



# Oregon

Kate Brown, Governor

## Department of Administrative Services

State Chief Information Office  
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### MEMORANDUM

**To:** Karen Coleman, CSEAS Project Executive; Lorrin King, DOJ Chief Information Officer

**From:** Alex Z. Pettit, State Chief Information Officer

**Date:** December 10, 2015

**Subject:** Department of Justice (DOJ), Division of Child Support, Child Support Enforcement Automated System (CSEAS) Project, Stage 3 Endorsement to Proceed to the Execution Phase of the Project

### Stage Approval

The Office of the State Chief Information Officer (OSCIO) has completed review of the following documents, which you provided on November 12, 2015, in support of your request for Stage 3 Endorsement to proceed to the execution phase of the CSEAS Project:

1. Stage Gate 3 Review Memo
2. Updated Information Resource Request
3. Project Procurements
  - MAXIMUS Contract
  - CSG Government Solutions Contract
  - SLI Global Solutions Contract
  - Deloitte Consulting LLP Contract
4. Project Governance Plan
  - QC Review Report (Note: Plan includes - Schedule, Scope and Cost Management)
5. Change Control and Issue Management Plan
  - Current Issue Register
  - QC Review Report
6. Staffing Management Plan
  - QC Review Report
7. Procurement Management Plan
8. Risk Management Plan
  - Current Risk Register
  - QC Review Report
  - Revised Risk Management Plan
9. Requirements Management Plan
  - QC Review Report
  - Revised Requirements Management Plan
10. Program Quality Management Plan
11. QA Quality Management Plan
12. Communication Management Plan
  - QC Review Report
  - Revised Communication Management Plan
13. Stakeholder Communication Plan
  - QC Review Report
  - Revised Stakeholder Communication Plan
14. Interagency Coordination Plan
  - QC Review Report
  - Revised Interagency Coordination Plan
15. Organizational Change Management Plan
  - QC Review Report
  - Revised Organizational Change Management Plan
16. Initial Risk Assessment Report
17. Implementation Advance Planning Document
  - OCSE Approval Letter
18. 2015 Annual Advance Planning Document Update
  - OCSE Approval Letter
19. 2016 Annual Advance Planning Document Update
  - OCSE Approval Letter

Our office requested the following supplemental documents and is satisfied either with its review of same, or with the promised content upon delivery:

1. Budget and planning documentation that reveal at least a +/- 10% plan
2. Additional Project Procurement documentation
  - Special Procurement re: Hosting Solution
  - Planned new procurement or CSG Government Solutions Contract Amendment for Security Assessment/Vulnerability Services
  - Contractor Key Persons' resumes
3. CSEAS Independent Quality Assurance Contractor's Deliverable Expectation Document for Code Review Plan
4. CSEAS Independent Quality Assurance Contractor's Deliverables 1.1, 1.2 and 1.4
  - Quality Standards and Operational Definitions Report
  - Quality Checklists
  - Current Baseline Plan to Implement Independent QMP

Our office previously reviewed the following CSEAS Project-related documents that I acknowledge now as part of my office's analysis concerning the DOJ request for Stage 3 Endorsement for the CSEAS Project:

1. Project Charter and QC Report
2. Project Management Office Plan and QC Report
3. Deliverables Approval Plan and QC Report
4. Document Management Plan and QC Report
5. Staff Augmentation Plan and QC Report
6. Staff Management Plan and QC Report
7. Interim Improvement Plan and QC Report
8. Foundational Project Management Documents Matrix

Our office is satisfied with the information and data presented, or promised for presentment, in the subject documentation. In the context of the agency's readiness to manage and monitor all critical project management knowledge areas, and based upon the character and quality of the documentation and its content, the CSEAS Project is currently in a satisfactory position to proceed to the execution phase of the project as reflected in Stage Gate 3 of the State's major information technology project approval model (see, Exhibit C, *Stage Gate Review Process*, Department of Administrative Services (DAS) Statewide Policy and Procedures #107-004-030, *Independent Quality Management Services for Information Technology*).

## **Discussion**

There are four (4) Stage Endorsements in the OSCIO Stage Gate Review Process (Stage Gates). The CSEAS Project commenced before my office established these Stage Gates. To my knowledge and belief, DOJ requested and received all DAS and legislative approvals then required for pre-Stage Gates CSEAS Project activity. DOJ now requests my Stage 3 endorsement in order for the CSEAS Project to proceed with Stage 4 project execution.

The documentation provided to justify this request reflects substantial details about the specific implementation approach to be adopted. The approach carries attendant risks, but the CSEAS Project documentation reflects current controls to help manage and mitigate the identified risks. The project's major procurements are all executed, having received legal sufficiency review and

approval from the DOJ General Counsel Division, and the subject contractors have produced key deliverables that seem to reasonably position the CSEAS Project for success in Stage 4 project execution. The Project Management Contractor, Independent Quality Assurance (QA) Contractor, Implementation Contractor, and Independent Verification and Validation (IV&V) Contractor have deployed respective teams of key persons who appear to have the requisite credentials, experience, expertise and skill sets to successfully discharge their contractual obligations.

The federal Office of Child Support Enforcement (OCSE) is a critical funder and stakeholder in the CSEAS Project. The Legislative Fiscal Office (LFO) represents the other critical funder and stakeholder in the project, the State Legislature. To my knowledge and belief, the agency personnel assigned to the CSEAS Project team have appropriately engaged OCSE, LFO and oversight analysts from my office in prosecuting the project. The current OSCIO oversight analyst administers the CSEAS Project IV&V Contract, and serves on the CSEAS Project QA deliverables review team. OCSE is recommending that the CSEAS Project move forward. LFO is still in the process of reviewing the CSEAS Stage Gate 3 documentation in order to determine the most reasonable manner and means for controlling the release of funding for project execution.

### Conditions

The Stage 4 execution phase of the CSEAS Project will require DOJ to comply with all Stage 4 requirements as set out in Exhibit C, *Stage Gate Review Process*, Department of Administrative Services (DAS) Statewide Policy and Procedures #107-004-030, *Independent Quality Management Services for Information Technology*. In addition, DOJ must:

1. Periodically revise project management documents as appropriate and necessary to reflect proper project performance against the constraints recommended in the Project Management Institute's Project Management Body of Knowledge (PMBOK), i.e., scope, schedule, budget, quality, resources and risks; and timely provide these updates to the OSCIO – **especially when they reflect upward revised budget and timeline estimates, or if the project scope is expanded or contracted.**
2. Meet with the OSCIO oversight analyst at least once monthly to discuss project performance against the PMBOK constraints, and timely provide the analyst with copies of project status reports and all OSCIO-required project reports as they are produced by the agency; i.e., weekly, monthly and by quarter.
3. Maintain the OSCIO oversight analyst as a member of the independent QA deliverables review team, and refrain from acceptance of QA deliverables without his/her reasonable concurrence; and comply with the DAS-DOJ Interagency Agreement regarding contract administration of the CSEAS Project IV&V Contract.
4. Appropriately inform and engage OCSE and the LFO in compliance with their respective requirements regarding the CSEAS Project's continued performance. Provide periodic assurances to the OSCIO oversight analyst that DOJ is maintaining the required compliance.
5. Invite the OSCIO oversight analyst to attend the agency's periodic meetings with LFO.
6. Provide OSCIO with timely access to CSEAS Project Implementation Contractor deliverables.

7. Conduct all CSEAS Project procurement activity in compliance with applicable DAS and OSCIO requirements.

If you have questions regarding this memorandum, please contact Nicholas Betsacon at (503) 378-3052 or [nicholas.betsacon@oregon.gov](mailto:nicholas.betsacon@oregon.gov).

Sincerely,

A handwritten signature in black ink, appearing to read 'Alex Z. Pettit', with a long horizontal flourish extending to the right.

Alex Z. Pettit  
Oregon State Chief Information Officer