

PM-01-06-S

State CIO Adopted: July 19, 2023

TSB Approved: September 14, 2023

Sunset Review: September 14, 2026



Replaces:
 IT Investments Approval and Oversight
 August 16, 2018

IT INVESTMENT PLAN STANDARD

See Also:

RCW [43.105.054](#) WaTech Governance

RCW [43.105.205](#) (3) Higher Ed

RCW [43.105.020](#) (22) "State agency

RCW [43.105.255](#) Major technology projects and services-Approval

RCW [43.105.245](#) Planning, implementation, and evaluation of major projects

Document Information

Agency	
Project Name	

Change Date	Section Title	Brief Description of Change

Change Record

Document Approvals

Role	Name	Signature	Date
Project Sponsor			
WaTech Approval			

Project / Investment Purpose - This section must provide clear information on the business problem.

1. Business Problem to Be Solved and Scope of the Solution:

{Describe the business problem to be solved and/or opportunity to be gained. Describe the scope of the solution, including business processes. Note: technical scope should be described in Section 4. Proposed Technology Solution to the Business Problem.}

{For an amendment, append a description of changes.}

2. Business Benefits/Performance Outcome and Measures:

{Describe and quantify specific business performance targets and/or outcomes, using SMART outcome principles. Describe how and when the outcomes will be measured, for example: decreased number or percent of errors within X years, increased revenue collection of \$XXXX within X months, increased number or percent of clients using the system, etc. These are the minimum outcome measures the agency will be expected to report on as part of the PIR process.}

Justification - The section must tell the story of how the agency arrived at the proposed technical solution.

3. Discovery:

- RFI
- Feasibility Study
- Researched Existing Agency (yours or others) Solutions

{Describe the discovery or market analysis that has been done, if any, in regards to this investment. For example, Request for Information (RFI), Gartner analysis, public sector best practices, research with other agencies, including central service agencies, etc. Discuss the options you considered.}

4. Proposed Technology Solution to Business Problem/Technical Scope:

{Describe the proposed solution, why you chose it, and how it addresses the business problem.}

Identify whether the project will independently develop, use COTs, a SaaS solution or some combination of products. If the project is proposing to build the solution rather than buying a COTs or SaaS solution, attach information

about the alternatives explored and why this option was selected. If the project has third party input into the option selection, provide this information.

This section should include details of the technical scope of the solution if known.

If the project has not yet made this decision, note how that determination will be made and the expected decision date.}

5. Alignment with Statewide Technology Strategic Plan and Architecture

{Describe how the technical solution aligns with the statewide technology strategic plan and technology direction. There is no expectation that any one proposed investment will support all goal areas. For your project, identify specific goal/strategy area(s) that you believe this project strongly supports. Provide not only the specific measures/outcomes this project will achieve, but also the first date the measure(s) will be available. For example, describe the degree to which you are leveraging/reusing existing technology resources and services within your or another agency or centralized service or, if not, why not. Describe how this solution will improve constituent access to services or data, including how much and by when, support transparent and accountable management, including how and when this will happen and how it will be measured/reported.}

6. Relationship to State’s Technology Infrastructure:

{Provide an explanation of the investment as it relates to the state’s technology infrastructure. Discuss things like planned location of equipment, any network and security considerations, authentication and access controls (including intended use of Enterprise Active Directory for single sign-on, use of SEAP/SAW), storage, data assets such as imagery, addressing, open data, etc.

Identify substantially similar products or services offered by WaTech, if any, after consulting with your Customer Account Manager. If WaTech offers substantially similar products or services, and the agency proposes to procure the product or service elsewhere, please provide rationale. The summary of the consultation with your Customer Account Manager can be included here.

If this is an Administrative or Financial system, discuss the relationship to One Washington or impacts to other enterprise administrative/financial systems.}

7. Proposed Exceptions to Washington State IT Policies and Technical Standards:

YES NO

{Indicate whether the project/investment risks non-compliance with any existing technical policy/ standard or enterprise service designation. Agencies should submit waiver requests as early as possible if there are compliance

issues now or expected in the future. Indicate the status of any waivers impacting this planned investment.}

Procurement - This section must describe all procurement activity required to obtain the proposed technical solution.

8. Acquisition Plan:

{Describe how the agency plans to procure any part of the technical solution that must be purchased (if applicable). Include information regarding the purchase of not only vendor products, but also contractor resources. Will the project leverage existing contracts or must the agency do a competitive procurement? How will DES and WaTech be involved in the acquisition?

Include key procurement dates in section 10.}

9. Delegated Authority:

{Detail the agency's delegated purchase authority from DES. Include the amount and any related conditions. If agency does not have sufficient delegated authority, describe plans to address the difference.}

Schedule - This section must provide a project timeline

10. Schedule

{Identify key dates from the project schedule to include below, for example, lifecycle phases, procurement tasks, anticipated deliverables. Cover the period from project start through implementation and stabilization. Include dates for the three milestones listed as "required" in the table below. Other rows are only examples; add or delete as needed.

The plan should address key dependency areas such as Office of Cyber Security (OCS) security design reviews, network reviews, partner interface testing, and organizational change management activities. Note that when you have identified an apparent successful bidder as part of your schedule, the project should initiate the OCS security design review with the vendor prior to contract signature.}

Phase/Milestone/Deliverable	Target Dates
Project Start required	
Obtain QA vendor	
Publish RFP	
Investment Plan approved	
Vendor on board	
Design complete	

Security Design Review Completed
Sprints begin
Development complete
Integration testing complete
User Acceptance
Users trained
Go-Live Decision
Go-Live
Stabilization Window
Project End required
Project Closure Complete required

{For an amendment, append a column to the table for schedule to clearly show the “from” and “to” requested schedule.}

Project Governance & Management - This section must describe agency plans to manage the investment so that it solves the business problem.

11. Project Governance:

{Attach a copy of the project charter OR include a description of the project and the project governance (authority and decision making) structure. The name and title of the project sponsor and relationship to project quality assurance and the agency head must be identified.}

12. Project Team Organization

{Attach a Project Organization Chart containing the names and titles of the planned project team.

Note vacant positions and indicate the planned hire or appointment date. Include a narrative description of the roles and responsibilities of each job title/assigned person. If named staff are not assigned to the project full time, note the % of time the team member is available to support project management functions.

Note that this chart is meant to contain project management related staffing, not full project staffing. Agencies should plan to maintain this information and submit updates with subsequent amendments if there are changes.}

13. Executive Sponsor:

{Provide information about the executive sponsor for this project, including anticipated roles and responsibilities. Describe the sponsor’s qualifications for the sponsor role, including prior sponsorship experience.}

- 14. Project Manager Experience and Qualifications:**
{Describe the project manager's experience managing projects at this risk and severity level; include a résumé as an attachment to the investment plan packet. Address the following qualities as appropriate: technology and business knowledge, judgment, negotiation, good communication, and organization skills.}
- 15. Project Quality Assurance (QA):**
{Identify the QA consultant and describe at a high level how project QA has been engaged for this project.}
- 16. Independent Verification & Validation (IV & V)**
{If intending to use IV&V, indicate how it will be used and for what purposes. IV&V activities may include: detailed reviews of application software deliverables for completeness; adherence to development standards and repeatable processes; code reviews; detailed reviews of system documentation (detailed designs, test plans and scripts, configuration plans, operations manuals, etc.); network designs, and detailed review of software architecture.}
- 17. Formal Methodology**
{Describe the [agency's] project and product management methodology.}
- 18. Scope Management**
{Describe the project scope management plan. Identify any foreseeable challenges to scope.}
- 19. Business User Involvement**
{Describe how business users will be involved in this project. Have the business users participated in other projects where they had to clearly explain business processes in detail to the IT organization? How will the project train the business users to follow project management protocols? Are the users aware of the limitations of the project?}
- 20. Organizational Change Management:**
{Describe the project's organizational change management plan. Will the organizational change management be handled internally or externally? If it will be handled internally, describe your agency's capacity and experience to manage this.}
- 21. Dependencies:**
{Identify any dependencies with other agency activities or projects that may pose a risk to the successful completion of this investment. For example, are developers currently assigned to another project? Are the subject matter experts involved in any significant business process change activities? Do you have system interfaces with other agencies?}

22. Project Impact on Other Governmental Organizations:

{Describe any impact this project may have on other agencies, cities, counties, federal, or tribes, including any financial impacts. Do you have system interfaces that must be coordinated, modified, tested? Have you notified the management of the impacted governmental organizations, for example: CIO, IT Manager, etc.? Can they support your proposed implementation plan?}

Risk - This section must describe how the agency is addressing risks to project success.

23. Readiness Assessment:

{Include here or add an appendix of the QA Readiness Assessment and include the date of its completion in block 4 of the cover sheet.}

24. Project Risks:

{Describe all known high-level risks associated with this project and mitigations deployed or planned. Examples of risks might include: fixed schedule requirements, reliance on grant funding that must be expended by a certain date, funding for future maintenance and operations not identified, ramifications if the project does not complete on schedule, etc. At a minimum, include responses to risks identified in the QA Readiness Assessment.}

25. IT Project Assessment:

{Include here or add an appendix of the most recently completed IT Project Assessment.}

Funding - This section must describe how the agency intends to fund the project as well as support any increase in on-going costs.

26. Project Funding:

{Describe how this project will be funded through all phases, including sources and amounts, and any associated funding risks, limitations or constraints, If project has secured only partial funding, describe the approach to secure the entire funding for the project costs through implementation or otherwise address the risk.

Describe how the project has been constructed to realize early and consistent value.}

27. Maintenance Funding:

{Describe the agency's funding source(s) for maintenance costs after project implementation. Include a 5-year maintenance cost estimate in block 3 of the cover sheet.}

28. Cost Benefit Analysis (For Projects that Score 45 or above on the IT Project Assessment):

{Include here or add an appendix of the Cost-Benefit Analysis from the feasibility review or study. The analysis should include key assumptions.}

Budget - Append, do not attach, a project budget summary.

29. Project Budget by Fiscal Year (and "gate" or "stage" if applicable):

*{For project costs, include **all** project costs from initiation to project close, by fiscal year. Separate costs by object and/or sub-object to provide costs for staffing, vendors, hardware and software on individual lines. The total budget must match the project cost listed in block 3 of the cover sheet.}*

Costs for internal resources that are not going to be charged against the project budget should be estimated and included. They may be depicted separately from the "budget" but should not be ignored.

If the funding for the project is gated, the budget summary must be further detailed into the amounts per gate, still separating costs for staffing, vendors, hardware, and software (object or sub-object level) into individual lines items.

*Maintenance funding should **not** be included as part of the project budget. It should be described in section 27. The total cost for 5 years of maintenance should be listed in block 3 of the cover sheet.}*