Problem Statement

Current finance and procurement processes at ODF are steeped in manual and traditional methods that are inefficient and redundant when considering current operational requirements and priorities. The current manual processes and the Forestry Order System date back to the 1990s with little improvement (due to budget constraints) over time. As a result of this lack of funding, many business solutions have been developed from a programmatic, rather than global, entire Agency perspective. This creates duplication of effort and often an inability to leverage institutional knowledge, corporate data, and changes in information technology and infrastructure. Because of this situation, there is duplication of information that, in addition to being inefficient, can restrict information required to support decision making by upper management as well as by field managers. In addition, it is difficult and time comsuming to manually produce reports that required by DAS Procurement and by the Legislature.

# Project Purpose

The purpose of this project is to implement the Periscope BuySpeed solution at the Department of Forestry. The agency will execute a Work Order Contract against the Periscope price agreement.

# Definitions

The following are definitions of the terms used in this document:

# End-To-End eProcurement Solution

In simplest terms, an end-to-end eProcurement solution is the automation of all procurement processes using a web-based application. It is the technology-enabled solution that allows the agency to procure goods and services at the best value. The goal of procurement is to obtain the right product or service, at the right place, at the right time, at the right price, and the right quantity, in the most efficient manner possible.

The Procurement cycle can consist of many steps, depending on the value and complexity of the purchase as well as policies and procedures for ODF. At a minimum, it starts with needs identification (a requisition/request), proceeds with obtaining one or more approvals, then on to the creation and issuance of a purchase order or P-card purchase. This requires multi-way matching and reconciliation of the order, goods receipt, and invoice; and then on to eventual payment.

For high dollar or more complex purchases, the process usually includes solicitation creation, additional approvals (DAS, DOJ, OSCIO, etc.), advertisement of the solicitation, solicitation addendum issuance, receiving responses, evaluation of responses, notification of award, contract issuance, and contract administration (record keeping, invoice processing, contract amendments, and contract close out).

The end-to-end eProcurement solution will also include:

* Standardized and ad hoc reporting capability (i.e., spend analysis, critical goods and services turnaround times, cyclical purchase data, etc.)
* Statewide price agreement repository
* Vendor registration

# Award means any ordering document or executed contract. This includes Purchase Orders, emergency purchases and solicitation contract awards.

# FOS means Forestry Ordering System, a Purchase Order System (PO) used at ODF.

# Scope

**The scope of this project includes:**

* Execute a Work Order Contract against the price agreement to Implement the OregonBuys end-to-end software solution selected by the OregonBuys project to replace all procurement and purchase order processing at ODF.
* Configure the software solution to work in the ODF environment.
* Include ODF specific standard and ad hoc reporting.
* Interface the software with SFMA.
* Replace PO System.
* Document implementation activities that can be leveraged by other agencies.

**The scope does not include:**

* Planning and implementation of the software solution in any other agency.
* Interface with any applications other than those identified as in scope above.
* Modifications to SFMA unless required for a successful interface.
* Interface to ORPIN and COBID.
* Replacement of enterprise use of ORPIN.

# Project Approach and Duration

ODF received funding from the legislature to obtain a new electronic system to replace their current PO system. Legislature unscheduled these funds and ODF will request to have them rescheduled once StageGate 3 has been approve by the OSCIO. They have a deadline of June 30, 2017 to complete this project.

Due to resource limitations (most notably time) ODF must approach their implementation of the OregonBuys solution in a way to ensure the Forestry Order System is retired by the deadline.

## Activities required to replace Forestry Order System

**Functionality**

* Requisition (not based off catalogs or punch-outs)
* Approval
* Encumbrance
* Vendor Information (ODF entry into OregonBuys)
* Award – minimal data (enter minimal in ORPIN as required and enter full in OregonBuys)
* Financial Contract Management - Deliverables, amendments (in ORPIN as required), dates, amounts
* P O generation
* Receiving
* Payment, including SPOTS payments

**Data Import**

* SFMS vendor data for all vendors associated with ODF

**Interface/Integration**

* SFMS – payments, vendor data updates

In addition to ODF staff, the project team may include subject matter experts in procurement, finance, and information technology from across the collaborating agencies. They will work together to implement the OregonBuys procurement product.

ForestryBuys will:

* Engage a Quality Assurance vendor using the standard OSCIO process. This will include initial and ongoing risk assessment and tasks/reports as identified in the QA price agreement.
* Engage an Organization Change Leadership vendor. Incorporate in the Change Leadership Plan the change required to fit with the best practices provided in the OregonBuys solution.
* Work with selected vendors and ODF Public Affairs to develop a plan outlining how the solution will be rolled out to end users at all levels of ODF, and address training, implementation, and transition.
* Collaborate with the ongoing OregonBuys Implementation Toolkit committee to document ODF’s implementation lessons learned.
* Ensure all reporting needs for Oregon State Government and the Oregon State Legislature are available as standard reports. Ad-hoc reporting will also be available.
* Utilize an agency PIO to ensure consistent and clear communication throughout the project and at all levels of the agency.
* Use the ForestryBuys SharePoint site to communicate with project team and house all project documentation.

The assumption is that the OregonBuys price agreement for a software product will be executed in fall 2016. Then utilizing a work order contract against the price agreement for the ODF’s implementation to be complete by June 30, 2017.

Another assumption is that ODF will seek to have funds rescheduled if the project extends beyond the end of the 2015-2017 biennium.

# Expected Outcomes

The project will allow ODF to use best practices in procurement because of increased automation of the procurement process. They will be able to correct many of the problems and risks inherent in the current way of doing procurement. Additionally, ODF will be able to improve accountability and methods for accurate analysis. Another outcome will be the ability to obtain the data needed to effectively and efficiently manage its procurement function, report to DAS and the Legislature, and improve service to its consumers and vendors. ODF will be able to decommission the existing FOS (purchase order system) which utilizes outdated and difficult to support technology.

# Customer Impact

Requesters in the OregonBuys procurement solution will experience improved customer service through quicker requests for goods and services purchased.

The approval process will be easier and more timely through the use of automated workflows in the solution vs. the very manual processes in use today.

Records management will be automated and available online for all documents related to purchase of goods and services.

All users of the OregonBuys solution will be required to change methods currently used in the process of obtaining goods and services including:

* Requests/requisitions;
* approvals;
* encumbrances;
* vendor information;
* awards;
* financial contract management;
* receiving;
* invoice approvals;
* payments.

# Key Stakeholders

Major stakeholders are:

* ODF Administrative Services Division Chief
* ODF Board of Forestry
* ODF Executive Team
* ODF Leadership Team
* ODF Procurement Program
* ODF Finance Program
* ODF Information Technology Program
* All ODF headquarters and field staff involved in procurement activities including contract management and administration
* ODF Vendors
* OregonBuys Executive Sponsors and Steering Committee as well as standing sub-committees of the Steering Committee
* DAS Procurement Services
* Enterprise IT Governance Steering Team
* DAS Chief Financial Office
* Office of the State Chief Information Officer
* Legislative Fiscal Office.

# Tasks and Commitments by Audience

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| **Audience** | **Task/product** | **Timing** | **Lead** |
| All audiences | One-pager at high level. | Near final by Oct. 26, 2016. |  |
| Internal–all ODF | All-Forestry updates from Mark Hubbard. ODFnet site. | Monthly or as needed.Design / organization changes to ODFnet as time allows. | Mark Hubbard; support from Dan Postrel; Bobbi Doan to assist with ODFnet.  |
| Internal–specific user groups | Email updates, touch points in various staff and district meetings, trainings. | As needed.  | Procurement and Finance leadership. Program and field leadership could provide time on staff meeting agendas. |
| Internal-leadership | Updates at ET and LT meetings. | Monthly if needed at ET, quarterly at LT. | Satish, Mark, Shannon, Dave. |
| ODF stakeholders, vendors | TBD – will come later in project, likely in coordination with OregonBuys. |  |  |
| Participating agencies, state CIO, LFO, IGST, and other statewide committees and groups | Updates at steering committee or other interagency meetings. Executive briefings if appropriate. | ForestryBuys contributions to quarterly or other reports and meetings. | ForestryBuys leadership. Ties in with OregonBuys communication strategy and schedule. |
| Legislators | Executive briefings | Possible opportunities/needs during Legislative days (weeks of Sept. 19 and Dec. 12, 2016) | ODF project leadership. Ties in with OregonBuys communication strategy and schedule. |

# Project Governance

The governance structure is designed to:

* Alleviate potential problems
* Make decisions
* Deal with:
* Major issues including changes in scope, resources, and schedule (ForestryBuys Executive Sponsor)
* Project oversight and control (ForestryBuys Steering Committee)
* Day-to-day administration (Project Manager and Project Team).

Because of the multi-agency model used to select the OregonBuys procurement solution, effective governance is especially important to ensure collaborating agencies are considered in implementation configuration decisions.

The project team will work in a collaborative approach to reach consensus on all decisions. If consensus cannot be reached, issues will be escalated to the ODF Program Directors. If they cannot reach consensus, it will be escalated to the Executive Sponsor.

## Executive Sponsor

**Members**

* ODF Administrative Services Division Chief

**Role**

* Ultimate responsibility for securing spending authority and resources for the project
* Vocal and visible champion, legitimizes the project’s goals and objectives, keeps abreast of major project activities, and is the ultimate decision-maker for the project
* Final approval of all scope, resource, schedule, and budget changes
* Resolves 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.

## ForestryBuys Steering Committee

**Members**

* ODF Administrative Services Division Chief
* ODF Procurement Program Director
* ODF Finance Program Director
* ODF Information Technology Program Director
* SoS Chief Procurement Officer
* DOR Administrative Services Director
* DHS/OHA OIS Application Development Manager
* DAS ORPIN Administrator

**Role**

* Involved in project oversight and control
* Acts individually and collectively as a vocal and visible project champion
* Approve project deliverables, help resolve issues and policy decisions, approve scope changes, provide direction and guidance to the project
* Meets bi-weekly

## Project Team

**Members**

* Project Manager – Dave Whitbeck
* Business Analyst – Joanne Barnhart
* Procurement Business Lead – Rich Arnaz
* Finance Business Lead – Mark Clarkson
* ODF Procurement Program Director – Shannon Rand
* ODF Finance Program Director – Mark Hubbard
* ODF Information Technology Program Director – Brent Grimsrud
* ODF Public Information Officer - TBD
* OregonBuys software vendor project team
* Change Management Contractor
* ODF Field SMEs as needed
* Procurement, Finance, and IT SMEs from collaborating agencies as needed
* ORPIN Administrator (DAS Procurement Services) as needed

**Role**

* Work with the OregonBuys vendor to implement the end-to-end eProcurement solution:
* is a configured rather than customized solution. Acknowledge, and accept changes to business processes to comply with best practices contained within the end-to-end eProcurement solution;
* includes the SFMA, COBID, and ORPIN interfaces
* Work with the Change Management vendor to create:
* a comprehensive and useful implementation guide available for future implementations;
* a comprehensive change management plan;
* a comprehensive training plan
* Ensure the configured solution meets the needs and requirements of ODF through a comprehensive testing and validation process
* Under the direction of the ForestryBuys Steering Committee:
* work to mitigate risks including those identified by the QA Vendor;
* resolve issues;
* communicate with stakeholders;
* develop a ‘Plan B’ procurement solution

# Funding

Implementation costs have been provided through legislative appropriation but have been left unscheduled. ODF will request rescheduling once StageGate 3 has been approved.

# Major Project Risks

* There is not enough time to implement the solution following execution of the OregonBuys price agreement :
* A solution is not identified by the OregonBuys project in time for the ForestryBuys project to implement by June 30, 2017;
* Evauluation of the State of Oregon Oracle settlement may cause a delay in price agreement negotiation and execution;
* ODF needs are unique enough that creating an enterprise ready implementation is not possible;
* ODF and collaborating agencies have difficulty agreeing on configuration options which cause delays in the project resulting in not meeting the planned timeline;
* Best product is too expensive:
* Staffing resources become unavailable due to other ODF priorities;
* Communication with ODF staff is insufficient and causes there to be a lack of acceptance of the new system;
* Turnover of staff delays implementation;
* Staff resistance to change.

# Risks of Not Doing the Project

* The current manual, paper-based approached to procurement will continue to frustrate customers, procurement and finance professionals, and vendors;
* Time delays because of inefficient procurement processes will mean missed opportunities to get things done at ODF, including higher costs and longer solicitations;
* Vendors will be reluctant to do business with ODF and may charge more to compensate for their frustration or decline to provide goods and/or services;
* Bad data will make it harder for ODF to manage their procurement functions and report accurately and timely to DAS, the legislature, and the public;
* Unable to meet legislative requirement to implement a end-to-end procurement solution at ODF;
* Lack of accountability to funding sources for use of funds;
* Potential loss of assets due to lack of end-to-end procurement solution;
* The current FOS (purchase order) system utilized by ODF stops functioning and cannot be resurrected.