



## MEMORANDUM

**To:** Terrence Woods, State Chief Information Officer (State CIO)  
**From:** Jim Zuniga, Senior Oversight Analyst  
**Date:** November 16, 2023  
**Subject:** Higher Education Coordinating Commission (HECC), HECC Modernization Project, Level 3, Stage Gate 3 approval with conditions

---

### Background

In 2013, the legislature consolidated state-level leadership and coordination for post-secondary education, which had been previously spread across several boards and positions, to establish HECC. These organizations brought with them a variety of applications to support and run their respective operations, including the three applications listed here. Some of the programs are currently being run on spreadsheets that require time consuming, manual work by HECC staff and staff of their partners. The HECC Modernization Project began as three separate IT Projects to replace aging and failing core legacy systems: ETPL (Eligible Training Provider List System), FAMIS (Financial Aid Management Information System), and PCSVets (Private Career Schools and Office of Degree Authorization). During the development of these projects, HECC adopted an IT Strategic Plan that calls for modernization of many legacy systems. The plan recommends the agency move to a standard, scalable platform.

### Discussion

The HECC envisions a single platform with multiple segments for the three systems being replaced, which together make up a single solution. The intention is to develop, implement, support, and establish operational maintenance and disaster recovery for the three following HECC systems: FAMIS, ETPL and PCS. Further, it moves the agency's work forward ensuring that historically underserved populations have the most access possible to systems that will enhance their opportunities for training and higher education.


Funding for the HECC Modernization Project will leverage multiple sources, including state other funds, federal grant funds, and Q-Bonds. As part of the On Hold resolutions the agency has completed, they have provided updated budget information stating that the total implementation costs are \$20,105,000. HECC has selected Slalom Inc, and will execute a contract following the issuance of Stage Gate 3 endorsement to partner with the agency using an agile methodology. The project is planning a phased approach, with Phases 1 and 2 completed by December 2025 and a possible Phase 3 that is yet to be determined.

The Agency Project Team has provided all the required artifacts from the previous Stage Gate 2 endorsement memo. The Agency has also worked to complete the majority of the On Hold Memo Resolutions as request by EIS. They continue to work with EIS staff to complete the remaining items on the list in parallel. As the result of an Executive Steering Committee meeting on November 16, 2023, the agency has reaffirmed this project as their number one priority and committed resources towards the current scope, schedule, and budget. They have updated project artifacts, ie. Risk and Decision Logs accordingly.

## Recommendation

Approve the HECC Modernization Project through Stage gate 3 with the following conditions:

- (1) Agency must submit the following updated required artifacts:
  - a. Updated project management plan including all elaborated out sub-plans
  - b. Baseline scope, schedule and budget (+/-10%)  
These are expected within 60 days of contract implementation;
- (2) Agency Project Status and Risk logs must be submitted by the 15<sup>th</sup> of the month followed by an update meeting between the Project Manager and the EIS-P3 oversight analyst;
- (3) Agency must continue engagement with EIS including an intentional discussion with the Modernization Executive Steering Committee regarding a Go/No Go vote as to whether or not to move forward with Phase 2 of the project after Phase 1 Mobilization has been completed;
- (4) Agency must submit for Stage Gate 3 re-endorsement after completion of Phase 1 Mobilization;
- (5) The project must continue Major IT Project reporting to the Statewide QA Program; additional information can be found here:  
<https://www.oregon.gov/das/OSCIO/Pages/Reporting.aspx>
- (6) Agency will continue to engage with the assigned Cyber Security Services CSS-BSA regarding the project's security readiness prior to production deployment;
- (7) Agency must adhere to the Cloud and Hosted Systems Policy (#107-004-150) if a cloud solution is selected;
- (8) If the project's schedule or budget change by +/- 10%, or if the project's scope changes substantially, EIS must be notified and supporting documentation may need to be re-submitted for review and approval;
- (9) Agency must provide all Procurement documents and/or contracts for any goods and services required for project planning or execution to EIS-P3 for review and approval prior to posting and/or execution;
- (10) The project must submit an Operations and Maintenance Plan, Benefits Management Plan, Data Dictionary, Disaster Recovery, and Project Close Out Report, including lessons learned, to EIS-P3 for review and approval prior to Stage Gate 4 endorsement;
- (11) All required project artifacts must be submitted using the PPM collaboration tool.

Analysis prepared by:  Date: November 16, 2023

Analysis approved by:  Date: 11/16/23

*Mission: Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.*