CloudBC Management Committee Meeting Minutes	Date: July 23, 2015
	Start Time: 11:00 am
	Teleconference

Attendees:
Bette-Jo Hughes, OCIO
Lynette DuJohn, BCLC
Dave Parker, PHSA

Absent:
Dave Marecek, BC Pension Corp

Guests:
Mike Larson, CloudBC
Scott Wilkinson, CCIO
Julian Whike, CloudBC

Minutes Grouped by Agenda Item

Meeting called to order at 11am.

1. Title

- Proposed title of Chief Operating Officer for Mike was discussed
- Recognition of the need to differentiate Mike's role and CloudBC as distinct from core government titles
- Other titles discussed: Chief Technology Officer, Chief Transformation Officer

Decisions & Action Items:

A. *Title of Chief Operating Officer approved pending no other proposals are received by Monday, July 27*

2. Progress Summary

- Mike kicked off the program update by walking through a progress summary

Decisions & Action Items: None

3. Confirm role of Management Committee

- Committee agreed on the need for Terms of Reference for the Management Committee to articulate roles & responsibilities, set expectations vis-a-vis management committee & CCIO

Decisions & Action Items:

B. *Draft 1-page Terms of Reference to include with meeting minutes – assigned to Mike*

4. Summary of Year 1 objectives

- Mike led a high level review the approach, status and resourcing requirements for each work stream
- Group agreed on the need to commit the necessary time to engage on the details especially during the start-up phase and as a first priority focus on the marketplace
- Agreement to participate in a half-day session in Vancouver area on the marketplace with the following objectives
    - Outline the end state vision of the marketplace: how will it work, how do we define success, what is the functionality, what is the payment model
    - Identify pathway to get there and what will be achieved by end of year 1
- Key communication activities to date were summarized including updates to OCIO executive, PHSA CFO, HSSBC, Ferries, Pension
- Mike noted that a vendor update session been scheduled for August 5 with one-on-one follow-ups as requested by vendors
    - discussion ensued about what our vendor engagement strategy might look like and which vendors are a priority to engage (vendors mentioned: HP, IBM, Salesforce), given success of the CCIO visit to Redmond (Microsoft) to learn about their cloud offerings

Decisions & Action Items:

C. *Schedule a discovery session on the marketplace for last week of August at the latest. Depending on availability of committee members, extend invitation to other CCIO members – assigned to Mike*

D. *Complete a Privacy Impact Assessment on* s.17 *by the program team – assigned to Mike to work with Scott, complete by next Mgmt Committee meeting*

E. *Develop a transition calendar for Mike to move from WorkSafeBC to CloudBC – assigned to Mike, complete by August 4*

F. *Extend invite to August 5 vendor update session to CCIO – assigned to Mike*

G. *Members asked to identify any other key vendors to target as part of the vendor engagement strategy – email Mike by July 31*

H. *Contact CJ Ritchie to see what our CoP Stream can leverage from SPO community of practice – assigned to Mike*

I. *Scott to work with Mike to define CloudBC work plan with Mike – assigned to Mike, complete first draft by next mgmt committee meeting*

5. Update on transition activities

- Mike covered this as part of agenda item #3

Decisions & Action Items: None

CloudBC

Management Committee Update

July 23, 2015

Michael Larson

Agenda

1. Progress summary
2. Confirm role of Management Committee
3. Summary of Year 1 objectives
4. Update on transition activities
5. Titles

Appendices

- Progress update
- Financials
- Resourcing gaps

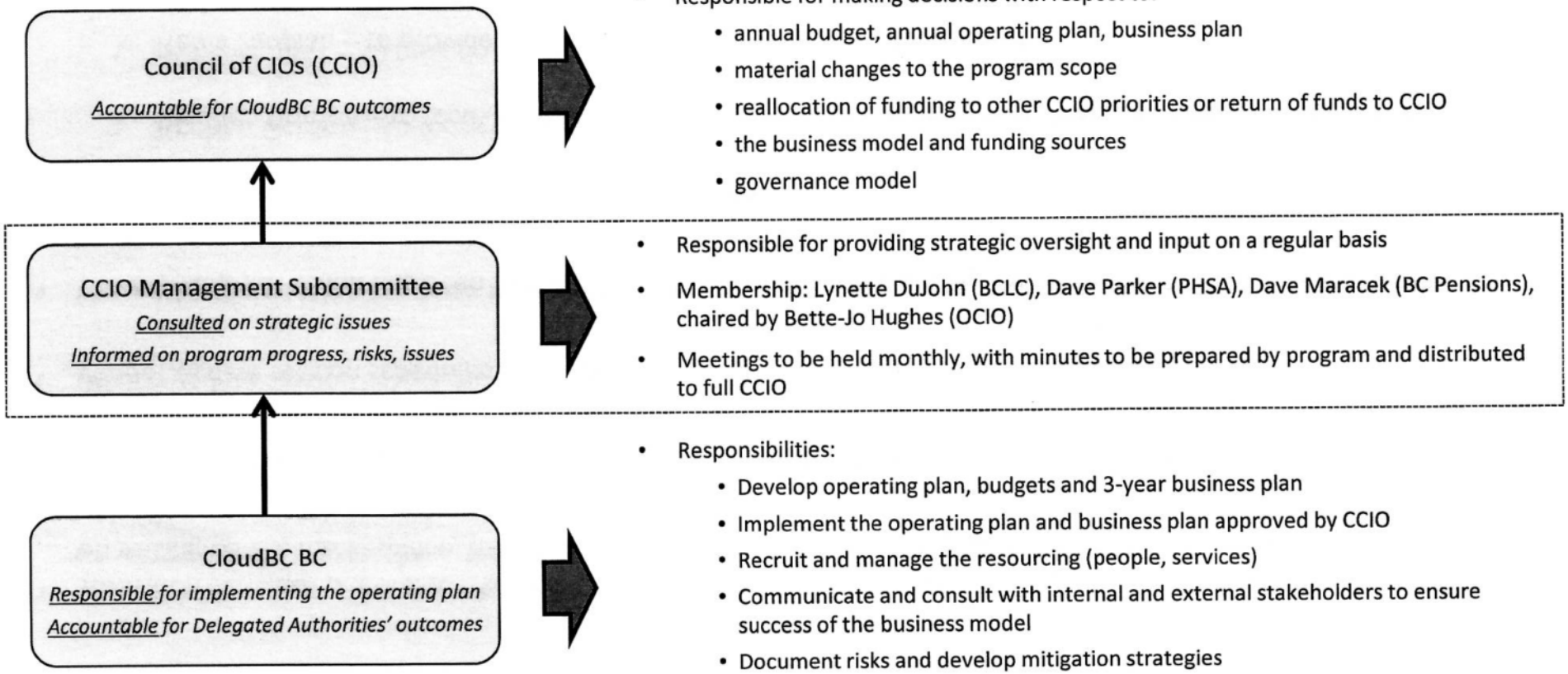
Progress Summary

- Engaged with procurement leadership within government (Richard Poutney, Duncan McLelland) on next steps for rolling out release 1 of the marketplace (IaaS/PaaS) – a detailed plan is in place
- Transition activities underway – key next step is to transition financial administration to Core Govt to move forward on setting up the marketplace, transition existing contracts/resources, sourcing additional services, etc.
- CloudBC.ca domain name registered and @cloudbc.ca email addresses set up for program team
- Vendor update session scheduled for August 5
- The marketplace vision has been further fleshed out to frame resourcing requirements and year 1 deliverables
- Part-time secondments from OCIO to CloudBC secured:
    - Stephen Gordon – to focus on marketplace future vision Community of Practice outreach to Ministries
    - Hema Paupiah – to provide public / strategic communications support
- Recruited full-time senior administration support: Tracey Deisher
- A number of resourcing gaps remain for the year 1 work plan with varying levels of urgency to address
- Timeline and financial plan remains at risk as we work through the transition activities

Role of Management Committee

The following was presented at CCIO – are there any refinements required?

Governance Model



- Responsible for making decisions with respect to:
  - annual budget, annual operating plan, business plan
  - material changes to the program scope
  - reallocation of funding to other CCIO priorities or return of funds to CCIO
  - the business model and funding sources
  - governance model

- Responsible for providing strategic oversight and input on a regular basis
- Membership: Lynette DuJohn (BCLC), Dave Parker (PHSA), Dave Maracek (BC Pensions), chaired by Bette-Jo Hughes (OCIO)
- Meetings to be held monthly, with minutes to be prepared by program and distributed to full CCIO

- Responsibilities:
  - Develop operating plan, budgets and 3-year business plan
  - Implement the operating plan and business plan approved by CCIO
  - Recruit and manage the resourcing (people, services)
  - Communicate and consult with internal and external stakeholders to ensure success of the business model
  - Document risks and develop mitigation strategies
  - Report on status (milestones, financials, risks, issues, benefits) to CCIO and management subcommittee

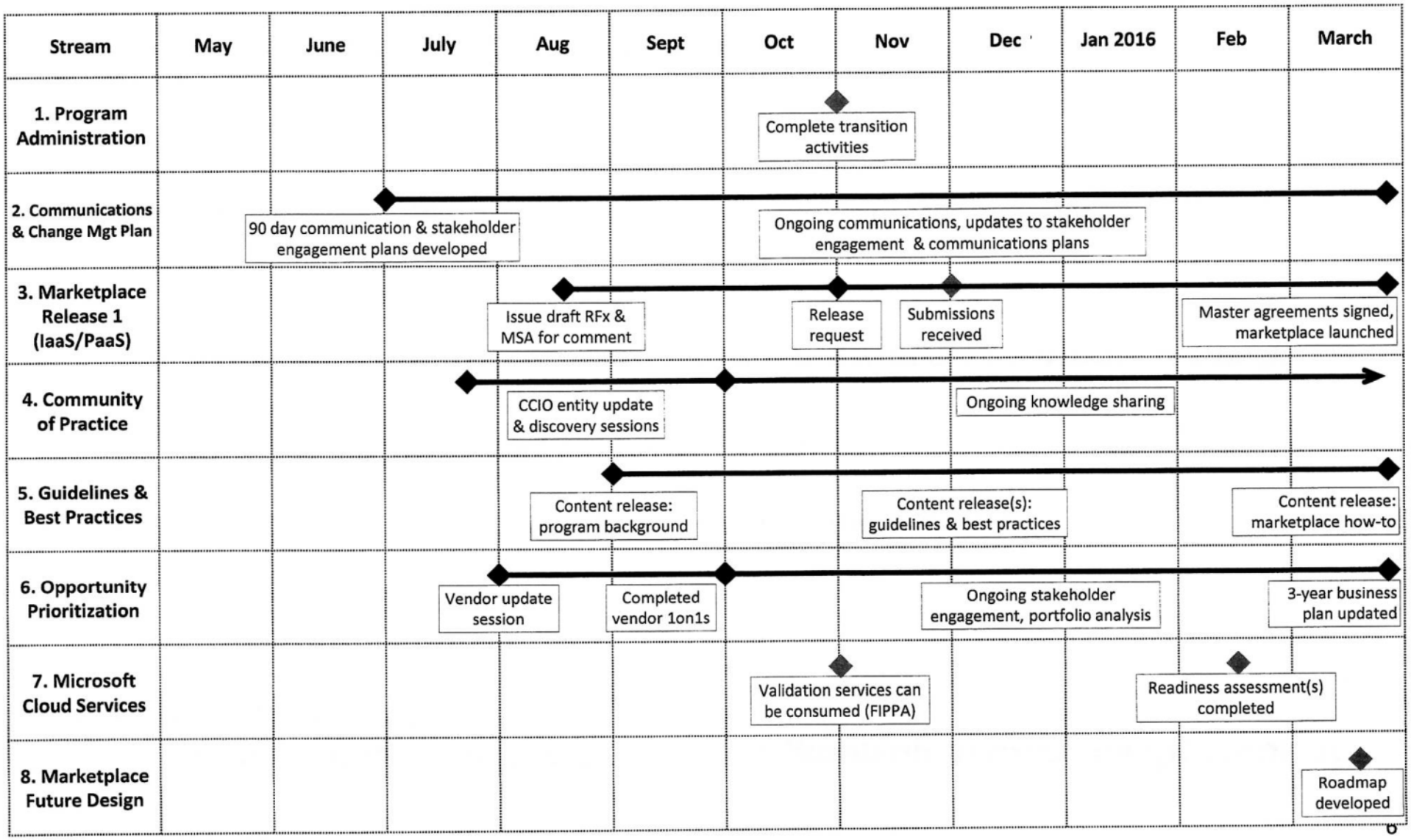
Year 1 Objectives

A key objective of today is to start bringing the group up to speed on the scope of work being undertaken in Year 1

- Eight work streams of activity underway
- They have varying levels of complexity, urgency and resourcing / budget requirements
- Some will require more oversight from the management committee
- For discussion: option to hold discovery workshop(s) over the coming weeks on select streams – for example:
    - Marketplace Release #1
    - Marketplace Future Design
    - Opportunity Prioritization
- Summaries of each stream are provided in the slides that follow
- Further details on budgets and key milestones in the appendix

Year 1 Objectives

There are eight work streams of activity in year 1



Updates by Stream

Stream: Program Administration

Scope: Provide program reporting and financial administration. Lead transition efforts to set up the organization and ensure all the support functions and infrastructure are in place.

Approach & Current Status

- Transition financial administration and related support functions to OCIO
    - A number of meetings held with Purchasing Services on strategy, approach, roles & responsibilities to set up the marketplace
    - Working with OCIO to set up charge codes
- Still looking for space
- Add full-time admin & support services function
    - Selected individual to fill this role – Tracey Deisher (experience includes EA support to PHSA senior executive and Board)
- On track to complete transition activities by end of October

Resourcing Requirements

- Tracey Deisher – full-time EA & business analysis support
- Julian Whike to responsible for program delivery across streams

Financials

- Spend to date + remaining forecast: $330k

Updates by Stream

Stream: Communication and Change Management

Scope: Establish a stakeholder engagement plan, communications plan, oversee delivery of supporting services (e.g. design & branding, website, public outreach, information requests, event coordination), and coordinate with other streams to provide change management support.

Approach & Current Status

- Draft June-Sept communication plan prepared
- Updates on the program provided to:
    - OCIO, Procurement Services, Pensions, Lotteries, Ferries, HSSBC
    - Updates to entities ongoing (see Community of Practice below)
- Develop strategic commutations plan
    - OCIO to provide support (Stephen Gordon, Hema Paupiah)

Resourcing Requirements

- Lead to be determined

Financials

- Spend to date + remaining forecast: $48k

Updates by Stream

Stream: Marketplace Release 1

Scope: Issue an RFx in order to establish a marketplace of CCIO-certified IaaS & PaaS providers. Establish contracting framework to support on-boarding (& off-boarding). Manage the evaluation process. Negotiate master service agreements with qualifying vendors. Stand up ongoing contract administration processes for this and other procurements. Includes complementary readiness services.

Approach & Current Status

- Develop standard terms & conditions and requirements vendors must accept to be pre-qualified
    - Drafted procurement document and master standing agreement
    - Drafted supporting business processes to manage the marketplace
    - Engaged core govt procurement resources to work out a plan, roles & responsibilities
- Issue drafts to vendor community for feedback
    - Targeting late August to release, following vendor update session on Aug 5
- Issue release by end of October
    - Initial feedback from Procurement Services Branch is this timeline is doable
- Offer contracts via a SaaS eProcurement tool such as Ariba or Coupa pending market scan & business case
    - Identify consulting firm to help prepare the analysis and recommendation

Resourcing Requirements

- Sophia Tham (Lead) to be replaced full-time senior procurement resource
- Services to include Optis (eProcurement assessment), SaaS tool (pending recommendation), Legal, PSB & LSB

Financials

- Spend to date + remaining forecast: $419k

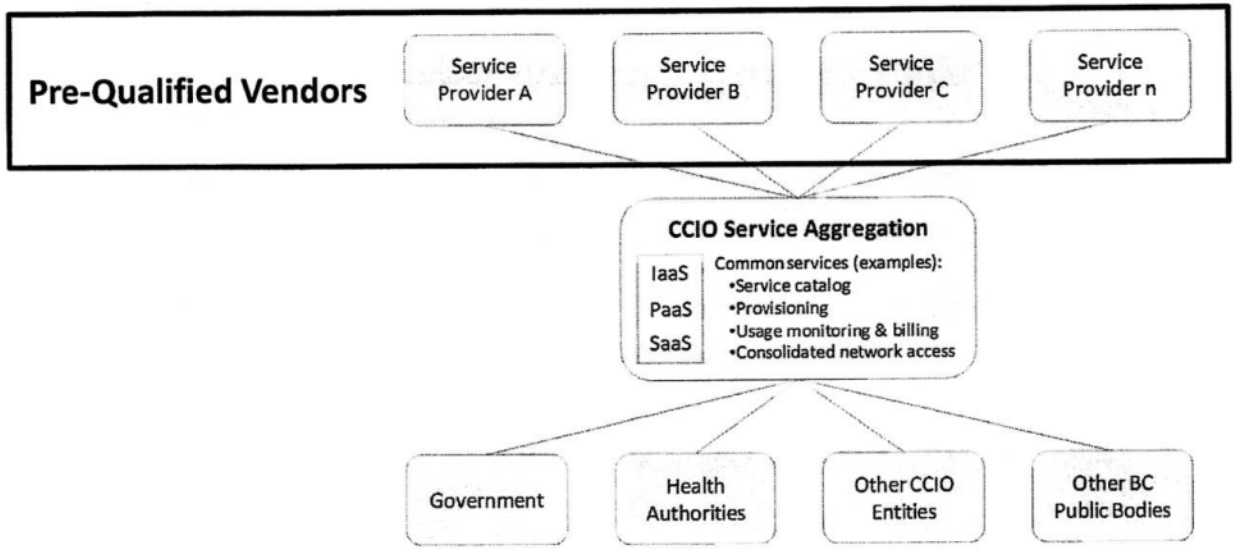
Updates by Stream

Stream: Marketplace Future Design

Scope: Evaluate could brokerage models designed to facilitate secure, cost-effective and click-through on-boarding to multiple cloud offerings. Evaluate options (e.g. deploy ready-made commercial solutions, customize an existing platform, or build from scratch), develop a business case, risk assessment and implementation roadmap.

Approach & Current Status

- Develop a long-term marketplace vision



- Recruit technical lead to develop options, roadmap, business case

Resourcing Requirements

- Stephen Gordon on part-time secondment to support development requirements, recruit full-time technical resource

Financials

- Spend to date + remaining forecast: $131k

Updates by Stream

Stream: Community of Practice

Scope: Serve an account management role to entities. Provide support to cloud pilots and help document outcomes. Educate entities on use of the marketplace and guidelines & best practices. Work with entities to identify barriers of adoption. Work with the relevant streams to develop action plans to address adoption barriers, and determine mechanisms to support education and change (e.g. webinars, seminars, vendor demos, etc.).

Approach & Current Status

- Continue to work through CCIO point persons to understand opportunities and challenges
    - WorkSafeBC pilot complete and draft summary prepared
    - Communication deck for entity updates prepared
    - Entity update sessions currently being scheduled
- Use Community of Practice as a vehicle to identify guidelines & best practices to develop and share
- Working with OCIO to develop outreach plan, roles & responsibilities for core gov't
- Use secure website to share content

Resourcing Requirements

- Sophia Tham (Lead for non-core govt), working with OCIO to develop plan for Ministry engagement

Financials

- Spend to date + remaining forecast: $183k

Updates by Stream

Stream: Guidelines & Best Practices

Scope: Establish guidelines and best practices and other content for entity consumption, including all web content. Includes information about CCIO-certified services, i.e. marketplace (static content). This stream is also responsible for supporting the Content Review Board, leveraging input from the Community of Practice to identify additional guidelines and best practices that require development, and publishing the content (web or other).

Approach & Current Status

- Identify guidelines & best practices for common use across CCIO
    - Benchmarked Gartner materials against draft MSA and identified materials to support contract best practices and contract risk management framework
    - Developed Case Study template and Cloud Control Matrix
    - Draft TCO models prepared
- Develop how-to guides for the marketplace
- Work with CoP stream lead on priorities for future guidelines & best practices

Resourcing Requirements

- Jennifer Hartfield (Lead)
- Subject matter experts to be recruited as required

Financials

- Spend to date + remaining forecast: $259k

Updates by Stream

Stream: Opportunity Prioritization

Scope: Develop a prioritization framework and high level action plans for all cloud opportunities. This stream is also responsible for vendor engagement outside of the procurement process.

Approach & Current Status

- Host vendor update session
    - Scheduled for Aug 5
- Run follow-up one-on-one discovery workshops with vendors
    - Complete through August and early September
    - Run in parallel with release of draft RFx and master standing agreement
- Use the input to inform:
    - Draft Ts & Cs and pre-qualification criteria
    - SaaS strategy and roll-out of future releases
    - Marketplace future design
    - Ongoing engagement with vendors outside of the procurement process

Resourcing Requirements

- Mike Larson (Lead) supported by Julian Whike

Financials

- Spend to date + remaining forecast: $206k

Updates by Stream

Stream: Microsoft Cloud Agreement

Scope: Begin to gather requirements to s.17 s.17

Approach & Current Status

- Complete readiness assessments for 1-2 organizations
    - Scope and timing of readiness analysis depends on current work stream led by OCIO to determine whether and how M/S cloud services can be consumed given FIPPA and Microsoft technologies, deployment plans

Resourcing Requirements

- External vendor

Financials

- Spend to date + remaining forecast: $87k

Transition Activities

A number of transition activities are underway, chief of which is transitioning financial administration to core gov't

- Financial administration – need to set up charge codes and supporting processes
- Announce launch – send letter to ADM community for their engagement and support
- Space – vetting options provided by ICBC and OCIO
- Email – s.17 IDs set up for project team
- Program support – selected candidate (Tracey Deisher) for this role
- Strategic communications – plan underway to support public engagement

Appendices

Progress Update

The work plan for the current year (FY 2015-16) is built around eight work streams

1. Program Administration – Provide project reporting and financial administration. Lead transition efforts to set up the organization and ensure all the support functions and infrastructure are in place.

2. Communications & Change Mgmt – Establish a stakeholder engagement plan, communications plan, oversee delivery of supporting services (e.g. design & branding, website, public outreach, information requests, event coordination), and coordinate with other streams to provide change management support.

3. Marketplace Release 1 – Issue an RFx in order to establish a marketplace of CCIO-certified IaaS & PaaS providers. Establish contracting framework to support on-boarding (& off-boarding). Manage the vendor on-boarding process. Negotiate master service agreements with qualifying vendors. Stand up ongoing contract administration processes for this and other procurements. Includes complementary readiness services.

4. Community of Practice – Serve an account management role to entities. Provide support to cloud pilots and help document outcomes. Educate entities on use of the marketplace and guidelines & best practices. Work with entities to identify barriers of adoption. Work with the relevant streams to develop action plans to address adoption barriers, and determine mechanisms to support education and change (e.g. webinars, seminars, vendor demos, etc.).

5. Guidelines & Best Practices – Establish guidelines and best practices and other content for entity. Includes information about CCIO-certified services, i.e. marketplace (static content). This stream is also responsible for ensuring proper vetting of content, leveraging input from the Community of Practice to identify additional guidelines and best practices that require development.

6. Opportunity Prioritization – This stream is responsible for vendor engagement outside of the procurement process. Includes developing a prioritization framework and high level action plans for all cloud opportunities, and preparing a marketplace release strategy.

7. Microsoft Cloud Services – Begin to gather requirements s.17
s.17

8. Marketplace Future Design – Evaluate could brokerage models designed to facilitate secure, cost-effective and click-through on-boarding to multiple cloud offerings. Evaluate options (e.g. deploy ready-made commercial solutions, customize an existing platform, or build from scratch), develop a business case, risk assessment and implementation roadmap.

Progress Update

Stream: Program Administration **Stream Owner: Julian Whike** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Overhead	$45,000	$0	$35,000	$35,000	$10,000	Overhead assumed to cost $4000/month for space and $1000/month for other. Business analyst not currently needed and requirement may be met by new Admin Support
Start-up	$25,000	$0	$25,000	$25,000	$0	
Admin support	$82,500	$0	$60,000	$60,000	$22,500	
Program manager (hours)	$217,500	$27,450	$130,500	$157,950	$59,550	
Program manager (expenses)	$494	$0	$494	$494	$0	
Business analyst (hours)	$68,750	$3,438	$47,500	$50,938	$17,813	
Grand Total	**$439,244**	**$30,888**	**$298,494**	**$329,381**	**$109,863**	

Progress Summary: (Note: Milestones correspond to CCIO meetings scheduled for July 9, Sept 3, Nov 5, Jan 14, Mar 3, May 5.)

	Target Completion Date											
Key Milestones	**May**	**June**	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Status***
Present progress update, escalate issues to CCIO for decision			9									On track
Present progress update, escalate issues to CCIO for decision					3							On track
Transition activities completed						31						On track
Present progress update, escalate issues to CCIO for decision							5					On track
Present progress update, escalate issues to CCIO for decision									14			On track
Update 3-year business plan											3	On track

- Completion of all transition activities by Oct 31 on track; we are working through priority activities including setting up financial administration within OCIO.

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

Stream: Communication & Change Mgmt **Stream Owner: Julian Whike** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Events	$7,000	$0	$7,000	$7,000	$0	Estimate will be updated following planning session(s) with OCIO resources (Stephen, Hema)
Web Development & Design	$55,000	$0	$40,000	$40,000	$15,000	
Hosting	$550	$100	$450	$550	$0	
Grand Total	**$62,550**	**$100**	**$47,450**	**$47,550**	**$15,000**	

Progress Summary:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
90-day Communications Plan developed (June 8 to Sept 8)		8										Complete
Web content release #1 (Basic Presence)				15								On track
Other milestones to be determined												On track

- A name "CloudBC" was decided on June 25th, which enables moving forward with an initial web presence, working with GCPE (Government Communications and Public Engagement)
- Provided input to GTEC conference submission
- Reviewed vendor proposals for web design services
- OCIO to provide strategic communications leadership and support – planning session held with Stephen on July 22.

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

Stream: Marketplace Release 1 **Stream Owner: Sophia Tham** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Legal	$115,000	$72,184	$25,000	$97,184	$17,816	Assumes we proceed with a SaaS eMarketplace toolset (e.g. Ariba, Coupa).
Procurement Manager	$174,000	$0	$152,250	$152,250	$21,750	
Procurement tools implementation	$80,000	$0	$80,000	$80,000	$0	
Stream lead (Sophia)	$44,225	$23,925	$18,125	$42,050	$2,175	
eProcurement marketplace assessment	$48,000	$0	$48,000	$48,000	$0	
Grand Total	**$461,225**	**$96,109**	**$323,375**	**$419,484**	**$41,741**	

Progress:

	Target Completion Date											
Key Milestones	**May**	**June**	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Status***
Minimum Ts and Cs, including data residency and sovereignty, drafted with Legal		15										Complete
Best Practice Ts and Cs drafted with Legal		30										Complete
Security questionnaire for pre-qualification process based on Cloud Control Matrix (CCM V3.0) ready			6									On track
EOI/RFx (includes contract structure and template for IaaS and PaaS vendors) ready for review			6									On track
Issue DRAFT RFx and MSA for vendor feedback on BC Bid				17								At risk
Internal reviews completed & required approvals received to post Final version on BC Bid					25							At risk
Issue FINAL RFx and MSA for IaaS and PaaS vendors on BC Bid						5						At risk
Notification to internal stakeholders and CCIO approval of successful vendors								4				At risk
MSAs finalized and executed with pre-qualified vendors (target start December 7th)											7	At risk

- Pre-qualification criteria for IaaS/PaaS vendors ready for review and input from OCIO Procurement.
- Draft IaaS and PaaS and complementary services MSA complete; s.14
  s.14
- Kickoff meeting scheduled with IM/IT Procurement for July 30th to review schedule and feasibility of "At risk" dates
- Still looking for a full-time senior procurement & contracting resource to lead the stream

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

Stream: Community of Practice **Stream Owner: Sophia Tham** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Stream lead (Sophia)	$180,525	$15,225	$167,475	$182,700	($2,175)	Slight variance covered by other stream (Marketplace Release 1).
Grand Total	**$180,525**	**$15,225**	**$167,475**	**$182,700**	**($2,175)**	

Progress:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
WorkSafeBC pilot complete and findings summary available to CCIO entities			20									On track
BC Hydro technical pilot work to begin – tbd												On track
BC Ferries technical pilot work to begin – tbd												On track
90-day Communications Plan developed (June 8 to Sept 8)		8										Complete
Start Entity update sessions				15								Revised
Outreach role to support/encourage adoption – resource(s) assigned					30							Revised
Education sessions and change management support for the IaaS and PaaS marketplace launch (start early November)									31			On track

- WorkSafeBC IaaS pilot technical work complete; summary of findings draft ready for review by WorkSafeBC management
- BC Ferries, BC Hydro, Powerex, WorkSafeBC, ICBC and BCLC starting to meet on topics of common interest
- Presentation materials to update Entities complete – one-on-one sessions to be scheduled for August and September
- OCIO and HSSBC updates completed last week of June

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

Stream: Guidelines and Best Practices **Stream Owner: Jennifer Hartfield** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Stream lead (Jennifer)	$124,845	$23,055	$96,570	$119,625	$5,220	Spend on subject matter experts depends on input collected via Community of Practice stream
Subject Matter Experts	$120,000	$4,200	$114,000	$118,200	$1,800	
Security advisory services (Steve Woodward)	$21,303	$21,303	$0	$21,303	$0	
Grand Total	**$266,148**	**$48,558**	**$210,570**	**$259,128**	**$7,020**	

`Progress Summary:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Determine content management solution (CMS) and web development vendor					30							On track
Web content release #2 (to coincide with RFx release)						31						On track
Web content release #3 (to coincide with CoP education sessions on the marketplace)									15			On track
Publish additional guidelines & best practices, outputs from CoP stream as required												On track

- Developed business process flows for sub-processes to support Marketplace Release 1
- Benchmarked Gartner materials against draft MSA and identified materials to support contract best practices and contract risk management framework
- Developed Case Study template and CSA/CCM background material content

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

Stream: Opportunity Prioritization **Stream Owner: Julian Whike** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	Some of Julian's time will be devoted to supporting this stream
Mike travel	$11,000	$1,613	$9,000	$10,613	$387	
Executive Lead (Mike)	$195,750	$0	$195,750	$195,750	$0	
Grand Total	**$206,750**	**$1,613**	**$204,750**	**$206,363**	**$387**	

Progress Summary:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Run vendor session as part of CloudBC launch				5								On track
Complete 1-on-1 discovery sessions with vendors					30							On track
Define scope of release 2 of the marketplace (target RFx release date: Feb)								31				On track
Update 3-year business plan										28		On track

- Draft vendor session presentation materials prepared, invite list prepared, validated using Lync for the meeting
- Follow-up discovery sessions to be scheduled with interested vendors

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

Stream: Microsoft Cloud Services **Stream Owner: Julian Whike** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	Assumes readiness assessments with 1-2 entities
Readiness services	$54,375	$0	$87,000	$87,000	($32,625)	
Grand Total	**$54,375**	**$0**	**$87,000**	**$87,000**	**($32,625)**	

Progress Summary:

	Target Completion Date											
Key Milestones	**May**	**June**	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Status***
Select service provider to lead the work						1						On track
Complete pilots								1				On track
Prepare deliverables and recommendations										28		On track

- Kick off and timing of readiness analysis depends on current work stream led by OCIO to determine whether and how M/S cloud services can be consumed given FIPPA and Microsoft technologies, deployment plans

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

Stream: Marketplace Future Design **Stream Owner: Julian Whike** **Reporting Period: June 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Cloud Technical Architect	$130,500	$0	$130,500	$130,500	$0	Forecast based on one senior architect starting in October.
Grand Total	**$130,500**	**$0**	**$130,500**	**$130,500**	**$0**	

Progress Summary:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Select resource to lead the work						15						On track
Complete options analysis								31				On track
Develop roadmap and business case										28		On track

- Work scheduled to start in August to recruit the resource to lead the work
- Working with Stephen Gordon to help refine the marketplace vision and define requirements

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* Milestone Status options: On track, Complete, At risk, Revised

Financial Summary

Year to Date Actual covers the period of May and June.

Work Stream	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
Community of Practice	$180,525	$15,225	$167,475	$182,700	($2,175)
Marketplace Future Design	$130,500	$0	$130,500	$130,500	$0
Marketplace Release 1	$461,225	$96,109	$323,375	$419,484	$41,741
MS Cloud	$54,375	$0	$87,000	$87,000	($32,625)
Opportunity Prioritization	$206,750	$1,613	$204,750	$206,363	$387
Program Administration	$439,244	$30,888	$298,494	$329,381	$109,863
Guidelines & Best Practices	$266,148	$48,558	$210,570	$259,128	$7,020
Communications	$62,550	$100	$47,450	$47,550	$15,000
Grand Total	**$1,801,317**	**$192,493**	**$1,469,614**	**$1,662,107**	**$139,210**

Resourcing Updates

Efforts are underway to address a number of resourcing gaps

		Streams								
Resourcing Gaps	**Type**	Program Administration	Communications	Marketplace Release 1	Marketplace Future Design	Community of Practice	Guidelines & Best Practices	Opportunity Prioritization	**Responsibilities**	**Status**
1. Support &Business Analyst	Full-time	X							• Program administrator & business analysis support	• Selected a candidate to start as soon as possible – Tracey Deisher
2. Communications Lead	Part-time	X	X	X	X	X	X	X	• Strategic communications strategy & delivery oversight	• Hema Paupiah confirmed in this role (TBD)
3. CloudBC.ca content & hosting	Service	X	X	X	X	X	X	X	• Website design and publishing	• CloudBC.ca hosted with Sherweb.com • Quotes received from two firms
4. Ministry outreach	Part-time					X			• Knowledge sharing, run pilots, identify adoption challenges, within core govt	• Stephen Gordon / Hema confirmed in this role (TBD)
5. Procurement Specialist	Full-Time			X					• Negotiating contracts, procurement design, vendor & contract management	• No candidates identified • Will prepare a bid request for both procurement services and an individual • Exploring option of a senior-level working group with 4-5 reps from CCIO
6. Architect	Part-time				X				• Refine marketplace vision • Develop bid request for technical advisor	• Stephen Gordon confirmed in this role (TBD)
7. Technical advisory	Service				X				• Develop options, roadmap, business case for marketplace	• To start in October • Maybe an individual or firm or both
8. Strategic Sourcing	Service			X					• Recommend whether/how to proceed with eProcurement SaaS for Year 1 • Run/support procurement and manage implementation	• Proposal received from Optis to do the market scan & develop recommendation • Confirmed potential with BC Bid team this would be a useful proof of concept for an BC eMarketplace
9. System Support	Service			X					• Provide support for eProcurement solution pending recommendation	• Would need to engage in early 2016
10. M/S Readiness Assessment	Service							X	• Prepare reusable templates, toolkits • Run pilot with 1-2 organizations	• Run RFIQ in September • Initiate work in November
11. Subject Matter Experts							X		• Prepare guidelines and best practices as required	• Requirements to be determined through the Community of Practice stream
Stream Leads:	Full-time	Julian Whike	TBD	Sophia Tham	Mike Larson	Sophia Tham	Jennifer Hartfield	Julian Whike		

CloudBC

Management Committee Update

August 10, 2015

Michael Larson

Agenda

1. Adoption of minutes, status of action items
    - Outstanding action items for discussion today:
        - 07232015-B. Draft 1-page Terms of Reference to include with meeting minutes
        - 07232015-G. Members asked to identify any other key vendors to target as part of the vendor engagement strategy
2. Progress summary
3. Management committee workshop on the Marketplace
    - Marketplace vision & year 1 objectives
    - Objectives of workshop
    - Update on stream activities (draft deliverables attached)
4. Update on organizational structure & resourcing model

Appendices

- Progress update
- Financials

1. Adoption of minutes, status of action items

- 07-23-2015 CloudBC Management Committee meeting minutes tabled for approval
- New / outstanding action items:

Meeting	Item	Action Item	Assigned To	Status
07-23-2015	A	Title of Chief Operating Officer approved pending no other proposals are received by Monday, July 27	All	Mike's title of Chief Operating Officer approved
07-23-2015	B	Draft 1-page Terms of Reference to include with meeting minutes	Mike	See attached for discussion
07-23-2015	C	Schedule a discovery session on the marketplace for last week of August at the latest. Depending on availability of committee members, extend invitation to other CCIO members	Mike	Scheduled for X.
07-23-2015	D	Complete a Privacy Impact Assessment on s.17 by the organization	Mike	In progress.
07-23-2015	E	Develop a transition calendar for Mike to move from WorkSafeBC to CloudBC	Mike	In progress
07-23-2015	F	Extend invite to August 5 vendor update session to CCIO	Mike	Complete
07-23-2015	G	Members asked to identify any other key vendors to target as part of the vendor engagement strategy	All	For discussion today
07-23-2015	H	Contact CJ Ritchie to see what our CoP Stream can leverage from SPO community of practice	Mike	Meeting scheduled for Aug 13/14
07-23-2015	I	Scott to work with Mike to define CloudBC work plan with Microsoft	Mike	[To discuss with Scott]

2. Progress Summary

- Preplanning with Procurement Services Branch (Core Govt) on the marketplace is complete, kick-off sessions with Legal Services Branch and Risk Management Branch scheduled for [X]

- Vendor update session completed on August, scheduling of follow-up discovery sessions underway

- Inventory of transition requirements developed, working through list with Vitali Kozubenko assigned as lead in OCIO for helping with the transition

- Looking at lease options for space subject to government core policy

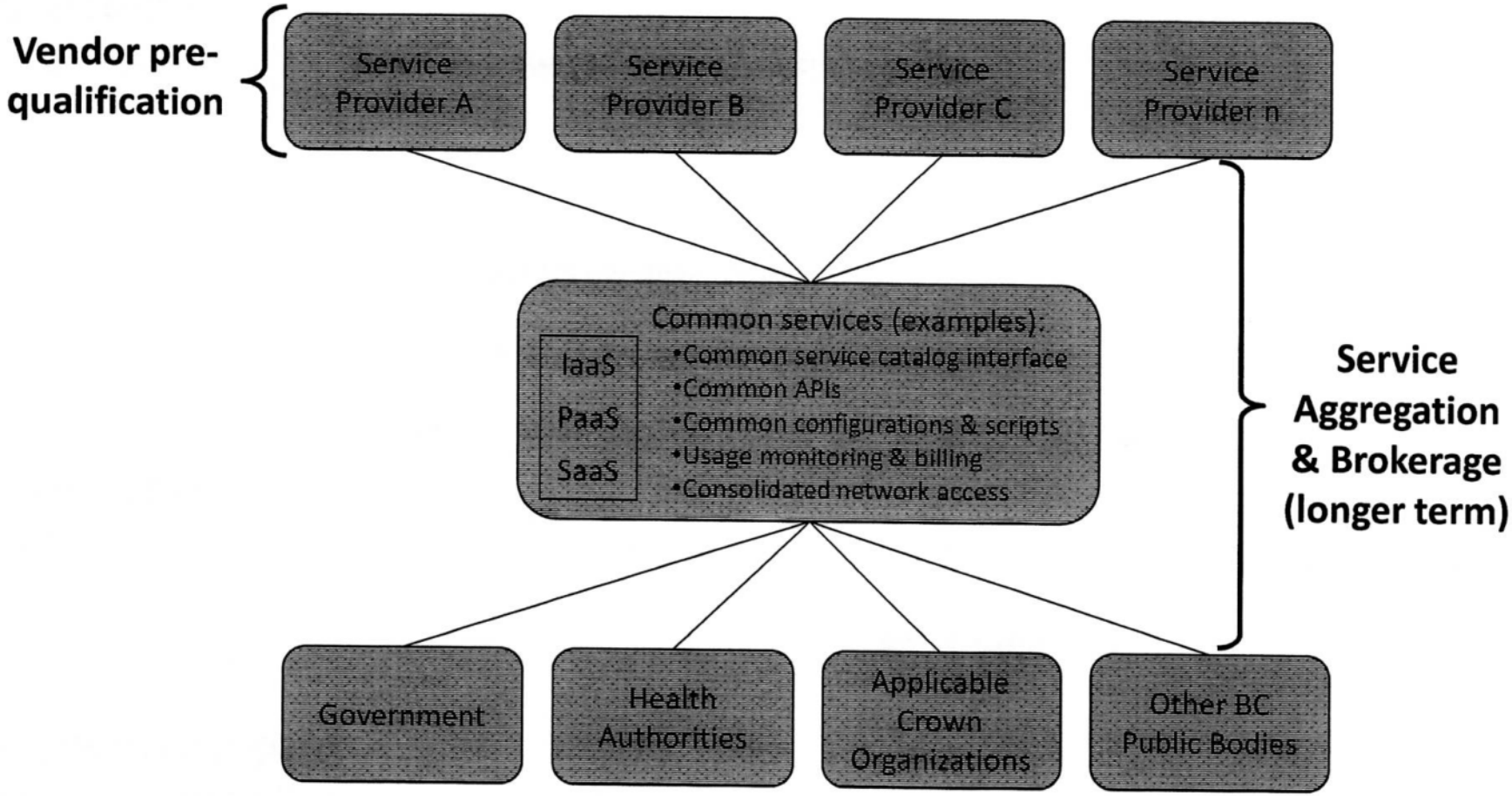
- Collapsed work streams to simplify delivery (CloudBC org structure to be presented today)

- Participated in Microsoft discovery sessions to ensure alignment with CloudBC objectives and value proposition

- Spend to date $X than forecast through July, but still expect to spend budget with acceleration of Microsoft timeline

3. Marketplace Workshop

A <u>long-term</u> vision for a CloudBC marketplace has been developed that focuses on two primary components



3. Marketplace Workshop

We are targeting to complete the following marketplace-related deliverables by the end of March 2016

Year 1 Plan

Vendor pre-qualification

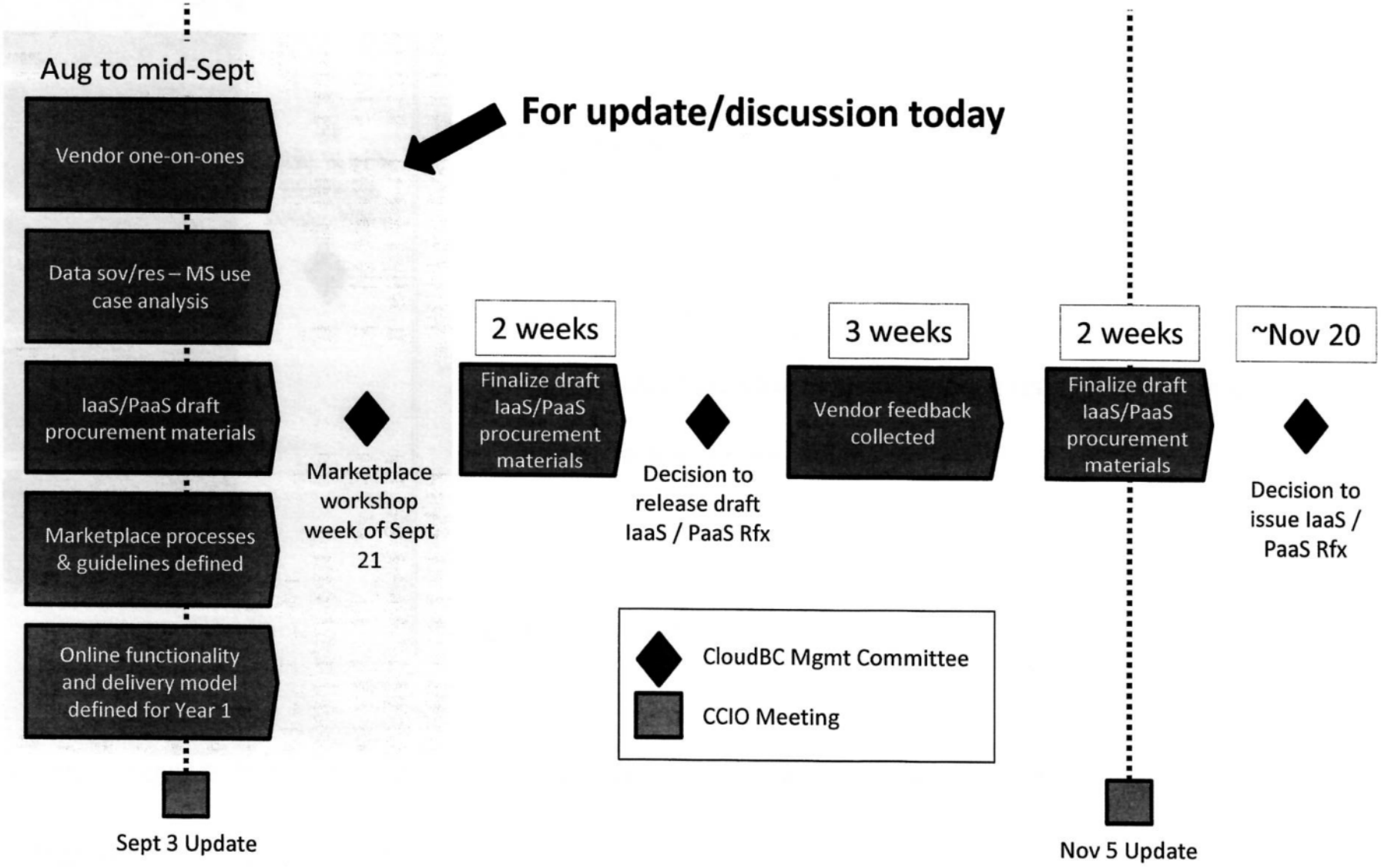
- "Best Practice" Ts and Cs for cloud contracts will be developed and available for entities to use for their specific requirements
- Marketplace release #1 will include IaaS and PaaS – next steps:
  - Release draft RFx and agreement for feedback
  - Issue RFx for Pre-qualification
  - Post offerings on website

Service Aggregation & Brokerage

- Complete market scan of commercial offerings
- Develop standards and reference architecture with industry input
- Define Year 2 deliverables based on CCIO priorities and market readiness

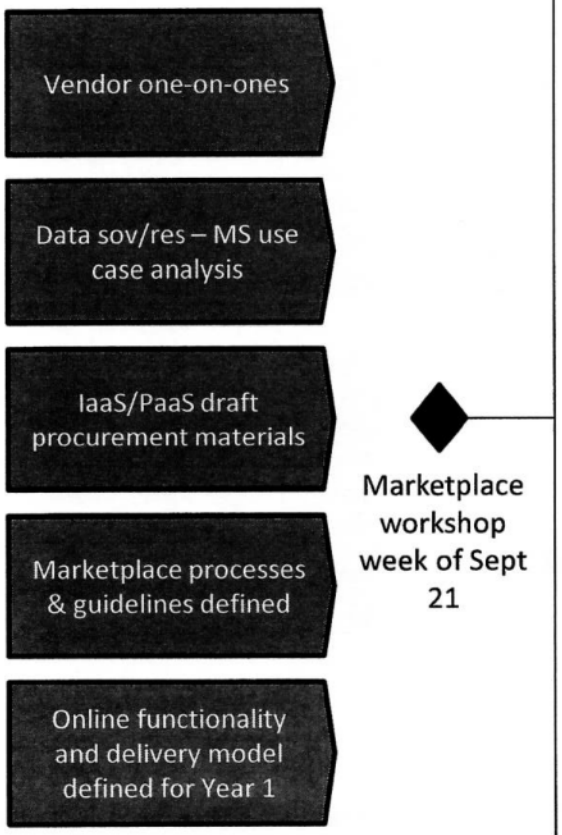
3. Marketplace Workshop

A key objective for today is level set on the objectives of the upcoming workshop with management committee on the marketplace



3. Marketplace Workshop

The workshop with management committee is scheduled for []



- Objectives of the workshop:
  - Review marketplace approach for IaaS/PaaS ("certification" framework, online services in year 1, business processes, etc.)
  - Review feedback from vendors
  - Review draft procurement document and standing agreement
  - Review requirements for PI data
  - Get provisional approval to release draft RFx and agreement
- Five streams of activities will inform the workshop – interim deliverables from each stream are included today as attachments
- Will invite the broader CCIO
- Attachments:
  1. Marketplace work plan

3. Marketplace Workshop

The discovery sessions will validate the overall marketplace approach and identify key priorities and objectives for vendors

Vendor one-on-ones

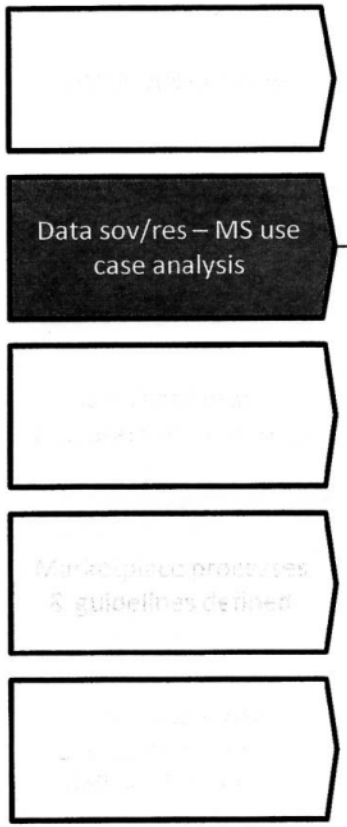
- Vendors that attended Aug 5 session: HP, Microsoft, IBM, Telus, Amazon, etc.
- Requested follow-up 2-hour discovery sessions with the following topics:

Topic	Facilitated questions / outcomes
Feedback and questions on CloudBC vision	Is the vision clear? Is everyone on the same page? Will the marketplace deliver value?
Discussion on areas of interest in participating in the marketplace (IaaS, PaaS, SaaS, professional services, brokerage, network, other)	Will the vendors participate in the marketplace, under what conditions?
Input on the CloudBC business model	Will the vendors support a rebate model and at what rate? Do they recommend other/additional funding sources?
Vendor input on how best to engage with CloudBC going forward	How can we achieve fairness, effectiveness and efficiency in how we share insights?
Summary and next steps	Vendor input welcomed in writing

- Aim to complete sessions by mid September
- For discussion: confirm high priority vendors to meet through mid-September

3. Marketplace Workshop

Microsoft's roll-out of Canada-resident cloud services serve as an important use case for establishing the marketplace and validating our approach



- Microsoft will stand up an Azure preview environment in their Canadian locations in November available on a free trial basis
- Working with Microsoft on common messaging:
  - CloudBC and Microsoft working to establish whether & how the Canadian services will comply with FOIPPA
  - s.17
  - CloudBC and Microsoft will collaborate on technical evaluations of Azure services through pilots, outcomes of which to be shared across CCIO
- By mid-September we should:
  - Have clarity on data res/sov requirements
  - s.17
  - Have identified candidate pilots as part of overall technical evaluation

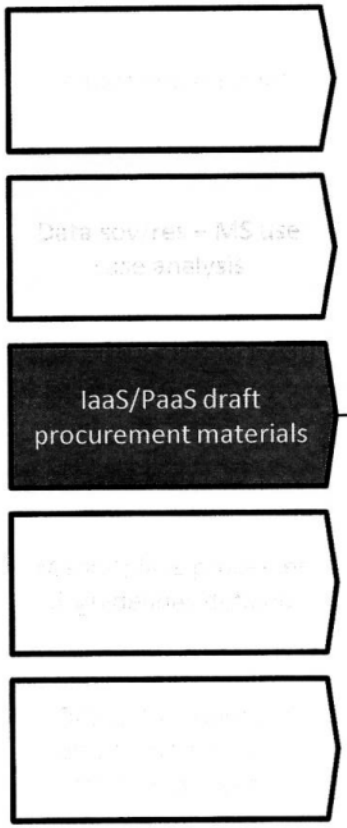
3. Marketplace Workshop

The team has prepared draft procurement documents for release #1 of the marketplace for IaaS/PaaS

- Draft requirements and draft agreement have been prepared
- "CCIO-certified" means a vendor meets minimum requirements:
  - Financial viability (e.g. via DUNS number
  - Description of services (offer base IaaS/PaaS offerings as defined by NIST)
  - Security documentation (per Cloud Control Matrix Version 3.0 standard)
  - Transparent pricing
  - Terms & conditions (prepared to sign contracts with BPS per standard agreement)
- Two categories of cloud vendors are envisioned:
  - Those that meet minimum requirements plus BC data res/sov requirements
  - Those that meet minimum requirements
- Approach consistent with guiding principle of leverage existing standards & best practices while addressing gaps where standards are immature or insufficient for CCIO's needs

3. Marketplace Workshop

Several attachments are included in the



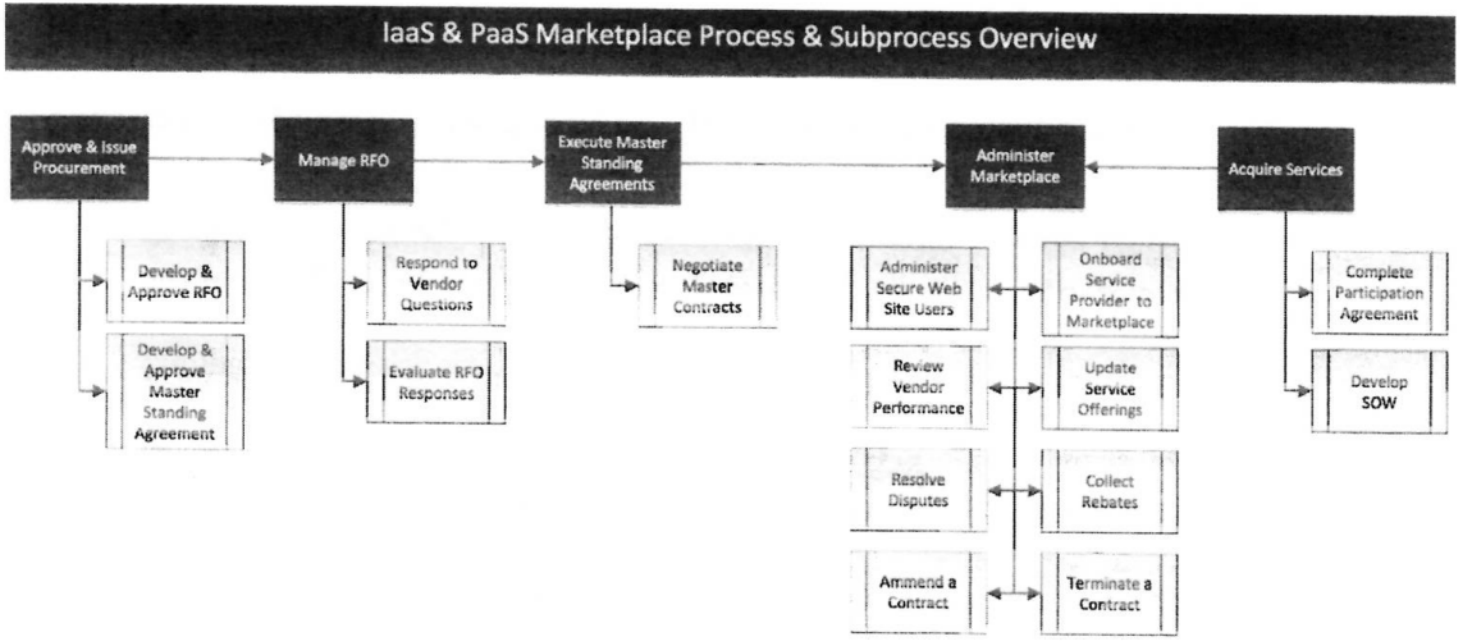
- Preplanning with Procurement Services Branch (Core Govt) complete, kick-off session with PSB, Legal Services Branch and Risk Management Branch scheduled for Aug 14
- Drafted terms of reference for a Procurement Steering Committee
  - Supports CCIO objective to help drive change in procurement
  - Duncan McLelland (Shared Services), Dan Olsen (BC Hydro), Patrick Shannon (WorkSafeBC) have expressed their interest in participating
  - Responsibilities include: advise on procurement strategy and design; review results from RFx evaluation; provide input on recommendations to management committee / CCIO on key decisions, e.g. issue RFx, rebate model, establish pre-qual list, etc.
  - The PSC will operate for the balance for the balance of year 1 at a minimum
- Attachments:
  1. Draft requirements
  2. Draft agreement (terms & conditions)
  3. Draft terms of reference for Procurement Steering Committee
  4. Security questionnaire

3. Marketplace Workshop

Work is underway to document roles & responsibilities and business processes for administering the marketplace

Marketplace processes & guidelines defined

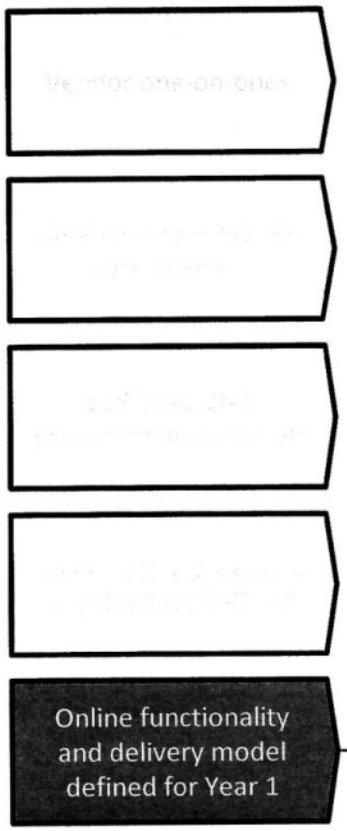
- Business process documentation underway (processes and sub processes):



- Attachments:
  1. Draft business processes
  2. Backgrounder on Cloud Control Matrix

3. Marketplace Workshop

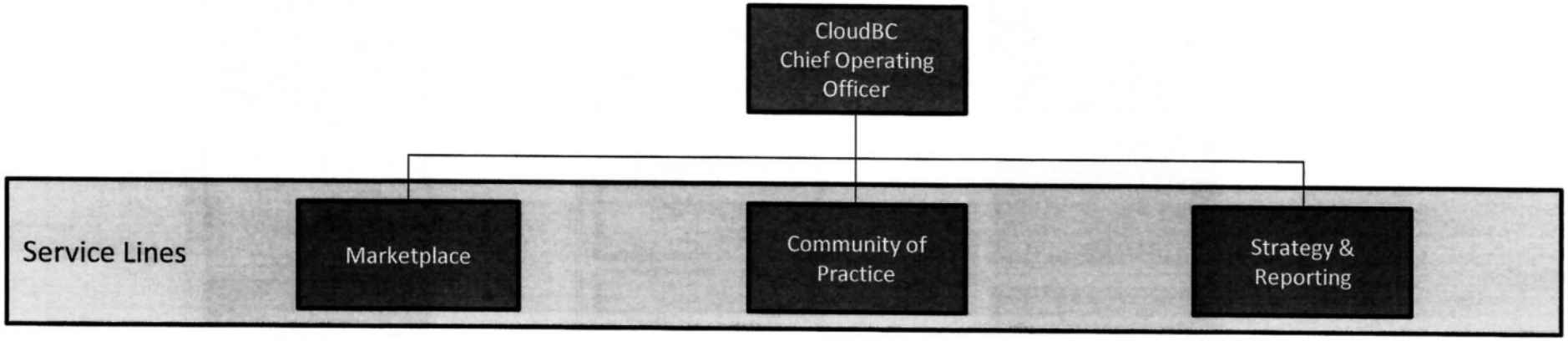
We expect online services in year 1 to be delivered by a SaaS eProcurement toolset



- Have worked with Optis Consulting on a statement of work that covers the following:
  - Work with CloudBC and Procurement Steering Committee to develop requirements
  - Evaluate National Association of State Procurement Officials (NASPO) use case of using Syquest for their collaborative cloud contracts
  - Complete a market scan
  - Recommend whether to implement a SaaS eProcurement tool as part of Marketplace Release 1 or should proceed with a static content website
- Optis comes highly recommended by BC Hydro Chief Procurement Officer
- Support from Core Govt procurement to for CloudBC use SaaS eMarketplace as use to inform BC Bid replacement project
- Attachment:
  1. Optis Project Charter V3

4. CloudBC Organizational Structure

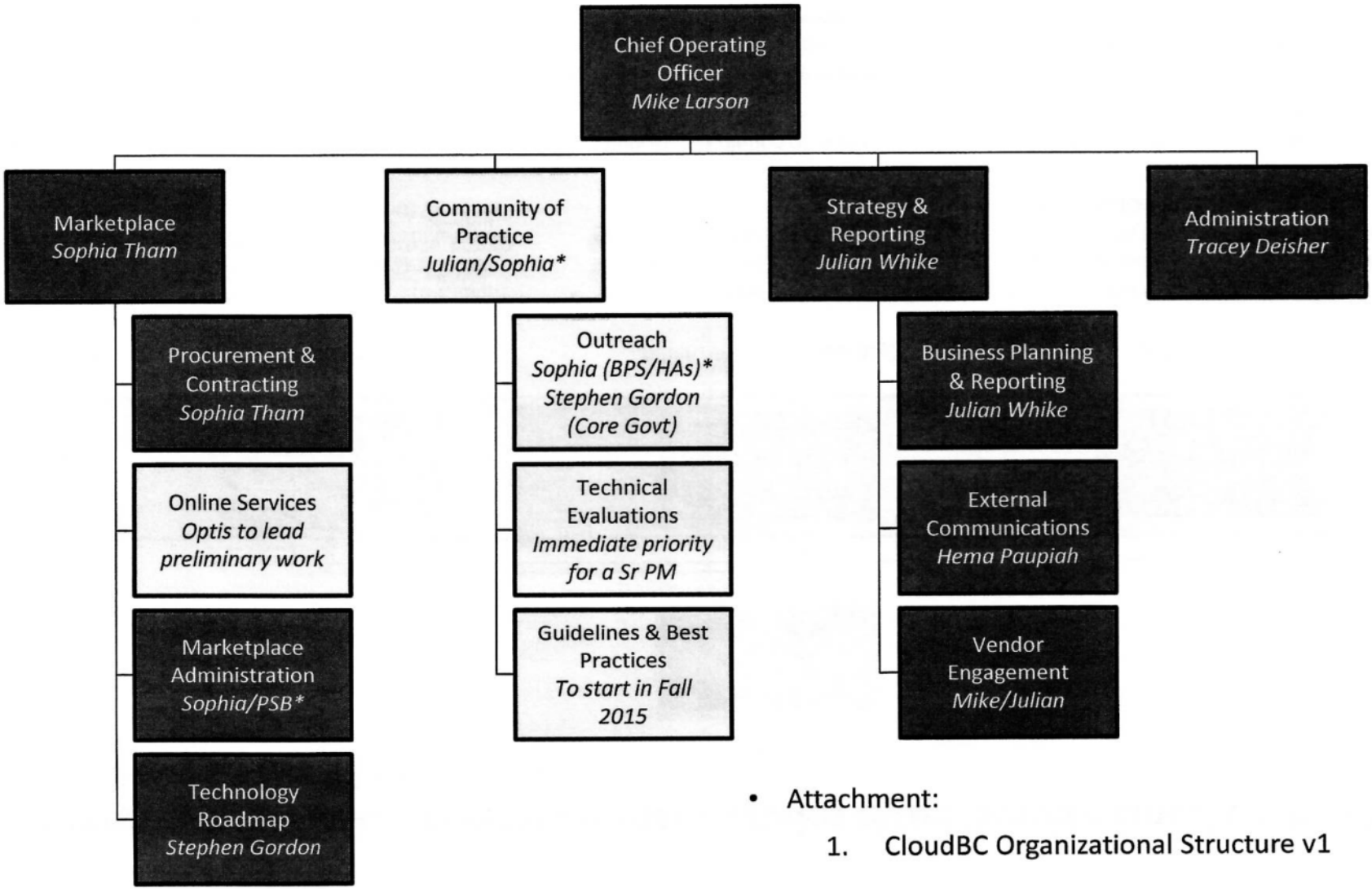
An org structure has been developed that includes three 'Service Lines' each with a Lead reporting to the CloudBC COO



	Marketplace	Community of Practice	Strategy & Reporting
Lead:	**Sophia Tham**	**Julian/Whike (temporary)**	**Julian Whike**
Objectives:	• Establish marketplace of pre-qualified vendors to facilitate market choice and flexibility, and ease procurement overhead for both BPS and vendors	• Support adoption through knowledge sharing and development of common guidelines & best practices	• Continually refine priorities and business model to ensure CloudBC is focused on the activities with highest ROI to CCIO / BC BPS
Year 1 Priorities:	• Establish minimum recommended terms & conditions for IaaS, PaaS, SaaS • Pre-qualify IaaS/PaaS vendors against minimum terms & conditions • Roll-out eProcurement services to facilitate onboarding, procurement & contracting, and vendor management • Establish roadmap for common cloud service brokerage services	• Support completion of pilots supported by CCIO • Establish a community of practice to understand adoption barriers across the CCIO and share lessons learned • Develop common guidelines and best practices to support adoption based on CoP input • Educate participants about how the marketplace works	• Ensure stakeholders are aware of CloudBC's role and objectives • Continue to engage cloud vendors to understand their roadmaps and major use cases • Establish benefits realization framework to measure progress • Prepare next year's business plan & budget, marketplace release strategy

4. CloudBC Organizational Structure

There are four direct reports to Mike; roles & responsibilities and resourcing gaps have been identified through the model and we are working to address them

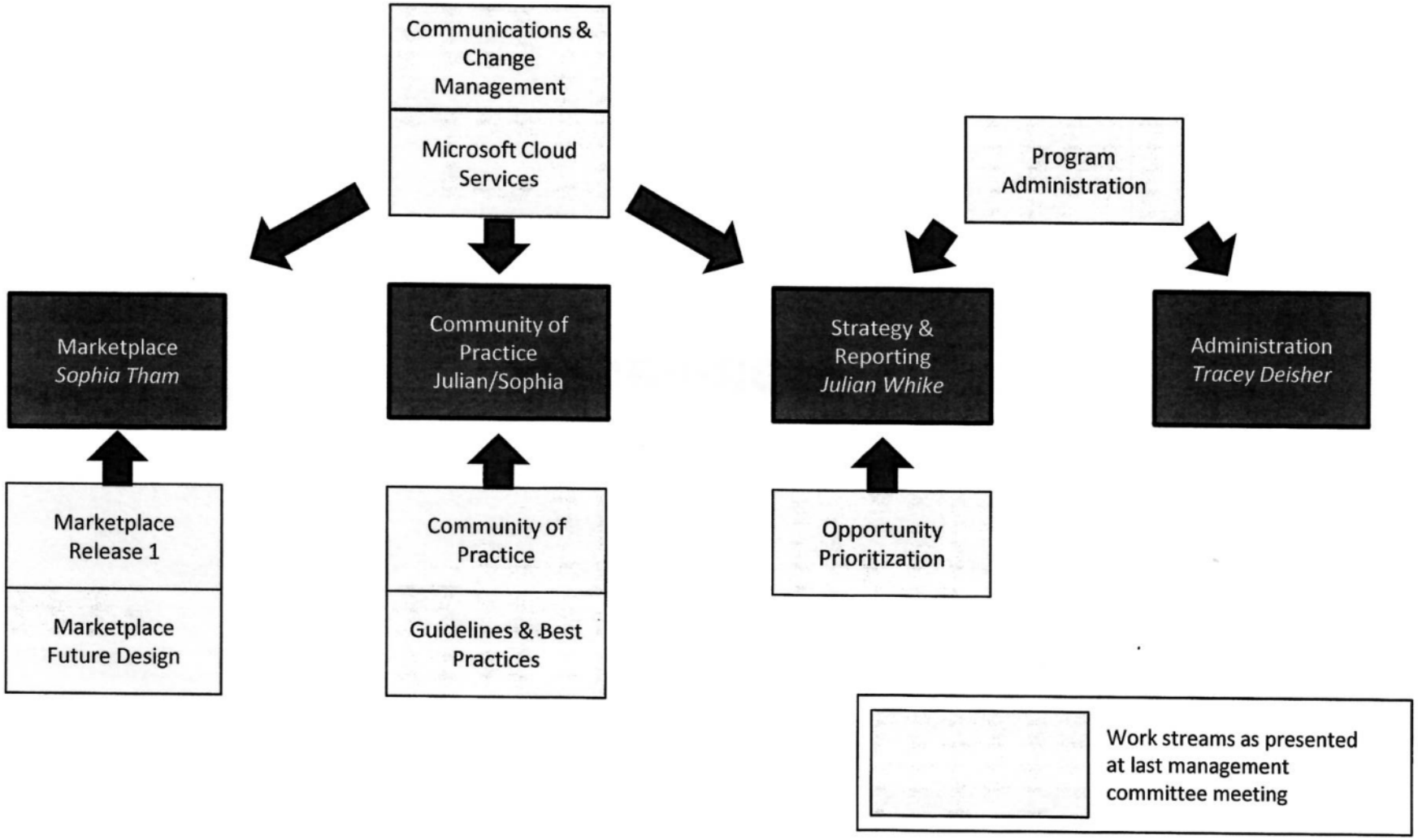


- Attachment:
  1. CloudBC Organizational Structure v1

* temporary

4. CloudBC Organizational Structure

An org structure reflects a consolidation of the workstreams presented previously



Appendices

Progress Update

TO BE UPDATED

Stream: Marketplace **Stream Owner: Sophia Tham** **Reporting Period: July 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Legal	$115,000	$72,184	$25,000	$97,184	$17,816	Assumes we proceed with a SaaS eMarketplace toolset (e.g. Ariba, Coupa).
Procurement Manager	$174,000	$0	$152,250	$152,250	$21,750	
Procurement tools implementation	$80,000	$0	$80,000	$80,000	$0	
Stream lead (Sophia)	$44,225	$23,925	$18,125	$42,050	$2,175	
eProcurement marketplace assessment	$48,000	$0	$48,000	$48,000	$0	
Grand Total	**$461,225**	**$96,109**	**$323,375**	**$419,484**	**$41,741**	

Progress:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Minimum Ts and Cs, including data residency and sovereignty, drafted with Legal		15										Complete
Best Practice Ts and Cs drafted with Legal		30										Complete
Security questionnaire for pre-qualification process based on Cloud Control Matrix (CCM V3.0) ready			6									On track
EOI/RFx (includes contract structure and template for IaaS and PaaS vendors) ready for review			6									On track
Issue DRAFT RFx and MSA for vendor feedback on BC Bid				17								At risk
Internal reviews completed & required approvals received to post Final version on BC Bid					25							At risk
Issue FINAL RFx and MSA for IaaS and PaaS vendors on BC Bid						5						At risk
Notification to internal stakeholders and CCIO approval of successful vendors								4				At risk
MSAs finalized and executed with pre-qualified vendors (target start December 7th)											7	At risk

- Pre-qualification criteria for IaaS/PaaS vendors ready for review and input from OCIO Procurement.
- Draft IaaS and PaaS and complementary services MSA complete: s.14
s.14
- Kickoff meeting scheduled with IM/IT Procurement for July 30th to review schedule and feasibility of "At risk" dates
- Still looking for a full-time senior procurement & contracting resource to lead the stream

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

TO BE UPDATED

Stream: Community of Practice **Stream Owner: Sophia Tham** **Reporting Period: July 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Stream lead (Sophia)	$180,525	$15,225	$167,475	$182,700	($2,175)	Slight variance covered by other stream (Marketplace Release 1).
Grand Total	**$180,525**	**$15,225**	**$167,475**	**$182,700**	**($2,175)**	

Progress:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
WorkSafeBC pilot complete and findings summary available to CCIO entities			20									On track
BC Hydro technical pilot work to begin – tbd												On track
BC Ferries technical pilot work to begin – tbd												On track
90-day Communications Plan developed (June 8 to Sept 8)		8										Complete
Start Entity update sessions				15								Revised
Outreach role to support/encourage adoption – resource(s) assigned					30							Revised
Education sessions and change management support for the IaaS and PaaS marketplace launch (start early November)									31			On track

- WorkSafeBC IaaS pilot technical work complete; summary of findings draft ready for review by WorkSafeBC management
- BC Ferries, BC Hydro, Powerex, WorkSafeBC, ICBC and BCLC starting to meet on topics of common interest
- Presentation materials to update Entities complete – one-on-one sessions to be scheduled for August and September
- OCIO and HSSBC updates completed last week of June

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

TO BE UPDATED

Stream: Strategy & Reporting **Stream Owner: Julian Whike** **Reporting Period: July 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Mike travel	$11,000	$1,613	$9,000	$10,613	$387	Some of Julian's time will be devoted to supporting this stream
Executive Lead (Mike)	$195,750	$0	$195,750	$195,750	$0	
Grand Total	**$206,750**	**$1,613**	**$204,750**	**$206,363**	**$387**	

Progress Summary:

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Run vendor session as part of CloudBC launch				5								On track
Complete 1-on-1 discovery sessions with vendors					30							On track
Define scope of release 2 of the marketplace (target RFx release date: Feb)								31				On track
Update 3-year business plan										28		On track

- Draft vendor session presentation materials prepared, invite list prepared, validated using Lync for the meeting
- Follow-up discovery sessions to be scheduled with interested vendors

* Milestone Status options: On track, Complete, At risk, Revised

Progress Update

TO BE UPDATED

Stream: Program Administration **Stream Owner: Julian Whike** **Reporting Period: July 2015**

Budget:

Expense	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance	
Overhead	$45,000	$0	$35,000	$35,000	$10,000	Overhead assumed to cost $4000/month for space and $1000/month for other. Business analyst not currently needed and requirement may be met by new Admin Support
Start-up	$25,000	$0	$25,000	$25,000	$0	
Admin support	$82,500	$0	$60,000	$60,000	$22,500	
Program manager (hours)	$217,500	$27,450	$130,500	$157,950	$59,550	
Program manager (expenses)	$494	$0	$494	$494	$0	
Business analyst (hours)	$68,750	$3,438	$47,500	$50,938	$17,813	
Grand Total	**$439,244**	**$30,888**	**$298,494**	**$329,381**	**$109,863**	

Progress Summary: (Note: Milestones correspond to CCIO meetings scheduled for July 9, Sept 3, Nov 5, Jan 14, Mar 3, May 5.)

Key Milestones	Target Completion Date											Status*
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Present progress update, escalate issues to CCIO for decision			9									On track
Present progress update, escalate issues to CCIO for decision					3							On track
Transition activities completed						31						On track
Present progress update, escalate issues to CCIO for decision							5					On track
Present progress update, escalate issues to CCIO for decision									14			On track
Update 3-year business plan											3	On track

- Completion of all transition activities by Oct 31 on track; we are working through priority activities including setting up financial administration within OCIO.

* Milestone Status options: On track, Complete, At risk, Revised

Financial Summary

TO BE UPDATED

Year to Date Actual covers the period of May and June.

Work Stream	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
Community of Practice	$180,525	$15,225	$167,475	$182,700	($2,175)
Marketplace Future Design	$130,500	$0	$130,500	$130,500	$0
Marketplace Release 1	$461,225	$96,109	$323,375	$419,484	$41,741
MS Cloud	$54,375	$0	$87,000	$87,000	($32,625)
Opportunity Prioritization	$206,750	$1,613	$204,750	$206,363	$387
Program Administration	$439,244	$30,888	$298,494	$329,381	$109,863
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Communications	$62,550	$100	$47,450	$47,550	$15,000
Grand Total	**$1,801,317**	**$192,493**	**$1,469,614**	**$1,662,107**	**$139,210**

CloudBC

Management Committee Workshop

September 22, 2015

Agenda

Item	Topic	Time
1	Introduction (Mike)	9:00 – 9:30
2	Working Governance (Mike)	9:30 – 10:15
3	Strategy & Reporting (Julian)	10:15 – 11:00
4	Year 1 Priorities & Microsoft Opportunity (Scott)	11:00 – 12:30
5	CloudBC Delivery Model (Mike)	1:00 – 1:45
6	Marketplace (Sophia)	1:45 – 3:00
7	Stakeholder Engagement (Scott)	3:00 – 3:30
8	Summary & Next Steps (Mike)	3:30 – 4:00

Introduction: Workshop objectives and outcomes

Problem Statement

Efforts continue to establish CloudBC as a delivery mechanism to support the successful adoption of cloud services in the BC public sector. CIO input through the management committee is critical at this early stage to ensure we **establish a sound foundation** for CloudBC to successfully deliver on its mandate and add value as quickly as possible.

Workshop Objectives

1) Confirm the CloudBC delivery model
2) Confirm working governance model
3) Confirm action plan on strategic issues

Expected Outcomes

- Clarity on roles & responsibilities
- Clarity and buy-in to approach on key activities
- Clarity on next steps in preparation for Oct 6 discussions with CCIO on Microsoft/CloudBC

Introduction: Workshop approach

Approach

The workshop is structured around six topics:

- Working Governance
- Strategy
- Year 1 Priorities & Microsoft opportunity
- CloudBC Delivery Model
- Marketplace
- Stakeholder Engagement

For each topic, present:

- Observations and/or progress to date
- Issues for discussion and/or decision

Introduction: Review organizational model and service lines

The overall organizational structure and governance model for CloudBC are taking shape

- Approve strategic plan, operating plan, budget, change requests
- Establish the business & funding model

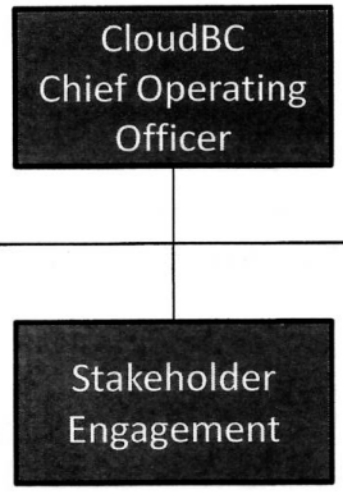
- Operational oversight and strategy direction
- Provide guidance and support during start-up phase
- Includes Bette-Jo Hughes (OCIO), Lynette DuJohn (BC Lotteries), Dave Marecek (BC Pension), Dave Parker (PHSA)
- Chaired by CloudBC COO

- Responsible for overall delivery of CloudBC program
- Strategic engagement and planning with CIOs and equivalent level at vendors and other stakeholders

- Operational enablement, e.g., procurement, finance, legal, facilities

Introduction: Review organizational model and service lines

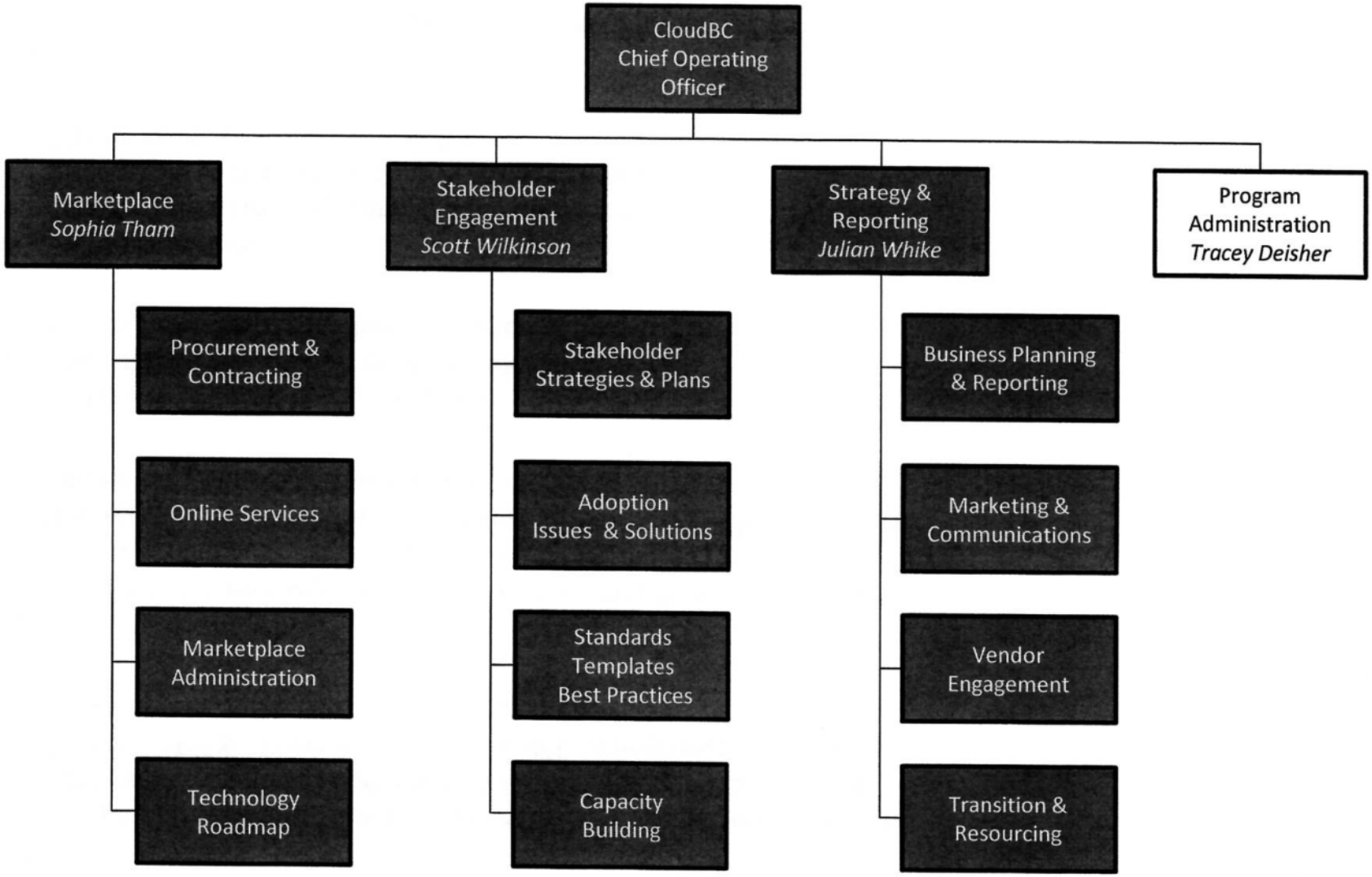
We will be working through deliverables, approach, issues etc. by Service Line



Service Line:	Marketplace	Stakeholder Engagement	Strategy & Reporting
Lead:	Sophia Tham	Scott Wilkinson	Julian Whike
Objective:	Establish marketplace of pre-qualified vendors to facilitate market choice and flexibility, and ease procurement overhead for both BPS and vendors	Support adoption through collaboration, facilitation, knowledge sharing and the development / utilization of common tools and guidelines	Continually refine priorities and business model to ensure CloudBC is focused on the activities with highest ROI to CCIO / BC BPS

Introduction: Review organizational model and service lines

Leads are in place for all service lines, and a resourcing approach is in place for all delivery functions



Introduction: Topics and issues for discussion

Working Governance

1. Background: CloudBC Management Committee ToR tabled previoiusly
2. Confirm roles & responsibilities vis-à-vis CloudBC and CCIO entities
3. Confirm roles & responsibilities of CloudBC Management Committee
4. Development of the participation agreement

Strategy

1. Background: Summary Update & Year 1 Priorities from business plan
2. Update on the business model, i.e. vendor administrative fee, for CloudBC
3. Discuss options on approach for adding SaaS services in future releases
4. Update on technology roadmap and upcoming priorities

Year 1 Priorities & s.17

1. Discuss potential impacts of s.17
2. Review Roles Responsibilities via use case s.17

CloudBC Delivery Model

1. Confirm resourcing requirements and approach
2. Discuss role of Working Groups & Advisory Committees
3. Discuss current resourcing plan & gaps

Marketplace

1. Review CloudBC certification process and key implications for vendors, for customers
2. Review s.17
3. Highlight decisions for future consideration ahead of releasing IaaS/PaaS RFx

Stakeholder Engagement

1. Confirm approach, roles & responsibilities

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Working Governance

Background: Management Committee Terms of Reference tabled previously

Presented to CCIO

Responsibilities	• Serve as a CIO-level sounding board • Ensure deliverables and commitments are on plan • Provide enhanced support as necessary during start-up phase • Vet updates & changes to business plan, budget, business model prior to tabling at CCIO • Escalate issues to CCIO for decision
Relationship to Other Groups	• Delegated authority by CCIO to make decisions on day to day operational issues • CCIO is responsible for approving the annual budget, annual operating plan, business plan, and approving any material changes to scope and budget
Membership	• Chaired by Mike Larson, CloudBC Chief Operating Officer • Membership to include representation from all three major groups within CCIO: core government, health, BPS • Members are full-time members of CCIO; any CIO designates are to be approved by CCIO • Membership as of July 23: Lynette DuJohn (BCLC), Dave Parker (PHSA), Dave Maracek (BC Pensions), Bette-Jo Hughes (OCIO)
Quorum	• TBD
Meetings	• Provide monthly updates, or as required to keep initiative on track • CloudBC to prepare minutes

Working Governance

Issue: Confirm roles & responsibilities vis-à-vis CloudBC and CCIO entities

A participation agreement will be prepared between CloudBC and CCIO organizations to confirm the respective responsibilities:

CloudBC

- Develop "best practice" Ts and Cs that are common across BPS entities
- Set up contracts to facilitate the purchase of cloud IT services, including flexibility to accommodate entity-specific requirements
- Establish an online Marketplace for cloud IT services, encouraging competition when there is business value
- Engage with vendors to encourage investment in services based on CCIO priorities, increase bargaining power and identify innovation opportunities
- Engage with CCIO entities to develop solutions or common approaches to address adoption barriers
- Engage with external stakeholders to support standardization (e.g. Federal Gov't) or increase Marketplace usage (e.g. municipalities, universities)
- Support the development of a Community of Practice, including a knowledge base of guidelines, templates and best practices

CIOs

- Support funding of CloudBC as agreed to in the Business Plan and annual Operational Plan
- Purchase all cloud IT services through the Marketplace, if feasible (e.g. if a vendor is not yet on the Marketplace, notify the COO to expedite on-boarding)
- Ensure compliance with internal organizational governance and policies
- Provide resourcing on an as-needed basis to support the development of CloudBC deliverables (e.g. participate in legal review of draft contracts or evaluation of vendor responses; lead or participate in working groups)
- Gather information for demand forecasts to feed into the development of CloudBC's Operational Plan
- Fund, resource and deliver entity-specific projects, leveraging CloudBC templates and other collateral
- Encourage the development of a Community of Practice by sharing knowledge and providing feedback to improve CloudBC guidelines and best practices

Are any changes required to the above? Will be tabled Oct 6 for approval.

Working Governance

Issue: Confirm roles & responsibilities of CloudBC Management Committee

Role of the CloudBC Management Committee is to provide operational oversight and strategy direction. The following questions will be explored during today's Workshop to ensure a common understanding of the responsibilities associated with this role.

- What involvement should the Mgt Cttee have in the resourcing of CloudBC?
- Can the Mgt Cttee approve a change in scope, schedule or budget (or should it be raised to CCIO)?
- Can the Mgt Cttee decide on issues such as the make-up and size of the evaluation team for CloudBC procurements?
- How should quorum be defined for decisions (e.g. all members, 3 of 4)?

We will be using use cases and scenarios to discuss these questions.

Working Governance

Issue: Development of participation agreement has encountered several obstacles

Because CloudBC is not a separate legal entity, three challenges have been identified that require Management Committee guidance:

- Who should take the lead for developing the participation agreement (e.g. LSB, CloudBC, other)?

- What elements should be covered? Examples:
  - ToR for Management Committee
  - Governance model
  - Delegation of authority (i.e. how many entities need to be engaged)
  - Business model & funding allocation

- s.14

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Stakeholder Engagement

1. Confirm approach, roles & responsibilities

Strategy & Reporting

Context

With Year 1 almost half over, we are evaluating what we can expect to accomplish in year 1 and what to focus on in year 2

- Based on approved scope, currently forecasting being under-budget for the year by $300-400k
- However, acceleration of the s.17 may alter both scope and required budget
- Market is evolving quickly (e.g. Salesforce, AWS are possible new entrants to the Canadian-resident marketplace in the short-term), affecting both supply and demand sides
- WorkSafeBC pilot demonstrated the business value of a consolidated network architecture
- Business case clearly demonstrated that the bulk of economic value from cloud is in SaaS
- A top short-term priority is to finalize the business model ahead of issuing the IaaS/PaaS RFx

Strategy & Reporting

Context

The following are priorities for Year 1 based on the approved business plan

Marketplace	Stakeholder Engagement	Strategy & Reporting
• Pre-qualify IaaS/PaaS vendors against minimum terms & conditions • Establish marketplace administrative processes, governance, roles & responsibilities • Establish a searchable website to facilitate the purchase of IaaS and PaaS services by BPS entities • Develop a plan for rolling out eProcurement services based on the value case for each function • Educate marketplace participants • Establish roadmap for common cloud brokerage services	• Establish engagement strategies and plans with and for each CCIO organization • Support completion and knowledge management of materials resulting from pilots and first adopter experiences • Develop common guidelines and best practices, e.g. readiness templates • Establish a community of practice to understand and eliminate adoption barriers across the CCIO	• Complete successful transition to go-forward CloudBC delivery model • Develop and execute stakeholder engagement and communication plans (incl. creating brand collateral) • Finalize the CloudBC business model and performance measurement framework • Continue to engage cloud vendors on their roadmaps and major use cases • Prepare next year's business plan & budget, marketplace release strategy

Issue

Update on the business model, i.e. vendor administrative fee, for CloudBC and confirm next steps

- An administrative fee whereby revenues are collected from vendors based on a percentage of revenues received through the marketplace is standard practice in other jurisdictions
- The business plan and financials assumed:
    - 2% administrative fee on revenues conducted through the marketplace
    - Fixed for all types of services, for all vendors available in the marketplace
- The administrative fee concept appears acceptable to vendors based on initial feedback – have also asked for written feedback on the actual rate and process for administration
- Potential risk with respect to the rate is that prices offered are higher than public pricing, incenting counterproductive behaviour
- Next steps:
    - Review feedback from vendors
    - If necessary, ask vendors for additional written feedback on the above scenario

Any concerns with the the proposed approach?

Issue

Get feedback on "strawman" strategy for extending marketplace to include SaaS

Context

- The business case identified SaaS is the primary opportunity in terms of harvesting value from cloud computing – key sources of value identified included:
    - **Cost savings** – CCIO analysis suggests the addressable opportunity is conservatively 40% of the IT budget (capital plus operating) and potential savings are 15-20% of the IT budget
    - **Speed to market** – For example, implementations SaaS applications typically take 10 to 30% the time of a traditional application
    - **Workforce change** – Leveraging hosted services allows IT to adapt to high rates of retirement and re-factor the workforce to focus on core competencies
    - **Innovation** – Cloud computing enables service innovation (e.g. mobile services, big data analytics), and is becoming the de facto standard for service delivery for many IT service providers
- Release 1 of the marketplace focuses on IaaS/PaaS because Ts & Cs more are straightforward, the services are largely invisible to the business, services are more commoditized lending to advantages available from open competition, etc.

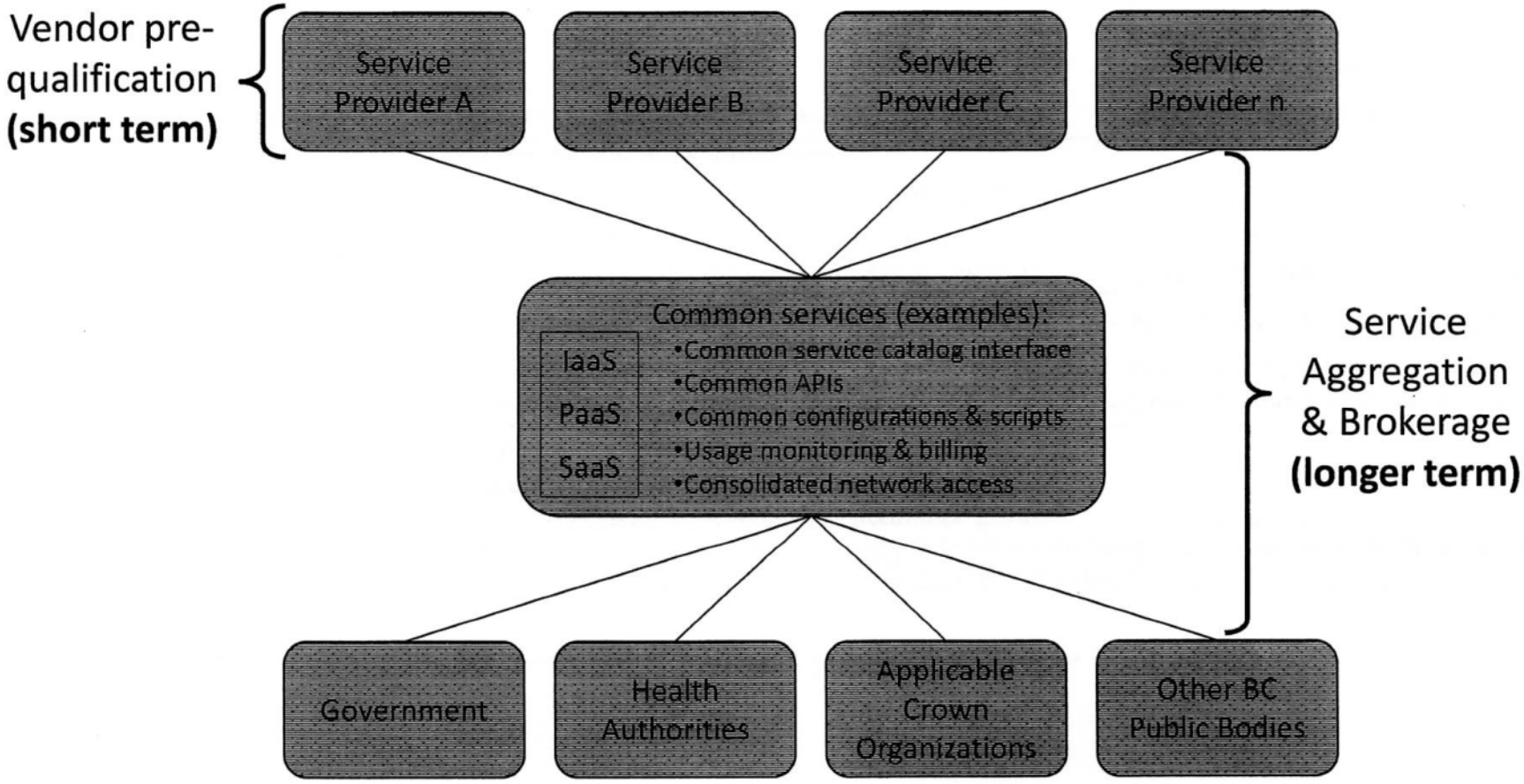
Issue

Get feedback on "strawman" strategy for extending marketplace to include SaaS

Potential Priorities	Considerations	Year 1 Objectives
1. Develop best practice Ts & Cs for SaaS	• Can be leveraged for go-it-alone procurements, future marketplace releases, negotiations with strategic vendors	• Complete by year end
2. Canada-resident Office 365	• Identified by CCIO as a top priority to determine adoption pathways	• Develop adoption use cases, value cases, technical evaluations • Work plan to be tabled at CCIO on Oct 6
3. CRM-type offerings	• Microsoft plans to roll out Dynamics CRM in Canadian data centres following Azure and Office 365 • Salesforce is another top performer in Gartner's Magic Quadrant for Salesforce Automation	• Confirm whether to include this in Release 2 next fiscal
4. Other priority categories	• Numerous categories available as defined by NIST and others	• Aggregate demand across CCIO • Confirm which (if any) to include in Release 2 next fiscal
5. SaaS offerings provided by certified cloud service providers	• Provides relatively straightforward certification path • Leverages certified vendors as evangelists of future SaaS services to be added	• Determine mechanisms for strategic vendor engagement
6. SaaS offerings from ISVs built on certified platforms	• Leading cloud service providers provide app marketplaces built upon their platforms and provide quality assurance before they are stood up (e.g. Salesforce, Microsoft • Provides relatively straightforward certification path	• Understand how these marketplaces work, their quality assurance practices, their business models, use cases in public sector context

Update on technology roadmap and upcoming priorities

A vision for a CloudBC marketplace was been developed that focuses on two primary components



Strategy & Reporting

Update on technology roadmap and upcoming priorities

Stand-up of a service aggregation and brokerage layer is part of the longer term vision, to streamline the deployment of cloud services and simplify ongoing management

Vision

Vendor pre-qualification

Service Aggregation & Brokerage

- Entities leverage common secured network architecture to reduce network costs
- It includes subscriber management (e.g., defining what activities a user can perform), and identity and access management capabilities
- Entity-approved services are available through a common service catalogue interface
- Common, shareable configurations and automation scripts that define provisioning, service levels, performance and capacity management are available for reuse across entities
- Self-service reporting available to support chargeback/showback
- Near real-time cost analytics highlight opportunities for tuning or changing providers
- Billing and payment are managed centrally to ease administrative burden on vendors, customers
- Built on commercially available platforms, extensible beyond CCIO/BC

Update on technology roadmap and upcoming priorities

Two major observations inform priorities going forward for the roadmap

Vendor pre-qualification

Service Aggregation & Brokerage

Observations

1. **Should evaluate options for a common network architecture**
   - Pilot work by WorkSafeBC validated the business case benefits from using cloud-based infrastructure (used Softlayer)
   - However the pilot highlighted the significant cost of establishing point-to-point secure network access to ensure quality fo service
   - There may be business value from building a network "hub" to minimize total such investments across the CCIO
   - Discovery work with s.17 and vendor confirmed this observation
2. **Limited value in establishing service aggregation & brokerage layer at this time**
   - Vendors confirm these service offerings are immature
   - Limited demand from CCIO entities for such services and not cited as a key adoption barrier (e.g. many orgs have their own service catalog that can deliver much of this functionality)

Update on technology roadmap and upcoming priorities

Two major observations inform priorities going forward for the roadmap

Vendor pre-qualification

Service Aggregation & Brokerage

Next Steps

1. **Should evaluate options for a common network architecture**

Two options are identified for funding a value case analysis for a network access hub:

Potential Options	Pros	Cons
Use existing budget to prepare a business case and options	• May be an excellent opportunity to demonstrate economic value-add of CloudBC	• May be other more worthy candidates for use of surplus funding, e.g. Office 365 readiness activities
Leverage TSMA to complete this work	• Possibly an alternative source of funds • Contract vehicle already in place to do the work	• Telus may not be the only qualified supplier to do the work
Others?		

Strategy & Reporting

Update on technology roadmap and upcoming priorities

Two major observations inform priorities going forward for the roadmap

Vendor pre-qualification

Service Aggregation & Brokerage

Next Steps

2. Limited value in establishing service aggregation & brokerage layer at this time

Online services roadmap, i.e. what content and functionality will be rolled out when:

- General website functionality (e.g. search, filtering)
  - Focus on content and "marketing"
  - Limited Marketplace functionality (e.g. similar to GSA, Texas)
  - Basic public-facing content ready for publishing by **late Oct**
  - Marketplace content ready to coincide with conclusion of the IaaS/PaaS RFx
- eProcurement SaaS tools
  - Provide functionality such as online bid management, punch-out to ERP systems for creation of Purchase Orders
  - Requirements definition, market scan, value case definition and high-level roadmap to prepared this calendar year
  - Assuming value case supports proceeding, can be delivered in Year 2
- Service aggregation and brokerage
  - Provides specific functionality to support the consumption, governance, optimization and management of cloud IT services
  - Requirements and potential reference architecture & standards will be defined in Year 1, along with a market scan to assess currently available offerings
  - Based on findings, value case and roadmap to be developed in Year 2

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What effect does s.17 have on these priorities?

s.17

Year 1 Priorities and

s.17

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To what degree should CloudBC year 1 activities and plans be affected to ensure s.17 cloud services for s.17 available ASAP

No influence s.17 qualifies or not

Pros	Cons
• Original plans intact • Schedules maintained • No vendor issues	• s.17 likely not in initial Marketplace

Definitive Use Case (criteria built to include s.17

Pros	Cons
• s.17 • Planned tasks don't change much • Manageable within budgets • Vendor issues manageable	• Immediate work priorities s.17 centric • Schedule will be affected due to Privacy • Will need to include support in procurement

Priority One
All immediate work Centered on s.17

Pros	Cons
• Accelerate adoption • Easiest to pull off	• Vendor complaints • Single vendor marketplace • Violates procurement policies

Should CloudBC activities and plans for this fiscal s.17

s.17

No

Pros	Cons
• Original plans intact SaaS is year 2 • Keeps the focus on IaaS and PaaS • Budget met	s.17 • User demand will likely result in a separate initiatives risk of some CCIO members moving alone

Yes

Pros	Cons
• Consistent with CloudBC mandate • Resources optimized • Accelerate adoption • Highest demand supplier is the focus	• Planned activities reprioritized • Focus will need to be early adopters • Budgets not sufficient (legal) • Work becomes Microsoft centric • Additional resources required • Vendor reaction?

Roles and Responsibilities s.17

s.17

Cloud BC

- Adopts and adapts standards for Privacy and Security
- Creates templates for use by entities
- Facilitates interactions with Government and working groups

Entities

- Participation and acceptance of Government conclusions and standards
- Completes own PIA and STRA using standard

Lead

Government

- Develops criteria for assuring compliance
- Facilitates Privacy and Security working groups
- Develops conceptual PIA
- Develops commercial PIA
- Ensures compliance is evidence based
- Standards for audit
- Manages OIPC interactions and acceptance
- Leads discussion with legal on this topic

Roles and Responsibilities Continued

Lead

Cloud BC

- Identify barriers and solutions
- Identifies and adopts best practice and reusable materials
- Develops adoption frameworks
- Develops templates
- Responsible for ensuring CCIO members can utilize knowledge and tools
- Selects and participates with early adopters
- Brokers connection with external support
- Knowledge Management

Entities

- Commit resources necessary to ensure adoption
- Adopt templates and reusable materials
- Completes own Readiness assessment and Value cases
- Participates in working groups
- Determines fit and timing to own Tech Roadmap

Government

Roles and Responsibilities Continued

Lead

Cloud BC

- Facilitates the technical working groups
- Identify barriers and solutions
- Identifies and adopts best practice and reusable materials
- Develops adoption frameworks
- Knowledge Management
- Selects and participates with early adopters
- Brokers connection with external support

Entities

- Commit resources necessary to ensure adoption
- Adopt templates and reusable materials
- Participates in working groups
- Completes own assessment and fit
- Determines fit and timing to own Tech Roadmap

Government

- Chairs technical working groups
- Is the use case for technical requirements
- Shares materials and knowledge as available

Roles and Responsibilities Continued

Lead

Cloud BC

- Develops RFX
- Develops selection criteria
- Leads evaluation and selection
- Responsible for vendor management

Entities

- Ensures legal support
- Ensures procurement support
- Participates if and as required

Government

- Provides the legal and procurement standards
- Participates in process
- Posts the RFX
- Provides legal lead on
- Ensures compliance to policies and agreements
- Interface with :
  - Risk Management
  - Cabinet

Roles and Responsibilities Microsoft

Lead

Cloud BC

- Negotiates price
- Negotiates terms and conditions
- Leads development of contract
- Certifies vendor
- Responsible for vendor management
- Enables entities to access and use contracts

Entities

- Ensures legal support
- Ensures executive support
- Participates if and as required
- Signs off on contract
- Utilizes contract

Government

- Provides the legal lead
- Ensures compliance to policies and agreements
- Interface with :
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1. Confirm approach, roles & responsibilities

CloudBC Delivery Model

Issue: Confirm resourcing requirements and approach

Three different types of resources are required

Type	Rationale	Approach	Roles
Strategic Roles (2-3 yr commitment)	• Where stability and continuity are critical • Provide appropriate coverage during absences (e.g. vacations) • Where internal knowledge or relationship is critical, or role is strategic in nature	• Recruit through existing contract vehicles where viable • Determine whether to hire full-time within 12 months • Work through Management Committee or CCIO to recruit via secondments	• Chief Operating Officer *(contract in place)* • Service Line Leads (contracts in place) • Program Coordinator (contract in place) • Sr Procurement Specialist *(currently back filled by service line leads)* • Ministry Outreach *(secondment in place)* • Communications *(secondment in place)*
Technical Consultants, as required (e.g. Cloud Specialists)	• Cloud expertise not generally available within CCIO • Access to individuals (as opposed to firms) will be important	• Create pre-qualified list of individuals for use by CloudBC/CCIO • *Targeting to prepare requirements by end of October*	• Technical roles to help run pilots or other technical discovery work • Business roles to support people, process, change management efforts
Services, as required	• Some expertise may be best sourced through specialty firms	• Leverage existing contracts where possible or run new process	• Examples include logo & design, external legal, business analysis

CloudBC Delivery Model

Working groups & advisory committees will play a key role in ensuring that deliverables meet requirements of all CCIO entities and BPS

1. Procurement Executive Advisory Committee (ToR complete, kickoff date tbc)
   - Duncan McLelland, PSB
   - Patrick Shannon, WSBC
   - Keith Bolen, BCLC
   - Sophia Tham, CloudBC (Chair)
2. Security (ToR and recruitment to start shortly)
   - TBD – Chair
   - Gary Perkins, OCIO
   - David Charters, WSBC
3. Legal (ToR and recruitment to start shortly)
   - TBD Chair
   - TBD, LSB
   - Janet Carter, ICBC
4. Technical Requirements Working Group (initial discussion)
   - Will likely need different WG for each service offering (e.g. Office 365, IaaS, Bluemix)
5. Finance (initial discussion)
   - Getting feedback on whether a WG is required, or 1 to 2 facilitated workshops instead
6. Privacy (initial discussion)
   - Getting feedback on whether a WG is required or not

Are there other working groups that should be considered?
What should be minimum number of participants for adequate CCIO representation?

CloudBC Delivery Model

The current resourcing plan is included as an Appendix (starting at slide 77).

Current Status

- Chief Operating Officer confirmed
- Leads confirmed for all three Service Lines, as well as Program Coordinator/Administrator
- Resourcing approach defined for all functions under Service Lines
- Plan will be impacted if s.17 work is raised in priority/urgency

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2. Confirm roles & responsibilities vis-à-vis CloudBC and CCIO entities
3. Confirm roles & responsibilities of CloudBC Management Committee
4. Development of the participation agreement

Strategy

1. Background: Summary Update & Year 1 Priorities from business plan
2. Update on the business model, i.e. vendor administrative fee, for CloudBC
3. Discuss options on approach for adding SaaS services in future releases
4. Update on technology roadmap and upcoming priorities

Year 1 Priorities & s.17

1. Discuss potential impacts of s.17
2. Review Roles Responsibilities via use case s.17

CloudBC Delivery Model

1. Confirm resourcing requirements and approach
2. Discuss role of Working Groups & Advisory Committees
3. Discuss current resourcing plan & gaps

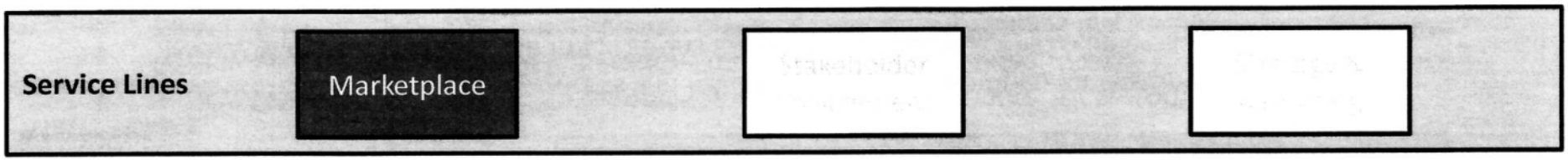
Marketplace

1. Review CloudBC certification process and key implications for vendors. for customers
2. Review s.17
3. Highlight decisions for future consideration ahead of releasing IaaS/PaaS RFx

Stakeholder Engagement

1. Confirm approach, roles & responsibilities

Marketplace



Year 1 Priorities:

- Pre-qualify IaaS/PaaS vendors against minimum terms & conditions
- Establish marketplace administrative processes, governance, roles & responsibilities
- Establish a searchable website to facilitate the purchase of IaaS and PaaS services by BPS entities
- Develop a plan for rolling out eProcurement services based on the value case for each function
- Educate marketplace participants
- Establish roadmap for common cloud brokerage services

Current Status

- Draft RFx and Contract developed by CloudBC
- Vendor Engagement: (1) group conference call held on August 5th and (2) vendor 1on1 discovery sessions completed with nine vendors
- PSB actively engaged for IaaS and PaaS pre-qualification and MOU drafted
- ToR for Procurement Executive Advisory Committee completed
- Several key topics and issues require input from CloudBC Management Committee

Marketplace

Discussion Point

Level-set on what is CloudBC "certification" and key implications for vendors, for customers

A key source of value that CloudBC needs to deliver is ensuring that cloud vendors meet minimum terms and conditions. This not only helps "de-risk" entities, but it also is a foundational element for streamlining procurement processes. Key objectives are leveraging existing assurance standards and augmenting them insofar as BC is unique (e.g. FIPPA), and ensuring a manageable number of providers participate in the marketplace to drive competition and enable choice.

Marketplace

Discussion Point

Level-set on what is CloudBC "certification" and key implications for vendors, for customers

Procurement Requirements

- Must pass financial viability assessment
  - Pass/Fail – not evaluated if fail
- [Should we add corporate capabilities/profile criteria to focus on Tier 1 vendors?]
- Services must meet NIST definitions for IaaS and PaaS
  - Resellers in scope, but brokerage services excluded until we have clearly defined requirements
  - Related technical services (e.g. implementation) included
- Must provide information on security posture
  - Complete the Consensus Assessments Initiative Questionnaire (CAIQ) from Cloud Security Alliance
  - [Should we add requirements for specific certifications, or just require demonstrable compliance? HP may not qualify if we require specific certifications.]
- Must meet data sovereignty & residency requirements (for vendors interested in providing services for this classification of data)
- Must demonstrate innovation and flexibility
  - Investment roadmap and no CSP lock-in
- Must support transparent and dynamic pricing
  - Ideally public facing, but at a minimum available to all BPS
- [Planned: add that negotiations will be prioritized starting with fewest requested changes to standard MSA/MSO]

Marketplace

Discussion Point

Level-set on what is CloudBC "certification" and key implications for vendors, for customers

Contracting Framework

- Process will result in two qualified vendor lists: (1) vendors that can provide services for all classifications of data and (2) vendors that can provide services for public (i.e. non-sensitive) data
- Minimum Terms & Conditions covered by Master Standing Agreement or Offer
- Customers buy services through a SOW, which also supports changes to, or additional, Ts and Cs that can be negotiated directly with vendor
- Each SOW is a separate Agreement
- Each BPS entity follows its own internal governance with respect to buying from the Marketplace
    - For example, may run an informal evaluation across a subset of vendors
    - May also decide to run a full competitive process across all vendors on list
- Investigating eProcurement SaaS tools to determine if there is a value case

Marketplace

Discussion Point

Level-set on what is CloudBC "certification" and key implications for vendors, for customers

- To support choice and flexibility, internal governance will likely require a secondary selection process – although this will be much more streamlined
- RFx requirements need to be stringent enough to ensure a manageable number of vendors are pre-qualified, but not so demanding that too few vendors qualify (i.e. in between FedRAMP & UK)
- Should CloudBC pre-qualify vendors for public data service offerings (i.e. is there sufficient demand for non-resident and non-sovereign services)?
- Flexibility (via the SOW) means contract negotiation effort may still be significant depending on whether or not the entity actively participated in MSA/MSO review/development
- Pre-qualifying vendors for categories of service (IaaS, PaaS , SaaS) instead of pre-qualifying specific services, so contract Ts and Cs may be too restrictive for certain service offerings (e.g. if using basic IaaS without additional managed services)
- Will need to leverage guidelines and best practices to support the right buying decision because certain criteria can only be evaluated based on solution requirements (e.g. price, SLA)

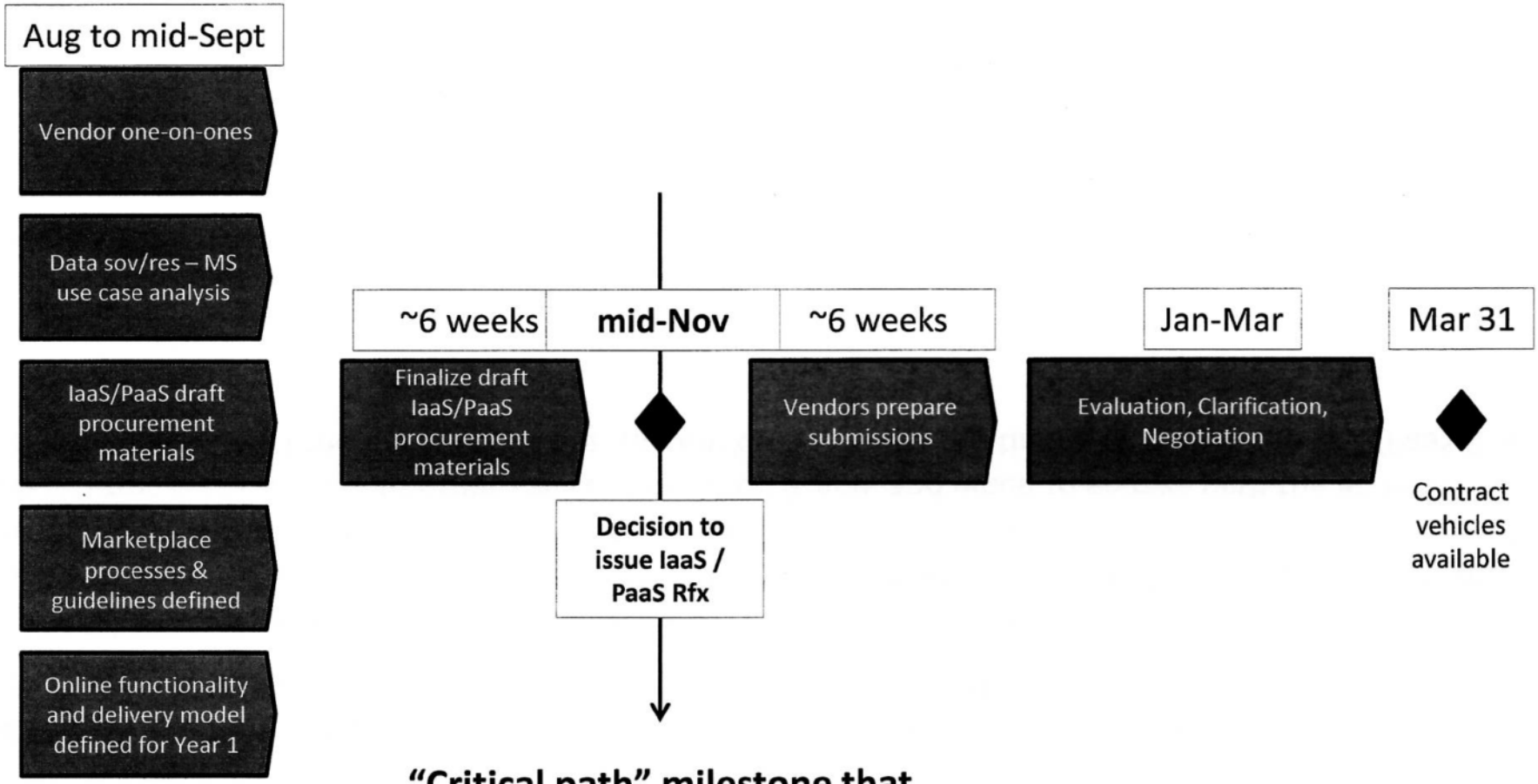
Marketplace

Issue

s.17

Marketplace

A number of activities have a bearing on the current plan and a key milestone: issuing release 1 of the marketplace for pre-qualification of IaaS/PaaS vendors



"Critical path" milestone that impacts all work streams in the short term

Marketplace

Issue

s.17

– dependency on update of BC's terms and conditions for ensuring cloud service providers' compliance with FIPPA

Potential Options	Pros	Cons
Proceed based on current data sovereignty and residency requirements	• Supports current timelines, allowing for an earlier launch of the Marketplace	• Expect that several Tier 1 vendors potentially will not qualify • Will likely require public adjustment of pre-qualification criteria within 6 months of launch
Adjust release 1 timing based on completion of Ts&Cs update for FIPPA requirements	• More Tier 1 vendors should qualify • s.17	• Schedule will be delayed by approximately 2 months (based on current estimate from BC Gov't for FIPPA work)
Others?		

Marketplace

Issue

Decision required on the feedback & approval process for issuing the IaaS/PaaS RFx

Getting reviews completed, feedback gathered, and consensus decisions on issues across all CCIO entities would extend timelines significantly. How many CCIO entities should be engaged before the RFx (and MSA) are posted to BC Bid?

Can the CloudBC Management Committee provide approval on behalf of the CCIO for key milestones during the procurement process (e.g. posting to BC Bid, solicitation results prior to notifications)?

Background Information

- Minimum Ts and Cs – based on industry best practices and OCIO Working Group recommendations
- Draft MSA – feedback obtained from ICBC, WSBC
- Requirements – based on lessons learned from other jurisdictions, input from Security SMEs, OCIO privacy recommendations

Marketplace

Issue

Decision required on the feedback & approval process for issuing the IaaS/PaaS RFx

Potential Options	Pros	Cons
Engage all CCIO entities and reach consensus decisions on any issues Implies CCIO approval for milestones	• Would ensure all CCIO entities are in agreement with approach	• Significant impact to timelines
Engage a subset of CCIO entities (suggest 3) and reach consensus decisions on any issues Implies Management Committee approval for milestones	• Ensures BPS concerns are represented while still supporting CloudBC's timelines • Risk of negative feedback is low because pre-qualification will occur on a regular basis (allowing for future adjustments) and each entity can define specific requirements in SOW or selection process	• Adjustments to pre-qualification requirements may be required later to address concerns
Others?		

Marketplace

Issue

Decision required on the process for evaluating RFx responses

Need agreement on size and make-up of evaluation team for CloudBC procurements, starting with the IaaS and PaaS pre-qualification.

Background Information

- Evaluation team – not clear if consultants are able to serve as evaluators for vendor responses per Province's procurement policies

Marketplace

Issue

Decision required on the process for evaluating RFx responses

Potential Options	Pros	Cons
CloudBC team members form the evaluation team	• Reduces resource requirements from CCIO entities • Reduces schedule risk	• May impact resourcing strategy if consultants are not able to serve as evaluators
Working group made up of representatives from CCIO entities (number TBC based on complexity of the procurement) provide evaluators	• Would increase buy-in • Supports greater flexibility for CloudBC's resourcing strategy	• Indications are that resources at CCIO entities are already stretched thin so may not be feasible
Others?		

Marketplace

Issue

Decision required on how to add s.17 to the Marketplace

Given the existing relationship with s.17, guidance from Management Committee is requested with respect to adding s.17 to the Marketplace:

- Should the existing contract be used, or the standard CloudBC Agreement?
- If decision is to use the standard Agreement, s.17

Marketplace

Issue

Decision required on whether s.17 should use existing contract or sign the new standard Agreement

Potential Options	Pros	Cons
Use existing contract (implies CloudBC administrative fee does not apply)	• Less effort and cost	• On-boarding process will differ from other vendors s.17
Sign new standard Agreement (including CloudBC administrative fee)	• Consistent processes for dealing with all vendors	s.17 • More effort (and cost) than using the existing contract
Others?		

Agenda

Item	Topic	Time
1	Introduction (Mike)	9:00 – 9:30
2	Working Governance (Mike)	9:30 – 10:15
3	Strategy & Reporting (Julian)	10:15 – 11:00
4	Year 1 Priorities & Microsoft Opportunity (Scott)	11:00 – 12:30
5	CloudBC Delivery Model (Mike)	1:00 – 1:45
6	Marketplace (Sophia)	1:45 – 3:00
7	Stakeholder Engagement (Scott)	3:00 – 3:30
8	Summary & Next Steps (Mike)	3:30 – 4:00

Topics and related issues for discussion:

Working Governance

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Stakeholder Engagement

1. Confirm approach, roles & responsibilities

Issue: Discussion & Confirm immediate priorities roles & responsibilities

Stakeholder Engagement

- Development of stakeholder engagement strategies for each member of CCIO
- Establish key contacts and co-develop plans with each entity
- Interview and asses readiness to move to Microsoft and other Iaas, Paas providers
- Identify early adopters based on criteria (exec sponsorship, budget, committed teams…)
- Identify all adoption barriers, risks and issues and build to extent possible mitigation strategies
- Develop based on existing materials, experience from pilots and best practices, guidelines, templates and approaches for
    - Development of Value Cases and benefit realization strategies
    - Readiness assessment frameworks, approaches and templates
    - Technical considerations and frameworks for approaching
    - Change Management
- Create TOR for each identified working group
- Develop strategy and V1 plan for Community of Practice
- Put in place knowledge management repositories
- Work directly with early adopters to assist, test materials capture lessons learned

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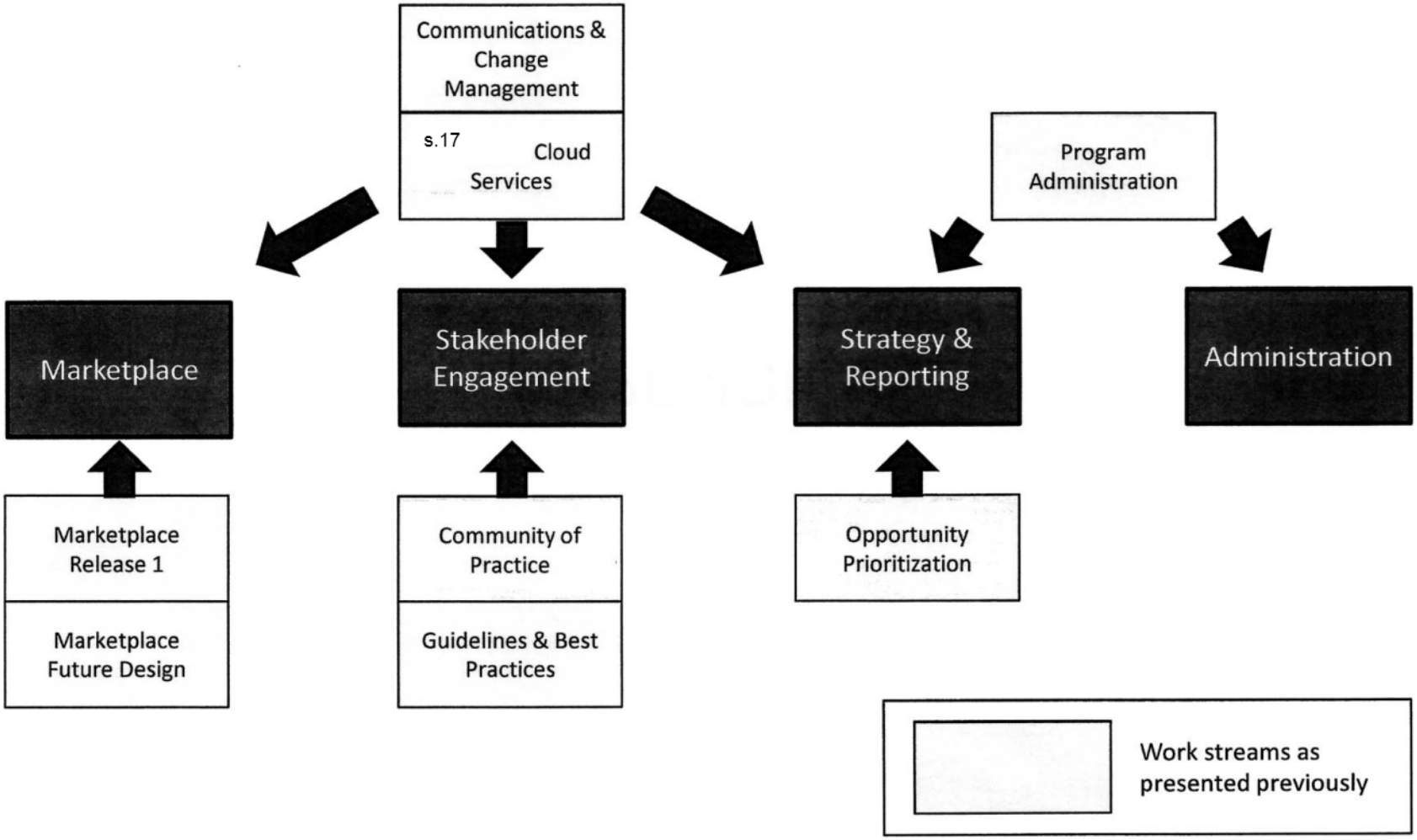
Summary & Next Steps

To be developed at Workshop

APPENDICES

Service Lines

The Service Line structure reflects a consolidation of the work streams presented previously to CCIO and management committee



Marketplace – Online Services

Discussion Point

Confirm the online services roadmap, i.e. what content and functionality will be rolled out when

A central component to the "marketplace" is an ability for customers to review service offerings online. Online functionality will increase towards the desired end-state of a full-functioning service aggregation & brokerage layer. The CloudBC website will post public-facing content and be the gateway to secured content for customers and vendors.

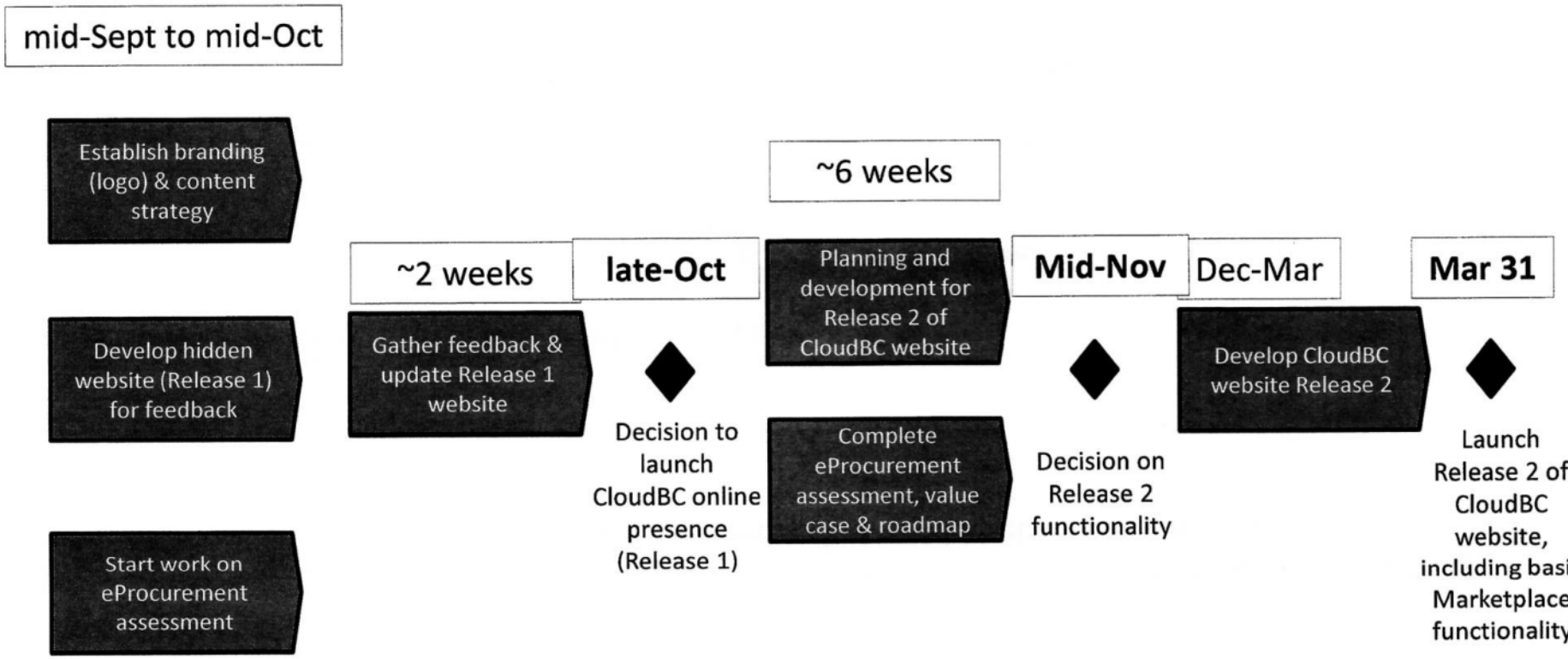
Proposed Approach:

- General website functionality (e.g. search, filtering)
    - Focus on content and "marketing"
    - Limited Marketplace functionality (e.g. similar to GSA, Texas)
    - Can definitely be delivered in Year 1
- eProcurement SaaS tools
    - Provide functionality such as online bid management, punch-out to ERP systems for creation of Purchase Orders
    - OPTIS to start work by end of September on requirements definition, market scan, value case definition and high-level roadmap
    - Assuming value case supports proceeding, can be delivered in Year 2
- Service aggregation and brokerage
    - Provides specific functionality to support the consumption, governance, optimization and management of cloud IT services
    - Requirements and potential reference architecture & standards will be defined in Year 1, along with a market scan to assess currently available offerings
    - Based on findings, value case and roadmap could be developed in first half of Year 2

Marketplace – Online Services

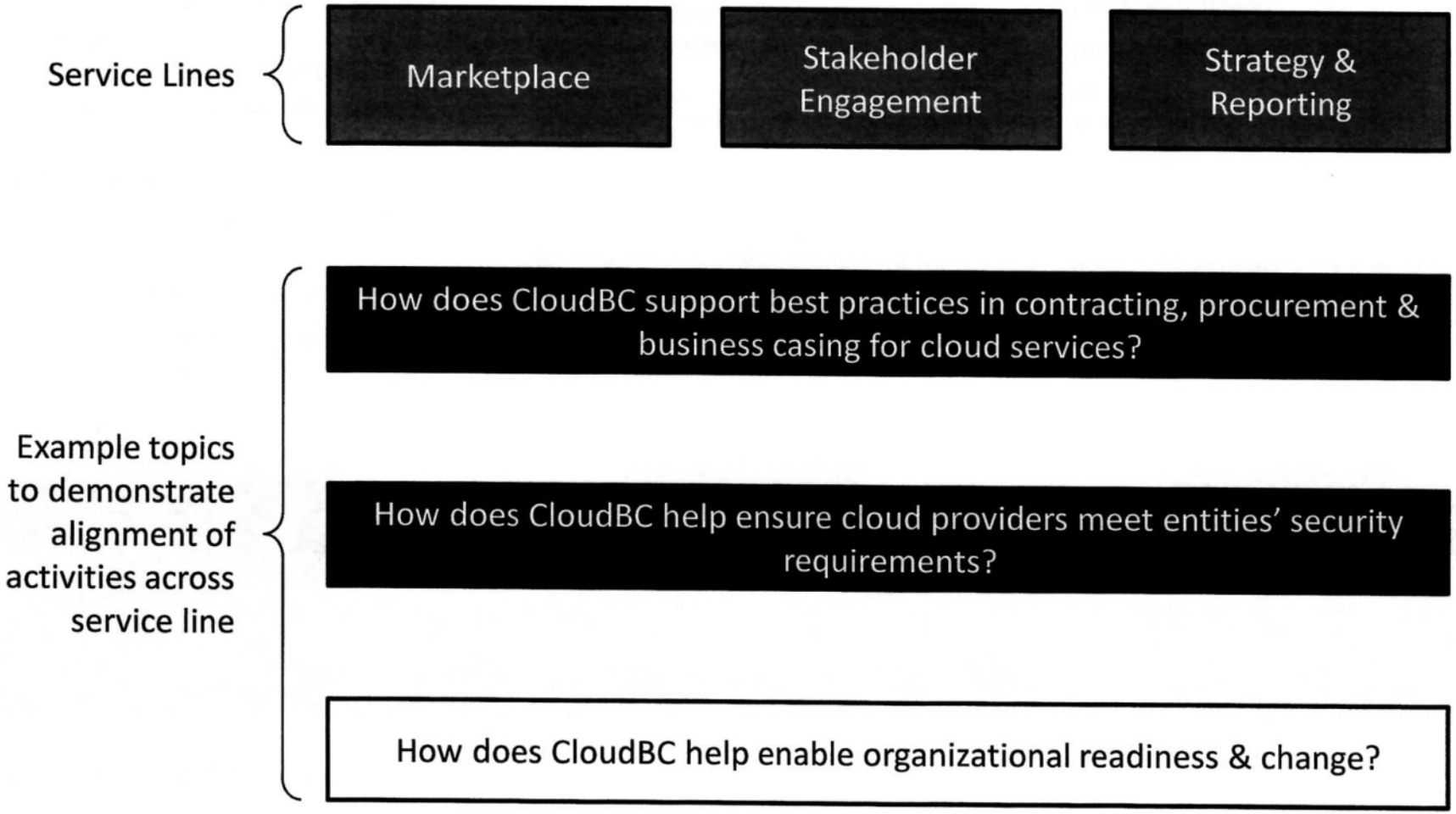
Discussion Point

Online services – current plan displayed. Should it be adjusted to align with IaaS/PaaS timeline?



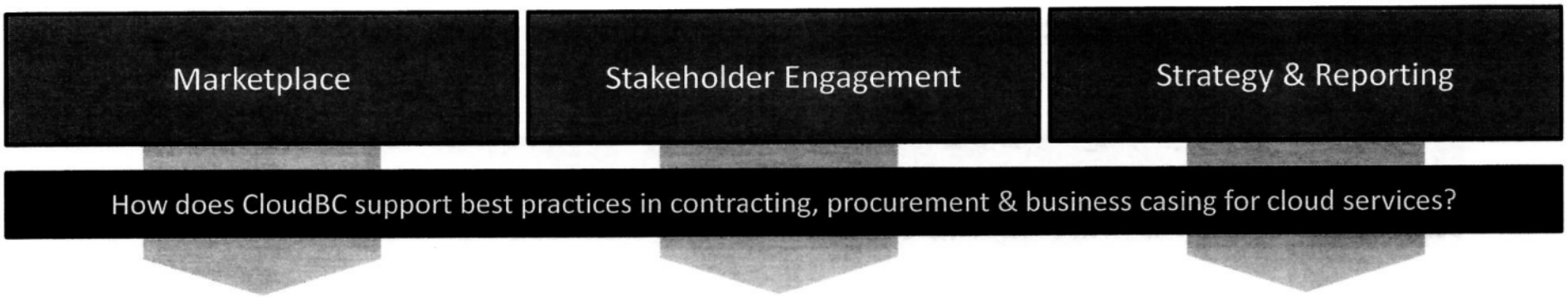
Alignment Across Service Lines

The following are examples of how the service line activities align



Alignment Across Service Lines

Example use case #1



- Determine minimum requirements for vendor/service pre-qualification
- Establish participation "rules of the road" for vendors
- Convert these to contract terms and conditions, i.e. master standing agreements
- Establish participation framework vis-à-vis BPS entities and issuing organization, i.e. BC Govt
- Establish online functionality to present offerings and support entity procurement processes
- Coordinate the procurement executive advisory committee (PEAC)
- Educate entities on how to use the marketplace (processes and technology)

- Development of use cases and best practices
- Develop business casing tools including guidelines on pricing scenarios for use during procurement, total cost of ownership financial model templates
- Collect feedback from entities about the marketplace on what's working, areas for improvement
- Establish recommended terms and conditions for use of all 3 types of cloud services (IaaS, PaaS, SaaS)
- Facilitate solutions or approaches to common adoption barriers (e.g. Capital versus OpEx challenge)

- Determine the business model, i.e. administrative fee structure
- Establish release strategy with input from CIOs, vendors and other interested parties
- Provide leadership on contracting frameworks that may vary by type of service and market dynamics (e.g. IaaS vs. SaaS)
- Lead contract negotiation
- Participate in PEAC
- Track marketplace participation and benefits

Alignment Across Service Lines

Example use case #2

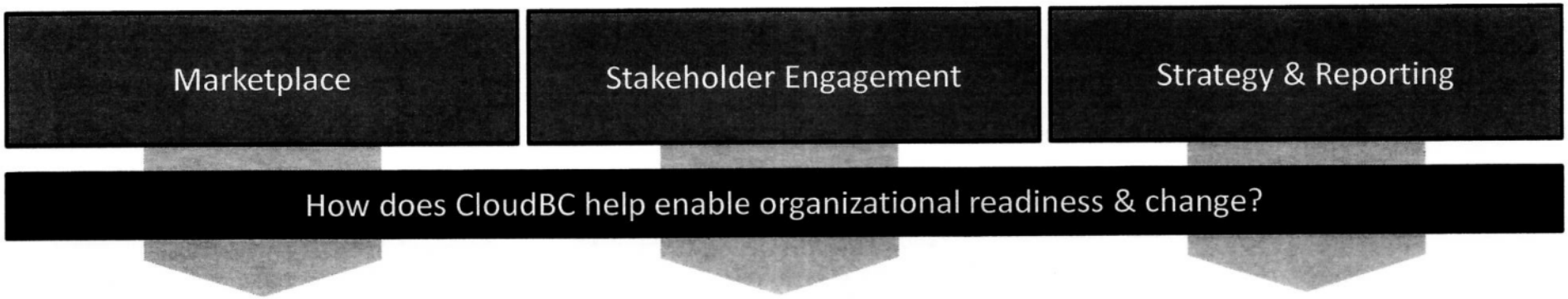
- Establish terms and conditions appropriate for all use cases such as for breach notification, data ownership
- Require that all vendors submit and maintain a completed Consensus Assessment Initiative Questionnaire (CAIQ) that documents their security controls against the Cloud Control Matrix (CCM), an industry standard, available for entities to use in their sourcing process
- Require that vendors provide 3rd party audits reports

- Educate entities on the CAIQ, CCM and best practice use thereof
- Establish best-practice baseline control sets mapped to Impact Ratings for Confidentiality, Integrity, and Availability, leveraging existing standards where possible, e.g. NIST SP 800-53 / FedRAMP, mapping by BC CISO of ISO-27001 controls to its Information Security Policy

- Work with vendors and other stakeholders to understand technologies (e.g. tokenization) and new standards (e.g. ISO-27018 for PI data protection in the cloud) and related implications

Alignment Across Service Lines

Example use case #3



- Include professional services in future marketplace release
- Include professional services as a value-add service in release 1 for IaaS/PaaS providers

- Provide outreach role to identify adoption challenges
- Adopt readiness / maturity framework standards, e.g. Open Data Center Alliance's Cloud Maturity Model, vendor/service-specific collateral
- Build readiness templates, support use cases, document outcomes, leveraging pre-built and best practice deliverables
- Manage an secure-access online repository of deliverables and collaboration tools
- Work through PEAC and other BPS forums to support change management in procurement, other areas

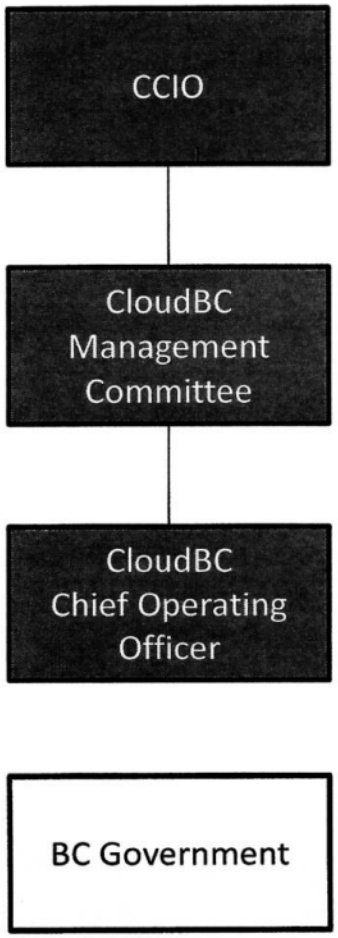
- Develop & track outreach-related KPIs

CloudBC

Organizational Structure – WIP
September 2015

CloudBC Organizational Structure

The COO reports to a management committee and CCIO



- Approve strategic plan, operating plan, budget, change requests
- Establish the business & funding model

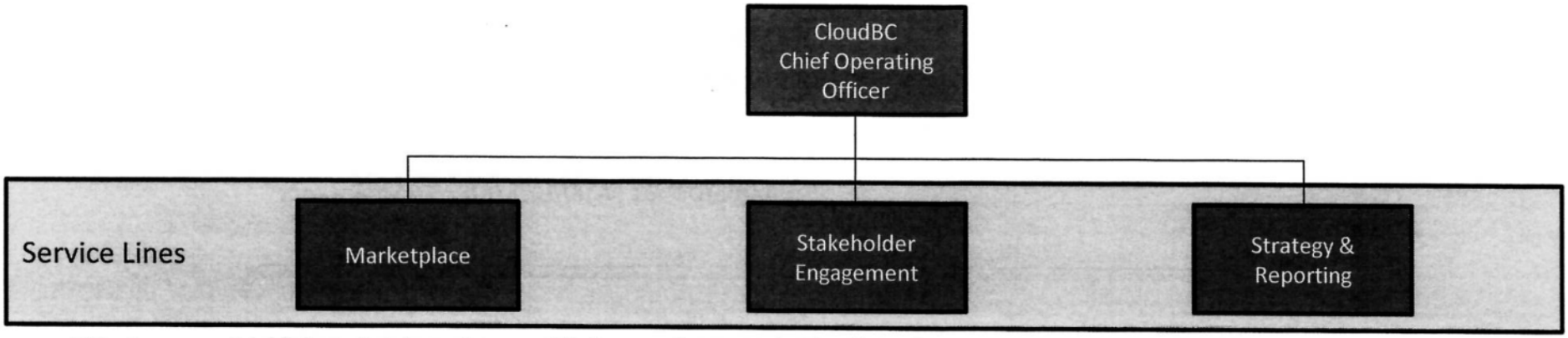
- Provide day-to-day operational oversight and strategy direction
- Includes Bette-Jo Hughes (OCIO), Lynette DuJohn (BC Lotteries), Dave Marecek (BC Pension), Dave Parker (PHSA)
- Chaired by CloudBC COO

- Responsible for overall delivery of CloudBC program
- Strategic engagement and planning with CIOs and equivalent level at vendors and other stakeholders

- CloudBC set up as a Project Office under OCIO (underway)
- Key enabling partners within BC Government include OCIO, Purchasing Services Branch, Legal Services Branch, Risk Management Branch
- Half-time commitment from Stephen Gordon and Hema Paupiah to CloudBC, Vitali Kozubenko, Administrator's Office, providing transition support

CloudBC Organizational Structure

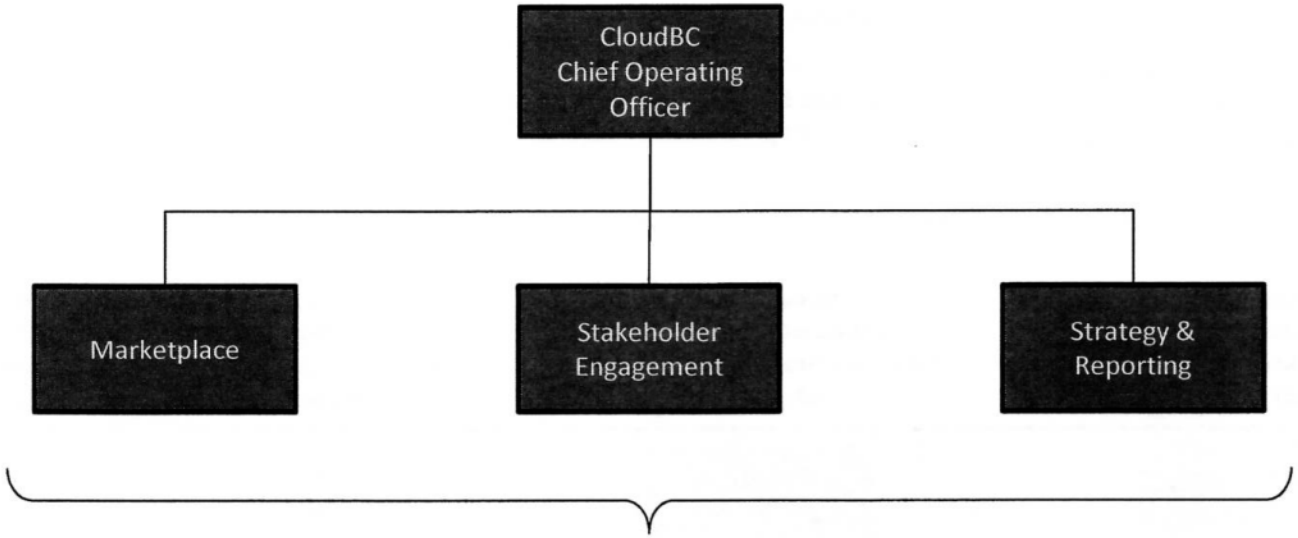
CloudBC includes three service lines, each with an overall objective and priorities for year 1



	Marketplace	Stakeholder Engagement	Strategy & Reporting
Objectives:	• **Establish marketplace of pre-qualified vendors to facilitate market choice and flexibility; also, ease procurement overhead for both BPS and vendors**	• **Support adoption through collaboration, facilitation, knowledge sharing, and the development / utilization of common tools & guidelines**	• **Continually refine priorities and business model to ensure CloudBC is focused on the activities with highest ROI to CCIO / BC BPS**
Year 1 Priorities:	• Pre-qualify IaaS/PaaS vendors against minimum terms & conditions • Establish marketplace administrative processes, governance, roles & responsibilities • Establish a searchable website to facilitate the purchase of IaaS and PaaS services by BPS entities • Develop a plan for rolling out eProcurement services based on the value case for each function • Educate marketplace participants • Establish roadmap for common cloud brokerage services	• Support completion of pilots of strategic value to CCIO • Develop common guidelines and best practices, e.g. readiness templates, based on pilots and use cases • Establish a Stakeholder Engagement strategy to understand adoption barriers across the CCIO and share lessons learned	• Complete successful transition to go-forward CloudBC delivery model • Develop and execute stakeholder engagement and communication plans (incl. creating brand collateral) • Finalize the CloudBC business model and performance framework • Continue to engage cloud vendors on their roadmaps and major use cases • Prepare next year's business plan & budget, marketplace release strategy

CloudBC Organizational Structure

There is a Director in place for each Service Line reporting directly to the COO

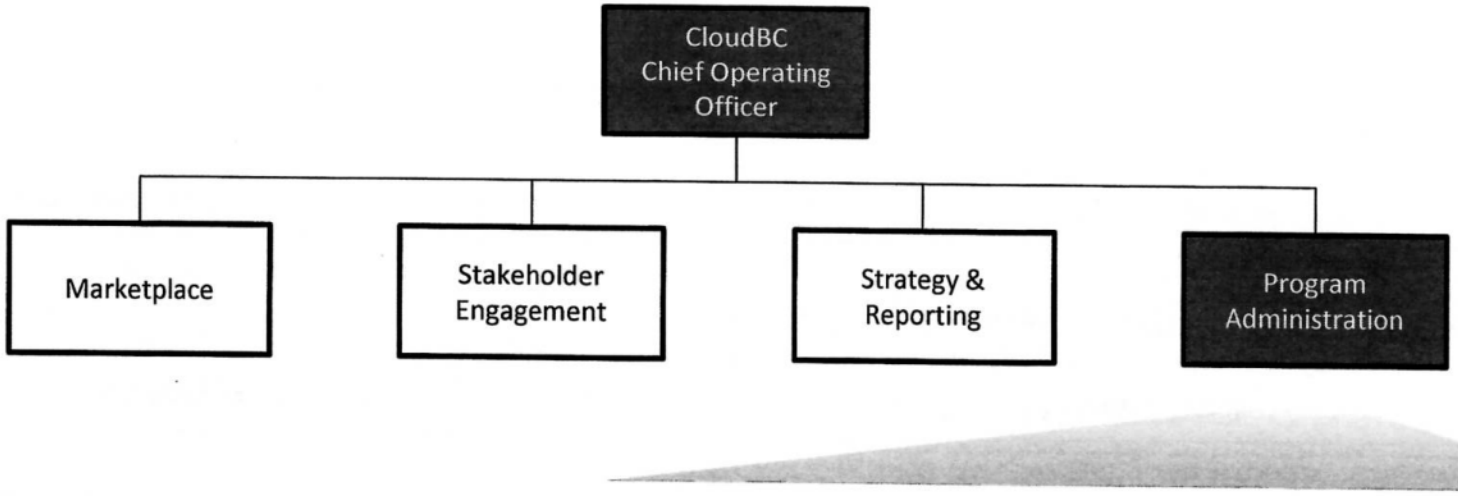


Service Line Directors responsible for:

- Accountability of delivery of all functions within their stream
- Weekly and monthly reporting to the COO
- Escalating issues for resolution
- Work planning and budget preparation

CloudBC Organizational Structure

A Program Coordinator role is a fourth direct report to the COO



Responsible for:

- Coordinating transition activities
- Scheduling and logistical support to COO and Service Line Leads
- Administering team collaboration tools
- Preparing financials
- Liaising with Core Government on administrative matters
- Handling incoming information requests
- Managing issue log

CloudBC Organizational Structure

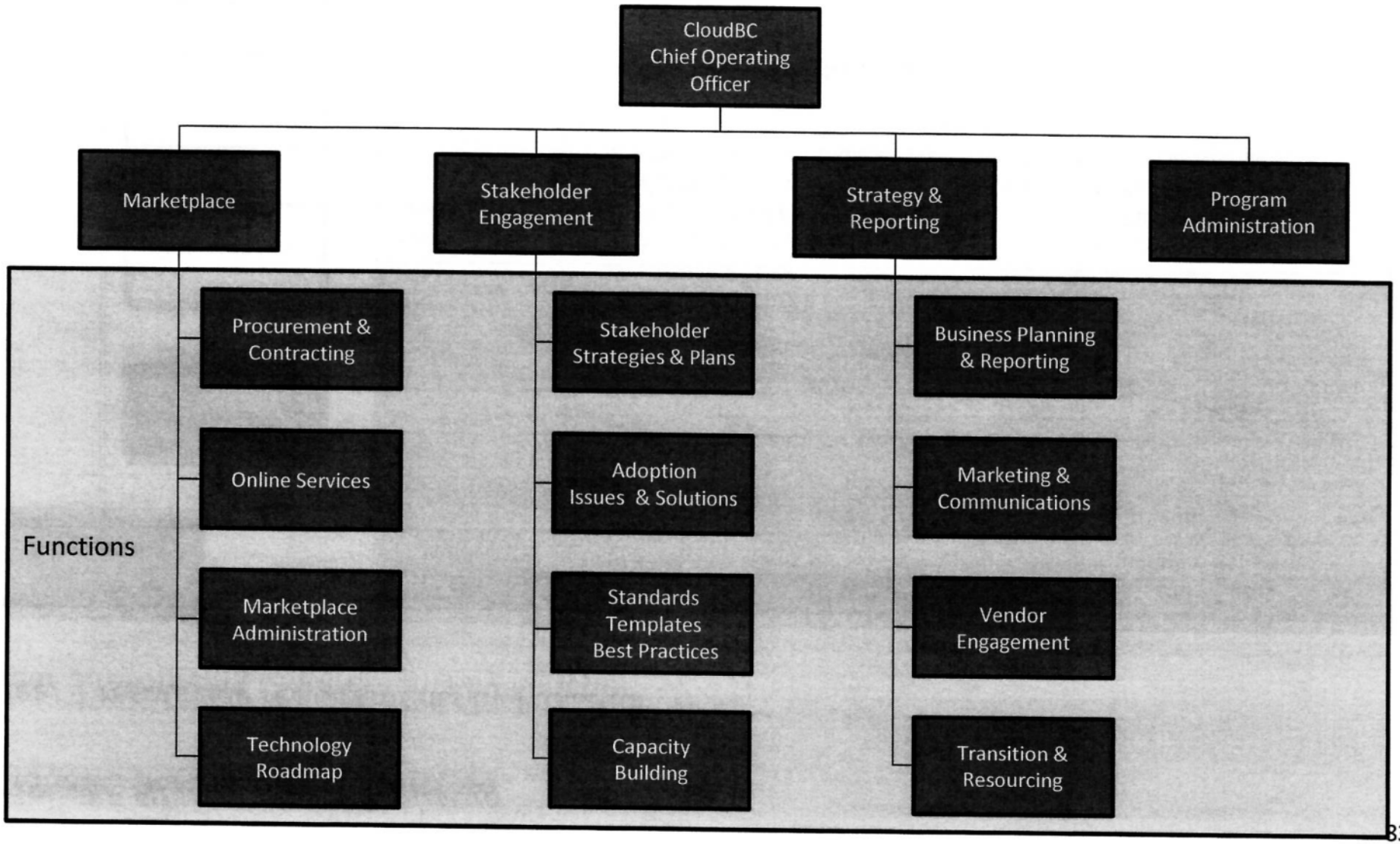
Resourcing Approach

COO Direct Report	Requirement	Resourcing Approach
Director – Marketplace	Full-time	• Sophia Tham confirmed in role • Currently contracted through WorkSafeBC • To transition to a Gov. OCIO contract (how/when TBD)
Director – Stakeholder Engagement	Full-time	• Scott Wilkinson confirmed in role
Director – Strategy & Reporting	Full-time	• Julian Whike confirmed in role • Currently contracted through WorkSafeBC • To transition to a Gov. OCIO contract (how/when TBD)
Program Coordinator	Full-time	• Tracey Deisher confirmed in role • Currently contracted through WorkSafeBC • To transition to a Gov. OCIO contract (how/when TBD)

Legend: black text = resourcing secured
red text = high priority gap
blue text = lower priority gap

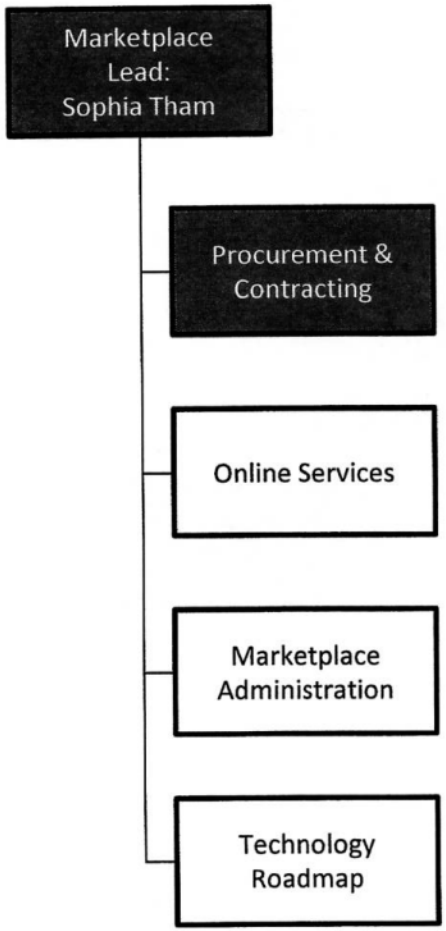
CloudBC Organizational Structure

There are a number of Functions within each service line



CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
Function Lead	• Procurement strategy • Business & technical requirements • Standing agreement template(s) • Contract negotiation • Project management for specific procurements • Chair Procurement Executive Advisory Committee (PEAC) – see Appendix	• Sophia Tham temporary • Preferred approach is to hire FTT role or consultant that would line report to CloudBC and matrix report to PSB • Working with Duncan on recruiting this individual with target start date of March, 2016
Procurement Services Branch	• Drafting and issuing RFx documents • All BC Bid related activities (e.g. posting, vendor questions, management of evaluation process, internal and external notifications) • Execution of BPS participation agreements • Liaising with LSB, Risk Management, other BC Government stakeholders as required	• Accountable: Duncan McLelland • Responsible: Bedrija Hromic

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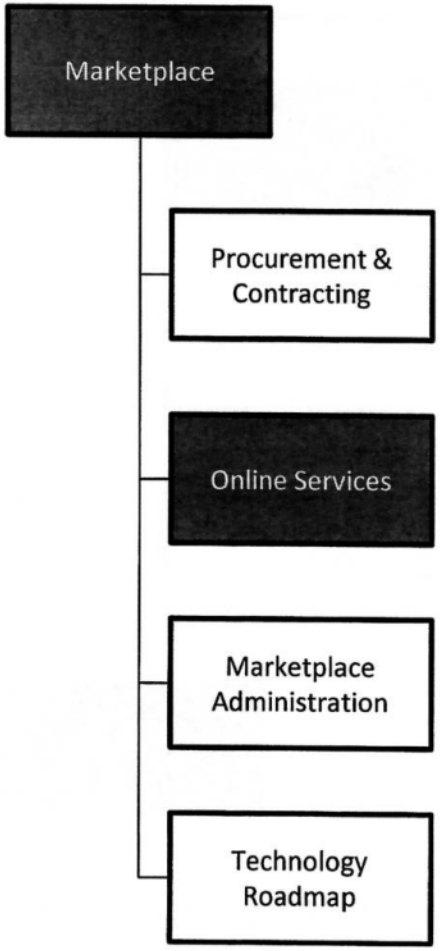
CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
Function Lead	• Develop/gather requirements • Complete the market scan, e.g. eProcurement SaaS services • Prepare RFx as required • Manage the evaluation, selection, contract negotiation • Manage the implementation • Put in place the support model	• SOW received from OPTIS Consulting to complete first two items; will contract through BCH Blanket Contract Order and adjust contribution for contract value ($25K) • Target to have work start by end of Sept • Once first phase complete, will evaluate approach for completing full scope • Stephen, Hema and Sean will develop "core" online website in parallel
Business users	• Help identify business requirements • User acceptance testing	• Recruit via PEAC or Point Persons
Service provider	• Fully managed service including deployment and management of SaaS eProcurement tool	• RFP late Q4 / early Q1 2015 (if required) • Scope of procurement to include both software and services

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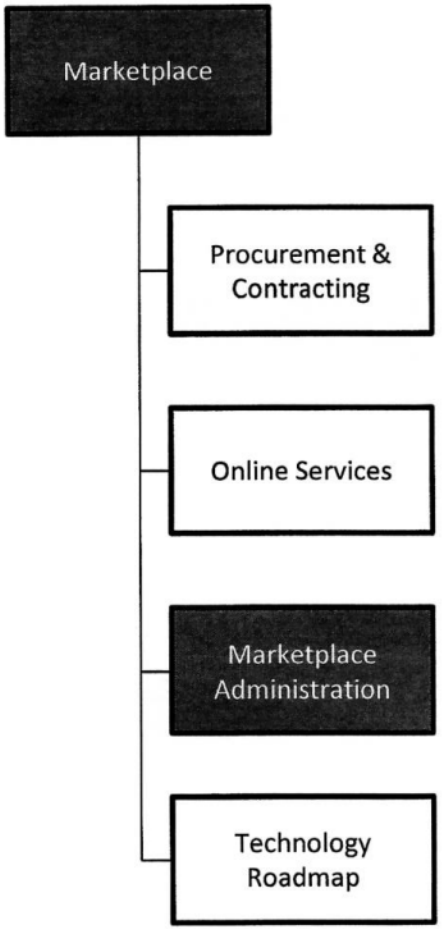
CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
Function Lead	• Support on-boarding of customer entities, vendors • Manage / support dispute resolution, contract audit & compliance • Manage online catalog of initiative-certified services, including intake process for considering new vendors and/or service offerings, actioning contract amendments, off-boarding vendors that no longer meet pre-qualification criteria • Liaise with PSB for administration activities	• Same individual as Procurement & Contracting Lead, once staffed
Procurement Services Branch	• Collection of revenues from vendors (e.g. rebates) • All BC Bid related activities • Liaising with LSB, Risk Management, other BC Government stakeholders as required	• Accountable: Duncan McLelland • Responsible: Bedrija Hromic

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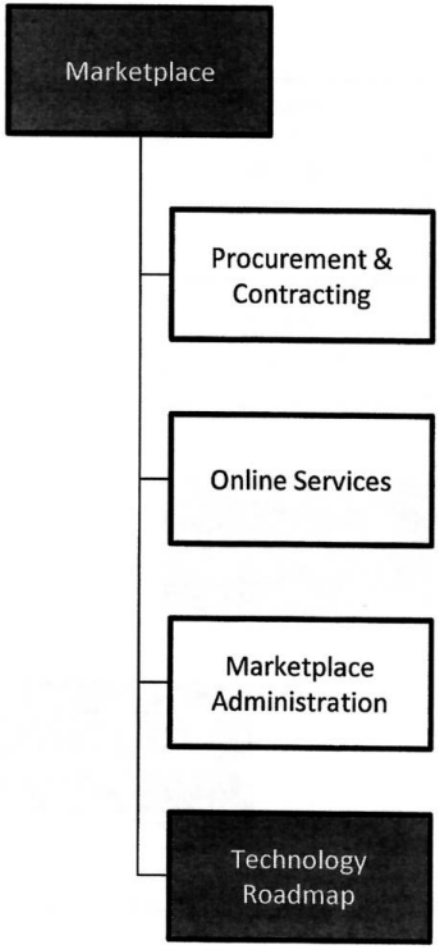
CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
Function Lead	• Develop requirements and complete market scan of commercial brokerage offerings • Serve as secretariat to vendor advisory body to advise on marketplace future design • Develop standards and reference architecture with industry input • Define Year 2 + deliverables based on CCIO priorities and market readiness • Prepare RFx for brokerage services pending outcomes of above	• Stephen Gordon (to be confirmed)
Cloud Solution Architect	• Prepare technical requirements for RFx • Liaise as needed with online services managed service provider	• Sean Mehrabi (will remain on a WorkSafeBC contract and bill time to CloudBC)

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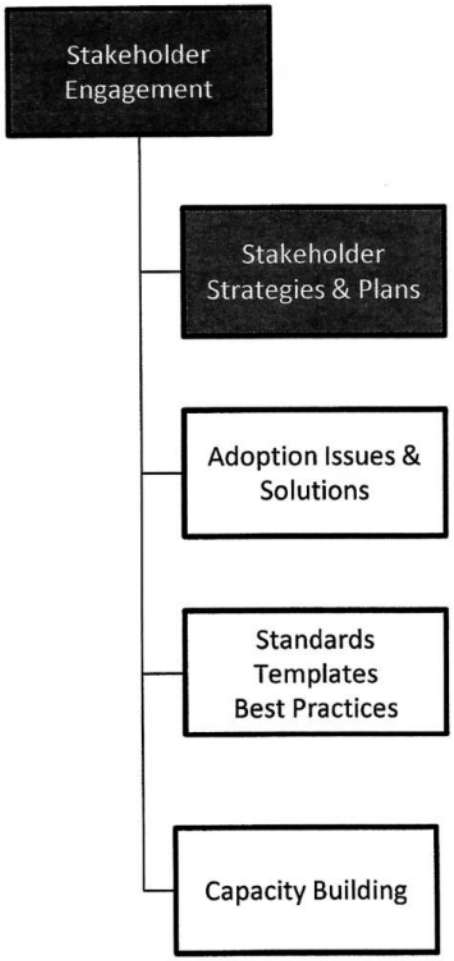
blue text = lower priority gap

CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach

Function Lead	• Establish knowledge sharing mechanisms & strategies
	• Oversee special Stakeholder Engagement events including special workshops, seminars, conferences
	• BPS/Health outreach:
	  • Establish awareness of CloudBC within CCIO entities at the operating level
	  • Establish outreach function to CCIO entities to understand barriers to adoption, opportunities for alignment
	  • Identify priorities to guide technical evaluations, development of Guidelines, Best Practices, Readiness
		• Stakeholder Engagement Director to play this role

Ministry Outreach	• BC Government outreach per bullets above	• Stephen Gordon (to be confirmed)

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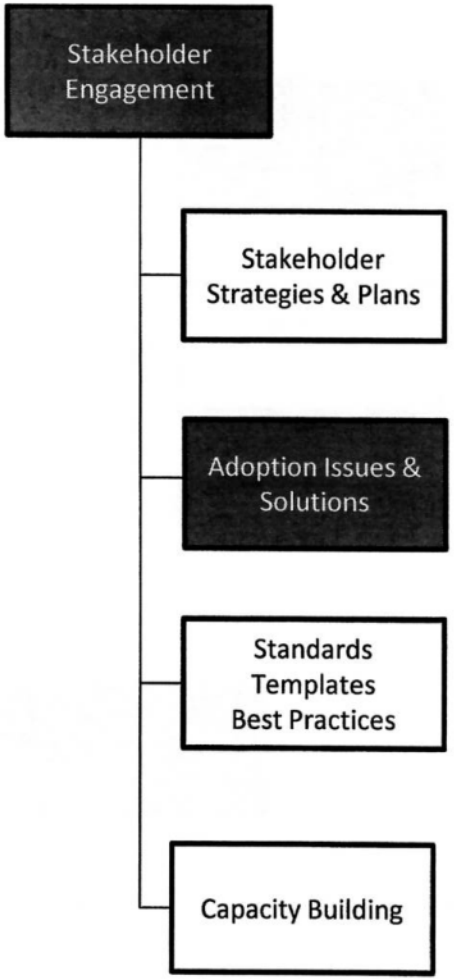
CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
Function Lead	• Define priority pilots for CCIO: objectives, scope, resourcing, timing, budget • Oversee the delivery of these pilots • Lead the documentation of outcomes including value/financial analysis • Facilitate workshops and support working groups to develop solutions to common adoption barriers	• Sophia Tham currently doing this role part-time
Technical resources	• Help deliver pilots	• Role descriptions under development for full array of technical cloud roles, e.g. cloud solution architect • Recommended individuals to be made available to CCIO orgs to source through existing contract vehicles
Vendor / partner technical support	• Provide subject matter expertise to help with pilots	• TBD, vendor-specific

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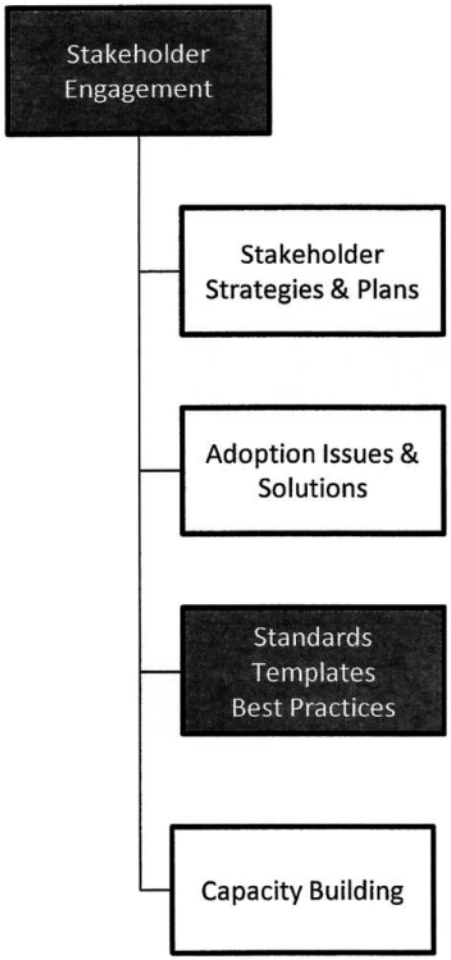
CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
Function Lead	• Develop publishable guides for participating in the marketplace • Develop publishable guidelines and best practices • Facilitate CCIO working groups to prepare guidelines and best practices • Recruit and manage subject matter experts to prepare Guidelines, Best Practices, Readiness • Keep guidelines and best practices current	• Stakeholder Engagement Director to play this role
Subject Matter Experts (external)	• Update or develop new guidelines based upon need • Develop change management strategies for commonly identified issues • Run working groups	• TBD - procurement(s) to be run through PSB as necessary

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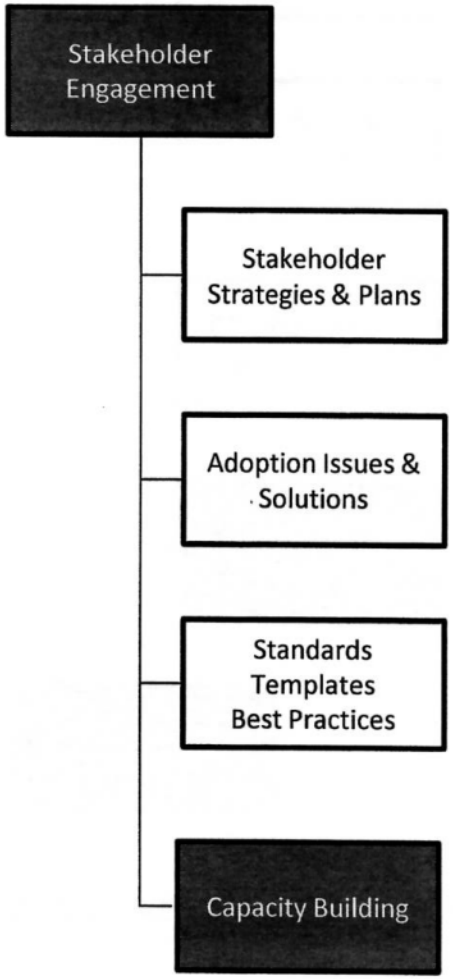
CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
Function Lead	• TBD	• Stakeholder Engagement Director to play this role
Subject Matter Experts (external)	• TBD	• TBD - procurement(s) to be run through PSB as necessary

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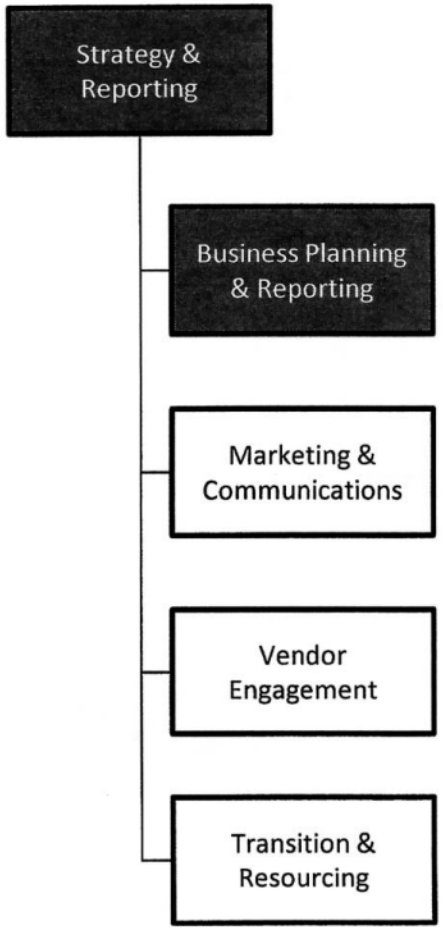
CloudBC Organizational Structure

Year 1 resourcing requirements by Function



Resourcing	Responsibilities	Resourcing Approach
COO	• Ongoing engagement with the CIOs and senior executives from external stakeholders	• COO in place
Function Lead	• Develop updates to business plan and next year's operating plan • Develop benefits realization framework and baseline • Prepare vendor engagement summary • Prepare materials for and help facilitate management committee workshops • Prepare reporting for management committee / CCIO • Provide quality oversight and coordination across streams • Facilitate issue resolution	• Julian Whike to play this role
Business Analyst	• Office 365 and other priority value case analysis • Supporting CoP stream on financial analysis	• Issue a request via SPO for support on an as and when needed basis • Need to prepare job description & requirements

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CloudBC Organizational Structure

Year 1 resourcing requirements by Function

Resourcing	Responsibilities	Resourcing Approach
Function Lead	• Develop design and branding for CloudBC • Interface with Government Communications and Public Engagement (GCPE) • Establish external stakeholder engagement and communication plans – key priority in year 1 is to ensure stakeholders are aware of CloudBC (what/who it is, how it operates, each objectives and priorities, how stakeholders can participate) • Oversee implementation of cloudbc.ca website including delivery of both public and secured content • Coordinate CloudBC participation in priority conferences	• Hema Paupiah secured for this role (part-time)
Other resources	• May include one or more firms for design, web development, hosting, communications • To discuss with Hema	• TBD

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blue text = lower priority gap

CloudBC Organizational Structure

Year 1 resourcing requirements by Function

Resourcing	Responsibilities	Resourcing Approach
COO	• Lead discussions at senior executive level	• COO in place
Function Lead	• Conduct vendor discovery sessions to inform marketplace releases • Conduct/facilitate ongoing discovery sessions • Support coordination of CCIO-vendor knowledge sharing opportunities • Coordinate with CCIO Secretariat on strategy and agenda for vendor sessions	• Julian Whike to play this role

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CloudBC Organizational Structure

Year 1 resourcing requirements by Function

Resourcing	Responsibilities	Current Status
Function Lead	• Ensure successful transition to new delivery model as depicted on slide 2 • Ensure activities such as space, infrastructure (e.g. conference bridge) and other transition-related items are completed • Identify resourcing gaps and how each will be addressed	• Julian Whike to play this role, with support from Tracey Deisher
Transition Liaison	• Point person at OCIO to facilitate transition to go-forward delivery model	• Vitali Kozubenko, Administrator's Office, OCIO, confirmed

Legend: black text = resourcing secured
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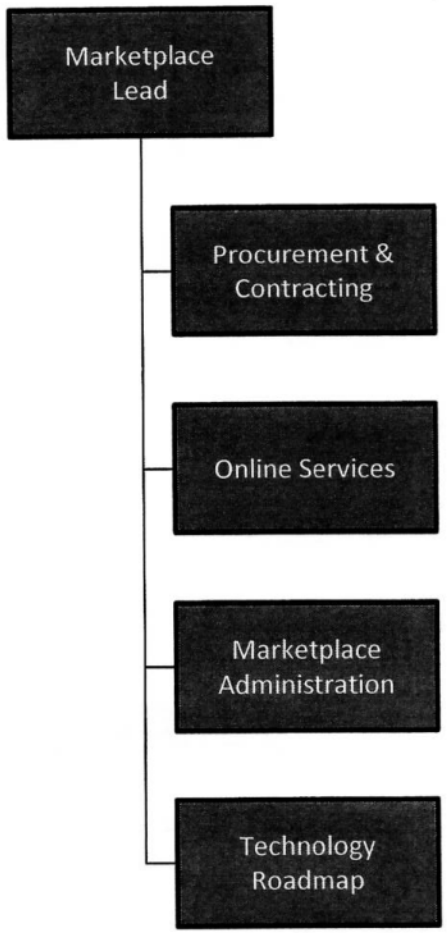
CloudBC Organizational Structure – Appendix

Recommended that a CloudBC Procurement Executive Advisory Committee be established



- Drafted terms of reference for Procurement Executive Advisory Committee (PEAC)
- Supports CCIO objective to help drive change in procurement
- Duncan McLelland (Shared Services), Keith Bolen (BCLC), Patrick Shannon (WorkSafeBC) have expressed their interest in participating, chaired by Sophia
- Responsibilities include:
  - Provide strategic recommendations on the approach to be taken for undertaking procurements to establish the CloudBC Marketplace;
  - Serve as a sounding board for any procurement-related issues or items that require input from multiple CCIO entities;
  - Recommend issues for escalation to CCIO and develop recommendations for consideration and decision by the CCIO Management Committee for CloudBC.
  - Review and recommend approval of the Marketplace RFX implementation plan submitted by PSB through the Chair
- The PSC will operate for the balance of year 1 at a minimum

CloudBC Management Committee Workshop Meeting Minutes

Date: Sept. 22, 2015

Start Time: 9:00 am

Location: 7th floor PHSA Corporate Office, 1380 Burrard Street

Attendees: Lynette DuJohn, BCLC
Dave Marecek, BC Pension
Dave Parker, PHSA
Mike Larson, CloudBC COO (Chair)

Absent: Bette-Jo Hughes, GCIO

CloudBC: Tracey Deisher
Sophia Tham
Julian Whike
Scott Wilkinson

Principles

By working through a broad set of topics and issues, the workshop served as a mechanism to give further definition of the CloudBC strategy and delivery model.

Through the discussion, several guiding principles emerged:

- Adoption is the key measure of success for CloudBC
- CloudBC marketplace priorities need to be demand-driven
- CloudBC will work with first adopters to achieve and demonstrate quick wins
- Management committee will serve as a sounding board to help drive strategy
- CloudBC Chief Operating Officer has delegated authority to execute plans against budget
- s.17

Minutes

1. Introduction

Mike Larson outlined the purpose of the workshop and topic areas for discussion.

2. Governance

Mike facilitated a discussion on working governance for CloudBC including roles & responsibilities of CloudBC vis-à-vis its Management Committee and CCIO. Draft terms of reference for the Management Committee were discussed.

A. Discussed and agreed that "successful adoption of cloud services" is an appropriate mission statement for CloudBC and, as such, the primary success measure for CloudBC is adoption
    - Action => Metrics to quantify adoption to be reflected in CloudBC performance measurement framework

B. Management Committee agreed that ongoing vendor feedback is critical to ensure CloudBC can successfully deliver on its mission.
    - Action => CloudBC to return to Management Committee with options for ensuring that there are appropriate mechanisms for vendor input.
    - Action => CloudBC to update terms of reference

C. Quorum for Management Committee will be 3 of 4 members, including one from Government, Health and Crown. Crown interests are reflected through representation by one or more of BC Pension (Dave M) and BCLC (Lynette). Designates from CCIO for Health and Government are required to ensure quorum can be met at all meetings.
    - Action => Dave (PHSA) and Bette-Jo (GCIO) to identify CCIO designates for Health and Government, respectively.

D. Terms of reference otherwise approved and should be reviewed on a quarterly basis given the fast-evolving planning landscape.
    - Action => CloudBC to finalize terms of reference and distribute with workshop minutes.

E. Agreement that a participation agreement is necessary to define roles & responsibilities vis-à-vis CloudBC, CCIO organizations, and BC Gov't. CloudBC to lead in preparing a draft. Initial work underway by BC Gov't Legal Services Branch should be leveraged as a starting point.
    - Action => Bette-Jo to get draft materials from LBS.
    - Action => Dave Parker to take the lead to define working governance with respect to CloudBC, Health Authorities and HSSBC

F. Confirmed that CloudBC Chief Operating Officer is responsible for overall delivery of CloudBC program, while Management Committee is responsible for ensuring deliverables and commitments are on plan. Discussed use case of resource planning and agreed the COO is fully responsible for hiring decisions and that Management Committee will serve as a sounding board on hiring requirements as determined by the COO.
    - Action => See below under Resourcing.

3. <u>Resourcing</u>

Mike tabled a proposed resourcing approach.

A. A resourcing approach was tabled identifying three types of resources (Strategic, Technical Consultants, and Services) and roles for each type. The approach was discussed and approved. Agreement that the Senior Procurement Specialist, a Strategic role currently backfilled by other resources, is a top priority to get filled.
    - Action => Mike to address remaining resourcing gaps and at his discretion engage Management Committee to vet/recommend candidates
    - Action => Mike to update Management Committee on status of filling the Senior Procurement Specialist role.

B. Agreement on establishing working groups on Procurement, Security, Legal, Technical and Finance, and targeting early adopters for participants.

- Action => CloudBC to develop terms of reference (including deliverables, membership, role vis-à-vis Management Committee) for each working group and return to Management Committee for approval

4. Strategy

Julian led a discussion on Year 1 priorities for CloudBC and key factors to inform business planning going forward.

A. Agreement reached on the business model for CloudBC to eventually become self-funded. Key design principles are: 1) require a 2% administrative fee on revenues conducted through the marketplace, and 2) rate fixed for all types of services, for all vendors in the marketplace.
   - Action => Conclude vendor discussions on this topic
   - Action => Incorporate into mandatory conditions in the IaaS/PaaS RFx materials

B. Agreement that a plan for adding SaaS services in the marketplace is a top priority for year 2, and that the approach is to be demand-driven.
   - Action => CloudBC to develop a methodology for aggregating and validating demand for SaaS services
   - Action => CloudBC to consider multiple avenues for adding SaaS to the marketplace including but not limited to SaaS services already in deployment within CCIO; SaaS services built on top of CCIO-certified platforms; SaaS services by major category (e.g. CRM, Financials, Business Analytics, etc.).

C. Discussed observations that network performance may be a significant consideration for adoption of cloud services especially for application services that require low latency. This was noted in the Softlayer pilot by WorkSafeBC and discussed with Microsoft. Agreement that more data is required to determine the problem. Preferred resolution path, as applicable, is the TSMA.
   - Action => CloudBC to assign to technical working group to validate the problem and develop options.

D. Confirmed that implementing a common brokerage service is not an immediate priority given: immaturity of service offerings, no observed demand, and concern that the service could impede flexibility for entities.
   - Action => Ensure current focus remains on higher-priority activities.

5. s.17

Scott provided an update on discovery activities with Microsoft and their plans to stand up Canada-resident cloud services, specifically s.17

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6. Marketplace, Stakeholder Engagement

Sophia (Marketplace) and Scott (Stakeholder Engagement) provided updates on their respective streams.

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B. Agreement on the high level requirements and contracting framework to underpin "CCIO certification" of IaaS/PaaS vendors as presented. Direction provided to include requirement for vendors to articulate their roadmap and R&D commitments to demonstrate their long-term viability in delivering cloud services.
    - Action => CloudBC to leverage working groups to finalize draft RFx materials
    - Action => CloudBC to recommend whether to include non-Canadian resident and sovereign vendors in Release 1, based on demand

C. Draft RFx and proposed evaluation approach for Release 1 to be tabled at Management Committee for approval.
    - Action => CloudBC to prepare draft RFx and proposed evaluation approach with input from working groups

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E. Agreement that CloudBC needs a senior cloud architect & technical resource to play a lead role in technical working group(s).
    - Action => CloudBC to recruit for this role.

CloudBC

Management Committee Update

October 22, 2015

Michael Larson

Agenda

1. Action items from Sept 22 and adopt minutes
2. Progress summary
3. Reporting framework
4. Progress update
5. Financials

Appendix: Updated CloudBC Management Committee Terms of Reference

Action Items from Sept 22 Workshop

#	Action	Status
1	Metrics to quantify adoption to be reflected in CloudBC performance measurement framework	Will ensure is reflected in marketplace administration processes being developed for IaaS/PaaS, O365
2	CloudBC to return to Management Committee with options for ensuring that there are appropriate mechanisms for vendor input	Draft to be completed by end of November
3	Dave (PHSA) and Bette-Jo (GCIO) to identify CCIO designates for Health and Government, respectively	For discussion today
4	CloudBC to finalize terms of reference and distribute with workshop minutes	See appendix
5	s.14	Objectives and
6	CloudBC to take the lead in preparing requirements for the participation agreement	next steps to be discussed today.
7	Mike to address remaining resourcing gaps and at his discretion engage Management Committee to vet/recommend candidates	Working with SPO to leverage contract vehicles where possible, job descriptions under development
8	Mike to update Management Committee on status of filling the Senior Procurement Specialist role	Duncan and Sophia playing lead role. Targeting to have full time roll to be in place by April 1
9	CloudBC to develop terms of reference working groups and return to Management Committee for approval	Work group requirements and plan identified for Security, Privacy, Technical, Legal for IaaS/PaaS
10	Re 2% admin fee model, conclude vendor discussions on topic, incorporate into mandatory conditions in the IaaS/PaaS RFx materials	Working with Duncan with Procurement on design, will socialize more formally with vendors in Nov/Dec
11	CloudBC to develop a methodology for aggregating and validating demand for SaaS services, consider multiple avenues for adding SaaS to the marketplace	Determining engagement approach, working towards demand aggregation and a proposed SaaS strategy in Q1
12	CloudBC to consider	
13	CloudBC to assign to technical working group to validate the problem (network) and develop options	Working with Microsoft to identify technical resource(s) to help define problem(s) by end of Nov
14	Ensure that criteria for IaaS/PaaS are consistent with enabling Azure and other IaaS and PaaS services that can meet Certification criteria	Ratified by CCIO
15	CloudBC to bring forward the approach for identifying early adopters in more detail for ratification by CCIO October 6	Ratified by CCIO
16	CloudBC to bring forward any changes to plan and budget implications to Oct 6 for final decision and ratification	Change to plan ratified by CCIO, negotiations with M/S ongoing on funding readiness assessments
17	CloudBC to continue to engage the HP to ensure alignment of interests	HP to participate in same process as all other providers
18	CloudBC to recruit for senior technical role	Working on job description and deliverables

Progress Summary

Context:

- Recommendations from Sept 22 workshop with Management Committee on scope changes approved by CCIO on Oct 6:

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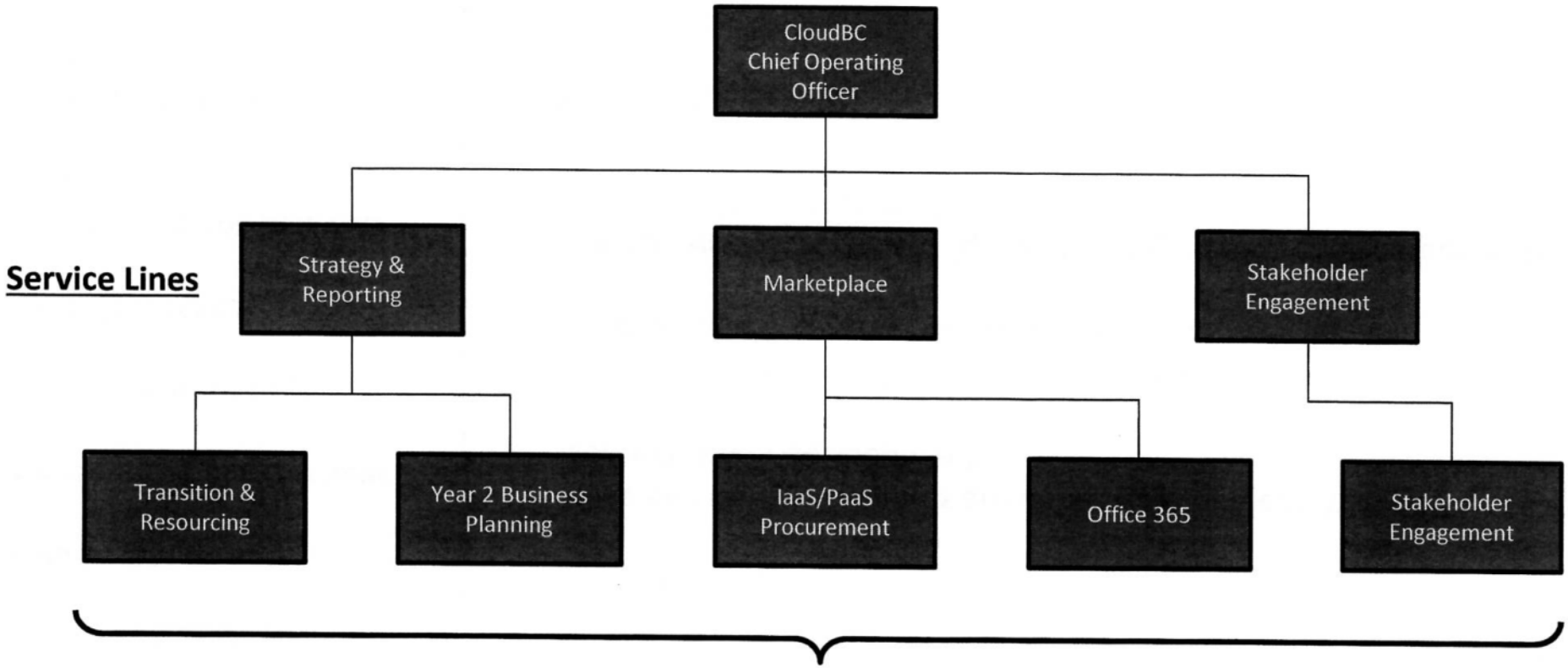
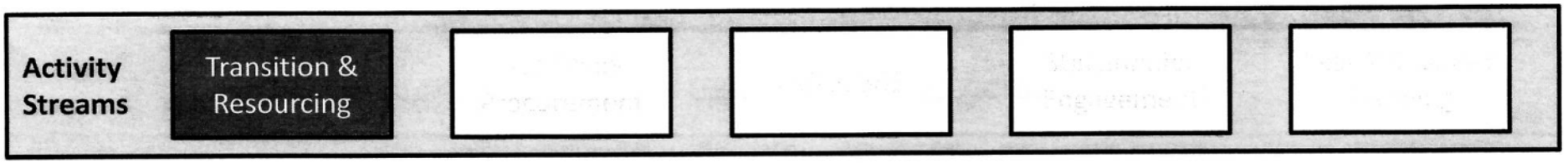
- Re-planning underway

Reporting Framework



- Service Lines break down into 5 major activity streams for year 1
- Going forward, will report to Management Committee and CCIO by Activity Stream
- Will report on progress against deliverables for year end (March 31) and May 31

Progress Update



Deliverables

- Participation agreements
- Resourcing plan for year 1
- Communications plan
- Public website
- Resourcing for year 2 in place
- Remaining transition activities

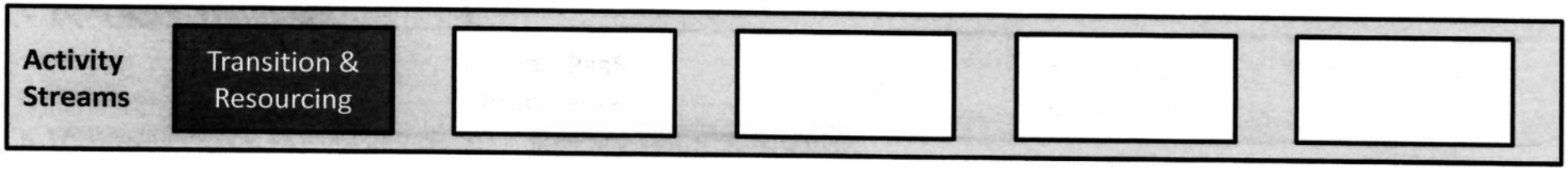
Progress Update

- Expense authorities and financial processes in place
- Logo and design standards are under development. Website content under development
- Resourcing gaps identified for year 1 – figuring options for leveraging SPO contract vehicles to hire resources for year 1
- Objectives and next steps for establishing participation agreements defined – for discussion (following slide)

Issues for Escalation

- None

Progress Update



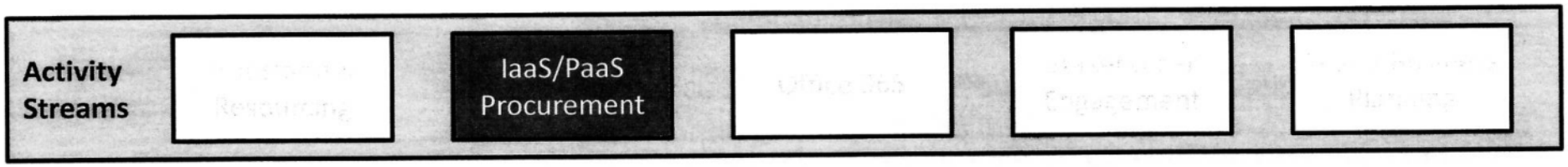
Deliverables

- Participation agreements
- Resourcing plan for year 1
- Communications plan
- Public website
- Resourcing for year 2 in place
- Remaining transition activities

Participation Agreements

- Objective is to establish binding terms with respect to the governance and operations of CloudBC such as:
  - Mandate, goals, guiding principles of CloudBC
  - Membership and classes thereof
  - Roles, responsibilities and rights of members
  - "Board" and "Advisory" committees
  - Meetings
  - Communications
  - CloudBC Officers
- CloudBC to prepare requirements, drawing on relevant examples from within BC context and other jurisdictions, to bring forward to special convening of Management Committee within two weeks
- BC Govt Legal will prepare draft based on approved requirements
- Targeting to have participation agreements signed by end of calendar year

Progress Update



Deliverables

- RFx issued
- Evaluations complete
- At least one contract in place
- Online "marketplace" established
- Administration processes in place
- Education complete

Progress Update

- Working on update to requirements based on feedback to date, along with preparation of RFx template document
- Recruitment for core evaluation team started (target 5 members): Rob Moonie (BCLC); Lucas Malesku (BCH); Stephen Gordon (Gov't); Sophia Tham (CloudBC); seeking 1 more volunteer
- Investigating options for competing required Legal work (critical path item)

Issues for Escalation

- None

Progress Update

Deliverables

- Early adopters identified
- Readiness assessment, value case, adoption roadmap, change management plan (each early adopter)
- Reusable & accelerated process defined
- Contract in place
- Education complete

Progress Update

- Agreement from Microsoft to participate and invest in transition planning
- Self assessment readiness questionnaire developed
- Microsoft assigned Program Manager on-boarded and creating joint plans
- Meeting with Janet Kennedy (President Microsoft Canada)
- PIA (Conceptual) complete
- Microsoft Education series launched for each CCIO entity

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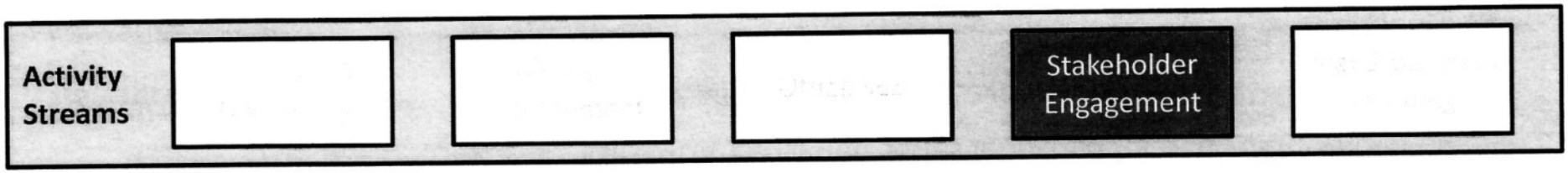
Progress Update



Deliverables

- Objectives, schedule, approach, and alignment with other activity streams defined
- Engagement strategies and plans with and for each CCIO organization defined
- Adoption barriers identified, resolution approaches defined
- Community of practice operationalized

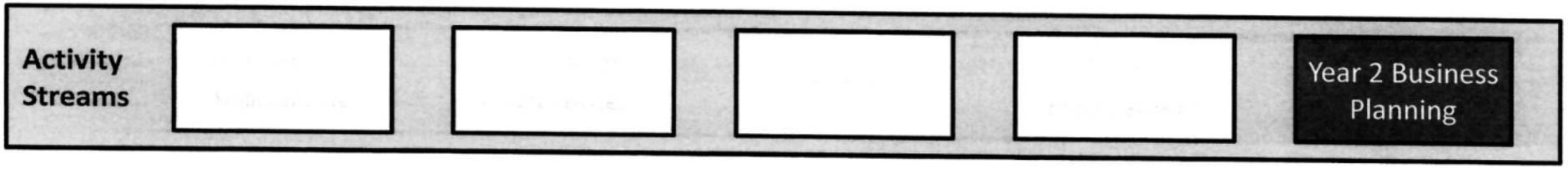
Progress Update

- Focus of stakeholder engagement will be to help ensure success of IaaS/PaaS and Office 365 streams, establish participation agreements, and establish next year's business plan
- Job descriptions being prepared for roles to assist in executing assessments and negotiation roles
- Barriers to adoption list initiated and continuing based on input received (best opportunity for ID will come from assessments)
- Kickoff Technical Working Group
- CloudBC update sessions held with BCLC and BC Hydro stakeholders others underway

Issues for Escalation

- None

Progress Update



Deliverables

- Strategic planning framework
- SaaS strategy
- Vendor engagement strategy
- Annual report
- Year 2 budget
- Year 2 operational plan
- 3-year business plan

Progress Update

- Targeting to complete business planning approach and schedule by Oct 30 – key activities to include:
  - Collect data from CCIO entities (e.g. demand aggregation, common adoption barriers)
  - Get vendor input on draft list of priorities to address in year 2
  - Develop work plan and resourcing requirements
  - Recruit resources as required for year 2
  - Develop budget & plans

Issues for Escalation

- None

Financial Update

Year to Date Actual covers the period of May through September.

$1000				
Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
1,800	380	1,420	1,420	0