Washington State Department of Transportation

Washington State Ferries

Dispatch Project

Project Postponement Close Out Report

Stellar Associates, LLC

July 31, 2018

Ms. Elizabeth Kosa, Chief of Staff
Washington State Ferries, Department of Transportation
2901 Third Avenue, Suite 500
Seattle WA 98121-3014

Ferries Dispatch Project

Project Postponement Close Out Report

Dear Ms. Kosa:

Stellar Associates, LLC was engaged in October 2017 to provide external quality assurance services for the Washington State Ferries (WSF) Dispatch Project. With the decision to postpone the project, we were asked to provide the Quality Assurance Project Postponement Close Out Report for this phase of the project, summarizing lessons learned that can be repeated or opportunities for improvements that could be applied to future phases of this project or other projects in the future.

Stellar Associates conducted interviews in June and July 2018 with key participants from the Washington State Department of Transportation (WSDOT), the Office of the Chief Information Officer (OCIO), and project contractors. The following questions were provided in advance of each interview, so participants could reflect on their perspectives related to what the most important success factors have been for the Ferries Dispatch Project.

1. What worked/went well/is a best practice for future phases or other projects?
2. What didn't work well/could be improved or should be avoided in future phases or other projects, and how could each have been done differently?
3. Was there something that wasn't done, that should be considered for future phases or other projects?
4. What actions or steps can the agency take to prepare for the restart of the project?
5. Are there any lingering concerns or issues that WSDOT should be aware of?

The results of this report are based on our professional experience, judgment, and quality assurance methodology and reflect the feedback we received from the interview participants and our own observations. See the attached report for additional details regarding project strengths, opportunities for improvement, and other lessons learned.

Thank you again for the opportunity to work with you and the rest of the project team on this project. We have enjoyed our time at WSF and look forward to working with you again on future phases of this project or other WSDOT projects. Please contact me or Jill Satran if you have any questions or comments.

Sincerely,

Melanie Roberts, Principal
Melanier@stellar-associates.com
Stellar Associates, LLC

cc: Ferries Dispatch Project Steering Committee Members
        Brent Carr, Project Manager, WSDOT
        Noel Morgan, WSDOT
        Jill Satran, Sightline, LLC
        Whitney Dickinson, OCIO
        Lessons Learned Participants

PROJECT BACKGROUND

Washington State Ferries (WSF) currently manages the complex processes of scheduling, bidding, and dispatch for 1,500 employees, 22 vessels, 10 routes, and 20 terminals using outdated systems and manual processes. The manual management of these activities increases the risk of non-compliance with union rules and United States Coast Guard (USCG) regulatory requirements.

Dispatching is critical to ferry system operations. It requires a match of sufficiently USCG-qualified crew to the regular service schedule, as well as other system needs, such as movement of vessels to Eagle Harbor for maintenance and repair. Dispatching affects year-round employees, regular reliefs, and on-call staff for the engine room, deck, and terminal operations teams. It is highly complex because of union rules governing who can be dispatched, in what order, the ability of employees to turn down assignments, and the limited ability to move employees.

WSF currently uses a ferry crew dispatch system, the Automated Operation Scheduling System (AOSS), that no longer meets the processing and reporting needs of the department. The AOSS architecture is incompatible with Washington state human resource systems and WSF marine payroll systems. This makes validation of crew timesheets and pay requests a manual inspection and analysis process, which is labor-intensive and increases the risk of error. The system does not integrate with other WSF and department information systems and is not web-based. It has limited reporting capabilities and does not easily accommodate changes in business rules, such as updates to union and regulatory requirements. AOSS does not fully support engine room or terminal operations dispatch and does not allow for automated tracking of licensure and training to verify employee credentials for assignment, per USCG requirement.

A previous attempt to implement a dispatching solution was funded in the 2007-09 Biennium, which was known as the Washington State Ferries Integrated Dispatch System (WINDS) Project. It was determined that this solution did not meet the business needs of the department and was not implemented. Lessons learned from that project included:

- Active engagement of ferries leadership is required;
- Need effective project management;
- Need external quality assurance oversight;
- Have in place an 100% dedicated ferries business liaison;

- Need active involvement of subject matter experts; and
- Add organizational change management, business analysis, and testing expertise.

Funding was appropriated by the Legislature in the 2017-19 Biennium to acquire and implement a new ferries crew dispatch system to replace manual processes and key AOSS functions. The system was intended to support the development of watch and shift schedules, position bidding, dispatch functions, training and qualification management, as well as reporting of operational data. It was planned to be a configurable web-based solution to automate the application of complex Collective Bargaining Agreement (CBA) business rules, USCG requirements, and related agency policies.

The primary business objectives of this project were to improve efficiency and effectiveness of the agency's core business ferries dispatch processes. Specifically, this project was planned to implement a solution that would meet the following objectives:

1. For business processes in scope of this project:
   o Increase the consistent application of CBA rules, agency policy, and US Coast Guard regulations.
   o Increase the efficiency of performing these tasks.
   o Reduce overtime, training, excess travel and mileage, bypass, and other costs.
2. Reduce the number of calls required for dispatch activities.
3. Increase application data and security.
4. Improve the accuracy, timeliness, and availability of data used for business decision making.
5. Increase the overall consistency of ferry transportation services.
6. Increase the trust between departments and employees as well as between departments.

The Ferries Dispatch Project budget is currently $4.4 million with $1.779 million budgeted in this biennium. Funding for planning, procurement, and part of the implementation of the solution was appropriated in the current biennial budget. The remaining implementation costs were anticipated to be funded in the 2019-21 biennial budget.

Following the RFI and product demonstrations from vendors, it became clear a new dispatch system in line with WSF's business requirements would cost more than $14 million. This is $10 million more than the initial funding package. WSF decided in June 2018 to postpone the project until full funding is secured. The department will seek the

additional funds in a supplemental budget request and the regular budget process for the 2019-21 Biennium. If funded through these processes, WSF expects to resume the project by October 2019. This would change the project completion date from December 2020 to August 2022.

For additional information on project scope, schedule, and OCIO funding gates, see Appendix A.

FERRIES DISPATCH PROJECT INITIATION AND PLANNING

WSF brought on an experienced project management team in September 2017 to manage the Ferries Dispatch Project. The project managers and the business sponsor organized the project by workstreams to align the deliverables with the expected business process impacts. Each workstream was assigned a lead to produce the agreed work products. Workstream leads met weekly with the project managers as part of the project core team to review status, monitor progress, and discuss any blocking issues or risks. Project workstreams for the implementation consisted of deliverables and activities related to:

- Business Requirements (led by a vendor - Critical Logic)
- Solution Implementation (planned to be led by the solution vendor)
- Testing (not yet established)
- Technical architecture (network, security, data/reporting) (led by a WSF Information Technology staff person)
- Organizational Change Management (led by the Business Liaison project staff)
- Labor Relations (led by the WSF Labor Relations Lead)

The project managers developed several critical project management documents over the first several months of the project, such as the charter, the Project Management Plan (PMP), the Request for Information (RFI), and the draft Request for Proposal (RFP).

In addition, Stellar Associates was engaged in October 2017 to provide external quality assurance for the project. See Appendix B for a summary of quality assurance recommendations and Appendix C for a summary of risk ratings by category that were included in quality assurance assessment deliverables since October 2017.

The Ferries Dispatch Steering Committee began meeting in October 2017 with the planning and initiation of the RFI process. In December 2017, the agency released the RFI

as a way to better understand the current solutions available in the market that can meet the agency's requirements. Five vendor proposals were received in response to the RFI in February 2018 and vendor demonstrations were held in February and March.

The results of the RFI were used to validate the features and functions requested in the project scope and allowed the project to better understand the cost and complexity of implementing the business requirements. Following the RFI and product demonstrations from the vendors, it became clear that procuring and implementing a new dispatch system that could meet WSF requirements would cost more than $14 million. The original decision package funded by the Legislature underestimated both the cost of the vendor solution and the level of effort required to implement a project of this magnitude. In addition, the required backfills for WSF operations staff, who are assigned to the project, were not included in the original budget.

Based on this analysis, project leaders decided to not release the RFP that was planned for late April 2018 pending the resolution of the budget shortfall. After discussions with WSDOT management and the Office of Financial Management (OFM) regarding options for funding the budget increase, WSF leadership made the decision in late June to postpone the project until legislative authority and funding can be approved to move forward.

Prior to the discovery of the funding shortfall and the decision to postpone the project, the project was progressing well and was on schedule. After the decision was made to postpone the project, project managers focused their efforts on drafting a project transition (or shutdown) plan that identified associated schedule, cost, and staff impacts along with a communication strategy and a restart plan (see Appendix E). The Ferries Dispatch Steering Committee authorized Stellar Associates to complete the project postponement close out report for this phase of the project, so lessons learned could be captured to inform future phases of this project or other projects within WSDOT. In addition, the organizational change management lead was given approval to conduct a follow-up fleet tour to inform line staff of the project postponement and next steps and to convey the agency's continued commitment to this project.

PROJECT STRENGTHS

- Project participants were personally dedicated to making the Ferries Dispatch system implementation successful.
- Having a professional project management team leading the effort provided crucial structure to the project team, kept activities on track and communications flowing.
- Comprehensive requirements were developed for the new Ferries Dispatch system that are based on business needs. These requirements can be refreshed and reused if the project is restarted.
- The hands-on approach to organizational change management increased staff buy-in and generated enthusiasm for the project.
- The decision to validate the original project cost estimates by performing market research using the RFI process was wise. While it led to the difficult decision to postpone the project, it allowed WSF leadership to make that decision early and regroup before a vendor contract was in place.

PROJECT WEAKNESSES

- Estimation processes used to prepare the original project budget were weak and resulted in insufficient funding for the project to move forward. The original processes did not provide sound estimates for the cost of the technology solution and did not provide adequate funding for other necessary resource requirements.
- Some WSF leaders were not able to devote sufficient time to the project. Critical discussions and decisions did not occur as quickly as needed and usually occurred outside the steering committee meetings.
- Support from the agency Contract Office is critical to project success. If the procurement process started earlier, the results of the RFI would have been known before the next legislative session and the budget could have been adjusted.

LESSONS LEARNED

Interviews were conducted with project participants at every level. (See Appendix D for a list of interviewees.) Some of the following lessons learned are ones that worked well and should be considered if this project receives funding to continue in the 2019-21 Biennium. Some of the lessons learned may also apply to other future projects. Other lessons learned were opportunities for improvements that could be applied in future phases or other projects.

We have organized the key lessons learned into one of three categories:

- Went Well / Should Be Repeated
- Opportunities to Improve Future Phases or Other Projects or are Lingering Issues of Concern.
- Recommended Actions for the Re-Start of the Project

The following key lessons learned represent what *went well* within the Ferries Dispatch Project / *should be repeated* in future phases or other projects.

1. The core project team was dedicated to the success of this project.
   - There was a deliberate process to on-board each core project team member.
   - The team took the time to determine their different styles and to identify ways to work together successfully.
   - The core project team were actively engaged and effective at removing barriers that were in their control.
   - The core project team did effective planning, communication, and outreach of project activities and issues with the steering committee, stakeholders, and other WSF staff.

2. The project management team members were seasoned professionals who had experience successfully completing projects of this size and complexity.
   - The project was well organized. The project structure was detailed but still streamlined.
   - Communication with agency management, staff, and other stakeholders was well planned and effective, even when it was bad news.

3. Project management plans and controls were sized appropriately for the Ferries Dispatch Project.

- Establishing project plans, tools, and processes with more discipline was highly beneficial to the organization.
- Having roles and responsibilities defined along with a resource utilization matrix proved valuable in discussing roles and costs with WSF managers.
- Project management templates have been developed that can be reused in future phases or other projects.

4. Comprehensive documentation of requirements was developed for the new Ferries Dispatch system that are based on business needs.

- It was critical to identify key subject matter experts (SMEs) who were knowledgeable about the business requirements and to give them time to talk through their processes at a detailed level.
- Working with the managers and supervisors of the SMEs in the schedule planning of the requirements work sessions was key to ensuring SMEs were available and back-up resources were identified to fill in while the SMEs were in the work sessions.
- Once SMEs were freed up and able to attend work sessions, they were cooperative and motivated to identify the requirements necessary for the new solution.
- System requirements and business flows for the requirements were clearly described in the draft RFP that can be refreshed when and if the project restarts.

5. Hiring experts in project management, business analysis, and quality assurance to guide and support project operations resulted in better quality cost estimates, procurement planning, and overall project control.

- The project structure established by WSF took advantage of contracted expertise to supplement its own business and technical knowledge.

6. The hands-on approach to organizational change management increased staff buy-in and generated enthusiasm for the project.

- Meeting key staff and stakeholders in their own work setting (decks, terminals, engine rooms) was key to reaching many staff and getting their buy-in to the project.
  - The project OCM lead conducted a fleet tour to visit 51 watches in the initial phase of the project and collected feedback from staff on what they need from a system to help them in their jobs.

- o In order to maintain the trust and engagement of staff, the OCM lead is conducting a follow-up tour of 58 watches to communicate the agency's commitment to the project and next steps, and to discuss feedback received to date.
- The labor relations communication strategy was effective in bringing along the various labor management teams as the project progressed.
- Some WSF project participants believe there was too much effort being made on OCM activities and don't believe that it is necessary. It will be important for project sponsors to agree on the approach and level of OCM activities and to get buy-in from WSF management on why it is important.
  - o Some staff expressed concern that there will be a lot of WSF staff who will remember this as another failed project. Some participants believe there may be a need to rebrand the project when it restarts. OCM efforts for both DOTtime and Ferries Dispatch will need to focus on that aspect.
  - o There may be an opportunity to leverage the Ferries Dispatch OCM resources for the DOTtime marine deployment.

7. Performing market research using the RFI process and having vendors do demonstrations of their system functionality was valuable in estimating costs for the project.
   - The vendor demonstrations gave WSF staff and subject matter experts confidence that there are solutions available in the market place that will meet WSF business needs and help them in their work.
   - Even though the revised cost estimates resulted in the postponement of the project, it was beneficial to have that information before the project went any further in the procurement process.

8. Continuous modification and improvement of the schedule and budget allowed the team to incorporate new information into the project planning as they were discovered.
   - There was a clear plan outlining the next steps in the project.
   - The results from the RFI were used as a basis to update the schedule, costs, and resource estimates instead of using ballpark numbers.
   - The project team revised the project budget when it became clear that assumptions used in the original package were underestimated and needed recent market information before coming forward with revised estimates.

The following key lessons learned represent *opportunities to improve future phases or other projects* or are lingering issues of concern.

9. Ensure there is adequate on-boarding of steering committee members and clear expectations for the level of project engagement and the time commitment that is required.
    - Engagement of WSF leadership was minimal. There was engagement and excitement at the beginning of the project, but engagement was not sustained as the project progressed.
    - Communication to WSF leadership who were not on the steering committee was limited until the funding issue surfaced. Executive support of the project outside of WSF Operations was not clear.

10. Maintain executive representation from both WSF and WSDOT headquarters on the steering committee to ensure adequate discussion, prioritization, and decision-making of project activities, issues, and risks. Ensure steering committee members are aware of the decision, risk, and issue management processes and their role in those processes.
    - The decision-making process was slow. Getting the right people in the room to make a decision was difficult. This was especially true with the decision to postpone or not.
    - Work with WSF leadership so they understand why headquarters participation is necessary and valuable to the project, to WSF, and to WSDOT.

11. Improvement of communication channels between the project team, WSF staff, and the Information Technology teams at WSF and headquarters is needed.
    - There is a culture of us vs. them in the relationship between WSF and headquarters staff. There is also a level of distrust between WSF business staff and Information Technology staff because of the past failed projects.
    - Some staff believe there are opportunities to create face-to-face collaborations at the right level at the right time to reduce this distrust.

12. Allowing critical project resources to be dedicated to the project by backfilling is critical to the project's success.
    - The business sponsor was intended to be 100% dedicated to the Ferries Dispatch Project, however that was not the case. She still had operational

duties that prevented her from devoting her full attention to and participation on the project.

- Subject matter experts were not always available, and this impacted the progress for the Requirements Workstream.

13. Support from the agency Contract Office is critical to project success.

- The procurement process started late and took longer than expected. While the agency Contracts Office was helpful in the RFI process, it was evident that contracting for Information Technology projects was outside their area of expertise.
- Planning for the procurement could have started once the funding was included in the conference budget so that the RFI could have been posted as soon as the budget was passed. The results of the RFI would have been known much earlier and the agency could have sought a budget adjustment in the next legislative session. This may have allowed the project to proceed without the one-year postponement.
  - o Some staff believe the risk is low for this approach since the procurement process can always be cancelled if the funding does not come through or is vetoed in the final budget.
- Once the RFP process started, the Contracts Office support became limited. Last minute changes to the RFP template were made and became problematic for the project team.

14. Ensure budget estimates have adequate review and rigor before submission to the Office of Financial Management and the Legislature. Consider asking for funding for project initiation, planning, and the RFI process before submitting the decision package for the procurement and implementation funding phases of the project.

- The initial budget estimates were based on a project at a local transit authority from a few years prior. The estimates were not adjusted for the level of project management, change management, oversight, and staffing required for a project of this size and complexity and did not reflect the current marketplace for a solution.
- The schedule was compressed for requirements definition activities although the team responded and met the deadlines. This work ended up being shelved when the project was postponed. If these interruptions can be

avoided with effective project planning and budgeting, it will lessen the frustration for all of those involved.

15. There continues to be uncertainty about how the postponement of the Ferries Dispatch Project will affect internal processes and the implementation of the DOTtime solution.

- Even though project managers conducted an impact analysis of the postponement of the Ferries Dispatch Project and the effect on the Labor System Replacement Project, some staff are concerned about how AOSS will work with the DOTtime solution and if manual processes will increase.
- Some staff are concerned that integration will be required between DOTtime and the new dispatch system when it is implemented and what the estimated time and costs will be.

RECOMMENDED ACTIONS FOR PROJECT RE-START

Based on our observations and the results of our interviews to gather lessons learned, we offer the following recommendations:

Recommendation #1: Restructure the governance of the project at re-start to ensure consistent, visible leadership from the WSF and WSDOT Headquarters executive level.

Recommendation #2: Review the resource allocation plan for the project with WSF Operations and make any necessary updates over the next year to allow the project team and key SMEs to be ready for the restart if funding is provided by the Legislature for the 2019-21 Biennium.

Recommendation #3: Review options for dedicating key subject matter experts 100% to the project for design, testing, and training activities, as well as for any organizational change management activities. Develop a plan to backfill these positions three to four months before the SMEs are needed on the project to allow for adequate training.

Recommendation #4: Develop a communication plan to keep staff and other stakeholders engaged in the project and keep them informed about how the project budget is progressing through the legislative process.

Recommendation #5: Begin the planning and procurement processes to select and onboard staff and contracted resources for the project as soon as possible. Agency leadership should weigh the risks of starting project planning and procurement activities before the final budget is approved by the Legislature and signed by the Governor.

Recommendation #6: The agency should consider supplementing contract management staff and expertise for Information Technology projects and starting the procurement process earlier. See Recommendation #5.

Recommendation #7: A standard process and agency template should be developed for the various contracted services for Information Technology projects.

Recommendation #8: Develop a stakeholder management plan with key messages on what has been done to date, the confidence level of the budget based on the RFI, and the complexity of dispatching and the benefits this new system would bring.

Recommendation #9: Review how manual processes will be modified with the implementation of DOTtime at WSF and determine what integration will be required once the Ferries Dispatch solution is in place.

Recommendation #10: Follow the steps outlined in the project re-start plan that has been drafted by the project management team and approved by the steering committee (see Appendix E).

Appendices:

Appendix A – Project Scope, Schedule, and Funding

Appendix B - Summary of Quality Assurance Recommendations

Appendix C – Summary of Recent Risk Ratings by Category

Appendix D – Interview Participants

Appendix E – Project Re-Start Plan

APPENDIX A

Project Scope, Schedule, and Funding

PROJECT SCOPE

The primary business objectives of this project were to improve efficiency and effectiveness of the agency's core business ferries dispatch processes. Specifically, this project was planned to implement a solution that would meet the following objectives:

- For business processes in scope of this project:
    - o Increase the consistent application of CBA rules, agency policy, and US Coast Guard regulations.
    - o Increase the efficiency of performing these tasks.
    - o Reduce overtime, training, excess travel and mileage, bypass, and other costs.
- Reduce the number of calls required for dispatch activities.
- Increase application data and security.
- Improve the accuracy, timeliness, and availability of data used for business decision making.
- Increase the overall consistency of ferry transportation services.
- Increase the trust between departments and employees as well as between departments.

These project objectives were documented in the project charter and in the Project Management Plan. Performance measures were also identified in the project charter, and approved by the Steering Committee:

1. Reduction of overtime costs related to the scheduling and dispatch.
    a. Measure: One year following project closure, compare overtime costs of permanent and relief employees with the full year prior to using the new solution.

2. Improve the consistency of the application of CBA rules.
    a. Measure: One year following project closure, compare the number of grievances related to scheduling and dispatching processes with the full year prior to using the new solution.

3. Reduce the number of dispatch calls required.

    a. Measure: One year following project closure, compare the number of dispatch calls with the full year prior to using the new solution (currently about 65,000 calls every 6 months, and at times up to 1,000 calls per weekend.)

4. Reduce training costs.
    a. Measure: One year following project closure, compare the total ferries staff compensation related to training (and backfill for training activities) with the full year prior to using the new solution.

5. Increase application and data security.
    a. Measure: Following go-live, dispatchers will not use separate usernames and passwords to access the solution. They will use their active WSF directory account.
    b. Measure: Following go-live, data access to the solution is restricted by role.

6. Increase the efficiency in relevant processes.
    a. Measure: Following project completion, the deck, engine room and terminals all use the application for scheduling and dispatch.
    b. Measure: Following go-live, employee data is no longer required to be manually entered into the scheduling and dispatch solution.
    c. Measure: Following go-live, an accurate report of planned working time is available for each employee for payroll auditing.

7. Improve employee access to information.
    a. Measure: Following go-live, employees have access to their watch schedule, vacation, and relevant dispatch information via employee self-service.

These business objectives and performance measures were not met with the postponement of the project. If funding is secured in the 2019-21 biennium, the agency will have these objectives and measures as a starting point as they review and update the project charter.

PROJECT SCHEDULE AND FUNDING GATES

The Ferries Dispatch Project budget is currently $4.4 million with $1.779 million budgeted in this biennium. Funding for planning, procurement, and part of the implementation of the solution was appropriated in the current biennial budget. The remaining implementation costs were anticipated to be funded in the 2019-21 biennial budget.

Following the RFI and product demonstrations from vendors, it became clear a new dispatch system in line with WSF's business requirements would cost more than $14 million. This is $10 million more than the initial funding package. WSF decided in June 2018 to postpone the project until full funding is secured. The department will seek the additional funds in a supplemental budget request and the regular budget process for the 2019-21 Biennium. If funded through these processes, WSF expects to resume the project by October 2019. This would change the project completion date from December 2020 to August 2022.

The status of the deliverables for the initial planning and procurement gates are shown below. These gates and budget amounts will change when and if the project is restarted.

Funding Gate	Current Budget	Planned Completion Date	Deliverables
Planning	$440,055	4/30/2018	Deliverables Completed: ✓ On-boarding of the PM, BA, QA, FTE resources (OCM) ✓ Project Governance Plan/Organization ✓ Project Concept Briefing ✓ External Quality Assurance Baseline Assessment ✓ Project Roles & Responsibilities ✓ Project Charter ✓ Request for Information (RFI) ✓ Project Schedule ✓ Business Requirements ✓ Technical Requirements ✓ External Quality Assurance Readiness Assessment Deliverables on Hold with the Postponement: o Investment Plan
Procurement	$357,796	9/30/2018	Deliverables on Hold with the Postponement: o RFP Development

			Future Deliverables: • RFP Release • Vendor Selection
Implementation	$3,668,034	12/31/2020	Future Deliverables: • Software Configuration/Implementation • Quality Assurance/System Testing • User Acceptance Testing • Training • Go-live
Total	**$4,465,885**		

Project Budget Breakdown *Item Description*	**Original Baseline Budget Plan**	**[A]** **Current Baseline Budget Plan**	**[B]** **Actual Expenditures To Date (as of June 2018) ***	**Variance = [A] - [B]**
Total 2017-19 Biennium	$1,779,000	$1,779,000	$492,151	$1,286,849

* Additional expenditures will be recorded in July for close-out activities.

APPENDIX B

Summary of Quality Assurance Recommendations

ID# Date Status	Description	QA Recommendation	Impact
Recommendations Offered in Quality Assurance Baseline Risk Assessment			
#1 Jan 2018 *Implemented and Closed in April 2018*	The Ferries Dispatch Project does not have a project management plan in place.	*A project management plan (PMP) should be developed to ensure adequate project management processes are in place and appropriately sized to the Ferries Dispatch Project. The PMP should include, at a minimum, risk management, quality management, procurement and vendor management, cost and resource management, and organizational change management including stakeholder management and communications.*	It is difficult to monitor and maintain project health without appropriate project controls and management processes in place.

APPENDIX C
Summary of Recent Quality Assurance Risk Assessments

QA Assessment Area	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018
Overall Project Health and Environment	Low (→)	Low (→)	Low (→)	Mod (↑)	High (↑)
Project Integration Management	Mod (→)	Mod (→)	Mod (→)	Low (↓)	Low (→)
Scope Management	Low (→)	Low (↑)	Low (↑)	Low (→)	Low (→)
Time Management	Low (→)	Low (→)	Low (→)	High (↑)	High (→)
Cost Management	Low (→)	Low (→)	Mod (↑)	Mod (→)	High (↑)
Human Resources Management	Low (→)	Low (→)	Low (→)	Low (→)	Mod (↑)
Quality Management	Low (→)	Low (→)	Low (→)	Low (→)	Low (→)
Risk Management	Low (→)	Low (→)	Low (→)	Low (→)	Low (→)
Communications Management	Low (→)	Low (→)	Low (→)	Low (→)	Low (→)
Procurement Management	Low (→)	Low (→)	Low (↑)	Mod (↑)	High (↑)
Stakeholder Management	Low (→)	Low (→)	Low (→)	Low (→)	Low (→)

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APPENDIX D

Project Postponement Close-Out Interview Participants

The following people and teams contributed to the report through their interviews and written comments.

Thank you for your thoughtful comments, insights, and observations.

Elisabeth Kosa, WSDOT WSF Executive Sponsor

Liz Williams, WSDOT WSF Business Sponsor

Greg Faust, Ferries Dispatch Steering Committee Member

Rick Singer, Ferries Dispatch Steering Committee Member

Grant Rodeheaver, Ferries Dispatch Steering Committee Member

Linnaea Jablonski, Ferries Dispatch Steering Committee Member and Labor Relations Workstream Lead

Brian Churchwell, WSF Information Technology

Brent Carr, Senior Project Manager

Derek Lee, Project Manager

Jacquie Estep, Business Liaison, Organizational Change Management Workstream Lead

Adam Richards, Business Requirements Workstream Lead

Teri Haffie, Business Requirements Analyst

Shannon Zivkovich, Subject Matter Expert for Deck Requirements

Whitney Dickinson, OCIO Liaison

APPENDIX E

Ferries Dispatch Project Re-Start Plan

Drafted by the Ferries Dispatch Project Management Team and Approved by the Ferries Dispatch Steering Committee in June 2018

- Review project terms, deliverables, and roles summary (use known assets such as OCIO dashboard, SharePoint documents, etc.)

- Review the project management plan and corresponding documents

- Identify Steering Committee members

- Identify project core team members

- Contract for external resources as needed

- Identify External Quality Assurance support

- Identify additional requirements

    o Key features from market research

    o Scope change

    o LSR interface re-assessment

- RFP

    o Contact vendors and perform market research

        ▪ Key feature or price changes

    o Revise and amend requirements as needed

    o Contact Administrative Contracts

    o Contact the AAG

    o Request DES Delegation of Authority (DOA) Approval

- The agency's procurement DOA is $4 million. The estimated contract amount for the vendor is $5.6 million. The agency is required to request an additional delegation of authority for this procurement.

  - Develop the procurement schedule

- Update the project budget

  - Review updated project costs (contracts, timeline etc.)

- OCIO

  - ITPA – IT Project Assessment

  - OCIO Concept review / IT Pool Kickoff

  - IT Pool Application – Planning (as needed)

    - Technology Budget

  - Updated/completed investment plan

    - External QA readiness assessment

    - Updated PMP

  - IT Pool Application – Procurement (as needed)

    - Technology Budget

- Update the OCM strategy and plan