

IT Data Improvements Project

Project Charter

Version 1.2.3

IT Data Improvements Project

Revision History

Date	Version #	Author	Comments
06/28/2011	1.0	Ginny Schenck	Initial Draft
07/05/2011	1.1	Ginny Schenck	Updated based on sponsor input
7/6/2011	1.2	Ginny Schenck	Updated based on review with sponsors
7/18/2011	1.2.1	Ginny Schenck	Updated based on milestones input from leads
8/8/2011	1.2.2	Ginny Schenck	Final estimated dates on milestones
8/10/2011	1.2.3	Ginny Schenck	Sponsorship updated

IT Data Improvements Project

This document will serve as the official agreement between a project manager and project sponsors. When signed by the appropriate individuals this document authorizes the project by naming the project manager and specifying the authority level of the project manager.

Purpose

The purpose of the **IT Data Improvements Project** is to ensure the state can collect and access consistent and verifiable information needed for decision-making, management and accountability of information technology investment proposals, projects, operations and performance.

Project Category

The ISD portfolio category for **IT Data Improvements Project** is **Maintenance**.

Background

Washington State has had a very decentralized approach to managing and implementing IT in support of agency business processes.

State policy makers and managers lack adequate enterprise information to monitor and affect the strategic decisions governing the allocation of resource and direction setting for the use of IT in support of state government. At the same time, management information is lacking to demonstrate the value of IT investments made by state government through the existing budget and management processes.

As competition for ever more limited public resources grows more intense the need for decision-makers and managers to understand how IT resources are allocated and the value returned for these expenditures grows. Changes in technology and business processes raise questions about whether proper choices are being made within existing resources. Lack of access to complete information about IT resource allocation and outcomes produced inhibit the ability to make sound "enterprise" decisions about future investment choices and business process design.

Current condition

1. There is not an agreement among stakeholders on the data definitions around IT cost categories. Adding to the lack of clarity is that terms like "investment costs", "project cost", "budget cost", "expenditure cost" and "total cost of ownership" are used interchangeably and all have different connotations.
2. Agencies now enter identical or similar information in multiple systems and experience significant workload in identifying, submitting and maintaining this information.
3. Much of the data collected is not traceable between systems and it is difficult to synthesize the data in order to make decisions.
4. Most agencies only report what ISB and OFM require.
5. It's not possible to calculate and demonstrate value of IT investments.
6. Request for TCO is time consuming and labor intensive to derive and the results are not feasibly repeatable.

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Why the current condition is a problem

1. The data that needs to be collected as well as definitions have not been clearly defined. The changing nature of technology adds to the challenge of arriving at definitions that can endure over time. (DOT electronic billboards on the Interstates, cameras on ferry docks, card keys etc))
2. There is no single integrated source of IT business processes, data capture and systems that exists; this includes inconsistent definitions for data capture across systems. This results in duplicate work and confusion when data is entered and when/how it is reviewed. Multiple business processes and systems are in place to collect statewide IT investment* information. Systems are not integrated.
3. ISB and OFM have different reporting requirements and systems that go with them.
4. The state is only able to view a small portion of IT investment data because current reporting requirements only cover a subset/portion of the states IT investment and cost picture.
5. Current systems don't support cost accounting, activity costing (including labor cost distribution) and demonstrate value. Performance data is not easily linked to detailed financial information.
6. Financial processes today may not easily support the capture of IT information at the level needed to support Total Cost of Ownership or reporting requirements as a result of ESSB 5931.

**IT Investment = Information technology proposals, projects, operations and performance information*

Anticipated Scope

Specific deliverables under this project would include:

1. Identifying principles and critical success factors

For example,

- a. Minimize redundancy in reporting
- b. Don't let enterprise reporting compromise the production of good data for management and vice versa

2. Conducting Business Process Analysis effort – Stephanie Ratko lead

- a. Documenting the as-is processes today for producing certain kinds of IT data, illuminating problems and analyzing the root causes. Narrow and target process analysis scope to expose key problems in the processes to produce:
 - IT actual costs (XY);
 - cost estimates for budget proposals or investment plans;
 - summary costs required for the IT portfolio;
 - actual project costs;
 - software capitalization costs;
- b. Conducting a to-be process analysis to determine the most efficient way to collect, store and report the information we want to collect as defined in items 3, 4 and 6 below.

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3. **Identifying the types of data we should be capturing, including:**
 - a. Confirming what we capture today (noting if accurate, difficult to capture, redundant, or incomplete)
 - b. Confirming what is needed for enterprise decision-making and external needs; and what is needed for internal management purposes.
 - c. Consider what's needed due to new or changed processes and reporting required by ESSB 5931
4. **Completing the Total Cost of Ownership project – Karen Barrett and Larry Dzieza lead**
5. **Completing the Clarity migration to DES project – Mary Groebner, PM**
6. **Gathering and documenting of other business challenges for IT, such as:**
 - a. What data do IT managers use to manage their operations today?
 - b. What information do people need to support rate setting, internal chargeback and federal cost allocation?
 - c. How do organizations decide what to work on or invest in?
 - d. Do people use the IT portfolio system to support making those decisions or simply to record the result of those decisions?
 - e. What are the challenges with changing data definitions as a result of changing technology, i.e., is a printer a network device if it has an IP address?
7. **Developing a prioritized implementation plan**

Goals and Objectives

The goals of this project are to:

1. Reach agreement on the IT data to be captured and the common definitions of the data.
2. Identify and document existing business processes and IT systems that can potentially be integrated and/or modified to collect and manage IT investment information.
3. Provide decision-makers' clear understanding of what the IT data represents that enables them to make informed decisions based on the data.
4. Establish a process whereby agencies can capture and track IT investment and cost information, document outcomes, and report metrics.
5. Establish a process to crosswalk IT investment estimates to actual costs, and validate the investment's value as well as other outcomes.
6. Identify and document existing financial and accounting processes that could capture TCO data and identify improvements to the processes.

Project Authorization

Jill Satran and Stan Marshburn, the Executive Sponsors, endorses this charter and formally authorizes the **IT Data Improvements Project** to complete the work described above.

A project management plan will be developed and submitted to the Project Sponsors for approval following the approval of this charter and a preliminary scope statement.

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Included in the project management plan will be a finalized scope statement; schedule; cost estimate; cost budget; and provisions for scope, resource, schedule, communications, quality, risk, issue, change, procurement, and stakeholder management.

Project planning activities will begin upon approval of this charter.

Project Manager Authorization

Ginny G. Schenck, the OFM Project Manager, is hereby authorized to communicate directly with the Executive Sponsors, Executive Steering Committee, and management as required, negotiate for resources, delegate responsibilities and assign activities within the framework of the project, and to communicate with and manage all contractors/vendors and stakeholders as required, to ensure successful completion of the **IT Data Improvements Project**. **Ginny G. Schenck** is responsible for developing the project management plans and *managing* the project schedule, resources, risks, issues, procurement activities, and stakeholders; *controlling* project costs, project scope, and project/product change; and *ensuring* clear and timely communications and product quality; and measuring performance and taking corrective action as needed.

Project Planning Milestones

A completed **Integrate Project Management Plan** will be developed and submitted to the Executive and Project Sponsors' for approval by September 2011.

Once the project begins, work on the project will be performed according to the overall project schedule provided in the approved project management plan. **Ginny G. Schenck** will obtain approval from the Project Sponsor for any schedule changes affecting the project milestones or completion.

Key milestone with estimated dates include: (* Dates estimated based on data known as of 7/31/11)*

- **Integrated Project Plan by September 2011**
- **Business Process Analysis of current by November 2011**
- **Business Process of "to be" analysis completed by February 2012 ***
- **Total Cost of Ownership Milestones- ***
 - 1 – Develop & Implement Framework by August 2011
 - 2 – Train on TCO Assessment Data Collection Tools & Processes by September 2011
 - 3 – Gather & Analyze Data (Categorize & Benchmark IT Costs)by December 2011
 - 4 – Report on TCO Assessment by January 2012
 - 5 – Provide Oral Summaries / Presentations by March 2012
- **Clarity Migration to DES by October 2011**

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Initial Project Size Estimate

As established above the **IT Data Improvements Project** is made up of multiple efforts that span multiple agencies and the primary goal of this effort is to provide an “umbrella” from which to coordinate communications and activities. This is unlike typical projects within OFM/ISD that focus on system enhancement or maintenance that we have tracked IT resource hours, such as developers, testers, or other IT resources. Therefore, the data cannot be compared to any historical project efforts.

The overall effort is estimated to take several months to complete and will be coordinated through this project but details will be tracked and managed by the individual project efforts/agencies.

Project Charter Acceptance

The following signatures indicate approval to proceed with the above described action for this project.

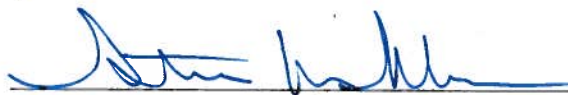
This charter will be reviewed, communicated, and revised by **Jill Satran and Stan Marshburn, Debbie Kendall, Tristan Wise** and **Ginny G. Schenck** if the scope, goals and objectives, project authorization, or project manager authorization change.



Jill Satran, Executive Sponsor

Date:

8/11/11



Stan Marshburn, Executive Sponsor

Date:

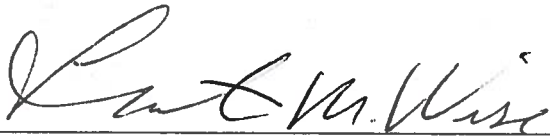
8/19/11



Debbie Kendall, Project Sponsor

Date:

8/16/11



Tristan Wise, Project Sponsor

Date:

8/18/11



Ginny G. Schenck, Project Manager

Date:

9/6/11