

Appendix: CloudBC Management Committee Terms of Reference

Updated to reflect decisions on Sept 22.

Terms of reference to be reviewed on a quarterly basis given the fast-evolving planning landscape.

Responsibilities	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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• Named delegates required for each of Crowns, BC Government, Health• Membership as of July 23: Lynette DuJohn (BCLC), Dave Parker (PHSA), Dave Maracek (BC Pensions), Bette-Jo Hughes (OCIO)
Quorum	<ul style="list-style-type: none">• Quorum for Management Committee will be 3 of 4 members, including one from Government, Health and Crown
Meetings	<ul style="list-style-type: none">• Provide monthly updates, or as required to keep initiative on track• CloudBC to prepare minutes

CloudBC Management Committee Meeting Minutes

Date: Oct. 22, 2015

Start Time: 3:30 pm

Teleconference

Attendees: Lynette DuJohn, BCLC
Bette-Jo Hughes, OCIO
Mike Larson, CloudBC COO (Chair)
Dave Marecek, BC Pension
Dave Parker, PHSA

CloudBC: Tracey Deisher
Julian White
Scott Wilkinson

Minutes Grouped by Agenda Item

Meeting called to order at 3:35 pm

1. Call to order and review of Agenda

Agenda approval: Approved

2. Actions Items from Sept. 22 / Minutes

Minutes from Sept. 22 Management Committee workshop: Adopted

Mike reviewed the action items from the Sept. 22 workshop. We will have an action list for specific tasks with person responsible and status fields added.

- A. Designate for Government identified by Bette-Jo – Ian Bailey.
Designate for Health identified by Dave Parker - Mal Griffin and Oliver Gruter-Andrew.
- B. In order to move forward with the Participation Agreement, we need to receive a draft document from Legal. Bette-Jo and Mike will continue to work with LSB.

Action	Responsible	Due Date
Schedule meeting with LSB. Mike to prepare meeting necessary meeting materials .	Mike/Bette-Jo	Nov. 16

- C. Working group for procurement has been established. Legal working group will be formed once LSB representative is confirmed. Management Committee expressed the need for there to be reasonable representation from broader group, and to ensure that the output of the working groups is still open to conversation.

- Decision => Extend opportunity for participation for legal and procurement from all entities to be involved if desired
 - Decision => CCIO and Management Committee to review the output(documents) from the working groups
- D. A technical working group is being formed; Scott has met with the technical resources and will take the lead on facilitation and creating the Terms of Reference.

Action	Responsible	Due Date
Work with CCIO to determine who from their organization should participate in the technical working groups.	Scott	Nov. 30

- E. There is an expectation that^{s.17} all vendors in the IaaS/PaaS RFQ bidding process.

Action	Responsible	Due Date
s.17	Mike	Nov. 30

3. Progress Summary

CIO's have approved the recommendations from the Sept. 22 workshop with Management Committee on scope changes. Replanning is underway by CloudBC.^{s.17}

4. Reporting Framework

A general update was provided regarding the reporting framework for CloudBC.

5. Progress Update

A. Transition and Resourcing

Update was provided on CloudBC transition and resourcing activities.

- i. Work is currently underway to draft a participation agreement with a target date to have the agreements signed by the end of the calendar year.

B. IaaS/PaaS Procurement

Procurement team is working on the preparation of the RFX template document. Duncan McLelland has provided some valuable input and has a clear understanding of the desired outcomes. As such, he will respond with some language for the RFX document.

i. Recruitment for the Evaluation team is well underway.

Action	Responsible	Due Date
Determine representative(s) from Health Authorities to facilitate a coordinated approach with respect to procurement s.14 s.14	Dave (Mike to provide background material as necessary)	Nov. 30
Identify resource to establish Communications plan which will include, as necessary, messaging for the Minister around IaaS/PaaS RFX	Mike	Nov. 30

- o Action => One more person from Health is needed to participate on the Evaluation team.

C. Office 365

Update provided on activities for Office 365.

- o Decision => Governance over s.13.s.17 needs to be established and should likely contain membership beyond the Management Committee

Action	Responsible	Due Date
Draft a note outlining roles and responsibilities of s.13.s.17 and what will be expected in context of time commitments to be circulated first to Mgt Committee then if appropriate to broader CCIO for members	Scott	Nov. 16

D. Stakeholder Engagement

Will focus mostly on Office 365 at this stage. Adoption barriers are being collected and considered.

6. Year 2 Business Planning

Work on year 2 business planning approach is underway which will include determining the priorities and budget for next year.

- o Decision => Agreed that for planning purposes it is appropriate to assume the same budget amount as for Year 1 - \$1.8 million.

Action	Responsible	Due Date
Communication to CCIO about what to expect for next year's budget estimates and overall budget process	Mike	Nov. 23

7. Financials Update

Reviewed the YTD spend against the budget.

8. Terms of Reference

Updated to reflect decisions on Sept. 22



CloudBC

Management Committee Update

November 16, 2015

Michael Larson

Agenda

1. Adopt minutes from Oct 22
2. For Decision/Discussion
 - i. s.13,s.17
 - ii. Business model
 - iii. Participation Agreement requirements
 - iv. December 10 agenda for CCIO
 - v. Business planning next steps
 - vi. CloudBC logo concept

Appendices:

- A. Progress update
- B. Budget update

Microsoft / O365 Update

Context:

- Questionnaires re Office 365 distributed and completed by all except
 - Core Government, WorkSafeBC and Fraser Health
- Evaluation of questionnaire and interviews started
 - Interior Health, Northern Health week of Nov 8 balance week following
- Early adopters will be identified by Nov 25
- Proposal coming from Microsoft in or around November 30
- Microsoft Education series launched for each CCIO entity
- Draft of LOI to be presented to Janet Kennedy and Bette-Jo-Hughes November 16
- Depending on outcome may need this management committee to advise on CCIO discussion (good chance we will be oversubscribed)

For Decision/Discussion

Last Management Sub-Committee was a request for it to serve as

s.17

s.13,s.17

CCIO
Board of Directors

s.13,s.17

Negotiation
Team

s.13,s.17

- A contract with net positive return to stakeholders is achieved
- Best possible pricing and support services concessions are achieved
- Risks and Impacts of decisions are known, assessed and managed
- Impacted stakeholders are actively engaged and informed
- Decisions made by this Committee or as escalated to CCIO are made in a timely manner and communicated effectively

- Review and sign off of negotiations documents
- Standing weekly meetings while negotiations active (March April May)
- Ad-Hoc meetings when key decisions required
- Review and approve communications and or decisions required to CCIO

For Discussion: Roles and responsibilities and time commitment re negotiations

4

For Decision/Discussion

Work is ongoing to finalize the draft IaaS/PaaS RFX including details on the CloudBC business model

Context

- Business requirements updated based on feedback received to date
- Work on the RFX template document started
- First meeting held with core evaluation team members: Rob Moonie (BCLC); Lucas Malesku (BCH); Stephen Gordon (Gov't); Sophia Tham (CloudBC)
- s.14
- Begun to engage HA legal via Dave P to develop a coordinated approach for the health authorities
- Gathered input from Procurement Services Branch, completed additional jurisdiction scan on business model – have landed on specific options for vendor feedback

For Decision: Approve next step to gather vendor feedback on specific options on the business model, to bring forward recommendation to CCIO on Dec 10 (see next slide)

For Decision/Discussion

Additional analysis validated the approach outlined in the business plan to collect funds based on revenues (or expenditures) through the marketplace

Options for Vendor Input:

a) Revenue model variation:

- i) Vendor remittance model (vendors collect and remit a “tax” on behalf of customers over and above their prices) *or*
- ii) Vendor administration fee model (vendors embed fees in their pricing structure)

} Revenues collected by CloudBC the same

b) Fee:

- i) 1% based on jurisdictional norm
- ii) 2% as assumed in the business case (note: breakeven achieved at \$90 Million spend or 3% of total IT spend across CCIO assuming CloudBC budget of \$1.8 Million)

c) Principles & objectives:

- i) Goal is cost recovery
- ii) Same fee % applied to all types of service
- iii) Fee structure will be adjusted down to ensure CloudBC is not generating a profit on an ongoing basis

- Proposed consultations with Microsoft, IBM, Oracle, Salesforce, HP, Telus, Amazon Web Services

For Decision/Discussion

Management Committee input is required to ensure the Participation Agreement being drafted will meet business requirements

Context:

- CCIO direction from its September meeting was to develop a CloudBC Participation Agreement
- The PA to address:
 - Objectives of CloudBC
 - Governance & decision-making
 - Roles & responsibilities, rights & obligations of the Parties
 - Allocation of costs and liabilities between the Parties
 - Processes for membership additions & exits

• s.14

- Aiming to have a draft agreement tabled at CCIO on December 10 pending input from Management Committee on requirements

For Decision: how does Management Committee want to provide input (one-on-ones, separate meeting, etc.)

For Decision/Discussion

Work is underway to prepare all the necessary materials required for CCIO on December 10

Context:

- Dec 10 will be last opportunity to get in front of CCIO before Year 2 budget and plan are tabled for CCIO approval on Feb 11
- Key objectives on Dec 10:
 - Table Draft Participation Agreement and supporting materials for context
 - Provide early view of all deliverables to feed into Year 2 business plan
 - Confirm next steps ahead of February CCIO meeting
- 2 hours allotted on Dec 10 for CloudBC

For Decision: Approve agenda for Dec 10 (see next slide)

For Decision/Discussion

Draft Agenda – December 10

Agenda Item	Objectives	Supporting Materials to provide to CCIO	Est. Time
Progress Update	<ul style="list-style-type: none"> • Provide update on major deliverables, i.e. IaaS/PaaS procurement, ^{s.17} 	<ul style="list-style-type: none"> • Progress update 	20 min
Governance	<ul style="list-style-type: none"> • Table draft Participation Agreement • Confirm approach and next steps for sign-off 	<ul style="list-style-type: none"> • Draft participation agreement • Terms of reference for delegated authorities (Management Committee, Microsoft negotiations) 	30 min
Business Model	<ul style="list-style-type: none"> • Approve business model (i.e. fee structure, implementation approach) 	<ul style="list-style-type: none"> • Issue paper on business model • Summary of vendor feedback on options 	20 min
Year 2 Business Planning	<ul style="list-style-type: none"> • Approve approach (including data collection on future priorities) and timing 	<ul style="list-style-type: none"> • Data collection template • Business planning schedule 	15 min
Stakeholder Engagement	<ul style="list-style-type: none"> • Approve internal stakeholder engagement approach • Approve external stakeholder engagement approach • Ask CIOs for lead contacts across domain areas, confirm their point persons 	<ul style="list-style-type: none"> • Internal stakeholder engagement approach • External stakeholder engagement approach • Internal SME contact list 	15 min
Resourcing Model	<ul style="list-style-type: none"> • Table for information 	<ul style="list-style-type: none"> • Year 2 resourcing model 	5 min
Budget	<ul style="list-style-type: none"> • Present forecast for year remaining • Confirm budget estimate for Year 2 	<ul style="list-style-type: none"> • Year 1 budget forecast, YTD spend 	15 min

For Decision/Discussion

A number of activities will need to occur between now and Feb 11 when the Year 2 business plan and budget are tabled at CCIO

Context:

- Year 2 business plan to be informed by demand on future priorities
- Data on existing cloud services also helpful:
 - To establish a baseline against which to measure adoption growth
 - To identify potential candidates to extend to the marketplace
- Conscious of parallel asks & activities (e.g. Microsoft assessments)
- Will table the approach and timing for approval at CCIO on Dec 10

For Decision:

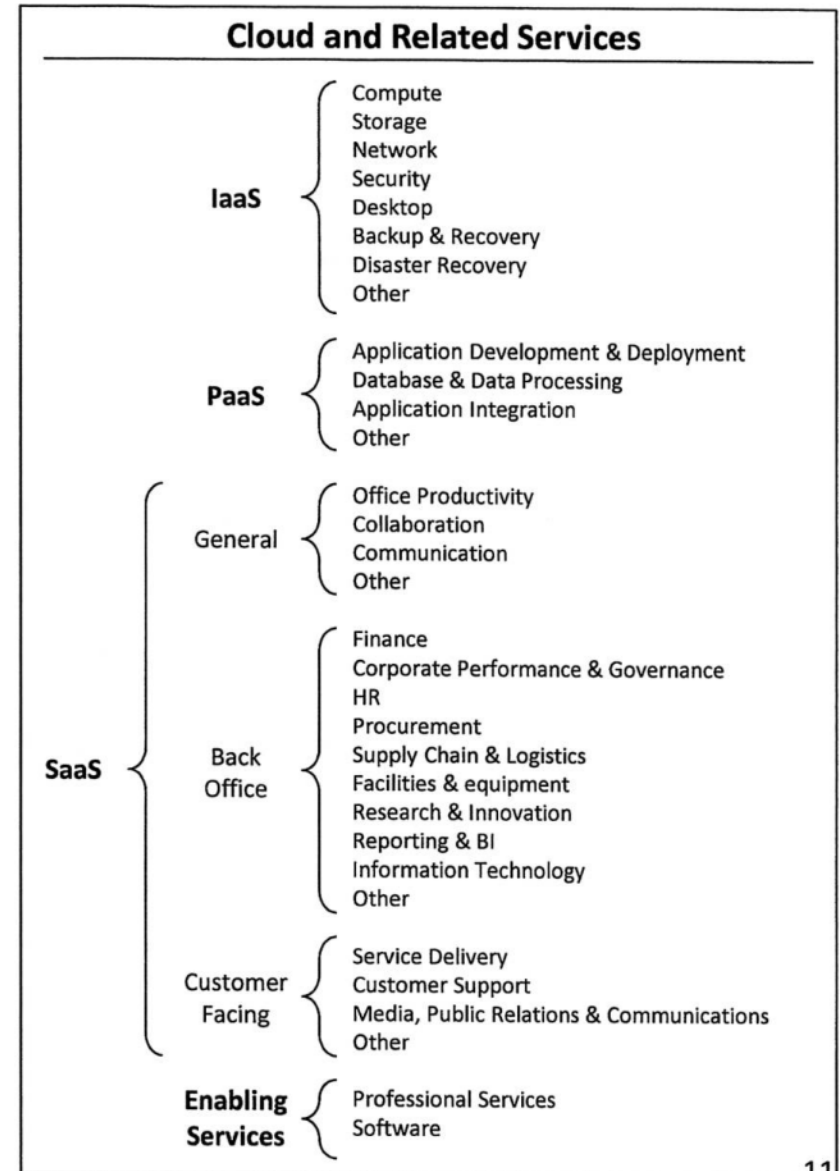
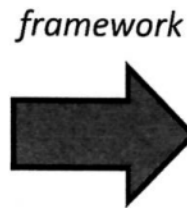
- **Data collection requirements & approach**
- **Timing of activities ahead of Feb 11**

For Decision/Discussion

Year 2 Business Plan Data Collection Requirements & Approach

Proposed Approach:

- Request data from Point Persons re:
 - Future services
 - Expected implementation year
 - Target vendors/products
 - Usage descriptions
 - CloudBC to provide example use cases for each type of service*
 - Existing cloud services
 - Usage descriptions
 - Vendor/products deployed
 - Current spend
 - Baseline what we already have and address gaps*
- Investigating online tools for ease of use



For Decision/Discussion

Activities Ahead of Feb 11

- Nov 16-Dec 3 – CloudBC to develop and test template
- Dec 10-31 – Entities complete templates, CloudBC available to facilitate working sessions, conduct interviews, etc.
- Jan 1-7 – CloudBC collate input and identify priorities, get input from Procurement Executive Advisory Committee on procurement options (e.g. “SaaS strategy”)
- Jan 14 – Management Committee to review and approve priorities
- Jan 14-Feb 3 – Finalize priorities, collect data as required from key vendors
- Feb 11 – CCIO approval of business plan

For Decision/Discussion

Four logo concept options are presented today for decision

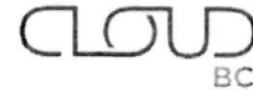
Concept 1



Concept 2



Concept 3



Concept 4



For Decision: Concept 1, 2, 3 or 4

Next steps:

- Make final adjustments to approved concept
- Implement (stationary, templates, signage, etc.)

Appendices

A. Progress Update

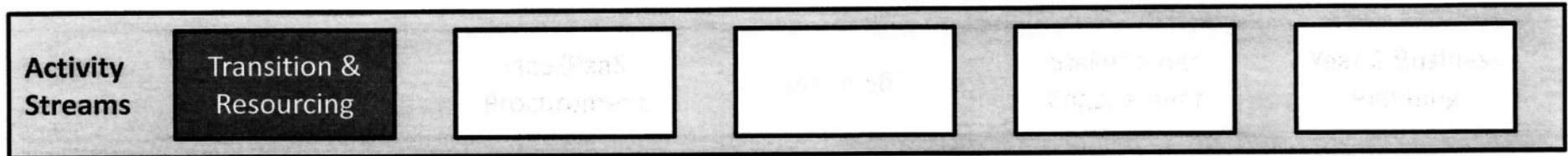
B. Budget Update

Progress Update

Status of Action Item from Management Committee

#	Action/Deliverable	Responsible	Start Date	End Date - Target	Status	Status/Update
1	CloudBC to return to Management Committee with options for ensuring that there are appropriate mechanisms for vendor input	Julian	Sept. 22	Nov 30	Open	Potential mechanisms identified. To be discussed today.
2	Engage Legal Services Branch for work on Participation Agreement, Procurement documents	Mike/Bette-Jo	Sept. 22	Nov 17	Open	Meeting with LSB for Nov. 17. Business requirements are prepared.
3	CloudBC to develop terms of reference working groups and return to Management Committee for approval	Scott	Sept. 22	Ongoing	Open	Planning for Working Groups and draft ToRs in progress, starting with technical.
4	Microsoft - CloudBC to assign to technical working group to validate the problem (network) and develop options	Scott	Sept. 22	Nov 30	Open	Working with Microsoft to identify technical resource(s) to help define problem(s)
5	Microsoft - Work with CCIO to determine who from their organization should participate in the technical working groups.	Scott	Sept. 22	Nov 30	Open	Will be part of terms of reference for technical working group
6	Re 2% admin fee model, conclude vendor discussions on topic, incorporate into mandatory conditions in the IaaS/PaaS RFX materials	Julian/Sophia	Sept. 22	Nov 30	Open	Developed issue paper with options. Will request written feedback from vendors. To be discussed today.
7	CloudBC to develop a methodology for aggregating and validating demand for SaaS services, consider multiple avenues for adding SaaS to the marketplace	Julian	Sept. 22	Jan 31	Open	Developing template for gathering data on Year 2 priorities, to drive requirements for SaaS strategy to be developed in January
8	CloudBC to recruit for senior technical role, program manager, stakeholder engagement correction	Mike	Sept. 22	Dec 31	Open	Posting out for program manager role. Technical role description to be defined by technical working group.
9	s.17	Mike	Oct. 22	Nov 30	Open	Initial meeting with Niki with potential follow-up with her team and legal..
10	Determine representative(s) from Health Authorities to facilitate a coordinated approach with respect to procurement and legal input to the draft RFX for IaaS and PaaS, Microsoft readiness assessments, and other such opportunities for collaboration	Mike/ Scott	Oct. 22	Nov 30	Open	Working with Dave to pull this together. Meeting tentatively booked on Nov 26 with HA legal teams..
11	Identify resource to establish Communications plan which will include, as necessary, messaging for the Minister around IaaS/PaaS RFX	Mike	Oct. 22	Nov 30	Open	No update
12	Draft a note outlining roles and responsibilities of s.13,s.17 and what will be expected in context of time commitments to be circulated first to Mgt Committee then if appropriate to broader CCIO for members	Scott	Oct. 22	Nov 16	Open	To be discussed today
13	Communication to CCIO about what to expect for next year's budget estimates and overall budget process	Mike	Oct. 22	Nov 23	Open	Mike to update

Progress Update



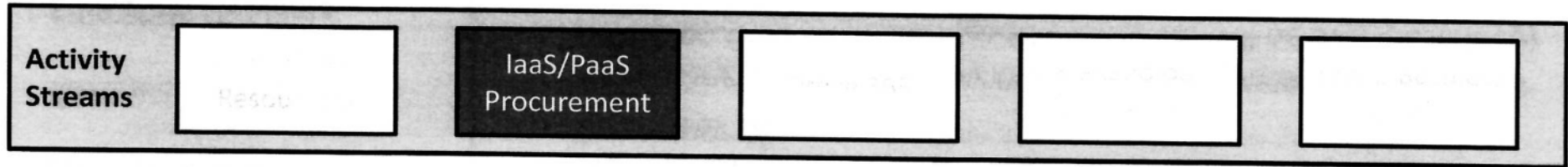
Deliverables

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

Progress Update

- Business requirements for participation agreements developed
- s.14
- Running first competition through SPO to close on Friday
- Logo and design standards options developed
- Update on space

Progress Update



Deliverables

- RFX issued
- Evaluations complete
- At least one contract in place
- Online “marketplace” established
- Administration processes in place
- Education complete

Progress Update

- Work on RFX template document started; business requirements updated based on feedback received to date
- First meeting held with core evaluation team members: Rob Moonie (BCLC); Lucas Malesku (BCH); Stephen Gordon (Gov’t); Sophia Tham (CloudBC)

s.14

Progress Update

Activity Streams			s.17		
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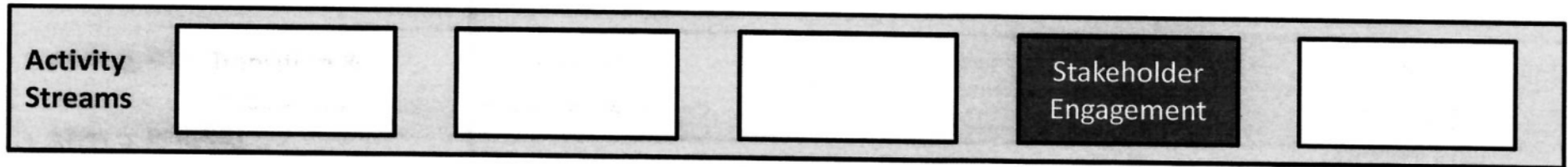
Deliverables

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

Progress Update

- Questionnaires distributed and completed by all except
 - Core Government, WorkSafeBC and Fraser Health
- Evaluation of questionnaire and interviews started
 - Interior Health, Northern Health week of Nov 8 balance week following
- Early adopters will be identified by Nov 25
- Proposal coming from Microsoft in or around November 20
- Microsoft Education series launched for each CCIO entity
- Draft of LOI to be presented to Janet Kennedy and Bette-Jo-Hughes November 16
- Depending on outcome may need this management committee to advise on CCIO discussion (good chance we will be oversubscribed)

Progress Update



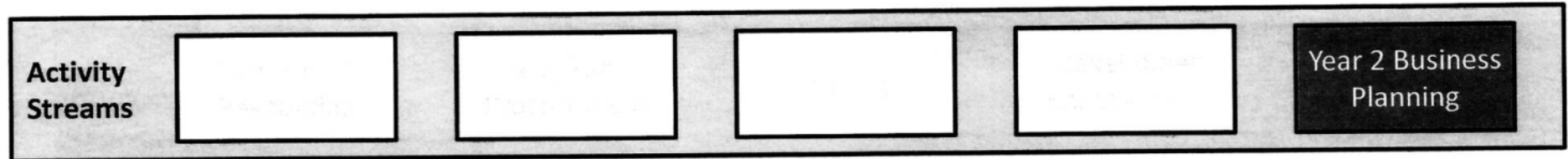
Deliverables

- 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

- Developed internal stakeholder engagement approach
- Developed vendor engagement approach
- SPO requests on street for stakeholder engagement lead role
- Terms of reference for Technical Working Group underway

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

- Year 2 business planning schedule developed
- Requirements and approach for collecting data from entities to inform year 2 priorities defined
- Issue paper developed re business model for vendor input to be collected over next 2 weeks

Appendices

A. Progress Update

B. Budget Update

Budget Update

Year to Date Actual covers the period of May through October

\$1000				
Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
1,800	480	1,320	1,320	0

- Detailed forecast for current year to be tabled at Dec. 10 CCIO, along with budget estimate for year 2

CloudBC Management Committee Meeting Minutes

Date: Nov. 16, 2015

Start Time: 3:30 pm

Teleconference

Attendees: Lynette DuJohn, BCLC
Bette-Jo Hughes, OCIO
Mike Larson, CloudBC COO (Chair)
Dave Marecek, BC Pension
Dave Parker, PHSA

CloudBC: Tracey Deisher
Julian White
Scott Wilkinson

Minutes Grouped by Agenda Item

Meeting called to order at 3:30 pm

1. Call to order and review of Agenda

Mike reviewed the agenda and added 3 items for consideration:

- a) Reporting format
- b) Frequency of meetings
- c) s.17

Agenda approval: Approved

s.13,s.17

3. Business Model

We are working towards developing a funding model and are considering various options. We are meeting with vendors to get feedback on models and percentages.

ACTION: These models/mechanisms will be brought forward to the CCIO meeting on Dec. 10 for further discussion and consideration.

4. Participation Agreement Requirement

s.14

There was further discussion whether the CCIO will consider other entities who are interested in becoming a member of CloudBC and if so, under what principles.

ACTION: The question of what principles to apply for membership will be tabled at the Dec. 10 CCIO meeting for initial discussion.

5. December 10 Agenda for CCIO

The proposed agenda for the Dec. 10 CCIO meeting was reviewed.

Lynette DuJohn requested that Management Committee be provided an update on how CloudBC is engaging with the Office of the Information and Privacy Commissioner (OIPC).

ACTION: Bette-Jo Hughes to provide an update at the Dec. 10 CCIO meeting. CloudBC and management committee to ensure CCIO is informed as required on ongoing engagement with OIPC.

6. Cloud BC Logo Concept

The Management Committee reviewed three logo design concepts and approved Concept #1.



Management Committee Update

December 17, 2015

Michael Larson

Agenda

- A. For decision:** review and adopt Nov 16, 2015 minutes
- B. Update: ^{s.13,s.17}
- C. Update: participation agreement
- D. For direction:** draft guidelines for Participation in CloudBC
- E. Update: Community of Practice
- F. For discussion:** funding model
- G. For discussion:** 2016-17 planning

Appendix: status of action items from CCIO and Management Committee

A. **For decision:** review and adopt Nov 16, 2015 minutes

B. Update: ^{s.17}

s.17

C. Update: Participation agreement

s.14

D. ***For direction:*** draft guidelines for Participation in CloudBC

- Two “classes” of participating entities(?):
 - Class 1 Governing Entities(?)
 - Part of the governing body(?)
 - Must sign a participation agreement(?)
 - Contributes to funding allocation model per terms laid out in the participation agreement(?)
 - New entities join by vote by governing body(?)
 - Class 2 Participating Entities(?)
 - Can leverage CloudBC contract frameworks(?)
 - May need to sign an access agreement to use CloudBC contracts(?)
- All participating entities to be BC public bodies(?)

E. Update: Community of Practice

- Meeting held with point persons on Friday
- Attendees from BCH (and Powerex), BCLC, Ferries, ICBC, WorkSafeBC
- Discussed:
 - Current cloud activities
 - Concerns and adoption barriers
 - Lessons learned and best practices
 - Roadmaps
- Will be sending job description for CloudBC Community of Practice Lead to point persons to help recruit potential candidates

F. ***For discussion:*** funding model

- CCIO delegated decision on funding model to Management Committee, decision required by early Feb ahead of IaaS/PaaS Rfx release
- Vendor feedback
 - Telus, IBM, Amazon supportive of admin fees (i.e. % of sales) model
 - Oracle, Microsoft participate in admin fee models in other jurisdictions (e.g. cooperative state procurements through National Association of State Procurement Officials, UK G-Cloud)
 - Salesforce would work through a reseller under admin fee model
 - Getting vendor feedback on bid/registration fee model
- Under a bid/registration fee model:
 - Should bid/registration fees be reimbursed if the vendor is not pre-qualified?
 - What costs are the bid/registration fees intended to cover?

Appendix

Appendix

Status of Action Items from Management Committee (Open)

#	Action/Deliverable	Responsible	Start Date	End Date - Target	Status	Status/Update
1	CloudBC to return to Management Committee with options for ensuring that there are appropriate mechanisms for vendor input	Julian/Mike	Sept. 22	Dec 31	Open	Potential mechanisms identified. Mike to follow up with Dave M on drafting ToR for Industry Advisory Committee.
3	CloudBC to develop terms of reference for working groups and return to Management Committee for approval	Scott	Sept. 22	Dec 31	Open	Procurement committee up and running, Technical ToR being worked on this week.
5	Microsoft - Work with CCIO to determine who from their organization should participate in the technical working groups.	Scott	Sept. 22	Nov 30	Open	Will be part of terms of reference for technical working group.
6	Re 2% admin fee model, conclude vendor discussions on topic, incorporate into mandatory conditions in the IaaS/PaaS RFX materials	Julian/Sophia	Sept. 22	Jan 18	Open	Broad acceptance of admin fee model. Getting input from vendors on bid/registration fee model. Plan to ask for decision from Management Committee on model on Jan 18.
7	CloudBC to develop a methodology for aggregating and validating demand for SaaS services, consider multiple avenues for adding SaaS to the marketplace	Julian/Mike	Sept. 22	Dec 31	Open	Looking for direction from Mgmt Committee as to whether to defer identifying further marketplace releases (including SaaS) until O365 and IaaS/PaaS streams are substantially complete in 2016.
8	CloudBC to recruit for senior technical role, program manager, stakeholder engagement	Mike	Sept. 22	Feb 28	Open	Recruitment ongoing. Targeting to have roles in place by end of Feb.
9	s.17	Mike	Oct. 22	Jan 31	Open	Initial meeting with Niki with potential follow-up with her team and legal. Further discussions & discovery required.
11	Identify resource to establish Communications plan which will include, as necessary, messaging for the Minister around IaaS/PaaS RFX	Mike	Oct. 22	Dec 31	Open	Job description prepared for Communications & External Relations Lead. Vetting potential candidates.

Appendix

Status of Action Items from Management Committee (Closed)

#	Action/Deliverable	Responsible	Start Date	End Date - Target	Status	Status/Update
2	Engage Legal Services Branch for work on Participation Agreement, Procurement documents	Mike/Bette-Jo	Sept. 22	Nov 17	Closed	LSB engaged
4	Microsoft - CloudBC to assign to technical working group to validate the problem (network) and develop options	Scott	Sept. 22	Dec 31	Open	Is within scope of the Technical WG.
12	Draft a note outlining roles and responsibilities of s.13,s.17 s.13,s.17 and what will be expected in context of time commitments to be circulated first to Mgt Committee then if appropriate to broader CCIO for members	Scott	Oct. 22	Nov 16	Closed	Committee members identified.
13	Communication to CCIO about what to expect for next year's budget estimates and overall budget process	Mike	Oct. 22	Nov 23	Closed	Messaging provided via Dec 10 CCIO update.

CloudBC Management Committee Meeting Minutes

Date: Dec. 17, 2015

Start Time: 2:00 pm

Teleconference

Attendees: Lynette DuJohn, BCLC
Bette-Jo Hughes, OCIO
Mike Larson, CloudBC COO (Chair)
Dave Parker, PHSA

CloudBC: Tracey Deisher
Scott Wilkinson

Regrets: Dave Marecek, BC Pension
Julian Whike

Minutes Grouped by Agenda Item

Meeting called to order at 2:00 pm

1. Call to order and review of Agenda/Approval of Minutes

Agenda approval: Approved

Nov. 16, 2015 Minutes: Adopted

2. s.17

3. Participation Agreement – Update

s.14

4. Community of Practice – Update

An update was provided to the Management Committee regarding a session held on Friday December 11, that included point people from BC Hydro (and Powerex), BC Lotteries, BC Ferries, ICBC and WorksafeBC. Positive feedback from the session is being received and members are happy with the flow of information and looking forward to more sessions like this.

ACTION: Point Person representatives are required for TransLink and PHSA/VCHA.

ACTION: Scott Wilkinson will discuss with Ian Bailey for a recommendation on a representative from Government.

The first components of the education package are being developed with Microsoft who has agreed to host information specifically on Office 365. This material will be reviewed by CloudBC prior to being posted. An upcoming education session will be held at BC Hydro which will be recorded and reviewed for its applicability to other parties. These components will be a combination of online learning and webcasts including a review of lessons from other jurisdiction, e.g. Queensland, Australia.

5. Funding model

The CCIO delegated the decision on the funding model to Management Committee, and a decision is required by early Feb, ahead of IaaS/PaaS RFX release. A further in-depth working session specific to this issue will be planned for January, including modeling to predict what sort of fees CloudBC may collect from admin fees versus registration fees, and guidelines to frame options analysis.

ACTION: The Management Committee will meet in January to make decisions on the funding model.

ACTION: CloudBC to analyze what other jurisdictions have done and provide pros cons for discussion and decision.



Management Committee Update

January 14, 2016

Agenda

- A. Review and adopt minutes from Dec 17, 2015
- B. Progress summary
- C. Discussion on funding model

Appendix A: CloudBC December 2015 report

Appendix B: status of action items from CCIO and Management Committee

Progress Summary

- Preparation of IaaS/PaaS RFX progressing well; however, there is a schedule risk given participation agreement is behind schedule
- Early adopters identified and assessments have officially kicked off with Interior Health this week
- Meeting to be scheduled with Management Committee first week of Feb to review draft materials re year 2 plan & budget ahead of Feb 11 CCIO meeting
- Move-in to new space in Richmond complete
- Recommendation requested regarding BC Hydro year 1 funding commitment^{s.17}
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Agenda

A. Review and adopt minutes from Dec 17, 2015

B. Progress summary

C. Discussion on funding model

Appendix A: CloudBC December 2015 report

Appendix B: status of action items from CCIO and Management Committee

The objective today is to get direction on the CloudBC funding model

- Alternative funding options to annual allocations from entities have been identified
- Pros and cons are informed by vendor input, a review of other jurisdictions, and 3rd party input (Gartner)
- The IaaS/PaaS RFX is scheduled for release by mid-Feb; details of the funding model that concern interested vendors need to be specified in the procurement materials
- Funding model options are not mutually exclusive; however, the “fit” of a given option may depend on the procurement objectives (e.g. competitive offers vs. sole source, etc.)

Problem Statement: Decisions are required on the funding model insofar as it relates to vendors and/or services to be evaluated through the IaaS/PaaS RFX. Further decisions may be required for future/other CloudBC procurements.

Direction from Management Committee on Dec 17 was to outline a proposed set of principles to frame decision-making on the funding model

Funding model to align to the following **principles** – for discussion:

- Reflects lessons learned and best practices from other jurisdictions
- Can be implemented fairly, consistently and transparently across vendors & services
- Can be implemented within BC policy/legal context
- Incentivizes the desired behaviour to achieve the primary goal of CloudBC, i.e. drive adoption
- Helps achieve full cost recovery as quickly as possible

Are there other principles to include?

Objectives of IaaS/PaaS Request for Offers:

- Identify vendors that offer Infrastructure- and Platform-as-a-Service (IaaS/PaaS) offerings and related professional services that meet minimum requirements
- Establish master framework agreements with all such vendors to allow for use by eligible BC public sector organizations
- Have master agreement in place with at least one vendor by May 31

Outcomes:

- Customers benefit from choice of vendors that meet minimum requirements and streamlined onboarding to existing master agreements
- Vendors gain by shortened procurement cycles and common base Ts & Cs across BC BPS

See Appendix A: Requirements and Contracting Framework for IaaS/PaaS

Funding Options

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Options are identified across the full spectrum of potential revenue sources

Types	Definition	Options for Consideration
Percentage-based fees	<ul style="list-style-type: none">• Various forms, applied to income, consumption, value, etc.	1. Collect Administration Fees as a percentage of amount of spend through CloudBC contracts
Registration (license)	<ul style="list-style-type: none">• Fees paid once proving a capability to provide service that would otherwise be forbidden	2. “Pay-to-play” Registration Fees : “certified” vendors pay a fee to sell services to qualifying customers
Fee for Service	<ul style="list-style-type: none">• Paid on a particular good or service to cover direct or indirect costs of providing that good/service	3. Vendors submit non-refundable Bid Fees with their proposal(s)
Other	<ul style="list-style-type: none">• Various other forms (e.g. sale of assets, revenue from investments, rents & royalties, etc.)	4. Collect Sponsorship Fees (i.e. advertising revenue) for events, newsletters, etc.

- Are there additional options to put on the table?

There are four proposed decisions to work through

Decisions	Discussion
1. Implement administrative fee model for IaaS/PaaS – Yes/No	<ul style="list-style-type: none">• Design elements:<ul style="list-style-type: none">• To be included in the RFX materials• Others
2. Implement registration fee model for IaaS/PaaS – Yes/No	<ul style="list-style-type: none">• Potential approach and timing for consultations with stakeholders• Appropriateness for IaaS/PaaS RFX vs. demand aggregation scenario, e.g. M/S Office 365
3. Implement bid fee model for IaaS/PaaS proponents – Yes/No	<ul style="list-style-type: none">• Potential approach and timing for consultations with stakeholders
4. Develop a sponsorship fee model with related strategy to be included in the year 2 plan – Yes/No	<ul style="list-style-type: none">• Examples in other contexts/jurisdictions• Resourcing and link to broader communications & stakeholder engagement approach

Research Summary

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- Admin fee model is prevalent in contract frameworks established for multi-entity use, e.g.
 - US General Service Administration, UK Digital Marketplace (G-Cloud), NASPO-ValuePoint*
 - Same model in place for Corporate Supply Arrangements in BC
 - Observed fees range from 0.25% to 3% (see Appendix B)
 - Variations driven by:
 - Scope of services whose costs need to be covered – in CloudBC case, services to include procurements plus stakeholder engagement (e.g. Community of Practice) to help drive adoption
 - Breadth of contracts and eligible customers – e.g. NASPO, with 283 vendors and all states eligible customers, has fee of 0.25% which they have reduced over time
- All major vendors providing cloud services participate in admin fee models, either directly or through resellers (see Appendix C)
- Pay-to-play or bid fee models with fees above nominal amounts (e.g. \$100-200) not observed
- Above also reflects input from Gartner Analyst, Neville Cannon (see Appendix D)

* National Association of (US) State Procurement Officials. ValuePoint is the cooperative purchasing arm of NASPO.

Option 1: Administration Fees

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Pros:

- Model in use in BC (Corporate Supply Arrangements) and common in other jurisdictions and cloud contexts - % fees range from 0.25% to 3% in other contexts (see Appendix)
- Good fit with procurement frameworks with no committed spend – does not require significant investment on the part of vendors to comply
- IBM, Oracle, HP, AWS participate in this model in other jurisdictions, Salesforce does so through resellers, Telus supportive. Microsoft preference is go through a reseller, although found examples of Microsoft participating directly in such a model, e.g. UK G-Cloud, NASPO-ValuePoint.
- Reinforces CloudBC mandate to help drive adoption – especially if Entities' allocations are to be reduced in line with fees collected on their expenditures (see design elements for discussion)
- Scalable and flexible – fees can be scaled down once CloudBC achieves full cost recovery
- Transparent and consistent – same fee structure applied fairly to all vendors
- Does not require Cabinet approval – fits with IaaS/PaaS procurement timelines

Cons:

- Revenue to CloudBC low in early years
- Higher the % fee, the more incentive to circumvent the marketplace – critical to have broad eligible customer base
- Financial burden remains on customers – not a source of revenue from vendors
- May not be the best-fit approach under a demand aggregation / sole-source CloudBC procurement scenario
- Requires overhead (people/processes/technology) to track revenue and collect payment, and some additional burden on vendors
- Resellers may add cost above and beyond admin fee

Option 1: Administration Fees

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Decision #1: Implement administrative fee model for IaaS/PaaS with the following design elements – Yes/No

- Design elements to be reflected in procurement documents:
 - Vendors collect administration fee on behalf of customers
 - Fee included in pricing to customers exclusive of taxes and travel
 - 2% fee applies to any and all services under the IaaS/PaaS contract frameworks
 - Ensure contract language is extensible to GRE and non-GRE , but priority is ensuring access and adoption for CCIO entities
 - Payments are submitted quarterly with spend reports identifying spend by purchasing entity
- Additional design elements:
 - Entities' allocations are reduced after taking into consideration:
 - First, any other sources of revenue to CloudBC, and
 - Second, administration fees collected on entities' spend on CloudBC contracts
 - Spend & fees reported online and available for review by entities

Option 2: Registration Fees

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Pros:

- Higher short-term revenues than under administration fee model
- Is a source of revenue from vendors rather than customers as under the administration fee model
- Serves as a mechanism to ensure only serious bids
- Is potentially a good fit for traditional procurements with committed spend and limited number of suppliers (although in this case, not a registration fee but potentially a \$ contribution as part of a negotiated outcome)

Cons:

- Not observed in other jurisdictions / contexts at significant \$ values (e.g. \$50k) to learn from – observed are notional fees only (~\$100-200 per year) for such things as BC Bid services
- May not be workable for procurement events with no committed spend such as the IaaS/PaaS RFX – confirmed by vendor feedback
- May require Cabinet decision and extensive consultations with vendors to determine “fair” fee structures – IaaS/PaaS timelines would be impacted significantly
- Admin fees would still be required for funding scalability and sustainability, adding complexity to the overall funding model for CloudBC
 - For example, a contract with a 5-year ramp-up to \$10 M annual spend would require an equivalent in registration fees of \$528k (NPV, 5% discount rate), compared to admin fees of 2% of spend over the 5-yr period
- Perception risk, that a vendor gets certified *because* of payment and not vice versa
- Little basis to say registration fees of such levels cover CloudBC costs to certify vendors, as CloudBC is leveraging an existing certification framework (CSA) for IaaS/PaaS RFX

Option 2: Registration Fees

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Decision #2: Implement registration fee model for IaaS/PaaS – Yes/No

- Potential timing and approach for consultations with stakeholders and Treasury Board
 - Should we proceed down this path, strawman framework for consultations:
 - Same fee structure applied to all IaaS/PaaS vendors (?)
 - \$50k initiation fee and annual fees of \$25k (?) – options include:
 - Initiation (entry) fees only
 - Annual fees only
 - Initiation and annual fees
 - Structure applies only to IaaS/PaaS procurement (?)
 - Expect multi-month delay to release IaaS/PaaS RFX to allow time for consultations and input from TB/Cabinet
- Appropriateness for IaaS/PaaS RFX vs. demand aggregation scenario, e.g. M/S Office 365
 - Microsoft has indicated it is more amenable to registration than administration fees
 - Explore further as part of O365 negotiations?

Option 3: Bid Fees

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Pros:

- Is a source of revenue from vendors rather than customers as under the administration fee model
- Serves as a mechanism to ensure only serious bids
- More defensible as fair & transparent than registration fee model

Cons:

- Fees in other contexts / jurisdictions low – e.g. \$100 annual subscription to for e-bidding on BC Bid, \$150 to submit e-bids
- One-time source of revenue only
- May require Cabinet decision
- Vendors may push back that there are no bid fees for other public procurements in BC they participate in
- Could reasonably charge fees to cover costs for given procurement event only (note: total costs of IaaS/PaaS procurement is estimated at \$400k plus ongoing operating costs)
- Admin fees would still be required for funding scalability and sustainability adding complexity to the overall funding model for CloudBC
- Would need to establish service levels re evaluation/negotiation to commit to

Option 3: Bid Fees

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Decision #3: Implement bid fee model for IaaS/PaaS proponents – Yes/No

- Potential timing and approach for consultations with stakeholders and Treasury Board
 - Should we proceed down this path, strawman framework for consultations:
 - Same fee structure applied to all IaaS/PaaS vendors (?)
 - Structure applies only to IaaS/PaaS procurement (?)
 - \$5k fee (?)
 - Parallel contract negotiation with all vendors that successfully pass evaluation stage (?)
 - Expect multi-month delay to release IaaS/PaaS RFX to allow time for consultations

Option 4: Sponsorship Fees

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Pros:

- Is a source of revenue from vendors that is incremental to and separate from procurement-related revenues – and also an incremental source of value (knowledge transfer, vendor engagement)
- There are examples from other contexts/jurisdictions to learn from

Cons:

- Takes specialty skills to run events and activities that command premium sponsorship fee levels while also generating margin
- Event / activities costs reduce available revenue to CloudBC

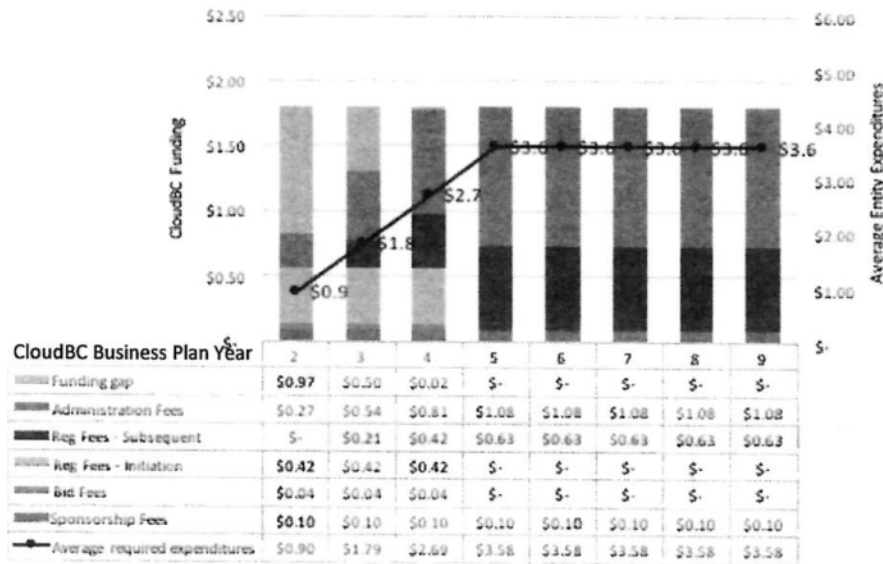
Decision #4: Develop a sponsorship fee model with related strategy to be included in the year 2 plan – Yes/No

- Examples in other contexts/jurisdictions:
 - Evanta – a conference organizer, charges sponsorship fees for day-long CIO executive summit event in Vancouver range that from \$10.5k to \$68.5k
 - Govloop – company community of practice for US federal government (not just IT/cloud) with vendor sponsorship to finance guides, webinars, events, research briefs, custom blogs, etc.
- Resourcing and link to broader communications & stakeholder engagement approach
 - Job description prepared for a Communications & External Relations lead which would include responsibilities for organizing sponsored events and activities, including contracting with specialty services
 - Goal would be generate \$50-100k in margin in year 2
 - Aiming to recruit for March 1 start date

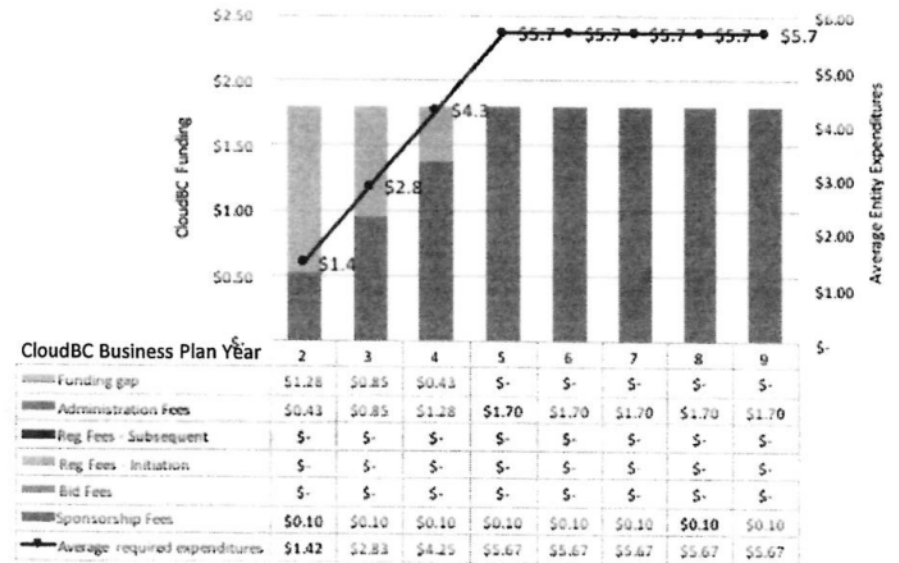
Financial Modeling

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Scenario 1: Registration + Sponsorship + Admin Fees



Scenario 2: Sponsorship + Admin Fees



Assumptions:

Registration fees:

- 25 vendors by year 4
- \$50k initiation, \$25k annual fees

Admin fees:

- 2% on all services
- 15 entities to drive Average required expenditures
- Fully cost recovered by year 5

Sponsorship:

- \$100k in annual margin generated

Observations:

- Average required expenditures per entity \$3.6 million in Scenario 1 compared to \$5.7 million in Scenario 2
- Registration fee model depends on both Initiation and Ongoing revenue components to provide a sustained advantage over the Admin fee model
- Key volume driver of Registration fee model is number of vendors, vs. number of entities for admin fee model

Appendix A:

Requirements and Contracting Framework for IaaS/PaaS

Appendix A: IaaS/PaaS Invitation to Submit Offer (RFx)

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Minimum Requirements:

- 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 have (or within 180 days of signed contract) Cloud Security Alliance (CSA) certification with independent assessment by an accredited CSA certification body
- Must meet privacy & data residency requirements (for vendors interested in providing services for this classification of data)
- Corporate profile and potential financial review will also be scored/assessed

Contracting Framework:

- Process will result in two classes of vendors: (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 Framework Agreement
- No minimum committed spend
- Consumers buy services through a Purchase Document under the Master, which also supports changes to, or additional, Ts & Cs that can be negotiated directly with vendor
- Each Purchase Document is a separate Agreement between the BPS entity and the vendor
- Each BPS entity follows its own internal governance for procurement decisions

Appendix B:
Jurisdictional Scan

Appendix B: Jurisdictional Scan

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Organization	Source	Administrative Fees			
		Fees (% of Total Sales)	Cloud Contracts in place?	Collected From	
Corporate Supply Agreements (BC)	Shared Services BC	1%	No	Vendors	
BC Net	Interviews, public information	None	No	Vendors	
UK Digital Marketplace	Interviews, public information	0.5%	Yes	Vendors	
Texas Department of Information Services	Interviews, public information	0.75%	Yes	Vendors	
US General Services Administration	Benchmarking study**	0.75% to 2.0%	Yes	Vendors	
New Zealand	Public information	0% to 1.5%	Yes	Customers	
NASPO-ValuePoint*	Interviews, public information	0% to 0.5%	Yes	Vendors	
Cooperative Purchasing Orgs	US Communities**	Benchmarking study**	1% to 2.5%	Unknown	Vendors
	National Joint Powers Alliance**	Benchmarking study**	2%	Unknown	Vendors
	Cooperative Purchasing Network**	Benchmarking study**	2%	Unknown	Vendors
	Educational Institutional Cooperative Purchasing**	Benchmarking study**	3%	Unknown	Vendors
	Novation**	Benchmarking study**	2.1%	Unknown	Vendors
	Minnesota Multistate Contracting Alliance for Pharmacy**	Benchmarking study**	0% to 3%	Unknown	Vendors

* National Association of State Procurement Officials. ValuePoint is the cooperative purchasing arm of NASPO.

** Source: NASPO-ValuePoint

Appendix C:
Feedback from Gartner

Summary of discussion with Gartner analyst Neville Cannon (Jan 6)

- Funding model design should support business model objectives (e.g. adoption, vendor participation, etc.)
- Administrative fee models are common/proven in other jurisdictions
- Is not aware of pay-to-play models in other jurisdictions and provides the following cautionary notes about model:
 - Would not expect large, market-leading vendors to support it
 - May prevent smaller, niche yet innovative vendors from participating
 - Risk that those that do participate may have deep pockets but are not market leaders
- Highlighted the risk that payments received as part of negotiated procurement under a sole-source / demand aggregation scenario could be perceived as anti-competitive
- Another model observed, specifically in the shared services space, is “top-slice” whereby a portion of participants’ budgets are reallocated to fund ongoing operations of the shared services org
- Noted it is critical under any funding model scenario that mandatory terms and conditions are broadly in line with vendors’ standard service agreements – otherwise, risks of: not attracting market leading vendors; not getting desired uptake; getting pricing that exceeds market rates

Appendix D:
Vendor Feedback

Appendix D: Vendor Feedback

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- Microsoft – Expressed concerns about meeting an admin fee requirement, would prefer under that scenario to go through a reseller. Seem more open to a registration fee type model.
- IBM – Supportive of either or both models: admin fee or registration fee
- Amazon Web Services – “The ideal situation would be where the vendor reports the revenue, the customer confirms it, and then CloudBC bills either the customer or the vendor for the fee. A fee higher than 1% can be hard to digest for cloud providers. AWS is a high-volume, low-margin business, and adding on higher fees could be a detriment to Service Providers working with the framework.” ... “haven’t run across a single example of a contract requiring an up-front administrative payment”
- Salesforce – “The best way we have seen (Admin fee model) is to use a resell type model, where the reseller would have the master contract with Cloud BC. All operating organizations in the province would procure the services through this reseller and remit annually the vendor fees (based on volume and margin) to Cloud BC.” Salesforce has not responded to a request for feedback on pay-to-play model.
- Telus – “(Admin fee model) In theory we support and prefer a fixed rate that is consistent across all vendors. Committing to a specific rate is challenging at this time given the many variables, however in concept we do believe that (2%) is in a sustainable range.” ... “We have not had any scenarios with GoBC or other government entities where we have been asked to pay a fee to bid. According to the lead on our Bid team across Private & Public, we have not participated in such a model... Would not support paying a fee to bid which is designed to cover GoBC/CloudBC costs when there are significant costs we (TELUS or other vendors) have to absorb to submit a bid”
- Oracle – Is not supportive of an admin fee model although they do participate in such models in other context, e.g. State of Texas, NASPO-ValuePoint contracts. Did not ask Oracle for their feedback on a pay-to-play model given earlier feedback that they would not want to take on risk where demand is not assured.

Appendix A: CloudBC December 2015 report

Appendix B: status of action items from CCIO and Management Committee

Progress Scorecard – Dec 2015

Legend ● On track ● At risk ● Off track

Health Indicators					
Priority	Overall	Schedule	Scope	Resources	Quality
Transition	●	●	●	●	●
IaaS/PaaS	●	●	●	●	●

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Stakeholder Engagement	●	●	●	●	●
Business Plan	●	●	●	●	●

Progress Summary:

- Development of Invitation to Submit Offer (RFx) and CloudBC Framework Agreement (CBCFA) for IaaS/PaaS progressing well
- Roundtable with Point Persons held December 11 – high level of interest to stay connected and collaborate
- Move-in scheduled for week of January 4

Risks:

- Scope and engagement with OIPC are key risks^{s.17}
- IaaS/PaaS RFx (i.e. RFx) release dependent on getting CloudBC funding model locked down
- Staffing for 2 job descriptions defined for resourcing gaps in Stakeholder Engagement may be difficult to fill by Feb 28 due niche skillset requirements
- Still waiting on draft participation agreement which is critical path for releasing IaaS/PaaS RFx

Progress Update – Transition

Month: Dec 2015

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- CCIO delegated decision on funding model to management committee – target end date has been revised to January 31
- Vendor input on funding model options collected (Telus, Oracle, Salesforce, HP, IBM, Microsoft)
- Jurisdiction scan on funding models completed
- First iteration of public CloudBC website prepared
- CloudBC sub-site on CCIO SharePoint site set up – CCIO and Mgmt Committee presentations and minutes posted there

Activities In Progress:

- Move-in to new space scheduled for Jan 4
- Job descriptions prepared for all positions – postings for remaining positions to go out in January
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- Website being finalized – plan is to recruit communication services firm to run website as part of broader responsibilities for external communications and stakeholder engagement

Risks:

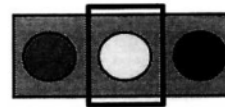
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Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Establish financial admin processes (e.g. invoice approvals)	2015-09-01	2015-11-30													Complete
Complete office move and setup	2015-08-01	2016-01-31													On track
Resourcing model finalized	2015-10-01	2015-12-31													On track
Launch public website (coinciding with IaaS/PaaS RFX release) with supporting comms support	2015-09-01	2016-02-15													On track
Participation agreement final review and sign-off	2016-01-01	2016-01-31													At risk
Finalize funding model	2015-05-01	2016-01-31													At risk

Progress Update – IaaS/PaaS

Month: Dec 2015

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Security requirements finalized with SMEs (Gov't, BCLC, BCH, PHSA, HSSBC, WSBC)
- Privacy and data residency requirements finalized with Government OCIO Privacy group
- Remaining business requirements finalized with Evaluators (Gov't, BCLC, BCH), except for funding model
- Business requirements and value case for online Marketplace (SaaS) tool completed
- Decision made on procurement and contracting framework (RFx and CBCFA)

Activities In Progress:

- Recruitment of representatives to address gaps in Legal Working Group (Hydro, Ferries, Pension, TransLink)
- Completing draft RFx and CBCFA documents for review by CCIO stakeholders
- Procurement Services Branch has determined an approach to support gathering of informal vendor feedback; planning underway for these sessions
- Work continues on analysis of options for business (funding) model

Risks:

- Schedule risk trending green as many issues have been addressed (funding model issue still critical path)

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Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Review and update of privacy and data residency requirements	2015-08-05	2015-12-18													Complete
Preparation of draft RFx and CBCFA based on CloudBC requirements	2015-09-14	2016-01-22													On track
Review and update of Security requirements and feedback on draft contract language	2015-11-02	2015-12-04													Complete
Review and update of other RFx Business requirements	2015-11-02	2015-12-04													Complete
Finalize CloudBC funding (business) model for inclusion in RFx and CBCFA	2015-11-23	2016-01-21													At risk
Distribute DRAFT RFx & CBCFA to CCIO entities & Approvers for review	2016-01-25	2016-02-05													Not Started
Confirm mandatory approvals received for BC Bid posting	2016-02-11	2016-02-11													Not Started
FINAL RFx (and CBCFA) for IaaS and PaaS vendors posted on BC Bid	2016-02-12	2016-02-12													Not Started
FINAL RFx (and CBCFA) for IaaS and PaaS vendors closes on BC Bid (responses due by 11 am)	2016-03-14	2016-03-14													Not Started
Notification to external stakeholders (i.e. successful and unsuccessful vendors)	2016-04-22	2016-04-22													Not Started
CBCFAs finalized and executed with as many pre-qualified vendors as possible prior to Marketplace Launch	2016-04-25	2016-05-31													Not Started

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Overall Status

Activities Completed:

- Early Adopters identified
- SOW signed off by IHA and Core Govt
- Assessment 1 Interior Health scheduled July 11th start
- LOI signed off (Bette-Jo Hughes and Janet Kennedy)
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Activities In Progress:

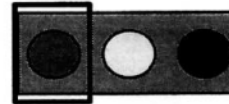
- Continued feedback from OIPC s.17
- Assessment kickoffs and oversight, collection of lessons learned
- s.17
-

Risks:

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Progress Update – Communications & Stakeholder Engagement **Month: Dec 2015**

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Decided on preferred collaboration platform, Confluence, as the collaboration platform for CloudBC
- Meeting held with point persons on Friday – attendees from BCH (and Powerex), BCLC, Ferries, ICBC, WorkSafeBC – to share: current cloud activities; concerns and adoption barriers; lessons learned and best practices
- Terms of reference for Technical working group drafted
- Vendor engagement model complete – next step is to define terms of reference and establish vendor advisory committee

Activities In Progress:

- Request with HPAS to set up Confluence collaboration platform
- Draft ToR for a vendor advisory committee prepared
- Confirming point persons for all CCIO orgs – gaps are VCHA/PHSA and TransLink
- Plan to kick off Risk Management discovery session with Point Persons in January
- Plan to issue postings in January for:
 - Community of Practice to lead entity engagement efforts going forward
 - Communications & external relations to manage website, marketing & communications, run networking events, etc.

Risks:

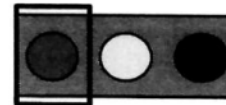
- Resourcing remains at risk until positions are filled

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Develop internal stakeholder engagement model	2015-11-01	2015-11-30							█	█					Complete
Develop CCIO stakeholder engagement plants (one per org)	2016-02-28	2016-03-31													Not started
Develop vendor engagement model	2015-11-01	2015-12-31							█	█	█				Complete
Establish vendor advisory committee	2016-02-01	2015-03-31								█	█				In progress
Address resourcing gaps	2015-12-01	2016-02-28													At risk

Progress Update – Year 2 Business Plan

Month: Dec 2015

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Direction from CCIO on Dec 10 that key priorities for year 2 are to successful completion and roll-out of IaaS/PaaS and Office 365 marketplace releases, and support overall adoption and readiness
- Forecast to year end complete
- Preliminary budget for year 2 prepared – assuming same approved budget as year 1 (\$1.8 million), sufficient funding should be available to run another marketplace release, to be identified sometime early in year 2

Activities In Progress:

- Drafting of year 2 plan and budget underway

Risks:

- Limited opportunity between now and Feb 11 to engage CIOs on priorities for year 2 – working under the assumption that we will table a proposal in February for base funding plus funding to complete IaaS/PaaS and Office 365 work, and bring forward additional funding requirements during year 2 for any new marketplace releases requested by CCIO

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Finalize forecast to end of year	2015-11-01	2015-12-03													Complete
Develop planning framework, approach and timeline	2015-11-01	2015-11-30													Complete
Prepare business plan and budget for year 2	2015-12-11	2016-02-03													In progress
Prepare business case summary for stakeholder engagement	2016-02-12	2016-03-31													Not started

Financial Update

Month: Dec 2015

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

Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
\$1,800,000	\$655,017	\$832,380	\$1,447,397	\$352,603

s.13,s.17

- Add \$40k in Microsoft O365 related readiness costs

Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
\$1,674,000	\$655,017	\$832,380	\$1,487,397	\$186,603

Appendix A: CloudBC December 2015 report

Appendix B: status of action items from CCIO and Management Committee

Appendix

Status of Action Items from Management Committee (Open)

#	Action/Deliverable	Responsible	Start Date	End Date - Target	Status	Status/Update
1	CloudBC to return to Management Committee with options for ensuring that there are appropriate mechanisms for vendor input	Julian/Mike	Sept. 22	Dec 31	Open	Potential mechanisms identified. Mike to follow up with Dave M on drafting ToR for Industry Advisory Committee.
3	CloudBC to develop terms of reference for working groups and return to Management Committee for approval	Scott	Sept. 22	Dec 31	Open	Procurement committee up and running, Technical ToR final draft prepared.
5	Microsoft - Work with CCIO to determine who from their organization should participate in the technical working groups.	Scott	Sept. 22	Nov 30	Open	Will be part of terms of reference for technical working group.
6	Re 2% admin fee model, conclude vendor discussions on topic, incorporate into mandatory conditions in the IaaS/PaaS RFX materials	Julian/Sophia	Sept. 22	Jan 31	Open	Sessions scheduled in January with MC members to get their input.
7	CloudBC to develop a methodology for aggregating and validating demand for SaaS services, consider multiple avenues for adding SaaS to the marketplace	Julian/Mike	Sept. 22	Feb 11	Open	Targeting to collect initial feedback from CIO 1on1s followed by MC review prior to Feb 11 CCIO meeting.
8	CloudBC to recruit for senior technical role, program manager, stakeholder engagement	Mike	Sept. 22	Feb 28	Open	Recruitment ongoing. Targeting to have roles in place by end of Feb.
11	Identify resource to establish Communications plan which will include, as necessary, messaging for the Minister around IaaS/PaaS RFX	Mike	Oct. 22	Dec 31	Open	Job description prepared for Communications & External Relations Lead. Vetting potential candidates.
14	Schedule the s.13,s.17 Kick-off meeting	Mike	Dec. 17	Jan 31	Open	In progress
15	s.14	Mike	Dec. 17	Jan 31	Open	s.14
16	CloudBC to draft participation guidelines for approval and ratification by CCIO, to inform development of the Participation Agreement	Mike/Julian	Dec. 17	Jan 31	Open	Draft guidelines will be prepared for input during CIO 1on1s
17	Point person representatives are required for TransLink and PHSA/VCHA.	Mike/Dave P	Dec. 17	Jan 31	Open	In progress
19	The Management Committee will meet in January to make decisions on the funding model.	Mike	Dec. 17	Jan 31	Open	In progress

Appendix

Status of Action Items from Management Committee (Closed)

#	Action/Deliverable	Responsible	Start Date	End Date - Target	Status	Status/Update
2	s.14	Mike/Bette-Jo	Sept. 22	Nov 17	Closed	s.14
4	Microsoft - CloudBC to assign to technical working group to validate the problem (network) and develop options	Scott	Sept. 22	Dec 31	Closed	Is within scope of the Technical WG.
9	s.17	Mike	Oct. 22	Jan 12	Closed	IaaS/PaaS RFX includes contract language that says obligations to incumbent vendors such as offering right of first offer may impact entities' ability to use the contracts.
12	Draft a note outlining roles and responsibilities of s.13,s.17 s.13,s.17 and what will be expected in context of time commitments to be circulated first to Mgt Committee then if appropriate to broader CCIO for members	Scott	Oct. 22	Nov 16	Closed	Committee members identified.
13	Communication to CCIO about what to expect for next year's budget estimates and overall budget process	Mike	Oct. 22	Nov 23	Closed	Messaging provided via Dec 10 CCIO update.
18	Scott Wilkinson will discuss with Ian Bailey for a recommendation on a representative from Government	Scott	Dec. 17	Jan 31	Closed	Confirmed Stephen Gordon will continue to serve as Point Person for core government pending he has available cycles to do so given other obligations.

CloudBC Management Committee Meeting Minutes

Date: Jan. 14, 2016

Start Time: 2:00 pm

Teleconference

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

CloudBC: Tracey Deisher
Scott Wilkinson
Julian White

Regrets: Bette-Jo Hughes, OCIO
Dave Parker, PHSA

Minutes Grouped by Agenda Item

Meeting called to order at 2:00 pm

1. Call to order and review of Agenda/Approval of Minutes

Agenda approval: Approved
Dec.17, 2015 Minutes: Adopted

2. Discussion on Funding Model

Objective: to obtain Management Committee direction on the CloudBC funding model.

Julian White provided background information on various funding model options. Decisions are required as they pertain to vendors and/or services to be evaluated through the IaaS/PaaS RFX. Model should be a self sustaining model and should drive adoption in the marketplace.

Options for Consideration:

1. **Option #1 – Implement administrative fee model for IaaS/PaaS with the following design elements:**

- Design elements to be reflected in procurement documents:
 - Vendors collect administration fee on behalf of customers
 - Fee included in pricing to customers exclusive of taxes and travel
 - 2% fee applies to any and all services under the IaaS/PaaS contract frameworks

- Ensure contract language is extensible to GRE and non-GRE, but priority is ensuring access and adoption for CCIO entities
- Payments are submitted quarterly with spend reports identifying spend by purchasing entity
- Additional design elements:
 - Entities' allocations are reduced after taking into consideration:
 - First, any other sources of revenue to CloudBC, and
 - Second, administration fees collected on entities' spend on CloudBC contracts
 - Spend & fees reported online and available for review by entities

DECISION: Dave Marecek and Lynette DuJohn were in support of the admin fee model of 2% on the premise that the vendor will submit this fee back to us.

2. Option #2 Implement registration fee model for IaaS/PaaS

DECISION: Management Committee agrees this option is not worth pursuing.

3. Option #3 Implement bid fee model for IaaS/PaaS proponents

DECISION: Management Committee agrees this option is not worth pursuing.

4. Option # 4 Develop a sponsorship fee model with related strategy to be included in the year 2 plan.

No decision made regarding sponsorship fee. Management Committee agreed to defer this discussion.



Management Committee Update

February 18, 2016


Today's Agenda

- A. Update on IaaS/PaaS critical path items
- B. Draft agenda for March 11 planning session
- C. January progress report

A. Update on IaaS/PaaS critical path items

Critical Path Items (black = presented to CCIO Feb 11; blue = current status):

- Receipt of first draft of standard agreement – have not received a first draft of minimum Ts & Cs from Legal Services Branch
 - Latest commitment from Legal was mid-week last week – still do not 1st draft
- Conclusion of vendor review sessions – reviews of draft RfX (ITSO) held with HP, TELUS, Hitachi, IBM, Amazon Web Services, Microsoft and Salesforce
 - Very worthwhile exercise and appreciated by vendors
 - Working through a number of issues raised
 - Significant work effort required to address request for greater clarity on the privacy and data residency (i.e. “sovereignty”) requirements – timeline to complete unknown at this point
- Participation Agreement (PA)
 - NDA to cover review of PA, RfX and Framework Agreement not received yet – commitment was this Tues
- Conclusion of Right-of-First-Offer process with HPAS – Government has initiated process for Storage-as-a-Service to conclude as late as end of March
 - Latest update is that this process is expected to close before mid-March
- Review of RfX draft documents
 - Still targeting 2-3 weeks for legal review and preparation; however, significant risk the documents will not be ready for distribution by Feb 29 as estimated for CCIO on Feb 11, given the above

 **Will bring forward a target release date and supporting activity timeline for the IaaS/PaaS RfX for consideration once there is better clarity on the critical path issues**

B. Draft agenda for March 11 planning session

- Decision at CCIO last week to hold planning session on March 11 on the following:
 - CloudBC
 - Telecommunications/TSMA
 - Security
- Space booked at Richmond Olympic Oval – invite and agenda to follow
- Draft agenda for CloudBC portion fleshed out

B. Draft agenda for March 11 planning session

#	Agenda Item	Estimate Time
1	Review commitments that carry over to Year 2 (e.g. IaaS/PaaS, Office 365) <ul style="list-style-type: none"> • Review timeline and outcomes • Decisions on issues (if required) 	15 min
2	Confirm CloudBC's role in supporting adoption of IaaS/PaaS, O365 <ul style="list-style-type: none"> • Define adoption success factors • Confirm role of CloudBC vis-à-vis entities and vendors • Identify resourcing needs from CCIO 	30 min
3	Establish scope of mandate to engage non-CCIO entities to drive uptake of the marketplace	15 min
4	Review draft terms of reference for Vendor Advisory Committee	15 min
5	Identify priorities for future Marketplace releases <ul style="list-style-type: none"> • Determine selection criteria • Roundtable to set priorities (e.g. CRM, Back Office SaaS, BI/Analytics, Professional Services, etc.) 	30 min
6	Determine Year 2 objectives regarding additional services that could be provided by CloudBC – for example: <ul style="list-style-type: none"> • Leadership on cloud-related policy and standards (e.g. privacy, security) • Cloud assessment, strategy and planning services • Technical cloud brokerage service 	30 min
7	Summary and next steps	15 min

Total: 2.5 hours₅

C. January progress report

Progress Scorecard – Jan 2016

Legend ● On track ● At risk ● Off track

Health Indicators					
Priority	Overall	Schedule	Scope	Resources	Quality
Transition					
IaaS/PaaS s.17					
Stakeholder Engagement					
Business Plan					

Progress Summary:

- Decision reached on funding model for CloudBC
- Informal feedback on draft RfX (ITSO v22) scheduled with seven vendors February 3-5 and 11
- s.17

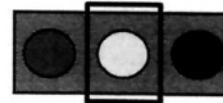
Risks:

- Several critical path activities need to be completed before we are ready to issue IaaS/PaaS RfX
- s.14
- s.13,s.17

Progress Update – Transition

Month: Jan 2016

Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Completed move in
- Funding model decision reached by Management Committee
- Program Administrator, Program Manager focusing on O365, Financial Analyst for O365 secured
- Job descriptions prepared for two positions – postings for remaining positions to go out in February
- Website proof-of-concept finalized
- Resourcing model finalized for Year 1 and start of Year 2 to conclude IaaS/PaaS and O365 contract frameworks

Activities In Progress:

- s.14
- Requirements under development for web design and hosting services for RFP to go out in February to align with IaaS/PaaS RFX release date

Risks:

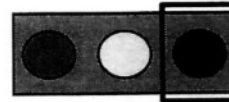
- Sign-off of participation agreements by Jan 31 off track; first draft received on Feb 1

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Establish financial admin processes (e.g. invoice approvals)	2015-09-01	2015-11-30													Complete
Complete office move and setup	2015-08-01	2016-01-31													On track
Resourcing model finalized	2015-10-01	2015-12-31													Complete
Launch public website (coinciding with IaaS/PaaS RFX release) with supporting comms support	2015-09-01	2016-02-15													On track
Participation agreement final review and sign-off	2016-01-01	2016-01-31													Off track
Finalize funding model	2015-05-01	2016-01-31													Complete

Progress Update – IaaS/PaaS

Month: Jan 2016

Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Solicitation number obtained from BC Bid s.14

- Draft RfX/ITSO v22 prepared for informal vendor feedback sessions

Activities In Progress:

- Informal vendor feedback sessions (for RfX/ITSO) scheduled February 3-5 and 11
- Work on CloudBC Framework Agreement (CBCFA) continues but behind schedule
- Review of vendor feedback and updates to RfX/ITSO planned for week of February 15 to prepare for review by CCIO stakeholders (continue focus on quality)
- Work on Evaluation Guide and related activities started

Risks:

- Schedule risk now red because of (1) new dependency on Participation Agreement identified; (2) s.14 and (3) early feedback from informal vendor sessions

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Review and update of privacy and data residency requirements	2015-08-05	2015-12-18													Complete
Preparation of draft RfX and CBCFA based on CloudBC requirements	2015-09-14	2016-02-10													Off track
Review and update of Security requirements and feedback on draft contract language	2015-11-02	2015-12-04													Complete
Review and update of other RfX Business requirements	2015-11-02	2015-12-04													Complete
Finalize CloudBC funding (business) model for inclusion in RfX and CBCFA	2015-11-23	2016-01-21													Complete
Distribute DRAFT RfX & CBCFA to CCIO entities & Approvers for review	2016-01-25	2016-02-05													Off track
Confirm mandatory approvals received for BC Bid posting	2016-02-11	2016-02-11													Off track
FINAL RfX (and CBCFA) for IaaS and PaaS vendors posted on BC Bid	2016-02-12	2016-02-12													Not Started
FINAL RfX (and CBCFA) for IaaS and PaaS vendors closes on BC Bid (responses due by 11 am)	2016-03-14	2016-03-14													Not Started
Notification to external stakeholders (i.e. successful and unsuccessful vendors)	2016-04-22	2016-04-22													Not Started
CBCFAs finalized and executed with as many pre-qualified vendors as possible prior to Marketplace Launch	2016-04-25	2016-05-31													Not Started

s.17

Overall Status

Activities Completed:

- Early Adopters identified
- SOW signed off by IHA and Core Govt
- Assessment 1 Interior Health scheduled July 11th start
- LOI signed off (Bette-Jo Hughes and Janet Kennedy)

s.17

Activities In Progress:

- Track and revise Assessment, collection of lessons learned
- Meet and engage Microsoft Executive
- Design build and populate Financial Models for all early adopters

s.17

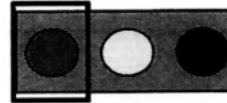
Risks:

s.17

Progress Update – Communications & Stakeholder Engagement

Month: Jan 2016

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Draft stakeholder engagement models defined for entities, vendors
- Draft ToR for a vendor advisory committee prepared
- Identified point person for PHSA/VCHA
- Coordinated Azure learning session hosted by Microsoft of point persons

Activities In Progress:

- Refining stakeholder engagement models to table at CCIO planning workshop
- Determined to use existing resources for stakeholder engagement activities to end of June at minimum
- Risk Management discovery session(s) with Point Persons
- Scheduled Amazon Web Services learning session for Feb 10

Risks:

- Effective coordination & communication across streams remains at risk until stakeholder engagement models are implemented

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Develop internal stakeholder engagement model	2015-11-01	2015-11-30							█	█					Complete
Develop CCIO stakeholder engagement plans (one per org)	2016-02-28	2016-03-31													Not started
Develop vendor engagement model	2015-11-01	2015-12-31							█	█	█				Complete
Establish vendor advisory committee	2016-02-01	2015-03-31								█	█	█			In progress
Address resourcing gaps	2015-12-01	2016-02-28										█			On track

Progress Update – Year 2 Business Plan

Month: Jan 2016

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Draft content prepared for Feb 11 CCIO meeting

Activities In Progress:

- Refining mandate, vision, objectives, metrics and Year 2 initiatives for ratification by CCIO at mid-March workshop

Risks:

- Key to engage CCIO on detailed plan for year 2 – will engage Management Committee as needed to review draft content for mid-March workshop with CCIO

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Finalize forecast to end of year	2015-11-01	2015-12-03													
Develop planning framework, approach and timeline	2015-11-01	2015-11-30													Complete
Prepare business plan and budget for year 2	2015-12-11	2016-02-03													Complete
Prepare business plan summary for stakeholder engagement	2016-02-12	2016-03-31													Not started

Financial Update

Month: Jan 2016

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

Reporting Month	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
December	\$1,800,000	\$818,711	\$628,686	\$1,447,397	\$352,603
January	\$1,800,000	\$936,749	\$395,586	\$1,332,335	\$467,665
Difference					\$115,062*

*Changes in Forecast Budget Variance is explained primarily by:

• s.14

- \$33 lower resource costs than originally budgeted (Financial Analyst 0365 - \$7k less, Program Administrator - \$7k less, Stakeholder Engagement Lead – position deferred to next fiscal year \$19k less)

s.13,s.17

- Add \$40k in Microsoft O365 related readiness costs

Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
\$1,674,000	\$936,749	\$435,586	\$1,372,335	\$301,665

CloudBC Management Committee Meeting Minutes

Date: Feb. 18, 2016

Start Time: 11:00 am

Teleconference

Attendees: Bette-Jo Hughes, OCIO
Lynette DuJohn, BCLC
Mike Larson, CloudBC COO (Chair)
Dave Marecek, BC Pension
Dave Parker, PHSA

CloudBC: Tracey Deisher
Scott Wilkinson
Julian Whike

Minutes Grouped by Agenda Item

Meeting called to order at 11:00 am

1. Call to order and review of Agenda

Agenda approval: Approved

2. Update on IaaS/PaaS critical path items

s.14

Vendors have requested more clarification on privacy requirements. Timeline impact to resolve is unknown at this point given new privacy policies (e.g. mandatory training at service provider expense) and transition of Privacy responsibilities within Province from MTICS to Ministry of Finance.

A new target date for release of the procurement will be communicated once there is better clarity on the critical path issues.

3. Draft agenda for March 11 planning session

The Management Committee reviewed the draft agenda for the CCIO planning session on March 11 at the Richmond Olympic Oval.

Direction from MC is to focus on Item #2 (Confirm CloudBC's role in supporting uptake and adoption of IaaS/PaaS, O365) and Item #5 (Identify priorities for future Marketplace releases) at a minimum.

Also agreed that CloudBC would present a summary of feedback from CIOs on work to date, present an update on the federal cloud strategy, and ensure linkages are drawn with other workshop agenda topics.

The Management Committee agreed CIOs aim to limit to +1 attendees.

CloudBC to work with Bette-Jo's office to send out invitation and agenda.

4. January progress report

The CloudBC January progress report was reviewed at the Feb. 11 meeting and no further review was required.



Management Committee Update

March 17, 2016

Today's Agenda

- A. Business planning next steps
- B. Update on document reviews
- C. Roles vis-à-vis vendors, customers, CloudBC
- D. Management committee participants
- E. February progress report

A. Business planning next steps

- Prepare discussion summary from March 11 (see attachment)
 - Management Committee to review by March 18 (tomorrow)
 - Distribute to CCIO for feedback by March 23

- Prepare drafts - year 2 plan and budget, updated 3-year business plan
 - For discussion: review with Management Committee
 - Meet ~March 28
 - Provide feedback direct to Mike

- Prepare final documents
 - Distribute to CCIO April 5
 - Review with CCIO on April 7

- Finalize documents
 - By mid April

B. Update on document reviews

Approach

s.14

- There will be two review streams:
 - CIOs (ITSO) – Will receive all three documents, and has primary responsibility for providing feedback only on the ITSO. Sophia Tham from CloudBC, with assistance from Procurement Services Branch, will incorporate the input.

s.14

- The three documents will be distributed simultaneously
- For discussion: final sign-off of IaaS/PaaS documents before posting to BC Bid

B. Update on document reviews

Current Status

- Confidentiality Agreement •

- Participation Agreement •

- Invitation to Submit Offers (IaaS/PaaS) • Ready for distribution once Confidentiality Agreements are executed

- Contract Framework (IaaS/PaaS) • Ready for distribution once Confidentiality Agreements are executed

C. Management committee participants

- Decisions at September 22 workshop with Management Committee:
 - The committee to comprise at least 3 CCIO members, one each from core government, health authorities, crowns
 - Quorum requires at least one rep from core govt, health authorities, crowns
 - A backup for each of the three groups is required to meet quorum
- For discussion: a new rep and/or backup for Crowns to replace Lynette DuJohn

D. Roles vis-à-vis vendors, customers, CloudBC

Discussion on roles, to frame next steps to establish an approach for vendor engagement, e.g. vendor advisory committee(?)

Vendor Role (Behaviour)	Customer Role	CloudBC Role
Build services for deployment at global scale	Develop internal policies for cloud adoption	Facilitate knowledge sharing between vendors and customers
Influence and adopt standards	Adapt financial, risk, procurement models for cloud	Recommend industry standards to customers
Build & support partner ecosystems	Adapt IT processes, workforce	Facilitate development of guidelines & best practices where standards are lacking
Educate customers	Configure, assemble, deliver cloud-based services to end users	Facilitate customers' sharing of lessons learned
Enable hybridization, while retaining competitive advantage		Establish a network of subject matter expertise (including platform-agnostic)
		Educate stakeholders about CloudBC services
		Marketplace performance oversight (vendors, contracts)

E. February progress report

Progress Scorecard – Feb 2016

Legend ● On track ● At risk ● Off track

Health Indicators					
Priority	Overall	Schedule	Scope	Resources	Quality
Transition					
IaaS/PaaS					

s.17

Stakeholder Engagement					
Business Plan					

Progress Summary:

- Revised timelines for IaaS/PaaS based on critical path items identified and approved by CCIO on Feb 11 – now targeting to release RFX in April rather than March; informal vendor feedback from early February reviewed and incorporated into draft RFX
- Preparing materials for March 11 planning session with CCIO underway
- Refocusing efforts on stakeholder engagement (e.g. AWS session with Point Persons, establishing regular dialogues and collaboration opportunities with Gartner, Open Data Centre Alliance, Cloud Security Alliance, etc.)
- s.17

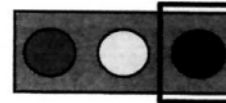
Risks:

- Confidentiality and Participation Agreements behind schedule and therefore IaaS/PaaS timeline still at risk
- s.13,s.17

Progress Update – Transition

Month: Feb 2016

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Finalized office move-in

Activities In Progress:

- Completing assessments for remaining roles (Strategy lead, IaaS/PaaS lead)
- Confidentiality, Participation agreements

Risks:

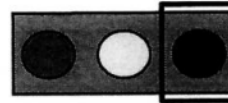
s.14

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Establish financial admin processes (e.g. invoice approvals)	2015-09-01	2015-11-30													Complete
Complete office move and setup	2015-08-01	2016-01-31													Complete
Resourcing model finalized	2015-10-01	2015-12-31													Complete
Launch public website (coinciding with IaaS/PaaS RFX release) with supporting comms support	2015-09-01	2016-08-01													On track
Participation agreement final review and sign-off	2016-01-01	2016-01-31													Off track
Finalize funding model	2015-05-01	2016-01-31													Complete

Progress Update – IaaS/PaaS

Month: Feb 2016

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Informal vendor feedback gathered from 7 vendors on ITSO v22 in early February
- Several meetings held to adjust security and privacy requirements based on vendor feedback
- Significant updates made to draft ITSO and Framework Agreement (CFA) in preparation for CCIO review (target mid-March start)

Activities In Progress:

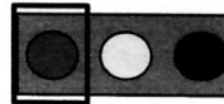
- Finalizing package of draft documents for review by CCIO stakeholders, pending completion of Confidentiality Agreements
- Work on CloudBC Framework Agreement continues to run behind schedule but still targeting mid-March distribution
- Work continues on developing Evaluation guide/handbook

Risks:

- Schedule risk still red because several critical path activities are behind schedule

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Prepare draft ITSO and CFA for review by CCIO stakeholders	2015-09-14	2016-03-14													On track
Confidentiality Agreements signed by CCIO	2016-03-07	2016-03-11													Off track
Distribute DRAFT ITSO & CFA to CCIO entities & Approvers for review	2016-03-14	2016-03-31													Off track
Update DRAFT ITSO & CFA based on review feedback – finalize for posting	2016-04-01	2016-04-15													Not Started
Confirm mandatory approvals received for BC Bid posting	2016-04-18	2016-04-21													Not Started
FINAL RfX (and CBCFA) for IaaS and PaaS vendors posted on BC Bid	2016-04-22	2016-04-22													Not Started
FINAL RfX (and CBCFA) for IaaS and PaaS vendors closes on BC Bid	2016-05-30	2016-05-30													Not Started
Notification to external stakeholders (i.e. successful and unsuccessful vendors)	2016-07-04	2016-07-04													Not Started
CBCFAs finalized and executed with as many pre-qualified vendors as possible prior to Marketplace Launch	2016-07-05	2016-07-29													Not Started

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Early Adopters identified
- SOW signed off by IHA, Hydro, VPP and Core Govt
- LOI signed off (Bette-Jo Hughes and Janet Kennedy)
- s.17
- Initial conversations with Microsoft Executive have occurred

Activities In Progress:

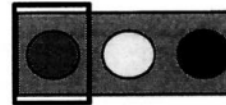
- Assessments nearing completion with 4 Early Adopters with issues, challenges and lessons learned being tracked
- Review of Microsoft's Updated Proposed Deal
- Design, build and populate Financial Models (Value Case) for all CCIO entities
- s.17

Risks:

s.13,s.17

Progress Update – Communications & Stakeholder Engagement **Month: Feb 2016**

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Held AWS session with Point Persons

Activities In Progress:

- Working with NASPO-Valuepoint and Cloud Security Alliance (CSA) on a webinar and learning materials for using the CSA's Cloud Controls Matrix
- Negotiating a membership with Open Data Centre Alliance – single membership fee to provide access to all CCIO organizations
- Developing agendas for monthly meetings with Point Persons for the next 12 months – meetings to be scheduled
- Interest from Point Persons to present use cases to the group (e.g. WorkSafeBC using ODCA materials, BC Hydro using AWS)
- Initial discussion with Dave Marecek on next steps re vendor advisory committee
- Need a point person from Translink

Risks:

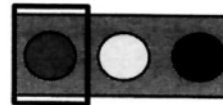
- Will discuss need for engagement plans at next Point Persons meeting – to be scheduled in April
- Will work with Dave M and Management Committee into year 2 on approach and timing for establishing a vendor advisory committee

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Develop internal stakeholder engagement model	2015-11-01	2015-11-30							█	█					Complete
Develop CCIO stakeholder engagement plans (one per org)	2016-02-28	2016-03-31													Not started
Develop vendor engagement model	2015-11-01	2015-12-31							█	█	█				Complete
Establish vendor advisory committee	2016-02-01	2015-03-31								█	█	█			Carry over to year 2
Address resourcing gaps	2015-12-01	2016-02-28										█	█		On track

Progress Update – Year 2 Business Plan

Month: Feb 2016

Health Indicators			
Schedule	Scope	Resources	Quality



Overall Status

Activities Completed:

- Got agreement from CCIO on Feb 11 to run planning session on March 11 to inform year 2 priorities

Activities In Progress:

- Preparing materials for March 11 workshop
- Year 2 plan will be prepared following March 11 workshop, to be tabled at CCIO in April

Risks:

- None – however, timelines to finalize the plan and communicate details to stakeholders are pushed out from original plan accordingly

Key Milestones	Start	End	A	M	J	J	A	S	O	N	D	J	F	M	Status
Finalize forecast to end of year	2015-11-01	2015-12-03													Complete
Develop planning framework, approach and timeline	2015-11-01	2015-11-30													Complete
Prepare business plan and budget for year 2	2015-12-11	2016-02-03													Complete
Prepare business plan summary for stakeholder engagement	2016-02-12	2016-03-31													Not started

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

Month	Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
January	\$1,800,000	\$979,473	\$395,586	\$1,375,059	\$424,941
February	\$1,800,000	\$1,158,067	\$211,120	\$1,369,187	\$430,813
Difference					\$5,872

s.13,s.17

Year 1 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Forecast Budget Variance
\$1,674,000	\$1,158,067	\$211,120	\$1,369,187	\$304,713



Management Committee Update

April 19, 2016

Agenda

- A. Status Summary
- B. Update on Participation Agreement
- C. ^{s.17}
- D. Update on ITSO

Appendix: preliminary April progress report

Status Summary

April 2016 (Preliminary)

Legend  On track  At risk  Off track

Health Indicators				
Stream	Overall	Schedule	Scope	Resources
Administration				
IaaS/PaaS				
Stakeholder Engagement & Communications				
Community of Practice				
Services Roadmap				

s.17

Status Summary

- s.14
- s.17
- Feedback on ITSO received from Gov't, BC Lotteries, Pension, WorkSafeBC; resulting action items have been logged and are being worked on; however, target release date for ITSO of April 22 off track due to PA dependency
- Continuing to refocus efforts on stakeholder engagement and community of practice (e.g. tech and risk management working group kick offs scheduled for week of April 18, stakeholder mapping and communications plans under development)
- Finalizing Year 2 detailed plan

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ITSO Feedback

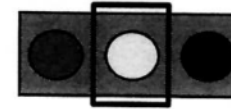
The team continues to work through input from the entities; PA remains key risk factor impacting the release date

- Feedback on ITSO received from Gov't, BC Lotteries, Pensions and WorkSafeBC
- Working through outstanding issues:
 - Minimum security requirements
 - Whether and what language to include with respect to services delivered from the Kamloops Data Centre to receive downstream selection preference for consumption from some participating entities (Health Authorities and the Province)
- Evaluation/assessment currently planned to complete by end of June (assumes posting by end of April)
- If posting of ITSO to BC Bid is delayed beyond end of April, schedule impact will be exacerbated by Evaluators' summer vacations

Appendix: Progress Summary by Stream

Stream: Administration
April 2016 (Preliminary)

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Year end invoices distributed
- Contracts in place for all core team members

Activities In Progress:

- Detailed year 2 planning and budgeting underway to be complete by April 22
- Participation agreement prep and review ongoing

Risks:

- Dependency between PA and ITSO release date

Action Items from MC/CCIO:

- N/A

Discussion Items for Management Committee:

- High level review of issues raised by Legal WG

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Stream: IaaS/PaaS
April 2016 (Preliminary)

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- ITSO and CFA distributed to CCIO stakeholders for review and feedback
- Recruited 2 volunteers for Privacy sub-committee to evaluate responses for that section

Activities In Progress:

- Working on feedback received to date (from Gov't, BC Lotteries, WorkSafeBC, Pension)
- Continuing development of Evaluation guide/handbook
- Overview of ITSO with new Privacy sub-committee members

Risks:

- Evaluation/assessment currently planned to complete by end of June (assumes posting by end of April). A couple of evaluators are away in July, so schedule impact is exacerbated if posting delayed

Action Items from MC/CCIO:

- List of evaluators: Stephen Gordon (Gov't), Lucas Malesku (BC Hydro), Rob Moonie (BC Lotteries), Sophia (CloudBC)
 - Privacy sub-committee: Matt Reed (Gov't), Scott Macdonald (BC Hydro)

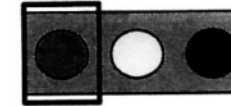
Discussion Items for Management Committee:

- Summary of outstanding issues

Stream: Stakeholder Engagement & Communications

April 2016 (Preliminary)

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Prepared first draft of Stakeholder Mapping deliverable to outline strategies, identify roles & responsibilities
- Hosted overview presentation from Google to Point Persons

Activities In Progress:

- Will schedule a kick-off with Point Persons in mid/late May to present year 2 plan, level-set on respective roles & responsibilities and expectations, discuss next steps
- Finalizing Stakeholder Mapping, targeting to have engagement & communications plans by major subgroup (e.g. vendors) and initiative (e.g. IaaS/PaaS) finalized by end of May
- Targeting to have public-facing website ready for launch by end of May

Risks:

- Effective engagement and communication critical to successful launch of marketplace and adoption of services
- Critical that communications are aligned across streams and stakeholders to minimize confusion and churn

Action Items from MC/CCIO:

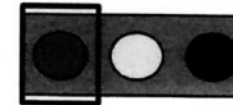
- Determine options & recommendation on vendor/external advisory committee (Open)

Discussion Items for Management Committee:

- None

Stream: Community of Practice
April 2016 (Preliminary)

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Established CloudBC membership with Open Data Center Alliance (Discussion item)
- Completed market scan of vendor-agnostic learning platforms for cloud

Activities In Progress:

- Risk management WG kick-off on April 21 to develop common risk assessment tools/frameworks for cloud
- Working with Cloud Security Alliance and NASPO-ValuePoint on common learning platform tools re security assessments to be ready by end of July
- Technical working group kick-off on April 22
- Developing portfolio management approach for identifying, vetting, actioning issues for resolution via working groups
- Point Persons will be primary contact for helping find resources to participate on WGs

Risks:

- Availability of resources from the entities to participate in working groups (ability to deliver depends on engagement)
- Communication planning & execution key to ensuring we can manage the workload – again, PPs play a critical role

Action Items from MC/CCIO:

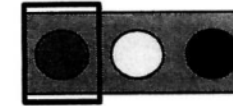
- None

Discussion Items for Management Committee:

- None

Stream: Services Roadmap April 2016 (Preliminary)

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- None

Activities In Progress:

- Looking at survey design for demand survey – likely to leverage framework developed for federal/provincial cloud working group under PSCIOC

Risks:

- Priority is on IaaS/PaaS & O365; progress on this stream depends on available budget and schedule

Action Items from MC/CCIO:

- N/A

Discussion Items for Management Committee:

- None

CloudBC Management Committee Meeting Minutes

Date: April 19, 2016

Start Time: 2:30 pm

Teleconference

Attendees: Bette-Jo Hughes, OCIO
Mike Larson, CloudBC COO (Chair)
Dave Marecek, BC Pension
Dave Parker, PHSA

CloudBC: Tracey Deisher
Scott Wilkinson
Julian White

Regrets: Erwin Martinez, BC Ferries

Minutes Grouped by Agenda Item

Meeting called to order at 2:30 pm

1. Call to order and review of Agenda

Agenda approval: Approved

2. Update on Participation Agreement

s.14

3^{s.17}

4. Update on ITSO

Feedback received thus far from Gov't, BC Lotteries, Pensions and WorkSafeBC. Expect further feedback will be received once Legal reps have completed review of PA.

5. Appendix: April Progress Report

The CloudBC April interim progress report was included in the meeting materials for review.



Management Committee Update

May 10, 2016

Agenda

- A. Call to order, adopt minutes from last meeting
- B. Progress update by stream
- C. Financial update

Status Summary

April 2016

Legend ● On track ● At risk ● Off track

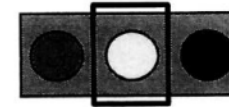
Health Indicators				
Stream	Overall	Schedule	Scope	Resources
Administration s.17				
IaaS/PaaS				
Stakeholder Engagement & Communications				
Services Roadmap				

Status Summary

- s.14
- s.17
- s.14
- Continuing to refocus efforts on stakeholder engagement and community of practice (e.g. tech and risk management working group kick offs scheduled for week of April 18, stakeholder mapping and 90-communications plan prepared)

Stream: Administration April 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Year end invoices distributed

Activities In Progress:

- Business issues have been resolved by CCIO – targeting to distribute updated draft the week of May 2
- Some re-planning work may be required should we not reach a deal with M/S on O365 by June 15 – options will be presented to CCIO on June 2
- Developing public-facing CloudBC website, targeting June 15 for a release date – see work plan schedule below
 - 1st version of website is information informational only
 - Procurement underway to select a vendor to implement CloudBC digital platform: public-facing website + marketplace (i.e. integrations to IaaS/PaaS catalogs) + collaboration site for Community of Practice

Risks:

- Dependency between PA and ITSO release date

Action Items from MC/CCIO:

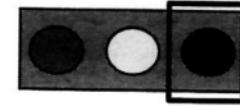
- N/A

Discussion Items for Management Committee:

- Work plan schedule:
 - April 29 – complete design document
 - May 2 to 13 – implement design
 - May 16 to 27 – user testing and content updates
 - *We are looking for 2-3 volunteers to help with user testing*
 - June 2 – present at bimonthly CCIO meeting
 - June 8 – Bette-Jo Hughes presents to Evanta CIO Executive Summit in Vancouver with website as backdrop
 - June 9 to 14 – Final updates and launch prep
 - June 15 – Go-live

Stream: Office 365
April 2016

Health Index		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- s.17

Activities In Progress:

- s.17
- s.14
- Tech Working Group established and working on initial Networking projects
- Financial cases underway with most entities and updates occurring weekly (Discovery Cases)
- All critical paths identified and managed via weekly con calls and status reporting
- Early Adopter program at Fraser Health tracking
- Strategy/Plan for engaging OIPC

Risks:

- s.13,s.17
-
-
-

Action Items from MC/CCIO:

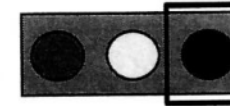
- s.13,s.17

Discussion Items for Management Committee:

- s.13,s.17

Stream: IaaS/PaaS
April 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- ITSO and CFA distributed to CCIO stakeholders for review and feedback
- Recruited 4 volunteers for Privacy sub-committee to evaluate responses for that section
- Overview of ITSO completed with new Privacy sub-committee members

Activities In Progress:

- Working on feedback received to date (from Gov't, BC Lotteries, WorkSafeBC, Pension, Health Authorities)
- Continuing development of Evaluation guide/handbook

Risks:

- s.14

Action Items from MC/CCIO:

- List of evaluators: Stephen Gordon (Gov't), Lucas Malesku (BC Hydro), Rob Moonie (BC Lotteries), Sophia (CloudBC)
 - Privacy sub-committee: Matt Reed and Mark Sime (Gov't), Scott Macdonald and Mike Dale (BC Hydro)

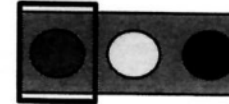
Discussion Items for Management Committee:

- None

Stream: Stakeholder Engagement & Communications

April 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Stakeholder Mapping deliverable to outline strategies, identify roles & responsibilities
- Developed rolling 90-day communication plan
- Established CloudBC membership with Open Data Center Alliance
- Completed market scan of vendor-agnostic learning platforms for cloud
- Risk Management WG kick-off held on April 21 to develop common risk assessment tools/frameworks for cloud
- Technical Working Group kick-off held on April 22

Activities In Progress:

- Will schedule a kick-off with Point Persons in mid/late May to present year 2 plan, level-set on respective roles & responsibilities and expectations, discuss next steps
- Planning for second Technical, Risk Management and Finance WG meetings
- Working with Cloud Security Alliance and NASPO-ValuePoint on common learning platform tools re security assessments (to be ready by end of July)
- Developing portfolio management approach for identifying, vetting, actioning issues for resolution via working groups
- Point Persons will be primary contact for helping to find resources to participate on WGs

Risks:

- Effective engagement and communication critical to successful launch of marketplace and adoption of services
- Critical that communications are aligned across streams and stakeholders to minimize confusion and churn
- Availability of resources from the entities to participate in working groups (ability to deliver depends on engagement)

Action Items from MC/CCIO:

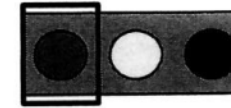
- Determine options & recommendation on vendor/external advisory committee (Open)

Discussion Items for Management Committee:

- None

Stream: Services Roadmap April 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- None

Activities In Progress:

- Looking at survey design for demand survey – likely to leverage framework developed for federal/provincial cloud working group under PSCIOC

Risks:

- Priority is on IaaS/PaaS & O365; progress on this stream depends on available budget and schedule – some re-planning work may be required should we not reach a deal with M/S on O365 for June (options will be presented to CCIO on June 2)

Action Items from MC/CCIO:

- N/A

Discussion Items for Management Committee:

- None

Year to Date Actual covers the month of April (Preliminary)

Month	Year 2 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	Budget Variance
April	\$1,800,000	\$ 187,440*	\$ 1,619,802	\$ 187,440	\$ 7,228

- YTD actual number includes a combination of actual contractor invoice amounts and budgeted amounts where actuals are not yet available.
 - e.g. LSB, PSB, SSBC

CloudBC Management Committee Meeting Minutes

Date: May 10, 2016

Start Time: 2:00 pm

Teleconference

Attendees: Mike Larson, CloudBC COO (Chair)
Dave Marecek, BC Pension
Dave Parker, PHSA
Erwin Martinez, BC Ferries

CloudBC: Tracey Deisher
Scott Wilkinson
Julian White

Regrets: Bette-Jo Hughes, OCIO

Minutes Grouped by Agenda Item

Meeting called to order at 2:00 pm

1. Call to order and review of Agenda

Agenda approval: Approved

2. Progress by Stream Summary

Participation Agreement is to be distributed to the CIO's May 11.

s.17

ITSO and CFA has been distributed to CCIO and some preliminary feedback is being received which has not identified anything substantive to date. HA's have provided feedback, which is being reviewed by LSB.

ACTION: Mike to provide communication to CCIO on ITSO next steps timeline.

Management Committee discussed current challenges with staying on track and ensuring work products (e.g. ITSO) align to business objectives, and an overall objective of CloudBC of supporting change management

s.14

Stakeholder mapping, engagement strategies, and a communication plan have been drafted. Point persons and working groups to play a key role in developing the deliverables to support readiness and change management. Two sessions are currently scheduled with point persons, one at the end of May and one at the beginning of June.

ACTION: Schedule a Management Committee meeting prior to June 2 CCIO meeting to vet the agenda and review draft content including stakeholder engagement models.

ACTION: Develop consolidated risk register for CloudBC.



Management Committee Update

June 16, 2016

Agenda

- A. Call to order, adopt minutes from last meeting
 - B. Status & Issues
 - i. May progress summary
 - ii. ITSO timeline update
 - iii. ^{s.17}
 - iv. Operating model
 - v. Point Persons
-

Appendices

- May progress report and financials
- Summary of Point Persons Updates

May Progress Summary

May 2016

Legend  On track  At risk  Off track

Health Indicators				
Stream	Overall	Schedule	Scope	Resources
Administration s.17				
IaaS/PaaS ITSO*				
Stakeholder Engagement & Communications				
Services Roadmap				

* Reporting going forward will include updates on setup of Marketplace Operations to support ITSO.

Status Summary

- Participation Agreements signed by all parties – will secure fully executed copy from LSB
s.17
- s.14
- Turning attention to Marketplace Operations and broader CloudBC Operating Model once ITSO is launched
- Point Person model may not be sufficient to effectively engage on behalf of Health sector and BC Govt given their size and complexity
- ITSO and O365 schedule delays mean less budget available to plan for additional releases in Year 2
- Learning sessions scheduled on cloud security (Cloud Security Alliance webinar on July 20) and cloud strategy (Open Data Center Alliance workshop at OCIO Connect Oct 4/5)
- Consolidate risk registry prepared

ITSO

Status:

- s.14

- Subject to quality and quantity of responses, continue to target October to stand up Marketplace by narrowing initial negotiation window to 5 weeks
 - Prioritization for negotiation, as defined in the ITSO, informed by:
 - Whether a vendor meets eligibility criteria for Privacy and Data Residency
 - Number of proposed modifications to the CFA

- Will ask for direction from Management Subcommittee on negotiation priorities and target timeline once evaluations are complete in September

- s.14

- See detailed 4-month work plan on following slide

- In parallel are developing operational processes to support Marketplace launch: customer and vendor inquiries; contract management; admin fee collection; catalog management; vendor management; website updates; outreach and how-to guides for using the CFAs

For Discussion: Role of MC / CCIO in confirming support to post ITSO

ITSO

Detailed activity plan to get to Marketplace launch:

Activity	Start	End	Responsible
FINAL ITSO and CFA for IaaS and PaaS vendors posted on BC Bid	2016-07-04	2016-07-04	Monique
Vendor preparation of responses to BC Bid posting	2016-07-05	2016-08-10	Vendors
Vendors submit written questions for clarifications	2016-07-05	2016-07-18	Vendors
Responses to questions developed and published via BC Bid	2016-07-11	2016-07-22	Monique & Sophia
FINAL ITSO (and CFA) for IaaS and PaaS vendors closes on BC Bid (responses due by 2 pm)	2016-08-10	2016-08-10	BC Bid Team
Step 1 - Receipt of the Response and load to ITSO SharePoint site	2016-08-10	2016-08-12	Monique, Tracey
Individual evaluation of vendor responses - Step 2 Initial Screening NIST & Security	2016-08-15	2016-08-18	Lucas, Sophia, Rob
Consensus evaluation of vendor responses - Step 2 Initial Screening NIST & Security	2016-08-19	2016-08-19	Monique, Evaluators
Individual evaluation of vendor responses - Step 3 Privacy & Data Residency	2016-08-22	2016-09-09	Privacy sub-committee
Consensus evaluation of vendor responses - Step 3 Privacy & Data Residency	2016-09-12	2016-09-15	Monique, Privacy SMEs
Individual evaluation of vendor responses - Step 4 Corporate Capacity	2016-08-22	2016-09-09	Stephen, Lucas, Rob, Sophia
Consensus evaluation of vendor responses - Step 4 Corporate Capacity	2016-09-12	2016-09-15	Monique, Evaluators
Summarize final evaluation results	2016-09-16	2016-09-19	Monique
Notification to internal stakeholders and Mgt Cttee approval of successful vendors (prior to notification to vendors)	2016-09-20	2016-09-23	Monique & Sophia
Notification to external stakeholders (i.e. successful and unsuccessful vendors)	2016-09-26	2016-09-26	Monique
CFAs finalized and executed with as many pre-qualified vendors as possible prior to Marketplace Launch	2016-09-27	2016-10-28	CloudBC, LSB

O365

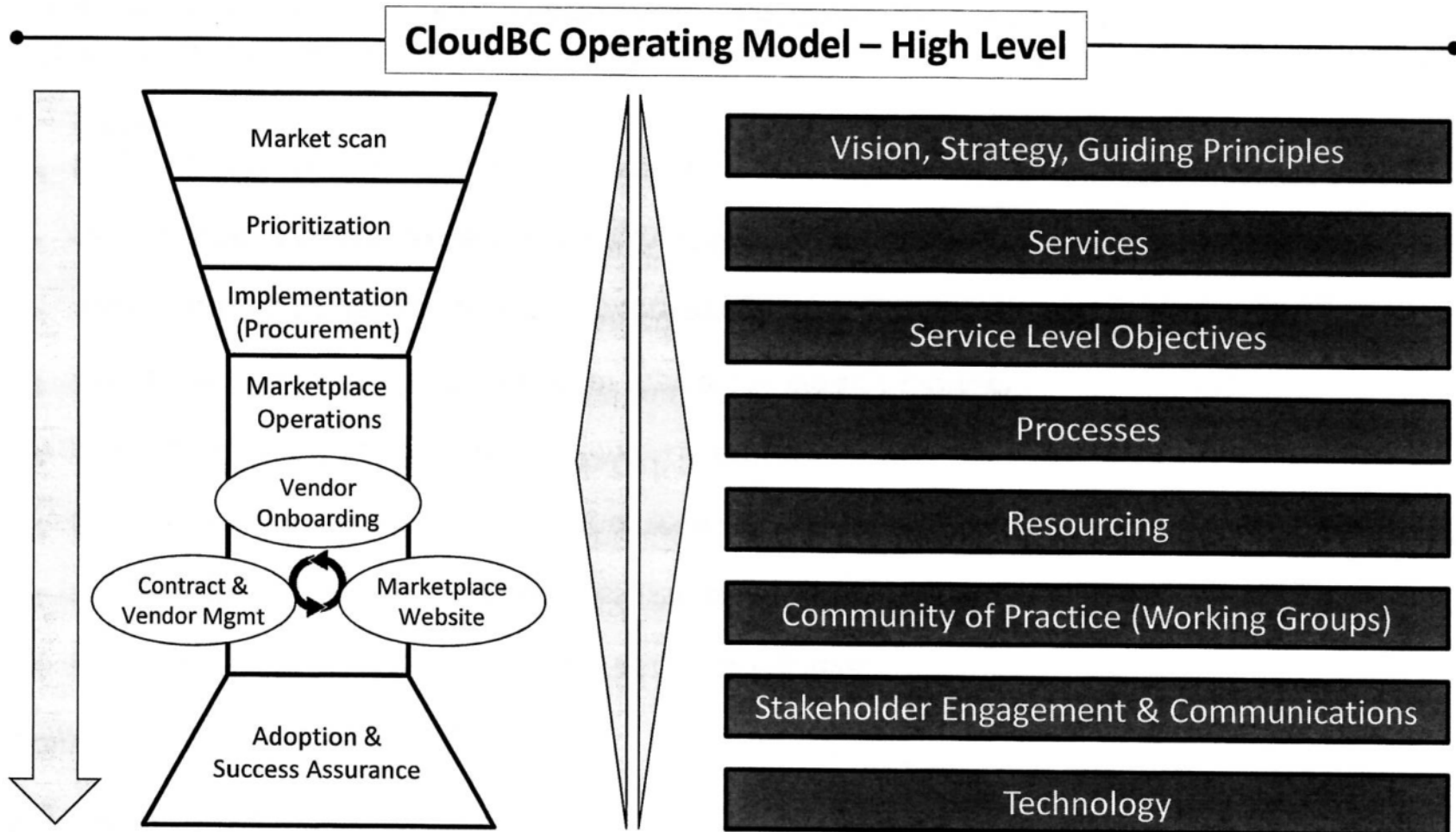
Status:

- OIPC approach and presentation underway for June 20th presentation
- Tech Working Group established and working on initial Networking projects/solutions
- Financial cases underway with most entities and updates occurring weekly
- Secured additional assessment at Fraser Health
- Versions of Financial Models in place with IHA completed, Government in process, VPP V 1.0 completed and Discovery sessions established for Pensions ,Lotteries, ICBC and VIHA scheduled and in process
- Decision to communicate that CCIO will not pursue the deal as presented by Microsoft: negotiations currently suspended
- Looking to re-engage with Microsoft as early as July

For Discussion: Timing and approach for re-engaging with Microsoft re negotiating business terms, and key outstanding issues

Operating Model

Beyond the immediate priorities to support the ITSO launch, we will begin work through the summer to refine the overall CloudBC operating model, reflecting lessons learned thus far from the ITSO & O365 streams



For Discussion / Decision: How to engage with Management Committee to define / level-set on the CloudBC Operating Model during the September/October timeframe?

Point Persons

We expect Point Persons to play a key role in operationalizing entities' responsibilities per the Participation Agreement

- Point Person roles & responsibilities:
 - serve as primary liaison for CloudBC at operating level
 - have insight into both IT and business issues, adoption barriers
 - bring to bear the specific insights and needs of their organization on CloudBC's plans & activities
 - serve as advocates of CloudBC within their entity
 - can speak for the CIO on operational matters re cloud / CloudBC
 - assist CloudBC to define project charters assigned to working groups for resolution
 - recruit subject matter experts within their organization to participate in working groups
 - Help develop an entity engagement plan that articulate expectations and goals over next 12 months
- Minimum commitment is participate in Point Person regular update meetings, help prepare entity engagement plan, assist in demand aggregation activities required by CCIO
- Will require tailored plans for Health sector and Govt given size and complexities

For Discussion / Decision: Agreement on Point Person roles & responsibilities

Appendices

A. May progress report

B. Summary from Point Persons Updates

May Progress Summary

May 2016

Legend ● On track ● At risk ● Off track

Health Indicators				
Stream	Overall	Schedule	Scope	Resources
Administration				

s.17

IaaS/PaaS ITSO*				
Stakeholder Engagement & Communications				
Services Roadmap				

* Reporting going forward will include updates on setup of Marketplace Operations to support ITSO.

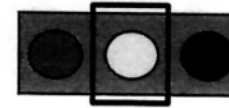
Status Summary

- Participation Agreements signed by all parties – will secure fully executed copy from LSB
- s.17
- s.14
- Turning attention to Marketplace Operations and broader CloudBC Operating Model once ITSO is launched
- Point Person model may not be sufficient to effectively engage on behalf of Health sector and BC Govt given their size and complexity
- ITSO and O365 schedule delays mean less budget available to plan for additional releases in Year 2
- Learning sessions scheduled on cloud security (Cloud Security Alliance webinar on July 20) and cloud strategy (Open Data Center Alliance workshop at OCIO Connect Oct 4/5)

Stream: Administration

May 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Participation agreements signed by the parties as of June 8
- Developed consolidated risk register

Activities In Progress:

- Developing CloudBC Operating Model, drawing on experience to date with ITSO, Office 365, working groups

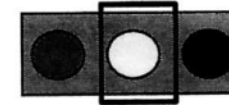
Risks (and Mitigation):

- Processes and governance models are not fully defined and/or appropriately tailored for different types of decisions (mitigation: document as part of CloudBC Operating Model)
- Uncertainty of entities' commitment to fund CloudBC and/or otherwise meaningfully participate in CloudBC operations (mitigation: Participation Agreement)
- Procurement lead ^{s.22} needs to be replaced by October / November in time for Marketplace launch (mitigation: recruitment to get underway)

Key Milestones / Deliverables	Operating Plan		Revised		Status
	Start	End	Start	End	
Participation Agreement signed	March	March	March	June	Complete
CloudBC Operating Model developed (detailed)	July	Jan	July	Jan	Not Started
CloudBC business plan, operating plan, budget updated	Feb	March	Feb	March	Not Started

Stream: Office 365
June 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- s.17
-
-
-
-
-
- OIPC package submitted on June 13th, in advance of the presentation scheduled for the 20th

ry

Activities In Progress:

- OIPC approach and presentation underway for June 20th presentation
- Tech Working Group established and working on initial Networking projects/solutions
- Financial cases underway with most entities and updates occurring weekly (Discovery Cases)
- All critical paths identified and managed via weekly con calls and status reporting
- Early Adopter program at Fraser Health tracking

Risks:

- s.13,s.17
-
-
-

Key Milestones / Deliverables	Operating Plan		Revised		Status
	Start	End	Start	End	
Complete early adoption assessments (GoBC, Hydro, Interior Health, VPP, FHA)	April	April	January	June	On track
Discovery cases (Financial Analysis) – only entities not participating: WorkSafe, Northern Health, TransLink	April	May	March	July	On track
Privacy Package for OIPC Approval (GoBC PIA, STRA and Legal Terms and Conditions)	April	May	April	June	On track
Procurement communications and strategy	April	May	April	July	Slightly delayed
Complete negotiations and enrollments	April	June	July	October	Suspended – put on hold
Complete MBSA & Contracting Components	April	June	July	October	Delayed – see above
Assessments for outstanding entities	?	?	TBD	TBD	Dependent upon deal
Lessons learned documentation & sharing	?	?	TBD	TBD	

Stream: IaaS/PaaS

May 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Prepared V2 of ITSO & CFA for distribution to CCIO stakeholders on June 3, with goal of posting to BC Bid on June 13
- Updated schedule to reflect impacts caused by delay in the posting date

Activities In Progress:

- Work on ITSO & CFA feedback, as it is received
- Obtain final reviews and approvals required for posting to BC Bid
- Continue development of Evaluation guide/handbook

Risks (and Mitigation):

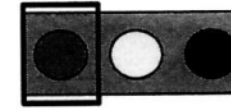
- s.14

Key Milestones / Deliverables	Operating Plan		Revised		Status
	Start	End	Start	End	
Finalize ITSO and CFA for IaaS and PaaS vendors posted on BC Bid	April	April	April	July	Off track
Vendors complete submissions and ITSO (and CFA) closes on BC Bid	April	May	July	Aug	Off track
Complete evaluation and summarize results	June	June	Sept	Sept	Off track
Notification to external stakeholders (i.e. successful and unsuccessful vendors)	June	June	Sept	Sept	Off track
CFAs finalized and executed, Marketplace Launch	June	July	Sept	Oct	Off track
Develop operational processes to support Marketplace launch	April	July	July	Oct	Off track

Stream: Stakeholder Engagement & Communications

May 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Held update sessions with Point Persons
- 2nd Finance WG session held – key outcome was request for cost modeling best practices and guidelines
- Developed draft backgrounder on roles and responsibilities of CloudBC vis-à-vis BC Government
- Launched @thecloudbc on Twitter

Activities In Progress:

- Will schedule 1on1s with Point Persons to develop entity engagement plans in July-Sept
- Tentatively scheduled workshop at OCIO Connect on cloud strategy based ODCA Cloud Maturity Model framework
- Working with Cloud Security Alliance and NASPO-ValuePoint on a joint webinar cloud security scheduled for July 20
- Targeting June 30 rather than June 15 to go live with public-facing website developed by GCPE
- Evaluating options for collaboration platform: SP on Govt extranet or sourced from Telus

Risks (and Mitigation):

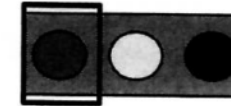
- Entities lack a clear value case and for cloud making it difficult for PPs and other SMEs to effectively engage in working groups (mitigation: CloudBC encouraging that entities develop cloud strategies and recommending use of ODCA's Cloud Maturity Model as one framework to do so)
- Point Person model may not be sufficient to effectively engage on behalf of Health sector and BC Govt given their size and complexity (mitigation: need to work CIOs to develop engagement plans for Health and Govt)
- Lack of awareness of CloudBC's role vis-à-vis other organizations in the CCIO network and related impacts of its actions (mitigation: develop stakeholder mapping doc and backgrounder on roles and responsibilities of CloudBC vis-à-vis gov't)
- Limited ability to meet demand for advanced web functionality (mitigation: preference is to source through another entity, or run new procurement which will take 6+ months)

Key Milestones / Deliverables	Operating Plan		Revised		Status
	Start	End	Start	End	
Stakeholder mapping and rolling 90 day communication plan	April	April	April	April	Complete
Launch CloudBC public website	April	June	April	June	On track
Launch collaboration site	June	July	June	July	On track
Develop entity engagement plans	June	July	July	Sept	Behind schedule
Working group deliverables per project charters	April	March	April	March	On track

Stream: Services Roadmap

May 2016

Health Indicators		
Schedule	Scope	Resources



Overall Status

Activities Completed:

- Held kick-off session with Telus on potential new services eligible for SIF funding aka Cloud Network Gateway

Activities In Progress:

- CloudBC Operating Model will define processes and approach with respect to developing and maintaining the services roadmap (i.e. Market Scan and Prioritization steps)
- Looking at survey design for demand survey – likely to leverage framework developed for federal/provincial cloud working group under PSCIOC
- Joint solutioning with Telus on potential new cloud gateway services for SIF business case(s) – draft project charter drafted by CloudBC

Risks (and Mitigation):

- Key risk is with respect to resourcing and availability of budget given delays on ITSO, Office 365 (mitigation: focus on first 2 deliverables below and defining the CloudBC Operating Model – Julian and Stephen Gordon leading these efforts)

Key Milestones / Deliverables	Operating Plan		Revised		Status
	Start	End	Start	End	
Services roadmap including SaaS strategy	Sept	Feb	Sept	Feb	On track
SIF business case	May	Sept	May	Sept	On track
Business case for other priority services as resourcing allows (e.g. Salesforce/CRM)	Sept	Feb	Sept	Feb	At risk

Year to Date Actual covers the period of April - May

Month	Year 2 Budget	Year to Date Actual	Sum of Remaining Forecast	Sum of Actual + Remaining Forecast	YTD Budget Variance
April	\$1,800,000	\$ 187,440*	\$ 1,619,802	\$1,807,242	\$(7,228)
May	\$1,800,000	\$ 354,078*	\$ 1,428,035	\$1,782,113	67,886

*YTD actual number includes a combination of actual contractor invoice amounts and budgeted amounts where actuals are not yet available.

- e.g. LSB, SSBC

** Budget Variance is explained by:

- Deferred spend for website to later in fiscal year (\$50,000)
- Small variances on contractor's invoices

Appendices

A. May progress report

B. Summary from Point Persons Updates

Point Persons Updates

Update sessions with Point Persons were held on May 27 and June 2

- All organizations represented except Fraser Health, BC Ferries
- Reviewed Year 2 plan, status of working groups, case study on cloud strategy (WorkSafeBC), roundtable on collaboration opportunities
- Key meeting outcomes:
 - Decision:
 - Point Persons to meet no less frequently than quarterly, with stretch goal of annual in-person session which should be a full-day and to include vendor sessions and/or other topics of interest
 - Key Takeaways for CloudBC:
 - Schedule 1on1s with Point Persons over June-Sept timeframe to develop entity engagement plans (*status: scheduling underway*)
 - Arrange for workshop on the Open Data Center Alliance's Cloud Maturity Model for developing an enterprise cloud strategy and roadmap (*status: tentatively scheduled for Oct 4/5 at OCIO Connect*)
 - Develop PIA templates for a common use case (*status: not started*)
 - CloudBC to arrange for a briefing for HA Point Persons on the value casing work underway re Office 365 by CloudBC (*status: assigned to O365 project team*)
- Point Persons and Security SMEs have been invited to a webinar on July 20 by Cloud Security Alliance, co-hosted by CloudBC & Gary Perkins and NAPSO-ValuePoint, on cloud security, how it is addressed in CloudBC & NASPO procurements, and how to use the CSA's toolset

Point Persons Updates

Current status of existing working groups:

- CloudBC supports working groups to develop reusable materials (frameworks, guidelines, use cases, etc.); materials are based on industry best practices and tuned for BC public sector as required
- Try to ensure working groups have at least one representative from four CCIO entities, and ideally representation from Govt, Health, BPS

Working Group	Deliverables Underway:	CloudBC Lead
Risk	<ul style="list-style-type: none">• Risk management framework for IT based on ISO 31000, which will include considerations for cloud-based solutions	Sophia Tham
Finance	<ul style="list-style-type: none">• Cost modeling best practices for building cloud business cases	Sophia Tham
Technical	<ul style="list-style-type: none">• Solution architecture(s) for access (network, identity) for B.C. public sector to public cloud computing providers (e.g. Microsoft, other)• (Potential) business case(s) for SIF funding	Stephen Gordon

- Some interest also expressed about setting up an HR group but not yet initiated
- In addition, we have engaged SMEs from multiple organizations regarding Security, Privacy, Legal, and Procurement to inform ITSO, Office 365 streams