

2016

# Facilities Portfolio Management Tool

Project Charter



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# OVERVIEW

## PURPOSE STATEMENT

The purpose of the Facilities Portfolio Management Tool project (FPMT) is to acquire a hosted, web-based technology solution that allows the Office of Financial Management (OFM) to gather, validate, visualize, and store facilities inventory information for all state agencies, boards, commissions and higher education institutions. The system will be used to provide comprehensive and accurate facilities data for decision-making, conduct thorough analysis of facilities, develop alternatives, and improve long-term planning. OFM will use this system to make key decisions in an effort to maximize the use of the state's leased and owned real estate assets and their related funding.

## BACKGROUND

The inventory of state-owned and leased facilities used by state agencies represents a significant financial investment by the citizens of Washington. Washington's facilities inventory includes approximately 112 million square feet of facilities. This includes 13.5 million square feet of leased space and 98.4 million square feet of owned space. The inventory contains more than 10,500 facilities records.

To understand and manage this investment, [RCW 43.82.150](#) requires OFM to develop and maintain an inventory system of all facilities owned and leased by state government. OFM is currently manually gathering and maintaining facilities inventory data. A commonly used, comprehensive facilities inventory and portfolio management technology solution does not currently exist within the state enterprise. Approximately eighty (80) agencies, boards, commissions and institutions of higher education are required to report to OFM annually and are currently using Microsoft Excel for that purpose. Spreadsheets for gathering the required data are transmitted to and from these organizations through email. The process and tools used to maintain the inventory are cumbersome, require a large amount of staff time, and limits the amount of data that can be gathered and analyzed, the frequency of reporting, and reporting capabilities.

The state of Washington employs a federated facility planning and management model for overseeing, managing, acquiring and disposing of the real estate in this inventory. OFM has responsibility for:

- Gathering statewide facilities inventory data from agencies (including location and related characteristics, condition, last major project information, and space use data),
- Establishing and enforcing statewide facilities policies and workplace strategies,
- Developing strategic facilities plans,
- Conducting analysis of facilities alternatives,
- Evaluating leasing and ownership alternatives,
- Reviewing (and where necessary developing) operating and capital budgets,
- Approving requests for new space, relocation, expansion and other complex real estate transactions,
- Facilitating decisions by the governor, legislature, and other key decision makers as needed, and
- Consulting on real estate transactions.

The facilities inventory data is one of the primary sources of information used for OFM to complete its responsibilities.

# GOALS & OBJECTIVES

The goals of this project are to:

- 1) Improve the accuracy of the state's facilities inventory by providing a stable platform for the collection, validation, and storage of data from all reporting state agencies.
- 2) Reduce OFM and reporting state agencies' staff time associated with the annual facilities inventory process.
- 3) Have a facilities portfolio management tool that can be used by OFM to conduct analysis and make space use and cost-efficiencies decisions.

At the end of this project, OFM anticipates that it will have:

- Procured a hosted, web-based facilities portfolio management technology tool, with vendor implementation support, that meets the defined business needs.
- Migrated all current facilities inventory data into the new FPMT.
- Updated policies and business processes to support the timely and reoccurring collection of data into the Facilities Portfolio Management Tool.
- Acquired reports.
- Established training for users.
- Trained all users.
- Rolled-out the FPMT to all state agencies required to report to OFM.

# PROJECT SCOPE

The scope of this project is to acquire a hosted, web-based facilities portfolio management technology tool that meets the defined business needs, to develop necessary document to support implementation, to train OFM Facilities Oversight staff and administrators in the use of the tool, and to train and roll-out the tool to all reporting agencies. The scope includes contracting with the vendor for tool implementation and support services.

The FPMT will replace the current manual Microsoft Excel reporting processes including data collected for the Annual State Facilities Inventory Report and the biennial Six-Year Facilities Plan. It will allow OFM to capture, manage, use and report-out relevant facility inventory data collected from all state agencies. Below is a list of business needs within the scope of this project.

# BUSINESS NEEDS

## DATA COLLECTION

The solution must capture and retain:

- All of the data elements currently contained in the annual facilities inventory report through a user friendly interface.
- Additional data on leases, subleases, licensing agreements, and interagency agreements.
- Operating costs for each asset (including debt service) and other data needed to estimate the current and projected costs for a facility.
- Space use information including the allocation of square footage by space type and tenant, workstation capacity, and workstation counts for staff and volunteers housed.
- Related documents (through attachment).

## IMPORT AND EXPORT

In addition to direct data entry, the solution must:

- Import/upload data into the database from an external source (such as Excel, SQL database, etc.).
- Export data from the database on an as needed basis.

This will allow data to be regularly updated, mass corrected, and added to existing records when required by the legislature or OFM.

## HISTORIC DATA

The solution must retain data over time. This is necessary to allow the state to understand how the facilities portfolio has changed over time.

## VALIDATION

OFM needs a solution that:

- Prevents duplicate records and does not allow invalid values.
- Uses a workflow or other means to maintain data integrity.
- Records changes made to the data by user.

## USERS AND SECURITY

The solution must provide:

- Access for approximately 200 users in multiple locations from approximately 80 agencies, with access for 50 users concurrently.
- Ability for users to be assigned access based on role-based permissions to the system.
- Ability for agency-specific users to edit their data while having view-only access to other agency's data.

- Access for OFM users to view and edit all facilities data.

## USABILITY

OFM is seeking a solution with an intuitive, user-friendly interface for data entry and obtaining reports. The solution must have the flexibility for a system administrator to configure existing fields and add new data fields as necessary.

## REPORTING

The solution must be able to generate the following reports:

- Standard reports that show basic property and lease abstract data.
- Standard reports that display space utilization within a property.
- Standard reports that show condition assessment data.
- Tools that allow for the creation of a statewide report substantially similar to the one that OFM currently prepares for the legislature.
- Tools that forecast/project future space needs based on data supplied.
- Standard or custom report that displays historic changes in a record by user for audit purposes.
- Standard or custom reports that shows changes in the real estate portfolio and space use over time.
- Ad-hoc reporting tools to allow data to be used and provided to stakeholders timely.
- Ability to export report results to Microsoft Excel, PDF, or CSV files.

## MAPPING

The solution must interface with ESRI software products and hosted services and must integrate, at a minimum, with spatial point data. OFM uses mapping to understand the facilities portfolio, to identify opportunities to improve space utilization and consider future facilities siting.

## OTHER FUNCTIONALITY

The solution must have the ability to expand to:

- Interface with the EPA's energy star system.
- Allow OFM to establish a method to collect and maintain condition assessment data statewide.
- Could be linked in the future to other state systems.

## SPECIFIC EXCLUSIONS FROM SCOPE

The scope of this project does not include:

- The implementation of those needs listed in *Other Functionality* above.
- Any additional facilities management aspects including work order management, fiscal reporting, utility invoices, etc.

# PROJECT APPROACH

## IMPLEMENTATION METHOD

OFM will partner with a contracted vendor who will provide a web-based solution to implement and provide ongoing support for the FPMT. The vendor and its solution will be acquired through the request for proposal (RFP) process.

## HIGH-LEVEL TIMELINE

Below is a high-level list of tasks with an estimated start and end date

| Task  | Est. Start Date | Est. End Date |
|---|-----------------|---------------|
| Complete Facilities Portfolio Management Tool Charter     | 2/15/2016       | 3/18/2016     |
| Verify Project Approach, Resources and Funding            | 3/1/2016        | 3/18/2016     |
| Review Requirements                                       | 3/1/2016        | 3/15/2016     |
| Draft RFP for FPMT  | 3/1/2016        | 3/18/2016     |
| Sign Charter  |                 | 4/5/2016      |
| Create required contract documents for PM and QA services | 3/1/2016        | 4/15/2016     |
| Publish RFP   | 3/21/2016       | 4/29/2016     |
| Vendor Response Period                                    | 4/29/2016       | 5/20/2016     |
| Evaluate Proposals & Vendor demos                         | 5/23/2016       | 6/3/2016      |
| Contract Negotiations (FPMT, PM, and QA services)         | 6/6/2016        | 7/15/2016     |
| Vendor Implementation                                     | 8/1/2016        | 6/30/2017     |
| Security Design Review                                    |                 | Fall 2016     |
| Vendor Support for Roll-Out                               | 4/1/2017        | 6/30/2017     |
| Agency Roll-Out   | 4/1/2017        | 6/30/2017     |
| 2017 Facilities Inventory Report-Data Collection          | 7/1/2017        | 9/1/2017      |
| 2017 Facilities Inventory Report Preparation              | 9/1/2017        | 10/1/2017     |

# PROJECT BUDGET AND COST ESTIMATE

## BUDGET

OFM has \$408,000 in the 2015-17 budget for the development and ongoing support of the Facilities Portfolio Management Tool.

## PROJECT COST ESTIMATE

| Cost Item   | Cost Estimate | Assumptions   |
|---|---------------|---|
| Project Manager   | \$128,000     | Estimate for a part time, contracted project manager<br>Approx. \$160 per hour for 10 months at 20 hrs/wk average<br>from 6/2016-3/2017 |
| Quality Assurance   | \$30,000      | Estimate for a part time, contracted QA resource<br>Approx. \$180 per hour for 8 months at 20 hrs/mo average<br>from 8/2016-3/2017      |
| Business Analyst  | N/A           | Sasha will serve as the BA  |
| Subject Matter Expert   | N/A           | Included in Facilities Oversight Program Costs  |
| WATech Technical & Security Design Review                     | N/A           | Included in existing IT support.  |
| Facilities Portfolio Management Tool including Vendor Support | \$240,000     | Based on RFI responses  |

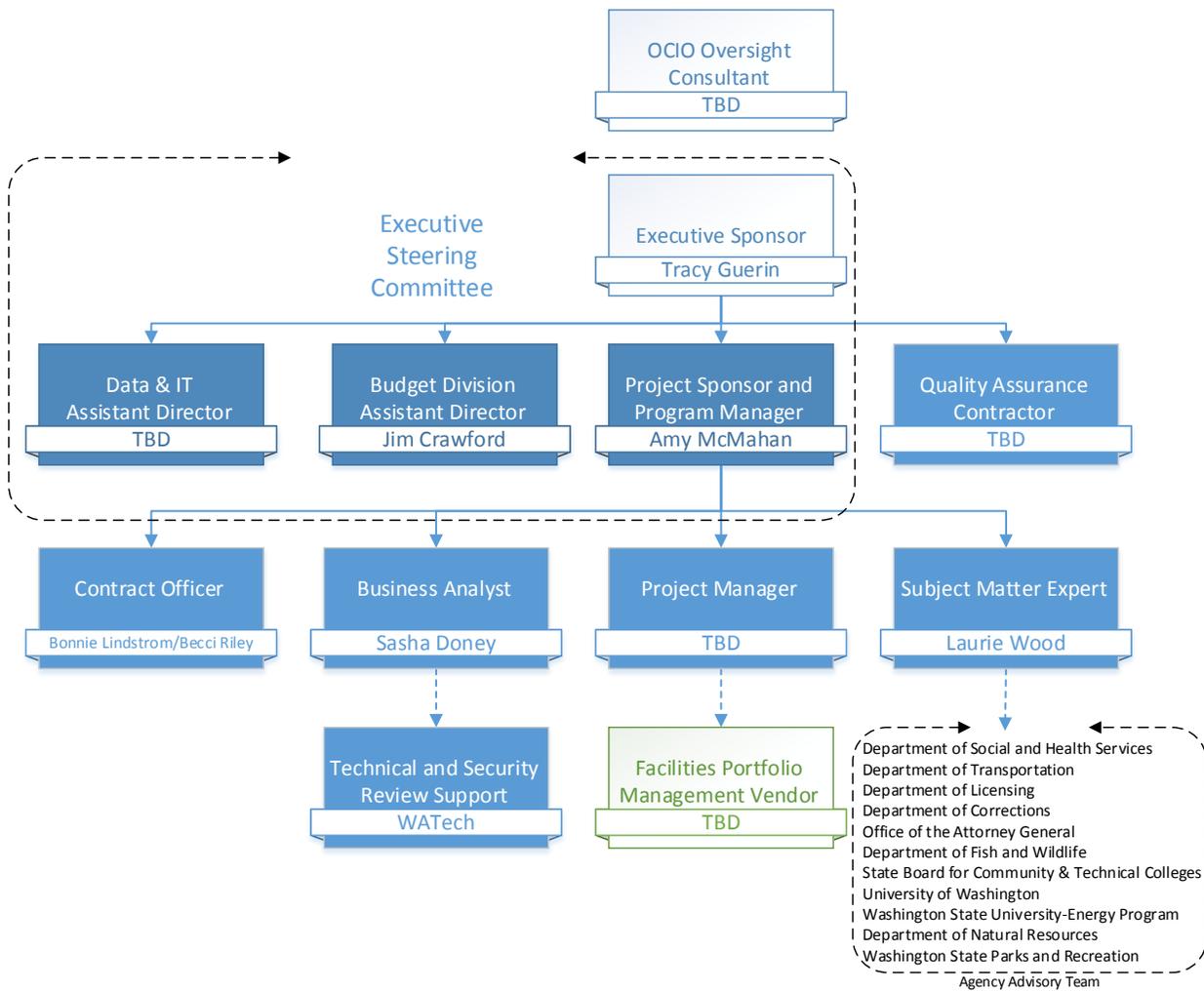
|                                 |                  |  |
|---------------------------------|------------------|--|
| Other Resources and Contingency | \$10,000         | DES contract services and other items as needed. |
| <b>Total</b>                    | <b>\$408,000</b> |  |

## ONGOING IMPLEMENTATION COSTS

OFM estimates approximately \$200,000 a year in on-going software as a service costs for implementation support and system upgrades as they become available.

# PROJECT ORGANIZATIONAL CHART

## GOVERNANCE



# ROLES AND RESPONSIBILITIES

## EXECUTIVE SPONSOR (TRACY)

The Executive Sponsor oversees the business processes addressed by the project and is ultimately accountable for the project's success. The Executive Sponsor has fiscal authority over the project and is willing to mandate business process alignment with state agencies where necessary.

### Ensure:

- Overall success of the project
- Project supports strategic business goals
- Scope is clearly defined and managed
- Business requirements are complete and reflect agency priorities
- Issues escalated are addressed

### Provide support to the project team:

- Guide project direction and resources (budget and people)
- Remove barriers for project success

## EXECUTIVE STEERING COMMITTEE (TRACY, JIM, DATA AND IT AD, AMY)

Provides guidance to the Executive sponsor on resolution of policy and/or project related issues brought before it by the Project Manager. The Committee is composed of Sponsors who can address issues that may span multiple programs and functional areas. The Project Manager and Sponsors inform the Steering Committee, providing information concerning the project progress and resources, and high priority issues, risks, and change decisions as needed.

### Ensure:

- Project meets the scope, schedule and budget commitments made in the decision package

### Provide support to the project team:

- Review and provide feedback on project deliverables in a timely manner
- Assist in the resolution of project issues in a timely manner
- Review and provide feedback and mitigation strategies on monthly QA reports

### Approve:

- The project charter including scope, resources, and budget
- The project investment plan
- Any changes to the project charter that affect scope, resources or budget
- Required vendor contracts

## PROJECT SPONSOR (AMY)

Represents the Executive Sponsor on a day-to-day basis; makes most of the decisions requiring Sponsor approval except for decisions regarding scope, schedule, or budget.

### Ensure:

- Support for making day-to-day decisions for project direction
- Project priorities are established that support program area needs
- Appropriate stakeholders are identified and make available the resources as required to support the project
- Project schedule is coordinated with other program area plans and projects
- Project risks are identified and appropriately mitigated
- Issues about project direction are escalated to the Executive Sponsors if they cannot be resolved at the lower level
- Communication with the Executive Steering Committee

### Approve:

- Contract procurement materials and vendor contracts
- Project plan/schedule
- Project specifications for reports and interfaces
- Project test plan
- Project training plan and training documentation
- Any other project deliverables

## PROJECT MANAGER (TBD)

The Project Manager is the person assigned to achieve the project goals and objectives and to manage the project's scope, budget, schedule and risk. The Project Manager is responsible for ensuring the end product meets the needs and expectations of the state. This will be a contracted resource.

### Advise:

- The Executive Steering Committee on project scope, budget, and timeline as needed.
- The state on vendor contract negotiations by providing technical knowledge on project timeline, deliverables and resource needs.

### Develop and Manage:

- The project plan/schedule. This includes identifying project implementation tasks and dependences, confirming resources, estimating completion time and costs. Making recommendations for changes to the project plan as needed to the project sponsor.
- Risk management plan. This includes identifying risks associated with the project and establishing mitigation strategies for any significant risks.

### Facilitate:

- Weekly project team meetings that include FPMT Vendor.
- Monthly Executive Steering Committee meetings.

### **Monitor and report out on:**

- The project plan/schedule. The project manager shall report out to the project sponsor regularly on tasks that are past due including what factors are contributing to that delay. Recommend corrective action when necessary to control the project's progress, cost and scope.
- Risks. The project manager shall report out on any significant project risks.
- Vendor performance. The project manager shall report out regularly on the status of the deliverables in the contract. Recommend corrective action when necessary to control the project's progress, cost and scope.
- Project team performance. The project manager shall coordinate the project team's assignments and report out on the status of their deliverables. Recommend changes to resource needs when necessary to control the project's progress, cost and scope.
- Prepare regular project updates for the Executive Steering Committee.

### **Ensure:**

- Efficient communication and coordination amongst project team members (including vendor) for timely completion of tasks.
- Project work proceeds on schedule by holding resources and vendor accountable to timeline.
- The state meets our obligations as part of the contract.
- The work meets state expectations.

### **SUBJECT MATTER EXPERT (LAURIE WOOD)**

The Subject Matter Expert exhibits the highest level of business expertise and skill within the specific business area.

### **Prepare:**

- Draft RFP for FPMT solution.
- Requirements with the assistance of the Business Analyst and WATech review.
- Current state and future state modeling.
- Stakeholder and agency advisory team communications.
- Internal and agency business processes and policies updates.
- Data for migration into the FPMT system.

### **Assist:**

- The contracts officers with the development of contract materials.
- WATech with developing a user acceptance testing plan.
- WATech with user acceptance testing.
- The FPMT Vendor with system configuration with the Business Analyst.
- The FPMT Vendor with development of training plan and training documentation.
- The FPMT Vendor with the development of report and interface specifications.
- The FPMT Vendor with data migration.
- The Business Analyst with development of user stories and acceptance criteria.

**Act:**

- As the subject matter expert for the line of business in all aspects of the project providing review and feedback on all deliverables before project sponsor approval.
- As the data expert for the current FIS data.
- As a liaison between the project team and the Facilities Oversight team.
- As a liaison between the project team and the Agency Advisory Team
- As your business area expert for post implementation support.

**BUSINESS ANALYST (SASHA DONEY)**

The Business Analyst is responsible to work with business area and subject matter experts to manage and facilitate the documentation and implementation of projects with the business area.

**Prepare:**

- The information technology investment plan with the assistance of the Subject Matter Expert and the Project Sponsor.
- User stories and acceptance criteria for testing with the assistance of the Subject Matter Expert.

**Assist:**

- The Contracts Officers with the development of contract materials.
- The Project Manager with project team coordination and communication.
- WATech with developing a user acceptance testing plan.
- WATech with user acceptance testing.
- The FPMT Vendor with system configuration with the Subject Matter Expert.
- The FPMT Vendor with the development of report and interface specifications.
- The FPMT Vendor with development of training plan and training documentation.
- The Subject Matter Expert with updating of internal business processes.

**Act:**

- As a liaison between the project team and WaTech and OCIO.

**Ensure:**

- WATech provides timely testing resource.
- WATech provides a security design review.

**CONTRACT OFFICERS (BONNIE LINDSTROM/BECCI RILEY)**

The Contract Officers will work with the Project Sponsors, Subject Matter Expert, and Business Analyst to develop, review and approve relevant contract documents to procure an FPMT contract, QA contract, and a project management contract.

**FACILITIES PORTFOLIO MANAGEMENT TOOL VENDOR (TBD)**

Provide a technology solution and vendor support in compliance with the terms of the negotiated contract.

## TECHNICAL AND SECURITY DESIGN REVIEW SUPPORT (WATECH-TBD)

A consistent technology professional or team that will conduct the following:

### Provide:

- Technical review of the RFP requirements.
- Timely support for infrastructure needs.

### Prepare:

- A user acceptance testing plan with the Subject Matter Expert and the Business Analyst.

### Conduct:

- A security design review.
- User acceptance testing of the system with the Subject Matter Expert and the Business Analyst.

## OCIO OVERSIGHT (WATECH-TBD)

Provide project oversight by reviewing and approving the IT investment plan for the project-including signing off on project risk/severity assessment and participating in regular steering committee meetings as appropriate.

## QUALITY ASSURANCE CONTRACTOR (TBD)

Quality Assurance is a neutral, unbiased party to the project that participates in Executive Steering Committee meetings, provides project oversight, monitors project progress and assists the project manager in compliance with WATech [requirements](#). The vendor will review documentation as needed to provide advice, evaluate project risks, help develop solutions and mitigation strategies, and provide additional project management expertise.

## AGENCY ADVISORY TEAM (MULTIPLE AGENCIES)

Advise the Project Sponsor and Subject Matter Expert on the system's implementation issues such as:

- Updated business processes
- System usability
- Training resources

# APPROVAL AND AUTHORITY TO PROCEED

We, the Executive Steering Committee, approve the project as described above, and authorize the team to proceed.

| Name         | Title                               | Signature | Date    |
|--------------|-------------------------------------|-----------|---------|
| Tracy Guerin | Deputy Director & Executive Sponsor | /S/       | 4/11/16 |
| Jim Crawford | Budget Division Assistant Director  | /S/       | 4/11/16 |
| Amy McMahan  | Program Manager & Project Sponsor   | /S/       | 4/11/16 |