



Washington's Consolidated Technology Services Agency

Technology Services Board

Portfolio/Policy Subcommittee Meeting
October 14, 2021
9:00 a.m. – 11:00 a.m.

Current TSB Members

Industry Members

Butch Leonardson – Retired CIO
Paul Moulton – Retired CIO

Legislative Members

Rep. Matt Boehnke – House R
Rep. David Hackney – House D
Sen. Joe Nguyen – Senate D
Sen. Ann Rivers – Senate R

Executive Branch (Agency Directors)

Bill Kehoe – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Vacancies:

Industry Representative
Labor Union Representative

Other Government

Viggo Forde – Snohomish County

Members present

Members absent

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Bill Kehoe	Introductions	9:00
Approve Minutes from August 12 Subcommittee Meeting	Bill Kehoe	Approval	9:09
Program Status – One Washington <ul style="list-style-type: none">• Introduction – Scott Nicholson, Interim Executive Director• QA Assessment – Allen Mills, <i>bluecrane</i>™<ul style="list-style-type: none">Program OverviewAgency EngagementSchedule and ProcessResources• Program Update – Program Team and Vendor Partners<ul style="list-style-type: none">Program OverviewAgency EngagementSchedule and ProcessResources• Q&A	Amy Pearson	Program Status	9:10
Public Comment			10:55



Approve 08/12/2021 Minutes

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Washington's Consolidated Technology Services Agency

Office of Financial Management One Washington

Technology Services Board Subcommittee Meeting
October 14, 2021



One Washington
A Business Transformation Program

Office of Chief Information Officer



Agenda



1. Introduction
2. QA Assessment:
 - Program Overview
 - Agency Engagement
 - Schedule and Process
 - Resources
3. One Washington Update:
 - Program Overview
 - Agency Engagement
 - Schedule and Process
 - Resources
4. Q&A

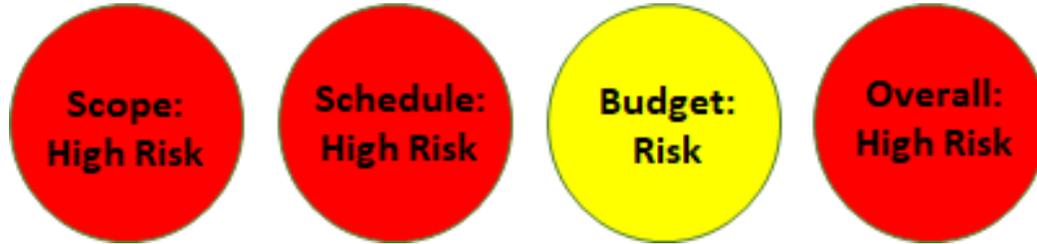


QA Assessment: Agency Engagement Schedule and Process Resources

Allen Mills



QA High-Level Assessment of Program



- **Scope:** Risks due to the scope of agency remediation work for Phase 1A Core Financials remaining largely unknown
- **Schedule:** Program schedule at-risk for all of the reasons outlined in the QA Spotlight Report entitled “Assessment of Program Schedule and Schedule Management Processes”
- **Budget:** Phase 1B not fully-funded; Program working on supplemental request for FY23
- **Overall:** Reflects highest risk assessment, in this case “red” due to Schedule and Scope risks

Agency Engagement: QA Findings and Risks



Finding: The OneWa Program does not have an adequate plan to manage and communicate legacy remediation activities and expectations

- Agencies do not believe they have the specifications they need
- Some agencies will simply not be able to make the Program's timeline
- OneWa needs to be prepared to assist agencies in the translation of indices to the new data model ("FDM"), which is not simple
- There is a lack of clarity as to what remediation resources OneWa and/or the SI vendor will provide and what agencies must attempt to plan, design, and fund on their own
- Most discussions of remediations and integrations focus on the technical work required and the resources needed, not the business process transformation and whether or not agencies are adequately prepared for the transformational changes

Finding: The Program's credibility is badly damaged; trust is non-existent currently

- Agencies perceive a lack of transparency (lack of schedule visibility, generic communications, lack of information regarding the Workday product)

Agency Engagement: QA Recommendations



- **Engage with agencies** on a deeper, more transparent level
- Establish **meaningful measures** in collaboration with the agencies to monitor risk mitigation
- Allow and encourage **agency involvement** in the Program's processes, especially those agencies who volunteer
- Provide a **realistic schedule**. *Work with agencies* to determine agency requirements
- **Familiarize agencies with the Workday product** in multiple formats
- Combat ambiguity at agency level with **specific information on vision and scope** of Program
- Improve the **speed of communications and quality of information** to rapidly address agency and Program needs
- *Numerous other recommendations provided in bluecrane's QA Spotlight Report: Agency Assessment which is currently being reviewed and "socialized" by the Program*

Schedule and Process: QA Findings and Risks



Finding: The OneWa schedule itself needs an overhaul

- A credible critical path does not exist
- The schedule is not credible
- The schedule “wiring is faulty”
- The schedule is not a reliable management or forecasting tool
- Data is so unreliable that it cannot accurately inform workstream weekly status reports or the ESC report
- The Program has a well-conceived Schedule Management Plan (SMP), but there is no evidence to suggest the SMP is being followed

Finding: The Program’s timeline is at risk

- A number of deliverables have been provided late (e.g., a key “FDM” deliverable was 3 months late)
- Agencies have until end of December to complete legacy application development – this is not viable
- Still need to validate that 3-month delay due to CAS is adequate

Schedule and Process: QA Recommendations



- **Implement the recommendations** in *bluecrane's* QA Spotlight Report: Assessment of Program Schedule and Schedule Management Processes
- Provide a **realistic schedule**. *Work with agencies* to determine agency requirements
- Provide agency **AST Leads with entire detailed schedule**
- Collaborate with agencies on **effort and time for agency tasks**
- **Be transparent** with the agencies about what is included in **each sprint**
- **Be transparent** with the agencies about what remains in the backlog
- **Be transparent** with the agencies about the total burndown of the backlog

Resources: QA Findings and Risks

Finding: Recent indicators suggest that more resources will be needed

- Likely to need significantly more resources for legacy system remediation
- Likely to need more resources for end-to-end testing
- PMO is under-resourced: lack of project control specialists, adequate project managers for Phase 1a, enterprise-focused manager, and others
- Program needs to re-assess its resource needs for testing, training, OCM, legacy system remediation, business analysts, and technology and production support – and develop a realistic supplemental budget request that includes these needs

Finding: It is likely that additional funding will be required for agencies receiving Tech Pool monies; this is likely to be a major resource issue for the Program and for each impacted agency

Resources: QA Recommendations



- Make the schedule more comprehensive and **tie resources— both current and planned—to specific activities and tasks**
- Rationalize requirements and **request additional staffing** where needed
- Collaborate with the agencies to **determine resource risk and develop mitigation plans**
- Collaborate on agency requests for resources. **Document** the request, the agency discussion, the outcome, and store **in an accessible location**
- Be prepared to move quickly and flexibly with **contingency plans** (e.g., contracted labor, etc.) if hiring goals fall short
- Develop a **“quick start” utilization plan** to allow for immediate use of resources, both human and dollars, once they are approved

Program Update:

- Agency Engagement
- Schedule
- Resources

Scott Nicholson



One Washington
A Business Transformation Program



Program Update

Successes



- Increased agency engagement on key areas to improve agency remediation understanding.
- Reviewed and established a plan to clarify the schedule timeline, critical path and metrics in order to assess go-live date of October 2022.
- Continued successes on design and conversion and identification of edge cases for further design.
- Created a data security and integrity process for future configuration builds.
- Began critical work with legislative staffers on LEAP and other reporting needs.
- Announced our sustainment lead.

Program Update

Gaps and challenges

- Timeline and delays (FDM & procurement fit/gap)
- Legislative engagement
- Remote environment
- Recruitment reality
- Planning and delivering for multiple phases
- Agency engagement
- Schedule
- Resources



Agency Engagement: Process and Technology Management / Support



- Foundation Data Model & Mapping
 - Delivered a comprehensive Foundation Data Model definition to agencies to further detail remediation activities
 - Providing routine Foundation Data Model communications and updates to agencies through the Agency Support Team and in collaboration with OCM
 - Conducting Foundation Data Model Mapping review sessions with small groups of agencies
 - Holding individual agency meetings as needed to review questions on the Foundation Data Model
- Integration Specifications
 - Supplied specifications for common integrations for key financial transactions
 - Journals, Supplier Invoices and Miscellaneous payments
 - Inbound and Outbound specifications to support to/from Workday supplied
 - Multiple walkthrough meetings with all agencies to review specifications delivered
 - Holding individual agencies meetings as needed to review specifications

Agency Engagement: Process and Technology Management / Support (continued)



- Agency Remediation Timeline
 - Currently Reviewing agency remediation letters to understand agency work and timelines
 - 36 Agencies with 230 systems reviewed for remediation
 - Creating agency remediation timeline against One Washington timeline
 - Remediation integration testing required to be spread across One Washington testing timeline
- Conversion
 - Conversion agencies (8+2) delivered high quality conversion data for suppliers, customers, assets, etc.
 - Completed configuration 1 build and validation
 - 93% quality / target 70%
 - 1.090 million extracts
 - Iterated changes to agencies for issue resolution
 - In progress configuration 2 build and validation
 - Added 2 additional agencies
 - 96% quality / target 80%
 - 1.337 million extracts

Agency Engagement: Process and Technology Management / Support (continued)



- Design and Configuration
 - Identified additional design requirements / edge use cases
 - Priority A (7 items) to be completed by end of October 2021
 - Priority B and C (12 items) to be completed by end of November 2021
 - Setup schedule to focus functional experts on resolution of Priority items
 - Finalizing next customer confirmation session to include
 - Previously defined configuration changes from configuration review 1
 - Additional sessions for edge cases
 - Cost Allocation confirmation sessions



Agency Engagement: People



OCM & Communications



Engage with agencies on a **deeper, more transparent** level, including one-on-one meetings, supporting individual Foundation Data Model (FDM) Q&A sessions, & change impact overviews.



Familiarize agencies with the **Workday product** in multiple formats: roadshows, **demonstrations**, hands-on sessions, videos, peer-to-peer agency experience sharing, FAQs.



Share **specific** and **updated information** and communications; **improve the speed and level of detail** to rapidly address agency and Program needs through updated protocols and processes. Update and share FAQ tracker.

Project & Risk Management



Better **communicate schedule** details and progress. **Work with agencies** to understand dependencies and needs.



Establish **meaningful risk identification** in **collaboration** with the agencies to determine mitigation actions and plans needed.



Encourage agencies to be **involved in the Program's process**, especially those agencies who **volunteer**.

Agency Engagement: People



4 recurring agency engagement meetings:

1 Agency Support Team (AST) Leads Meeting

Attendees: all agencies invited

1 Highly Impacted Agency Meeting

Attendees: LNI, ESD, ECY, DRS, DOR, DOL, DOH, DNR, DCYF, DOL, SOS

1 Medium Impacted Agency Meeting

Attendees: UTC, SAO, DOC, DFW, AGR

1 DES-supported Agency Meeting

Attendees: agencies that receive services from DES

19+ Meetings with individual agencies

- 8 recurring monthly meetings with partner/high impact agencies
Attendees: DES, WSDOT, HCA, UW, WaTech, DSHS, OST, LEAP
- 9+ meetings providing assistance with Foundation Data Model mapping activities
Attendees: DRS, ESD, DOR (4 sessions), DCYF, DSHS, and DOC
- 3+ addressing critical concerns about system remediation
Attendees: DOR, DOC, UTC

1 Group session on Foundation Data Model mapping in September

Attendees: ESD, DRS, DOR, DOL, DOH, DOC

5 Group Foundation Data Model mapping sessions held in October

Attendees: All agencies invited to session 1 and 4 agencies invited to later sessions

2 Group sessions covering Legacy System Remediation Workplans

Attendees: DES, DNR, DOC, DOL, DOR, DRS, DSHS, ECY, ESD, HCA, LNI, LOT, OFM, OST, RCO, RESC, UTC, WSP

5 Change Impact Working Sessions in September & October

Attendees: OST, UW, WaTech, WASDOT, DES

211 Unique stakeholders tracked in recurring meetings in September

Q&A Repository Status:

- Unanswered: 63
- In Progress: 11
- Answered: 286
- Total: 360

Board Discussion: Agency Engagement



Schedule



Completed 3-day review with workstream leads across project

- Included Enterprise PMO, PMO, Functional (finance, cost allocation), Technical (conversion, integration, reporting and security), Testing OCM as well as OCIO
- Focused on key activities and dependencies for each workstream
- Developed a plan across workstreams that included:
 - Resolving Open Design Issues
 - Additional Confirmation Sessions with Agencies
 - Time to develop user stories and test scenarios
 - Process for testing agency remediation
- Next Steps
 - Detail to define clear critical path
 - Review with all workstreams to confirm
 - Confirm metrics reporting to keep on track

Cost Allocation for Health Care Agencies

- Confirmed Cost Allocation will go live October 2022 with other agencies
- Completed all use cases
- Demonstrated for all agencies and received confirmation
- Planning confirmation sessions with each health care agency

Board Discussion: Schedule



Resource Improvements

To align our resources to ensure project success, we are doing the following:

Hiring critical people:

- ✓ Legislative liaison
- ✓ Scheduler

- ✓ Financial/functional expertise
- ✓ Project management
- ✓ Vendor management

Writing the supplemental decision package to reflect resource augmentation in the following areas:

- ✓ Agency remediation
- ✓ Technical assistance for integrations and related activities
- ✓ Project management for functional areas
- ✓ Phase 1b readiness activities
- ✓ Sustainment post go-live
- ✓ Contingency for unknown

Strong vendor management and SOW accountability, engaging with our delivery partners on expectations for the following:

- ✓ Milestones and deliverables
- ✓ Timelines
- ✓ Staffing levels
- ✓ Transparency in identifying issues and risks
- ✓ Providing thought leadership and solution expertise

Board Discussion: Resources



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Closing Remarks



- Key successes and move towards implementation
- Overcoming schedule, agency engagement, and resource challenges critical to success
- Supplemental decision package aligns to our resource needs
- Quality assurance partners and a focus on how to be successful
- Making necessary adjustments with vendors
- Agency engagement remains high but needs improvement



Q&A

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Appendix



One Washington
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Agency Legacy System Remediation



Agency Legacy System Remediation | Status



Agency Legacy System Remediation Letters to 36 Agencies

- August 30, 2021: Sent draft letters to 36 agencies to preview
- August 31, 2021: Hosted an information session to outline the system remediation process
- September 1–24, 2021: Met with agencies requesting additional support
- September 2–24, 2021: Sent signed letters along with a remediation work planning template



Agency Legacy System Remediation Work Plans for 230 Systems

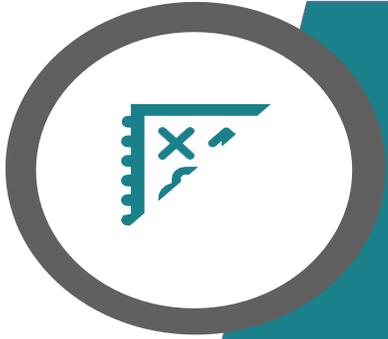
- September 15, 2021: Hosted Work Plan Support Session I
- September 29, 2021: Host Work Plan Support Session II
- September 30, 2021: Agencies will submit completed remediation work plans
- October 1-22, 2021: Analyze work plans and add milestones to the master project plan



Agency Legacy System Remediation Status Reports

- October 13, 2021: Status Report Orientation Session
- November 15, 2021: First Monthly Status Report Due
- January 1, 2022: Phase 1A Testing Begins

Agency Legacy System Remediation | Status

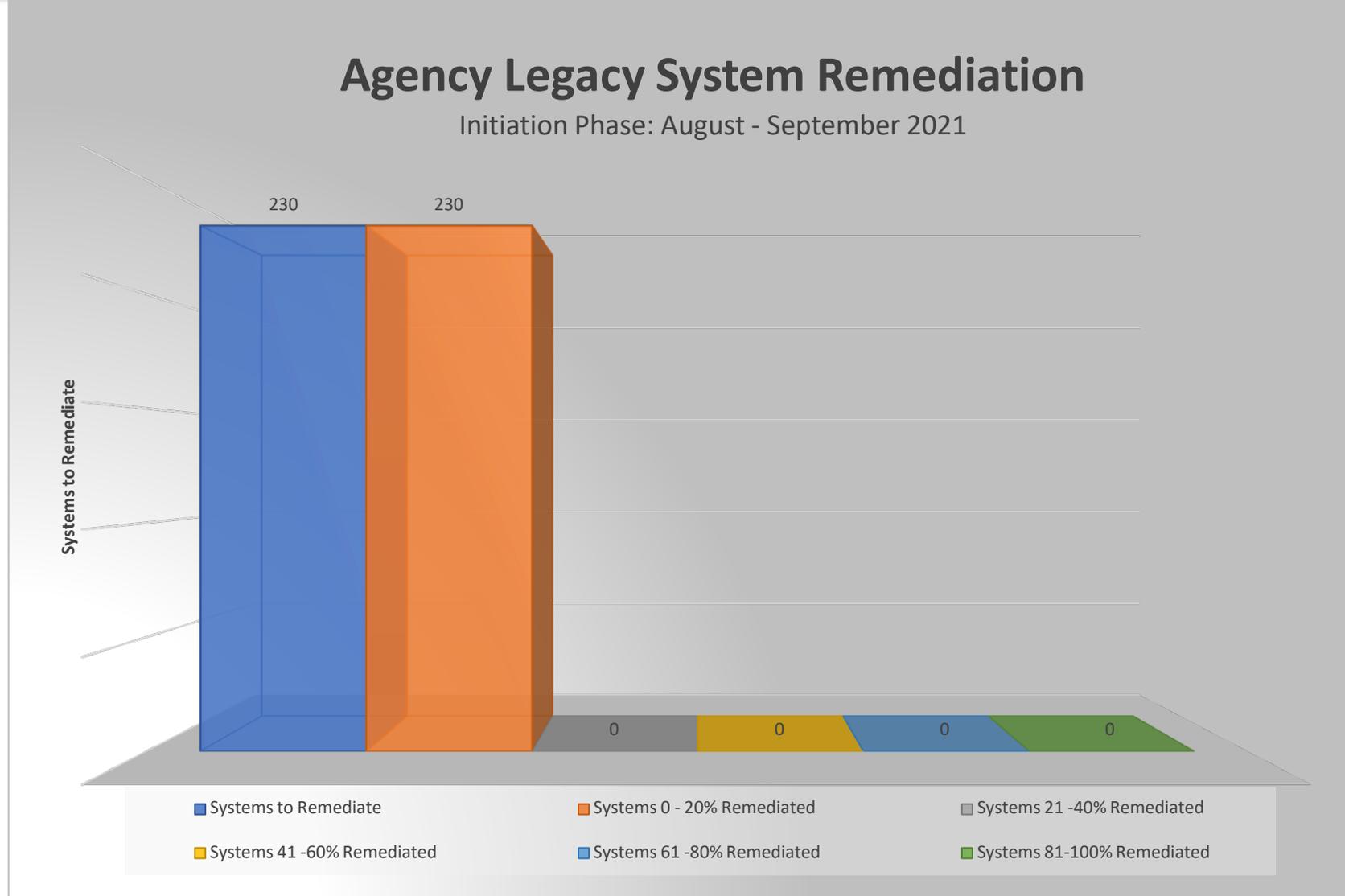
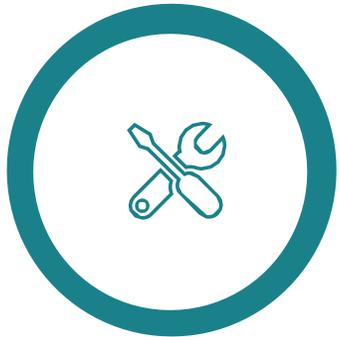
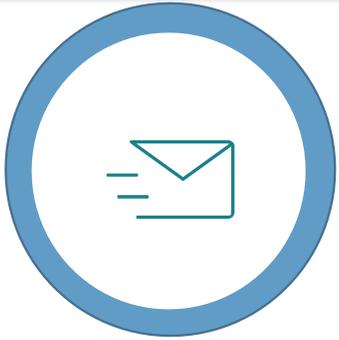


Agency Legacy System Remediation plans received 29 of 36 agencies
Agency Legacy Systems plans received for 110 systems

- Reminders sent to remaining 7 agencies
- Milestone roll up integrated into the main project plan to address critical path. All tasks, deliverables and milestones track in remediation system project plan.
 - Critical = Go live delayed - 17 systems
 - Office of State Treasure (1 system)
 - Office of Financial Management (1 system)
 - Health Care Authority (2 systems)
 - Department of Health Services (12 systems)
 - Department of Transportation (1 system)
 - Very Important = Go live may be delayed - 51 systems
 - Important = Go live unlikely to be impacted – 161 systems



Agency Legacy System Remediation | Status



Agency Support Tools

AFRS 950 Daily Transactions Crosswalk

To help mitigate risks with legacy system remediations, the One Washington integration team is providing a temporary AFRS to Workday crosswalk for agency daily transactions interfaces.

Enterprise Interface Builder (EIB)

EIBs are standard Workday templates that will be developed by the One Washington team that will enable end-users to prepare a bulk data uploads. These EIBs replaces the current 'Financial Toolbox' and the TALS import template, plus support other Workday business processes.

Conversion Lookup and Functional Crosswalk

This document shows the crosswalk of AFRS element to Workday worktags.

Extract Specifications

Illustrates how to map from an agency legacy system to Workday and supports data conversions.

Agency FDM Mapping Workbooks

Contains customized instructions for mapping worktags from current agency codes to Workday.



Supplemental Decision Package



Resources: Supplemental Decision Package

The Solution

Phase 1

Complete Implementation of Phase 1a: Core Financials
 A summary of functions:

- Foundation Data Model
- Cost allocation for health & human service agencies
- Accounts payable & receivable

Complete Implementation of Phase 1b: Expanded Financials & Procurement
 A summary of functions:

- Full cost allocation
- Projects
- Grants
- Procurements
- Purchase-to-Pay
- P-cards
- Contracts Mgmt.
- Consumable inventory

What the Solution Provides

Phase 1a Core Financials will:

- Establish the Foundation Data Model
- Implement cost allocation and Medicaid reimbursement for health & human service agencies
- Replace accounts receivable system of record
- Implement budget controls
- Implement accounts payable & interagency billing
- Implement fix assets
- Replacement of AFRS and reduction of system risk of failure of outdated technology

Phase 1b: Expanded Financials and Procurement will:

- Implement the first state electronic procurement system
- Implement expanded financials and procurement functions not available today
- Implement complete functionality to replace WSDOT TRAINS
- Implement full cost allocation for all agencies
- Implement a grants, project, contract and travel management system for all agencies
- Implement the full purchase-to-pay function
- Enable real-time tracking and reporting of statewide contract spending and purchasing
- Enable an eMarketplace to streamline business processes for agencies and businesses

- Improve the state's financial system's security position
- Enhance business continuity & disaster recovery
- Leverage Workday's investment in compliance demonstration, monitoring, and maintenance protocols

- Operationalize finance production, maintenance and support after go live for the entire state

Solution Outcomes

Improved functionality

New functionality will allow for informed business decisions based on access to real-time data and analytics. For example, new functionality could quickly identify dollars spent on COVID-19.

Best practices and innovation

Provides a technology platform that evolves and provides innovations through twice-per-year releases.

Alignment with state IT strategy

Aligns with the Office of the Chief Information Officer's emerging strategy to do business in the cloud and reduce investments in state-owned hardware and software assets.

Better remote access

Allows for finance and procurement business operations to take place virtually – the need to operate virtually is a lesson learned from the COVID-19 pandemic.

Enhanced security posture

Shifts technology infrastructure responsibility to Workday. Provides semi-annual and annual 3rd party attestations of data security compliance and 3rd party vulnerability assessments. Provides audits of every change to data and encrypts all customer data for data privacy.

Cost Allocation



Cost Allocations – Accomplishments and Next Steps

Completed milestones to ensure (1) Workday would meet HHS agencies' needs for Cost Allocations and (2) Three-month project extension would be sufficient.

- ❖ Finalized Healthcare CAS requirements, including remaining Use Cases
 - ✓ CAS Working Team Approved
- ❖ Completed Technical Review of Workday Cost Allocations Design, including automation of legacy AFRS/CAS definitions conversion
 - ✓ Workday Approved
 - ✓ OFM Approved
 - ✓ Deloitte Cost Allocation Advisor Approved
- ❖ Re-evaluated and confirmed feasibility of October 2022 Go Live.
 - ✓ Workday Approved
 - ✓ OFM Approved
 - ✓ Deloitte Project Team Approved
- ❖ Prototyped and demonstrated most complex cost allocations to HCA and DSHS.
 - ✓ DSHS
 - ✓ HCA

Upcoming Next Steps: (1) Customer Confirmation Sessions (2) Optimization Testing of Cost Allocations (3) Further refinement of Cost Allocation Definitions

Public Comment

