

Analysis

Department of State Lands

Land Administration System Replacement

Analyst: Matt Stayner

Request: Acknowledge receipt of the report from the Department of State Lands on the status of the Land Administration System replacement project.

Analysis: In conjunction with \$450,000 of funding approved in the agency's budget bill for the initial planning for the replacement of the Land Administration System (LAS) a budget note was included requiring the Department of State Lands to follow a number of proscribed actions including providing a interim report on the project to both the Joint Legislative Committee on Information Management and Technology (JLCIMT) and the Joint Committee on Ways and Means.

The report provides a brief review of the project background, purpose, and scope and gives a listing of the completed project tasks to date. The agency has completed the hiring contract management services and is in the process of developing the documentation required for stage gate 2 approval in anticipation of issuing a request for proposals in late spring.

Legislative Fiscal Office Recommendation: The Legislative Fiscal Office recommends approval of the request.



Oregon

Kate Brown, Governor

Department of State Lands

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January 17, 2020

The Honorable Senator Betsy Johnson, Co-Chair
The Honorable Senator Elizabeth Steiner Hayward, Co-Chair
The Honorable Representative Dan Rayfield, Co-Chair
Joint Interim Committee On Ways and Means
900 Court Street NE
H-178 State Capitol
Salem, OR 97301-4048

State Land Board

Kate Brown
Governor

Bev Clarno
Secretary of State

RE: Land Administration System Replacement Project Status Report

Tobias Read
State Treasurer

Dear Co-Chairs:

Nature of the Request:

The Department of State Lands (DSL) submits the below Status Report for the Land Administration System Replacement Project. The report was requested by the Legislature through a budget note in HB 5035 (2017), DSL's 2019-21 biennial budget bill. The budget note directs the Department to:

- Continue to work closely with and regularly report project status to OSCIO and LFO throughout the project's lifecycle.
- Continue to follow the Joint State CIO/LFO Stage Gate Review Process.
- Work with OSCIO and DAS Procurement Services to establish a contract for project management services – ensuring the project is led by a qualified project manager with experience in managing projects of this magnitude.
- Update the project's Business Case and foundational project management documents prior to the submission of Stage Gate 2 documents.
- Work with the OSCIO to obtain third-party, independent quality management services and ensure the contractor conducts an initial risk assessment and performs quality control reviews on the updated Business case, foundational project management documents, and business analysis contractor deliverables, as appropriate, prior the agency's request for Stage Gate 2 endorsement; and performs ongoing, independent quality management services as directed by the OSCIO.
- Submit the updated business case, project management documents, risk assessment and quality control reviews to the OSCIO and LFO for Stage Gate 2 Review and endorsement.
- Report back to the Joint Legislative Committee on Information Management and the Joint Committee on Ways and Means on the project status in the 2020 legislative session.
- Utilize the Office of the State CIO's Enterprise Project and Portfolio Management system all project review, approval, and project status and QA reporting activities throughout the life of the DSL Land Administration System Replacement Project.

STATUS REPORT

Project Background, Purpose and Scope:

DSL is the administrative arm of the State Land Board and ensures a legacy for Oregonians and their public schools through sound stewardship of lands, wetlands, waterways, unclaimed property, estates and the Common School Fund.

The Land Administration System (LAS) is the Department's permitting and information system, used to track removal-fill permits, land and waterway authorizations, enforcement actions, and associated revenues. The current system is a twenty-year-old custom-built system that cannot be updated to work with modern technology. To improve customer service and streamline business processes, DSL has proposed to procure and implement a new LAS. DSL intends to issue a Request for Proposals (RFP) to acquire a commercial off-the-shelf new LAS within the next 6 months. The new system will allow the Department to greatly improve service delivery.

DSL's current project budget for the 2019-21 biennium is \$450,000. This amount includes project management costs and quality assurance. DSL will return to the Legislature to request additional limitation to purchase a system when we have completed the RFP process and have obtained cost and project timelines for implementation.

Project Accomplishments

- **Progressing through the Stage Gate approval process.** DSL has obtained Stage Gate 1 approval for the project and is in the process of completing Stage Gate 2. DSL has hired a project manager to help achieve project success and move the agency through the EIS Stage Gate process. Development of documents for Stage Gate 2 approval is in progress, with documents including the business case, current state, future state, requirements, and preparation for RFP. The revised project schedule anticipates completion of the revised business case in late **Spring 2020** and anticipates EIS and LFO endorsement for Stage Gate 2 and issuance of a solution provider RFP in **Summer 2020**.
- **Completed Project Management/Business Analyst procurement.** DSL has contracted with consultant North Highland. Onboarding began in November and work on assessment and planning deliverables began in December.
- **Completed Independent Quality Management Services procurement.** A kick-off meeting with selected vendor SLI is scheduled for January 27th.
- **Issued Monthly Status Reports for November and December 2019.** Status reports were provided to EIS and are available to LFO.
- **Completed internal drafts of initial project assessment and planning deliverables.** DSL is working with the contracted project management team to review and finalize the revised project schedule, risk assessment, and stakeholder registry.
- **Meeting bi-weekly with EIS and other stakeholders.** The project team is working collaboratively with EIS on all Stage Gate 2 requirements and conditions, including project reporting, updates to the business case, and updates to project management foundational documents.
- **Completed initial Risk Profile.** No major project risks to report. Once the contracted project manager has completed an initial project assessment and the revised project schedule is approved there may be new or revised project risks to report or escalate. It is also expected that the quality management vendor will identify additional project risks when they conduct their initial Risk Assessment.

Project Next Steps

- “Reboot” meeting with internal DSL stakeholders in January to formally restart LAS project and align with quality management vendor kickoff.
- Finalize and approve stakeholder registry, project schedule and milestone summary, and project risk assessment report
- Finalize identification of key resource and subject matter experts within the DSL team
- Commence and complete “Critical Path” activities including:
 - Identify and validate core DSL business units and key functions
 - Complete thorough market analysis and assess alignment with needs of the business
 - Document and validate business requirements
 - Solution architecture
 - Statement of Work development

Action Requested:

DSL requests that the Joint Committee on Ways and Means acknowledge receipt of this status report.

Legislation Affected:

None.

Thank you for your time and consideration.

Sincerely,



Jean Straight, Deputy Director

Department of State Lands