



Washington's Consolidated Technology Services Agency

Technology Services Board

Portfolio/Policy Subcommittee Meeting
November 18, 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

Executive Branch (Agency Directors)

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

Other Government

Viggo Forde – Snohomish County

Vacancies:

Industry Representative
Senate Representative
Labor Union Representative

Members present

Members absent

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Bill Kehoe	Introductions	9:00
Approve Minutes from October 14 Subcommittee Meeting	Bill Kehoe	Approval	9:04
Standard 182.20.10 - Email Naming Standard UPDATE	Nick Stowe Scott Lindekugel Karen McLaughlin	Review Updates	9:05
Project Status – WSDOT Tolling Back Office System Replacement Project (BOS) <ul style="list-style-type: none"> Julie Meredith, Asst. Secretary and Executive Sponsor Jennifer Charlebois, Project Manager Dana McLean, QA, Public Consulting Group 	Rich Tomsinski	Project Update	9:15
Program Status – One Washington <ul style="list-style-type: none"> Introduction – Scott Nicholson, Interim Executive Director QA Assessment – Allen Mills, <i>bluecrane</i>[™] Program Updates – Program Team and Vendor Partners Q&A 	Amy Pearson	Program Status	9:45
Project Status – DSHS System for Integrated Leave, Attendance and Scheduling (SILAS) <ul style="list-style-type: none"> Judy Fitzgerald, Assistant Secretary and Executive Sponsor Jay Minton, Director, Finance Services Kristi Hubble, Project Manager Melanie Roberts, Quality Assurance, Stellar Associates 	Amy Pearson	Project Update	10:15
Public Comment			10:40



Approve 10/14/2021 Minutes



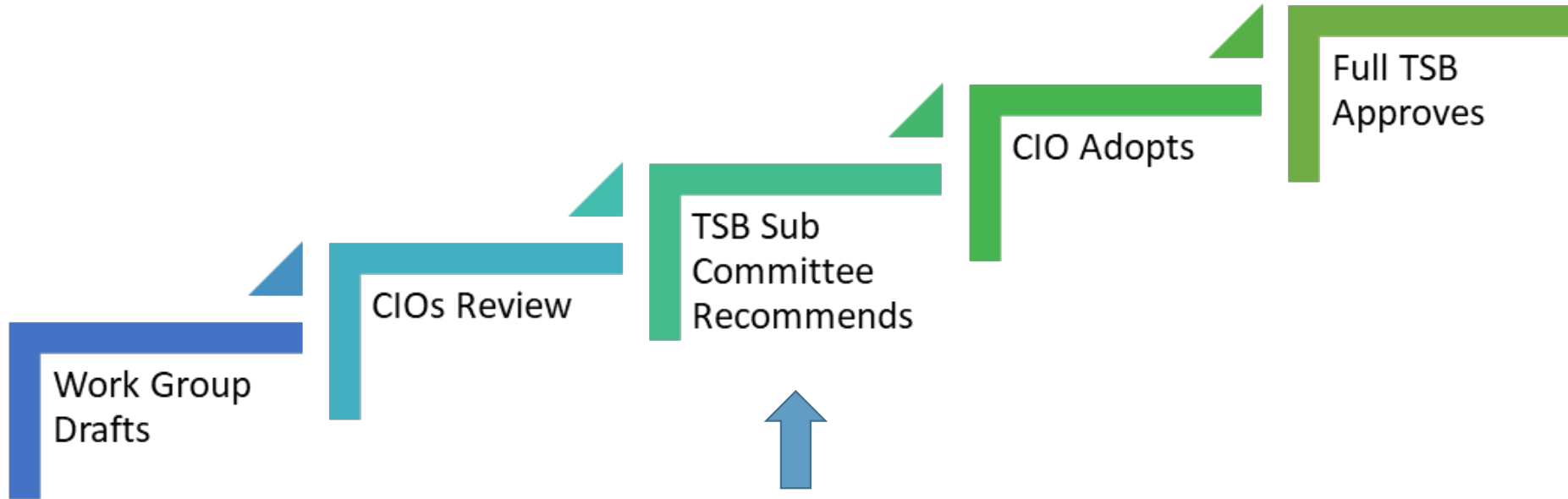
Standard 182.20.10

Email Address Naming Standards

Technology Services Board Subcommittee Meeting
November 18, 2021

Nick Stowe, Chief Enterprise Architect
Scott Lindekugel, State Enterprise Architect
Karen McLaughlin, M365 and Identity Architect

Where are we?



Email Address Naming Standards



Purpose of action

- Request approval for revised Email Naming Standard to align with the current migration to cloud solutions such as Exchange Online/Office 365.



Business case

- This updated standard continues to promote common IT practices needed for cloud adoption and Equity considerations.



Key objectives

- Extend the current standard to include fully qualified login name, SMTP, and Telephony (SIP) attributes.
- Combine the email naming standard and guideline into one document and update based on requirements in Microsoft M365.



Strategic alignment

- Adopting cloud solutions and migrating existing systems to cloud services.
- Adopting shared services for common business solutions and reducing unnecessary operational complexities and costs.



Implementation

- This builds upon an existing standard
- Some agencies may not have the resources or funding needed to meet the required timeline and would require a waiver.



Success criteria

- The Policy is successful if all in scope agencies have met the conditions outlined in this standard or have a plan to become compliant.

Email Address Naming Standards

Timeline	
2015	Current Standard Approved by the TSB
2018- Now	Enterprise Shared Tenant Migrations
April 2021	Email naming standard draft begins
July 2021	Feedback received from SMEs, CIOs, and OFM Diversity, Equity, and Inclusion (DEI). Most of the feedback was around DEI and a couple areas that needed clarifying.
August 2021	Feedback review and incorporated into the next draft
September 2021	Additional Feedback received from the SMEs, CIOs, and OFM DEI and incorporated into the draft.
Nov 2021 – Dec 2021	TSB Policy Sub-Committee, Full TSB



Summary of Feedback

- The standard needs to address DEI. A few specifics include accommodating hyphenated names, transgender, and other use cases where the individual's legal name is no longer being used. A few modifications that were incorporated due to the feedback include:
 - Provided an example for a person with two last names: “**LastName can be one or more LastNames** (Examples: [Person1.Smith@acy.wa.gov](#), [Person2.SmithJones@acy.wa.gov](#).”
 - We added an exemption for those with legal reasons not to show their legal name “Employees where the email address of the individual should be obfuscated for the protection of the individual.”
- Concerns from a few agencies that currently don't meet the standard nor the addition of SIP and UPN.

Questions?



Washington's Consolidated Technology Services Agency

Washington State Department of Transportation Toll Back Office System Replacement Project

Technology Services Board Subcommittee Meeting
November 18, 2021

Agenda

1. Project Overview and History
2. Transition Summary
3. WSDOT Initial Lessons Learned
4. Quality Assurance – Lessons Learned



Project Overview

The external Back Office System (BOS) is a core element of WSDOT's Toll program. The BOS manages the customer relationship and financial management aspects of WSDOT's Tolling program and its *Good To Go!* Toll payment program.

The new system improves the customer experience by offering new ways to manage your account, more self-service features, enhancements to customer information security, and improvements to the **MyGoodToGo.com** website:



Pay As You Go

New payment option with no pre-paid balance required.



Improved Notifications

Customers can choose to receive text alerts.



Account integration

Customers can easily manage any Pay By Mail bills within their *Good To Go!* accounts

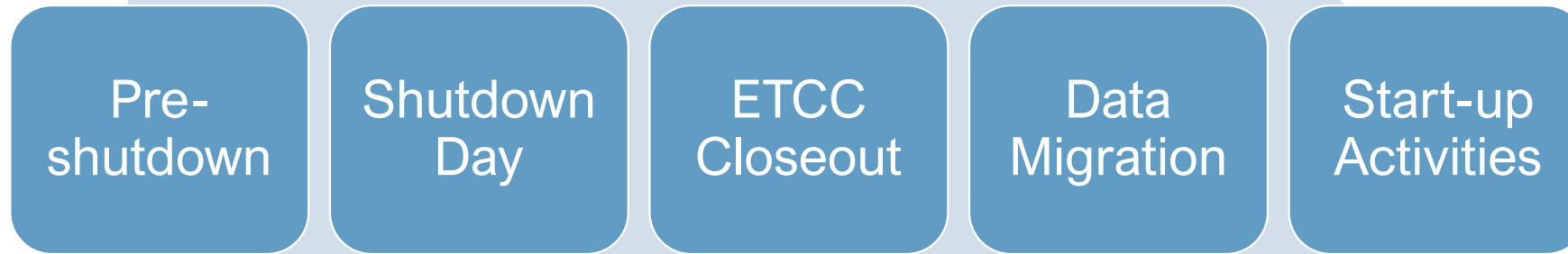


More Self-Service Tools

New tools give customers greater control over their accounts

System Transition Exceeded Expectations

Our new **Good To Go!**™ System Launched on July 12th, 2021



The Transition Takeaways

- Completed 10-day shutdown on schedule and ahead of our publicly advertised date.
- Minor issues did arise but did not interfere or delay the planned timeline.
- Advanced communication was successful in notifying customers that the *Good To Go!* website and call center would be down.
- Tolls continued to be collected during the shutdown and have successfully been applied to accounts.
- Executive communication ensured daily status and clear go/no go decision points.

Current Status

- System is operating and serving customers through the call center, the automated phone system, and the new website.
- Customers are receiving monthly statements and drivers without accounts are receiving toll bills.
- System issues, defects, and bugs are being reported daily.
- Daily Meetings with Operations, ETAN and WSDOT to triage emerging issues and manage upcoming releases.
- ETAN continues to make progress toward System Acceptance Milestone



Overview of Accomplishments

- The following is a summary of key metrics since the system launched on July 12th, 2021



Pay As You Go

- New Pay As You Go Accounts Opened or Converted = **73,288**



Improved Notifications

- Customers signed-up for text message alerts = **45,347**



Account integration

- New Accounts opened = **16,744**
- Legacy Accounts logged-in and credentials updated = **393,354**



More Self-Service Tools

- Total calls to IVR = **222,554**
- Customer requested call-backs = **28,484**
- New Website users = **1,077,515**
- Total Website pageviews = **2,931,355**
- Customer website device usage = **Desktop - 55% / Mobile - 44% / Tablet - 2%**

Good To Go!™ Revenue Collection

- Total Revenue Collected through all channels = **\$48,236,754**

Project Lessons Learned

What would we do again?

- Prioritize a high-quality customer experience and do not let schedule pressure force a system launch before the system is ready.
- Extensive testing Pre-Go Live minimized issues during transition and post Go-Live
- Multiple data migration exercises and rehearsals made for a smoother transition and clean transition audits.
- WSDOT's decision to take ownership of schedule management improved our understanding of the critical path and ensured we could communicate schedule details both internally and externally.
- Consistent contract enforcement and negotiation of additional damages for delay helped keep the vendor motivated.
- Decoupling Operations and BOS contracts increased transparency between system and users.

Project Lessons Learned

What can we improve?

- While the amount of testing improved the transition and customer service experience, planning for that amount of testing ahead of time would have helped to set expectations with stakeholders.
- Separate contracts for the system and for operations helps improve transparency, but better contractual structures could have provided protection and alternatives in the case of delay by one vendor.
- Last minute change in banking services was disruptive to Go-Live preparation process.
- Significant support from WSDOT to assist in documentation, testing, and schedule management increased WSDOT's expenditures and stressed our resources.

QA Lessons Learned Discussion



Overview of Lessons Learned

Interviews and Surveys are in progress. However, the responses thus far have been consistent in their content and are likely to remain so during the completion of the Interviews and Surveys.

Interview/Survey participants have included executives, managers, line staff, oversight and contractors.

22 Electronic Surveys were sent out, 13 have been completed.

12 Interviews were requested, 9 Interviews have taken place.

To date, ETAN has not accepted requests to participate in the lessons learned process.

Lessons learned and recommendations will be created based on information gathered both from the interviews and surveys, as well as from a QA and IV&V findings from throughout the project.



What went well

Communications

Among key team members
External

"Communication and collaboration. Everyone was willing to lend their suggestions to make the project go as smoothly, many people were genuinely invested in the success of the project and kept going."

Commitment

By project team and operations staff

Strong project leadership

"Strong project leadership and management. Project team perseverance."

Quality over Schedule

Despite pressure to go live.

Courageous conversations with the solution vendor

Maintained relationship while delivering difficult messages

"I think our working relationship with ETAN has remained solid and professional, which seemed highly improbable with how late the project was."

Risk management

Transition / Go-Live

"Go live went much better than I anticipated."



What could be improved

Procurement

Vendor selection

Timelines

Contract

Capped LDs create challenges

Needed other leverages

Protections if one vendor delays another vendor

"While our situation ended up working out, we had to spend a lot of time negotiating with ETAN and we could have structured in a way that gave us more options."

"I feel it would go better if we had more realistic estimates from our vendor."

Solution provider performance

Schedule adherence

Quality / Best Practice

Stability and sufficiency of staffing

"ETAN struggled to allocate resources, meet deadlines and live up to the tasks required by the project"

"The Go Live date kept changing which was very stressful."

Go-Live dates

Avoidance of "artificial" Go-Live dates

"Not having artificial "go-live" dates imposed before the project team and vendor can fully map out project plan and schedule. Recognizing that what vendors say they can do during a procurement rarely aligns with what they can actually deliver - so building in an "internal" buffer with that in mind."

Communications

Beyond core project team.

Communication to team members who are not invited to meetings to keep them apprised of what is going on with the project.

Some other insights from the data thus far

- ▶ 100 % of respondents felt the project was fully supported by leadership.
- ▶ 90 % + of respondents indicated they had the tools necessary to complete their job.
- ▶ The most common thing that kept respondents up at night involved concerns about the solution vendor's performance and ability to deliver.
- ▶ The most common thing respondents were most proud of was Go-Live in the face of the challenges.
- ▶ 90% + respondents believe this project resulted in better service to the public.



Washington's Consolidated Technology Services Agency

Office of Financial Management One Washington

Technology Services Board Subcommittee Meeting
November 18, 2021



One Washington
A Business Transformation Program

Office of Chief Information Officer



Agenda



1. Introduction
2. QA Assessment Summary
3. Refresh Schedule/Workplan
4. Agency Remediation
5. Agency Engagement
6. Q and A



Introduction

Scott Nicholson



One Washington
A Business Transformation Program



QA Assessment Summary

Allen Mills



One Washington
A Business Transformation Program

QA Assessment Summary

Schedule

- Findings: (1) The OneWa schedule needs “an overhaul” and (2) the Program’s timeline is at-risk
 - ✓ Significant progress since October meeting
 - ✓ Quality of discussions/work sessions is dramatically higher – this is *significant*

Resources

- Finding: Likely that more resources will be needed
 - ✓ DP acknowledges need for more resources
 - ✓ Identifying resources in revised schedule will validate needs – and possibly identify more needs

Agency Engagement

- Findings: (1) Program’s credibility is badly damaged and (2) Program lacks adequate plan to manage and communicate legacy remediation activities and expectations
 - ✓ Program has hired new Director to focus on remediations
 - ✓ Adjustments in timelines for remediations is a promising sign; dates need to be *vettted and validated with agencies*

Refresh Schedule/Workplan

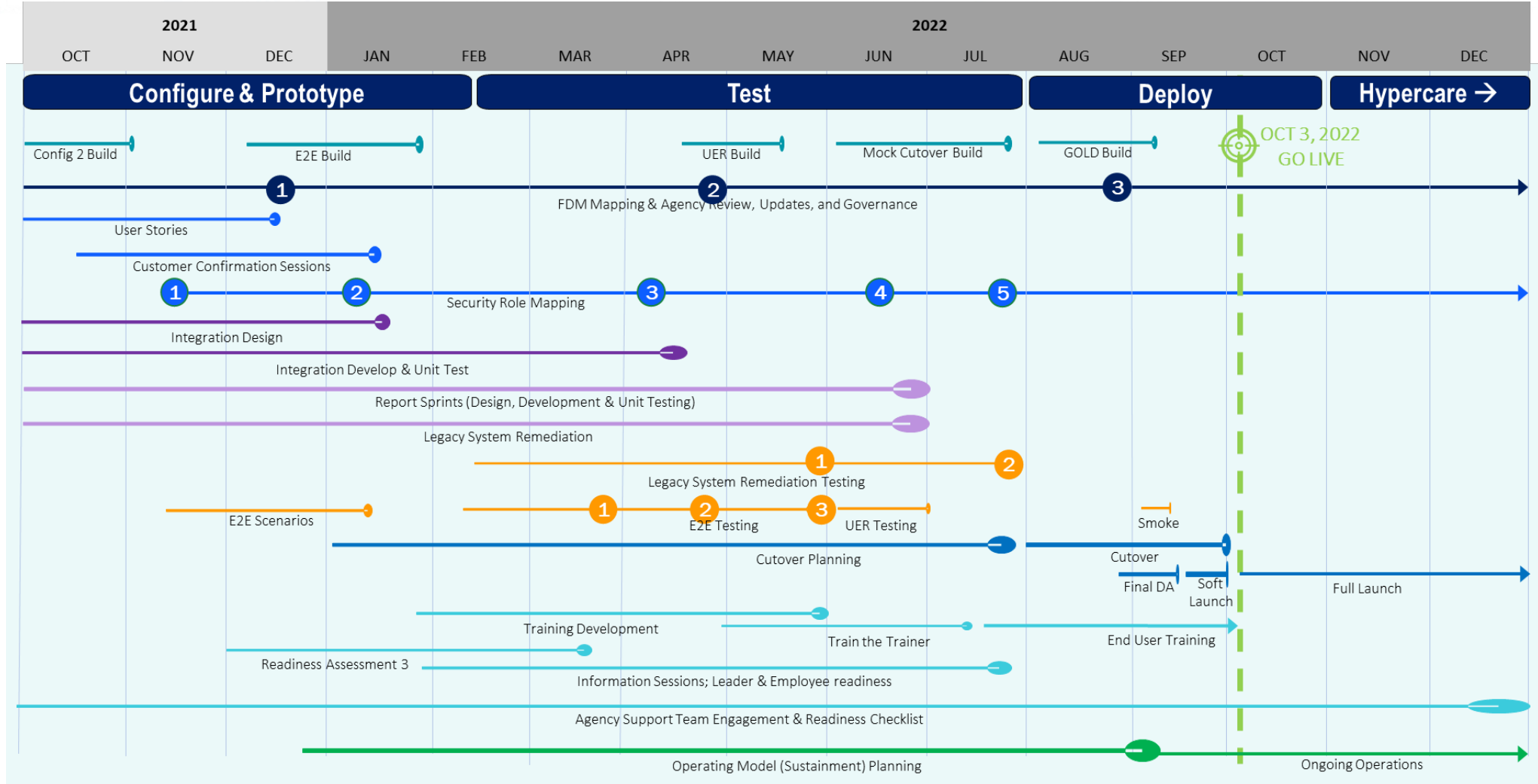
Matthew Meacham
Paige Bayliss



One Washington
A Business Transformation Program



Implementation Timeline



Phase 1 Critical Path Descriptions

The Critical Path is a series of tasks with zero slack.

PowerPoint Reference	ID	WBS	Task Name	% Complete	Duration	Start	Finish	Total Slack
	0	0	OneWA 1A Workplan	26%	456 days?	Fri 1/22/21	Wed 12/7/22	0 days?
	168	4	Change Management and Training	18%	324 days?	Thu 7/1/21	Tue 11/1/22	20 days?
	345	4.2	Organizational Readiness	25%	324 days	Thu 7/1/21	Tue 11/1/22	20 days
	376	4.2.3	Deliverable: OCM-9 Change to State Employees Roles Report	81%	94 days	Mon 7/26/21	Fri 12/10/21	0 days
	384	4.2.3.3	Deliverable Documentation	50%	45 days	Fri 10/1/21	Fri 12/10/21	0 days
1	390	4.2.3.3.6	State provides comments/feedback on final State Employee Roles Report Deliverable	0%	9 days	Mon 11/29/21	Thu 12/9/21	0 days
1	391	4.2.3.3.7	<i>Obtain State sign-off for State Employee Roles Report Deliverable</i>	0%	0 days	Fri 12/10/21	Fri 12/10/21	0 days
	414	4.2.5	Deliverable: OCM-6 Coaching Plan	48%	68 days	Mon 9/20/21	Fri 1/14/22	0 days
	421	4.2.5.3	Deliverable Documentation	0%	30 days	Fri 11/12/21	Fri 1/14/22	0 days
2	426	4.2.5.3.5	Incorporate comments/feedback on final Coaching Plan Deliverable	0%	9 days	Tue 1/4/22	Fri 1/14/22	0 days
2	427	4.2.5.3.6	<i>Obtain State sign-off for Coaching Plan Deliverable</i>	0%	0 days	Fri 1/14/22	Fri 1/14/22	0 days
	534	4.3	Training	18%	303 days?	Mon 7/19/21	Mon 10/17/22	31 days?
	535	4.3.1	Deliverable: 008 - Project Team Workday Training Plan and Training - State	5%	20 days?	Fri 8/13/21	Fri 9/10/21	285 days?
	540	4.3.1.2	Project Team Workday Training Plan and Training	0%	1 day?	TBD	TBD	0 days?
	542	4.3.1.3	Deliverable Documentation	0%	20 days	TBD	TBD	0 days
	551	4.3.3	End User Training	20%	303 days?	Mon 7/19/21	Mon 10/17/22	31 days?
	660	4.3.3.9	Deliverable: 077 - Train the Trainers	0%	83 days	Mon 4/4/22	Mon 8/1/22	0 days
	661	4.3.3.9.1	DED Documentation	0%	17 days	Fri 4/15/22	Mon 5/9/22	0 days
3	662	4.3.3.9.1.1	Develop Training Tenant DED	0%	11 days	Fri 4/15/22	Fri 4/29/22	0 days
3	663	4.3.3.9.1.2	Complete DED Formal Review	0%	5 days	Mon 5/2/22	Fri 5/6/22	0 days
3	664	4.3.3.9.1.3	Review and Accept DED	0%	1 day	Mon 5/9/22	Mon 5/9/22	0 days
	665	4.3.3.9.2	Train the Trainers	0%	73 days	Mon 4/4/22	Mon 7/18/22	0 days
3	666	4.3.3.9.2.1	Schedule Train the Trainer Sessions	0%	2 days	Mon 4/4/22	Tue 4/5/22	0 days
3	667	4.3.3.9.2.2	Develop materials for Train the Trainer Kickoff	0%	20 days	Mon 4/4/22	Fri 4/29/22	0 days
3	668	4.3.3.9.2.3	Conduct Train the Trainer Kickoff	0%	3 days	Mon 5/9/22	Wed 5/11/22	0 days
3	669	4.3.3.9.2.4	Conduct Train the Trainer Teach Back Session 1	0%	5 days	Mon 5/16/22	Fri 5/20/22	0 days
3	670	4.3.3.9.2.5	Conduct Train the Trainer Teach Back Session 2	0%	5 days	Mon 6/6/22	Fri 6/10/22	0 days
3	671	4.3.3.9.2.6	Conduct Train the Trainer Teach Back Session 3	0%	5 days	Tue 7/12/22	Mon 7/18/22	0 days

Phase 1 Critical Path Descriptions

The Critical Path is a series of tasks with zero slack.

PowerPoint Reference	ID	WBS	Task Name	% Complete	Duration	Start	Finish	Total Slack
	676	4.3.3.10	Deliverable: 078 - Training Delivered (End User) - State	0%	94 days	Mon 6/6/22	Mon 10/17/22	10 days
	681	4.3.3.10.2	Training	0%	54 days	Tue 7/19/22	Mon 10/3/22	0 days
3	682	4.3.3.10.2.	Execute End User Training	0%	54 days	Tue 7/19/22	Mon 10/3/22	0 days
	699	6	Configure & Prototype	17%	309 days	Mon 3/29/21	Thu 7/7/22	102 days
	776	6.9	Data Extract Specifications	0%	5 days	Mon 11/29/21	Fri 12/3/21	0 days
4	777	6.9.1	Update Data Extract Specs - Supplier and Supplier Invoice	0%	5 days	Mon 11/29/21	Fri 12/3/21	0 days
4	778	6.9.2	Update Data Extract Specs - Accounts Receivable	0%	5 days	Mon 11/29/21	Fri 12/3/21	0 days
4	779	6.9.3	Update Data Extract Specs - Business Assets	0%	5 days	Mon 11/29/21	Fri 12/3/21	0 days
4	780	6.9.4	Update Data Extract Specs - Financial Accounting	0%	5 days	Mon 11/29/21	Fri 12/3/21	0 days
4	781	6.9.5	Update Data Extract Specs - HR	0%	5 days	Mon 11/29/21	Fri 12/3/21	0 days
4	782	6.9.6	<i>Update Data Extract Specifications Complete - State</i>	0%	0 days	Fri 12/3/21	Fri 12/3/21	0 days
	861	6.13	Deliverable: 039 - User Stories	8%	189.5 days	Mon 3/29/21	Fri 1/14/22	0.5 days
	862	6.13.1	DED Documentation	29%	157 days	Mon 3/29/21	Fri 11/5/21	0 days
	959	6.14	Deliverable: 052 - Customer Confirmation Sessions (CCS)	14%	103 days	Tue 8/3/21	Tue 1/18/22	18 days
	962	6.14.2	CCS Planning and Sessions	14%	47 days	Mon 10/18/21	Thu 1/13/22	18 days
5	963	6.14.2.1	Planning for CCS	57%	18 days	Tue 10/26/21	Fri 11/19/21	0 days
5	965	6.14.2.1.2	OCM Planning	70%	14 days	Tue 10/26/21	Mon 11/15/21	0 days
5	966	6.14.2.1.3	Communicate to Agencies	0%	4 days	Tue 11/16/21	Fri 11/19/21	0 days
5	967	6.14.2.1.4	<i>Ready to Execute CCS</i>	0%	0 days	Fri 11/19/21	Fri 11/19/21	0 days
	1023	6.16	Integrations	27%	254 days	Fri 4/2/21	Fri 4/22/22	26 days
	1052	6.16.5	Deliverable: 057 - Integrations Developed and Unit Test - Contractor / 058 -State	14%	166 days	Mon 8/9/21	Fri 4/22/22	26 days
	1053	6.16.5.1	DED Documentation	0%	10 days	Mon 8/9/21	Fri 8/20/21	0 days
	1240	7	Test	1%	259 days	Mon 8/2/21	Mon 8/29/22	65 days
	1241	7.1	E2E Tenant	0%	247 days	Mon 8/2/21	Thu 8/11/22	77 days
6	1243	7.1.2	<i>E2E Entry Gate</i>	0%	0 days	Fri 12/3/21	Fri 12/3/21	0 days
	1245	7.1.4	Deliverable: 055 - End-to-End Tenant Build	0%	47 days	Mon 11/8/21	Fri 2/4/22	5 days
	1250	7.1.4.2	E2E Tenant Build	0%	25 days	Mon 12/6/21	Tue 1/25/22	0 days
6	1251	7.1.4.2.1	E2E Tenant Kickoff (Program)	0%	5 days	Mon 12/6/21	Fri 12/10/21	0 days
	1263	7.1.5	Validation - E2E	0%	10 days	Mon 1/31/22	Fri 2/11/22	0 days
7	1264	7.1.5.1	Security Access Granted - E2E	0%	2 days	Mon 1/31/22	Tue 2/1/22	0 days
7	1265	7.1.5.2	Validate Configuration Workbooks - E2E	0%	8 days	Wed 2/2/22	Fri 2/11/22	0 days
7	1266	7.1.5.3	Validate Business Process Maps - E2E	0%	8 days	Wed 2/2/22	Fri 2/11/22	0 days
7	1267	7.1.5.4	Validate Data Conversion Loads (Master Data) - E2E	0%	8 days	Wed 2/2/22	Fri 2/11/22	0 days
7	1268	7.1.5.5	<i>Validation Complete for E2E</i>	0%	0 days	Fri 2/11/22	Fri 2/11/22	0 days

Phase 1 Critical Path Descriptions

The Critical Path is a series of tasks with zero slack.

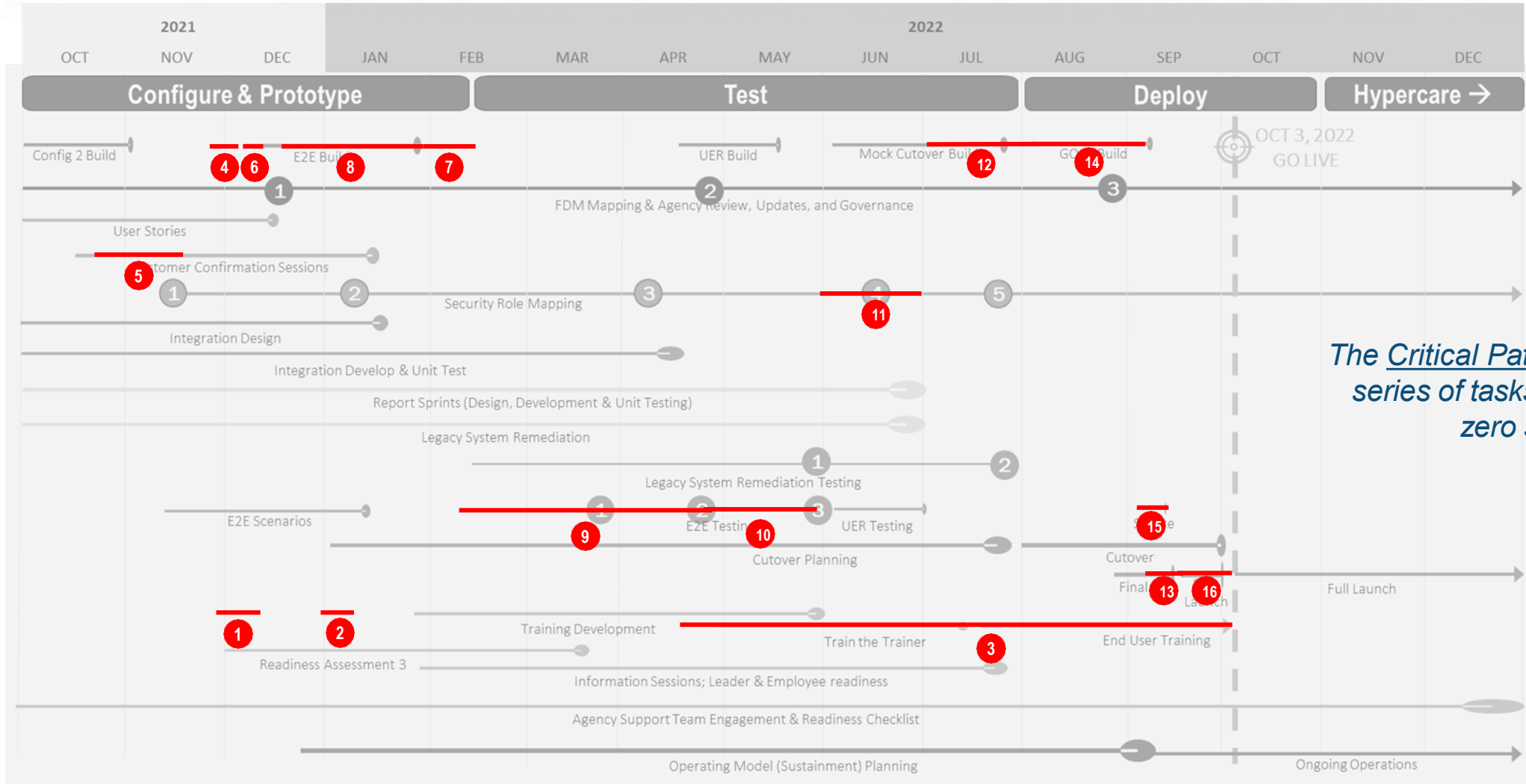
PowerPoint Reference	ID	WBS	Task Name	% Complete	Duration	Start	Finish	Total Slack
	1300	7.1.9	Architecture and Security - E2E	0%	51 days	Mon 11/29/21	Thu 2/24/22	10 days
	1315	7.1.9.3	Authentication - E2E	0%	23 days	Mon 12/13/21	Fri 1/28/22	0 days
8	1316	7.1.9.3.1	Configure authentication	0%	14 days	Mon 12/13/21	Fri 1/14/22	0 days
8	1317	7.1.9.3.2	Test authentication	0%	9 days	Tue 1/18/22	Fri 1/28/22	0 days
8	<i>1318</i>	<i>7.1.9.3.3</i>	<i>E2E Authentication Complete / Ready to Support Validation</i>	<i>0%</i>	<i>0 days</i>	<i>Fri 1/28/22</i>	<i>Fri 1/28/22</i>	<i>0 days</i>
	1357	7.1.13	E2E Testing	0%	247 days	Mon 8/2/21	Thu 8/11/22	77 days
	1459	7.1.13.4	Deliverable 64: End-to-End Testing - State	0%	105 days	Fri 1/7/22	Wed 6/8/22	22 days
	1464	7.1.13.4.2	E2E Testing	0%	75 days	Mon 2/14/22	Wed 6/1/22	0 days
9	1465	7.1.13.4.2.	Perform E2E Test Cycle 1 (2/14/22 start)	0%	20 days	Mon 2/14/22	Mon 3/14/22	0 days
9	1466	7.1.13.4.2.	Conduct E2E Test Cycle Closeout	0%	5 days	Tue 3/15/22	Mon 3/21/22	0 days
9	1467	7.1.13.4.2.	Perform E2E Test Cycle 2	0%	20 days	Tue 3/22/22	Mon 4/18/22	0 days
9	1468	7.1.13.4.2.	Conduct E2E Test Cycle Closeout	0%	5 days	Tue 4/19/22	Mon 4/25/22	0 days
	1576	7.2	User Experience Review (UER)	4%	249 days	Mon 8/16/21	Mon 8/29/22	15 days
	1706	7.2.14	Testing - UER	0%	189 days	Mon 10/4/21	Mon 7/25/22	37 days
	1707	7.2.14.1	UER Planning	0%	23 days	Tue 4/26/22	Thu 5/26/22	0 days
10	1708	7.2.14.1.1	Finalize Test Scenarios (under UER Planning)	0%	22 days	Tue 4/26/22	Wed 5/25/22	0 days
10	1709	7.2.14.1.2	Identify Test Resources	0%	22 days	Tue 4/26/22	Wed 5/25/22	0 days
10	1710	7.2.14.1.3	Testing Assignments	0%	22 days	Tue 4/26/22	Wed 5/25/22	0 days
10	1711	7.2.14.1.4	Testing Kickoff	0%	1 day	Thu 5/26/22	Thu 5/26/22	0 days
10	1712	7.2.14.1.5	Test Readiness Review	0%	23 days	Tue 4/26/22	Thu 5/26/22	0 days
10	<i>1713</i>	<i>7.2.14.1.6</i>	<i>UER Test Planning Complete</i>	<i>0%</i>	<i>0 days</i>	<i>Thu 5/26/22</i>	<i>Thu 5/26/22</i>	<i>0 days</i>
	1767	7.3	Mock Build Tenant	0%	51 days	Tue 5/31/22	Wed 8/10/22	0 days
	1770	7.3.3	Architecture and Security - Mock	0%	24 days	Tue 5/31/22	Fri 7/1/22	0 days
	1771	7.3.3.1	Security Role Mapping - Mock	0%	24 days	Tue 5/31/22	Fri 7/1/22	0 days
11	1772	7.3.3.1.1	Facilitate meeting for Security Roles	0%	1 day	Tue 5/31/22	Tue 5/31/22	0 days
11	1773	7.3.3.1.2	Send Security Surveys to Agencies	0%	3 days	Wed 6/1/22	Fri 6/3/22	0 days
11	1774	7.3.3.1.3	Agencies Complete Surveys	0%	10 days	Mon 6/6/22	Fri 6/17/22	0 days
11	1775	7.3.3.1.4	Validate Survey and create conversion file	0%	10 days	Mon 6/20/22	Fri 7/1/22	0 days
	1780	7.3.4	Mock Tenant Build	0%	38 days	Thu 6/2/22	Tue 7/26/22	6 days
12	1786	7.3.4.6	Conduct Security Review for data loads ("Mid-Point Review")	0%	4 days	Tue 7/5/22	Fri 7/8/22	0 days
12	<i>1787</i>	<i>7.3.4.7</i>	<i>Mid-Tenant Build Security Gate</i>	<i>0%</i>	<i>0 days</i>	<i>Fri 7/8/22</i>	<i>Fri 7/8/22</i>	<i>0 days</i>
12	1788	7.3.4.8	Load Data Conversion Extracts into Target Tenant	0%	12 days	Mon 7/11/22	Tue 7/26/22	0 days

Phase 1 Critical Path Descriptions

The Critical Path is a series of tasks with zero slack.

PowerPoint Reference	ID	WBS	Task Name	% Complete	Duration	Start	Finish	Total Slack
	1832	8	Deploy	1%	405 days	Mon 3/22/21	Tue 11/15/22	11 days
	1884	8.2	Deliverable: 81 - Workday Delivery Assurance Review - Gold	0%	41 days	Mon 8/1/22	Tue 9/27/22	0 days
	1889	8.2.2	Gold DA Review by Product Area	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
13	1890	8.2.2.1	Review Financials Budgets-Final Configuration	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
13	1891	8.2.2.2	Review Financials Financial Accounting-Final Configuration	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
13	1892	8.2.2.3	Review Financials Procurement-Final Configuration	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
13	1893	8.2.2.4	Review Financials Supplier Accounts-Compliance Final	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
13	1894	8.2.2.5	Review Financials Banking & Settlement-Compliance Final	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
13	1895	8.2.2.6	Review Financials Business Assets-Compliance Final	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
13	1896	8.2.2.7	Conduct Deploy Delivery Assurance Review	0%	3 days	Tue 9/13/22	Thu 9/15/22	0 days
	1897	8.2.3	Deliverable Documentation	0%	12 days	Mon 9/12/22	Tue 9/27/22	0 days
13	1898	8.2.3.1	Address feedback from Workday Delivery Assurance Review	0%	2 days	Tue 9/13/22	Wed 9/14/22	0 days
13	1899	8.2.3.2	Conduct Formal Acceptance	0%	5 days	Thu 9/15/22	Wed 9/21/22	0 days
13	1900	8.2.3.3	<i>Deliverable: 81 - Workday Delivery Assurance Review - Gold Complete</i>	0%	0 days	Wed 9/21/22	Wed 9/21/22	0 days
	1901	8.3	Gold Build Tenant	0%	56 days	Thu 6/30/22	Mon 9/19/22	3 days
14	1902	8.3.1	<i>Gold Entry Gate</i>	0%	0 days	Wed 8/3/22	Wed 8/3/22	0 days
	1914	8.3.4	Deliverable: 080 - Gold/Production Tenant Build	0%	56 days	Thu 6/30/22	Mon 9/19/22	3 days
	1919	8.3.4.2	Gold/Production Tenant Build	0%	19 days	Fri 8/12/22	Thu 9/8/22	0 days
14	1920	8.3.4.2.1	Gold Tenant Kickoff (Program)	0%	5 days	Fri 8/12/22	Thu 8/18/22	0 days
14	1922	8.3.4.2.3	Conduct Security Review for data loads ("Mid-Point Review")	0%	4 days	Fri 8/19/22	Wed 8/24/22	0 days
14	1923	8.3.4.2.4	<i>Mid-Tenant Build Security Gate</i>	0%	0 days	Wed 8/24/22	Wed 8/24/22	0 days
14	1927	8.3.4.2.8	Load Data Conversion Extracts into Target Tenant	0%	10 days	Thu 8/25/22	Thu 9/8/22	0 days
14	1928	8.3.4.2.9	Load R2PM into Target Tenant - Gold	0%	2 days	Thu 9/1/22	Fri 9/2/22	0 days
	1938	8.3.5	Tenant Management - Gold	0%	11 days	Fri 8/19/22	Fri 9/2/22	0 days
14	1939	8.3.5.1	Migrate technical artifacts from technical development tenant	0%	8 days	Fri 8/19/22	Tue 8/30/22	0 days
14	1940	8.3.5.2	Validate Security Access in All Tenants	0%	3 days	Wed 8/31/22	Fri 9/2/22	0 days
	1942	8.3.7	Smoke Testing - Gold	0%	5 days	Tue 9/6/22	Mon 9/12/22	0 days
15	1943	8.3.7.1	Smoke Test Integrations	0%	3 days	Tue 9/6/22	Thu 9/8/22	0 days
15	1946	8.3.7.4	Validate Converted Data	0%	5 days	Tue 9/6/22	Mon 9/12/22	0 days
15	1947	8.3.7.5	<i>Validation Complete (9/12/22)</i>	0%	0 days	Mon 9/12/22	Mon 9/12/22	0 days
15	1948	8.3.7.6	<i>Gold Signoff</i>	0%	0 days	Mon 9/12/22	Mon 9/12/22	0 days
	1949	8.4	Go Live	0%	83 days	Wed 7/20/22	Tue 11/15/22	11 days
16	1966	8.4.4	<i>Move to Production (9/22/22)</i>	0%	0 days	Thu 9/22/22	Thu 9/22/22	0 days
16	1968	8.4.6	<i>Soft Launch (9/26/22)</i>	0%	0 days	Mon 9/26/22	Mon 9/26/22	0 days
16	1970	8.4.8	<i>Full Launch (10/3/22)</i>	0%	0 days	Mon 10/3/22	Mon 10/3/22	0 days

Phase 1 Critical Path



The Critical Path is a series of tasks with zero slack.

Looking Ahead: 30-60-90 Day Outlook

30 Day

- Finalize High Priority Design Issues
- Complete User Stories
- Complete 1st Round of Role to Position Security Mapping
- Start Conducting Customer Confirmation Sessions (CCS)
- Continue FDM Mapping
- Support E2E Tenant Build
- Support Integrations/Reporting Development
- Start E2E Tenant Build
- Complete Sprint 5 Reports
- Complete All Integrations Design
- Continue Priority 1 Integrations Development
- Finalize Legacy System Remediation Prioritization for Testing
- Support Completion of User Stories
- Complete Pulse Check #2
- Changes to State Employee Roles Report
- Conduct ARC and Agency Engagement activities

60 Day

- Finalize All Design Issues (Groups B/C)
- Continue Test Scenarios Development
- Complete Role to Position Security Mapping for E2E Testing
- Complete Customer Confirmation Sessions
- Complete FDM Mapping
- Support E2E Tenant Build
- Support Integrations/Reporting Development
- Hire and onboard Trainers
- Obtain approval for End User Training Plan and Schedule
- Continue E2E Tenant Build
- Complete Sprint 6-7 Reports
- Continue Priority 1 Integrations Development
- Continue Priority 1 Legacy System Remediation
- Support Test Scenarios Development
- Conduct ARC and Agency Engagement activities
- Complete Coaching Plan

90 Day

- Complete Test Scenarios Development
- Complete E2E Tenant Validation
- Support Integrations/Reporting Development
- Support OCM with Agency Activities
- Complete E2E Tenant Build
- Complete Priority 1 Integrations Development
- Support Completion of Test Scenarios
- Complete CCS
- Complete Round 2 for Integration Build 2 and initiate work on Build 3
- Complete Reporting Sprints 7-9
- Complete Validation activities for E2E
- Complete Security Role Mapping for E2E
- Complete Data Cleansing activities
- Draft UER Plan
- Develop Sustainment Lab
- Initiate work on Operating Model
- Conduct ARC and Agency Engagement activities
- Conduct Readiness Assessment 3

Schedule Contingency and Maintenance

Available Contingency

- Additional tenants procured that can be provisioned for additional isolated testing activity
- Mock Tenant is an optional practice step for the Gold Cutover prior to Go Live. These activities are currently planned to complete on 8/17/22.
- The time dedicated to Mock Tenant could be repurposed (with leadership approval) to another greater risk area of the project (e.g., extended integration testing)

Work Plan Management and Maintenance

- Establish new project baseline
- Continue weekly work plan updates
- Assess and remediate variances
- Update and communicate project performance metrics and variance to key milestones
- Add resources to support work plan maintenance

Schedule Calendar – Holidays and Blackout Periods



OneWA Project Calendar + Work Plan

- Includes State Holidays
- Extended Blackout Periods
 - Monday, 11/22 – Friday, 11/26*
 - Monday, 12/20 – Friday, 12/24*
 - Monday, 12/27 – Friday 12/31*
- Customer Confirmation Session for Budget to be held on Tuesday, 12/21

**These dates have been “blocked off” in the project plan schedule for resource availability. Those not taking time off the full week can continue work efforts, but with availability of resources expected to be limited.*

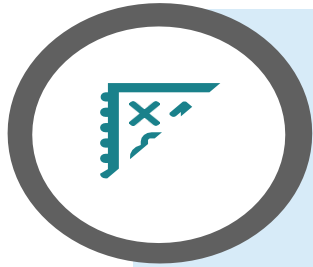
Agency Legacy System Remediation

Ann Bruner



One Washington
A Business Transformation Program





36 Agencies | 229 Systems

160 systems are important (can use a standard crosswalk or remediate in 1B)

50 systems are very important (are top priority for remediation in Phase 1A)

19 systems are critical (with downstream impacts to other systems or are highly visible)

- Office of State Treasure (1 system)
- Office of Financial Management (2 system)
- Health Care Authority (2 systems)
- Department of Social and Health Services (12 systems)
- Department of Transportation (1 system)
- Legislative Evaluation and Accountability Program (1 systems)

Top 19 Priority System Remediations | Risks Levels

AGENCY	RISK	SYSTEM	AGENCY	RISK	SYSTEM
Health Care Authority	H	Provider 1 (Vendor)	Department of Social & Health Services	M	ACES
	M	Pay 1		L	CARS
				M	Cash Process
Department of Transportation	L	TRAINS		L	CARS CCR&VAR
				L	CREG
Legislative Evaluation & Accountability Program	L	Monitoring		M	CSDB
				L	CARS COR
Office of State Treasure	H	TM\$		L	CARS ERB
				M	CDE
Office of Financial Management	L	HRMS		L	CARS PRM
	L	Master Index Explosion		M	STARS Replace
				L	CARS VAR

Agency Constraints

- Business and design decisions
- One Washington Technology Pool funding delays
- Agencies working with 3rd Party vendors – contracts and schedules
- Resource shortages – staff leaving and ability to hire qualified staff
- System complexity is high based on complicated business rules/processes
- Multiple systems to remediate (secondary system impacts)
- Interface designs and complete specifications
- Alignment of One Washington and Agency schedules – Agile approach in largely waterfall culture for enterprise systems
- Aligning agency testing windows with project testing schedule

Strategies to Mitigate Risk



- Demonstrate remediation steps for Workday Foundation Data Model (FDM)
- Provide "Agency Remediation Support Package" plus weekly office hours for all agencies to engage with One Washington
- One Washington Agency Relationship Manager assigned to facilitate meetings and track issues on weekly basis for critical systems
- Provide extended testing windows
- Establish additional testing tenant environment for agency testing
- Develop a temporary non-standard interface and manual workarounds to accommodate agency limitations
- Evaluate agency use of Crosswalk (FDM to AFRS) for noncritical sub systems interfaces until sub system interfaces can be remediated
- Mitigate resource shortages by leveraging DES Master Contract (ITPS) for 3 to 4 month hiring

Agency Engagement

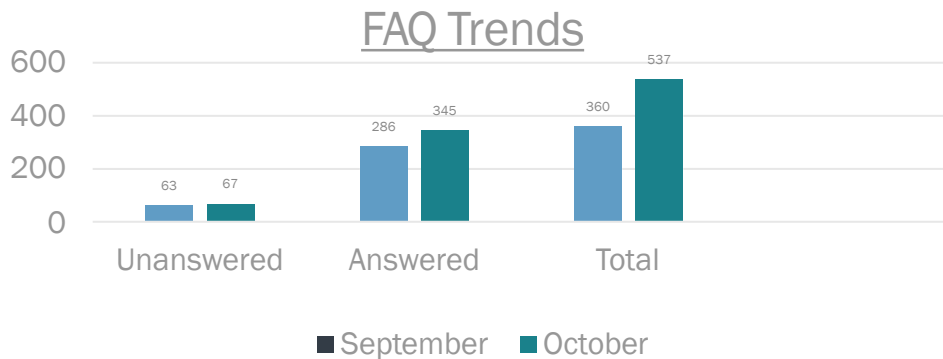
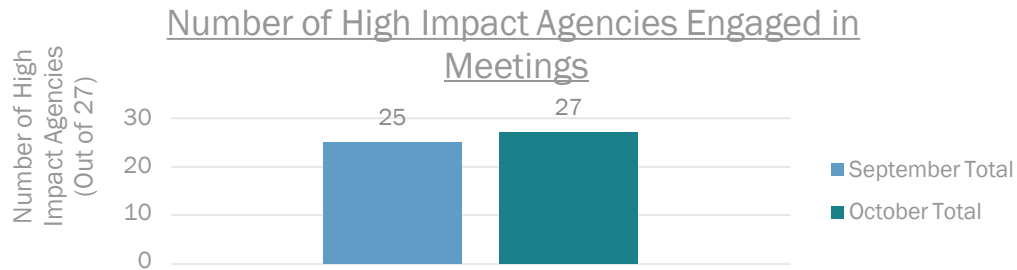
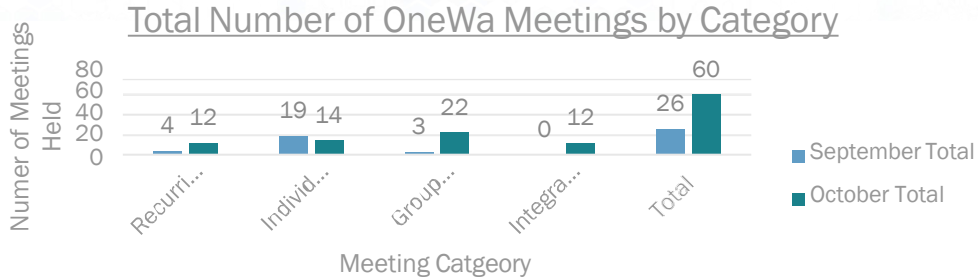
Jennifer Rocks



One Washington
A Business Transformation Program



Agency Engagement Throughout October



12 Recurring agency engagement meetings

14 Meetings with individual agencies **← New!**

2 Large group sessions and **8** small group sessions to discuss security role mapping, Foundation Data Model, & system remediation

5 Group FDM mapping sessions held in October

5 Change Impact Working Sessions

12 Integrations Working Sessions **← New!**

28+ hours of agency engagement meetings tracked

236 Unique stakeholders tracked in recurring meetings in October

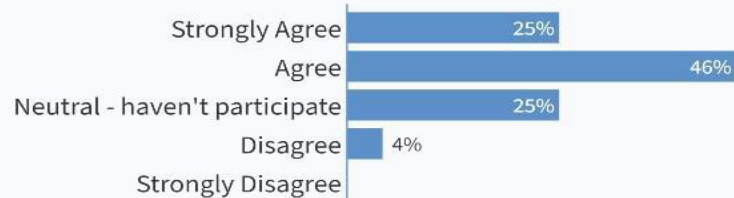
Q&A Repository Status (as of 11/5):

- Unanswered: 67
- In Progress: 35
- Answered: 345
- Total: 537

High Impact Agency Engagement Data from 10/27 Meeting

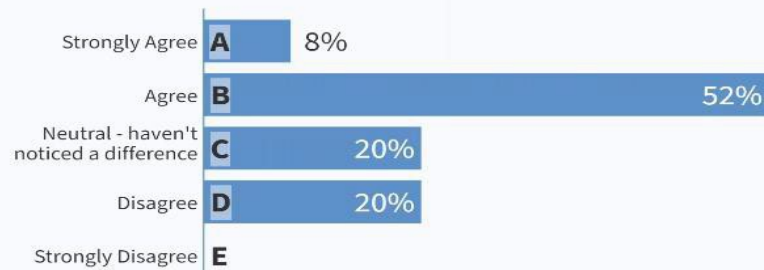
Respond at [PollEv.com/onewa](https://poll-ev.com/onewa)
 Text **ONEWA** to **22333** once to join, then **A, B, C, D, or E**

The additional sessions/office hours (such as the Change Impact Sessions, FDM Mapping Sessions, and the Security Role Mapping Sessions) have been helpful to me/my agency in completing readiness activities.



Respond at [PollEv.com/onewa](https://poll-ev.com/onewa)
 Text **ONEWA** to **22333** once to join, then **A, B, C, D, or E**

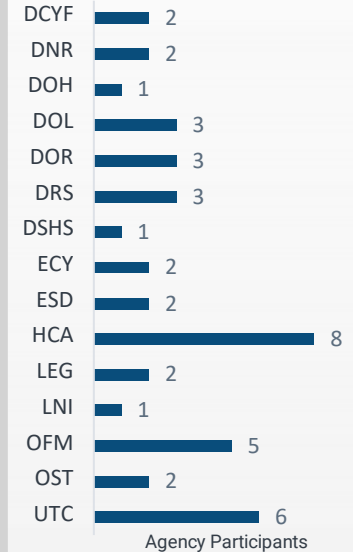
My agency has experienced a deeper level of engagement with the One Washington program team within the past two months.



71% of participants agree that the additional FDM, Security Role Mapping, and Change Impact sessions have increased agencies' ability to complete readiness activities.

60% of participants have experienced a deeper level of engagement from the OneWa program team within the last two months.

Attending Agencies



Key Points:

15 agencies attended (9 out of 12 Tier 2 agencies)

43 agency participants

Q and A

Scott Nicholson



One Washington
A Business Transformation Program



Appendix



One Washington
A Business Transformation Program

Agency Legacy System Remediation Progress



Agency Legacy System Remediation Letters to 36 Agencies

- August 30, 2021: Draft letters sent to 36 agencies to preview
- August 31, 2021: Hosted an Information Session to outline the system remediation process
- September 2–10: Sent signed letters along with a remediation work planning template



Agency Legacy System Remediation Work Plans for 229 Systems

- September 15, 2021: Work Plan Support Session I
- September 29, 2021: Work Plan Support Session II
- September 30 – November 5, 2021: Work Plans Received and Analyzed



Agency Legacy System Remediation Status Reports

- October 13, 2021: Status Report Orientation Session
- October 27, 2021: Started Weekly Remediation Office Hours
- November 15, 2021: First Monthly Status Report Due
- January 1, 2022: Phase 1A Testing Begins

Legacy System Remediation Statistics

Systems	Critical Systems	Very Important Systems	Important Systems
229	19	50	160

Critical	Very Important	Important
If remediation is not completed, on-time, One Washington Go-Live will be delayed	If remediation is not completed on-time, One Washington Go-Live may be delayed	If remediation is not completed on-time, it is unlikely to impact One Washington Go-Live

36 Agencies											
ATG	DCYF	DNR	DOL	DRS	ECY	HCA	LEAP	OSPI	SAC	SIB	TIG
CTCS	DES	DOC	DOR	DSB	ESD	JLS	LOT	OST	SCC	STS	UTC
CTS	DFW	DOH	DOT	DSHS	EWU	LNI	OFM	RCO/ R CFB	SEC	TESC	WSU

Agency Remediation Support

Quarterly
Tech Talk Live!
Broadcasts

Monthly
AST Leads
Meetings

Monthly
Agency
Remediation
Status Reports

Monthly
OneWA
Remediation
Progress Report

Weekly
Agency
Remediation
'Office Hours'

These different venues offer agencies support for:

- ✓ Schedule timeline
- ✓ Outstanding questions for business processes and FDM
- ✓ Technical specifications and demos
- ✓ Remediation deadline
- ✓ Testing deadline
- ✓ 3rd party contracting
- ✓ Resolving risk



Wednesdays

3:00 – 4:00 PM

Starting 10.27.2021



Washington's Consolidated Technology Services Agency

DSHS System for Integrated Leave, Attendance & Scheduling (SILAS)

Technology Services Board Subcommittee Meeting
11/18/2021

Agenda

1. Purpose
2. Project overview, history and project status
3. Issue statement
4. Management strategy and readiness plan
5. Discussion
6. Other background materials
 - Project schedule
 - Project budget
 - Quality assurance high-level assessment



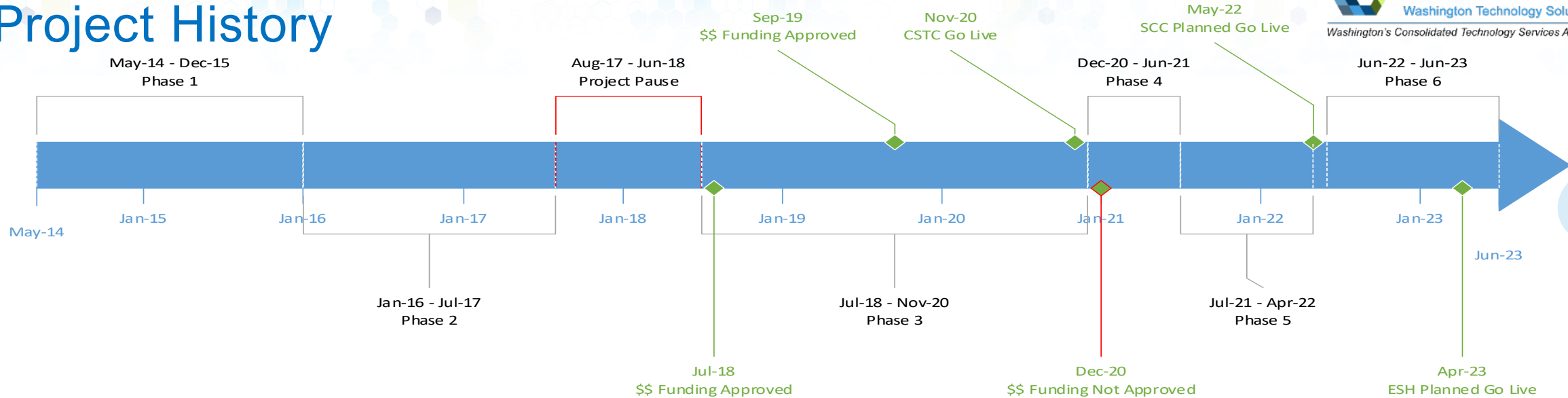
Project Overview, History, Status



Project Overview

- Purpose
 - SILAS is an automated and integrated leave-attendance-scheduling Software as a Service (SaaS) solution that interfaces directly with HRMS
 - SILAS provides the tools needed for managers and staff to effectively plan staffing levels, vacations, and overtime, ensuring the right people are in the right place at the right time
 - SILAS enables the agency to meet OFM & Legislative reporting requirements
- Implementation Plan
 - Successfully completed the base DSHS configuration and implemented at Child Study and Treatment Center (CSTC)
 - Started implementation at Special Commitment Center (SCC)
 - Planning for implementation at Eastern State Hospital in FY 23, including pre-work for Lakeland Village
 - Continue implementations at remaining 24x7 facilities and across the rest of the agency

Project History



Phase 1	Phase 2	Project Pause	Phase 3	Phase 4	Phase 5	Phase 6
<p>TLA Readiness Assessment & Implementation Strategy</p> <p>Agency effort to prepare for implementation of the statewide TLA solution; data collected and measured re: time-leave-attendance business processes; development of implementation strategy across agency</p>	<p>RFI & Funding Request</p> <p>Continuation of agency effort; RFI to identify scheduling solutions; funding request submitted to implement</p>	<p>Initial funding request not approved; project temporarily terminated; new funding request submitted</p>	<p>Project Startup & CSTC Implementation</p> <p>Funding approved; project resources procured; project kickoff & CSTC readiness activities began</p>	<p>CSTC Support Improvements</p> <p>Stabilization of CSTC implementation; system/process improvements; additional training; decision/strategy for next implementation & funding</p>	<p>SCC Implementation</p> <p>Agency starting implementation at SCC; funding request submitted</p>	<p>SCC Stabilization & ESH Implementation/Lakeland Village Planning</p> <p>SCC stabilization (or rollback if not funded); kickoff & implementation for ESH; pre-work for Lakeland Village</p>

Project Status

We are here

SCC Implementation Milestone Timeline & Status												
Milestone	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21	Jan '22	Feb '22	Mar '22	Apr '22	May '22	Jun '22
SCC Kickoff	Complete											
Stakeholder Analysis & Planning	In Progress/On Target											
Business Analysis & Design				In Progress/On Target								
Configuration					On Target to Start 11/15							
Test Planning & Ambiguity Analysis	Test Planning Complete; Ambiguity Analysis Pending											
Testing									Pending			
Training										Planning In Progress		
Business Readiness/Process Improvement		In Progress/On Target										
Time Clock Installation & Clock/Badge Testing				In Progress/On Target								
OCM Communications & Engagement					In Progress							
Production Readiness & Go/No Go Decision										Pending		
Go Live											Pending	
Stabilization												Pending
ESH Pre-Work/Planning									Pending			

O
C
I
O

Issue Statement



Issue Statement

- SILAS successfully implemented for DSHS at CSTC; funding for further implementations was not included in the 2021-23 biennium
- Continuing to move forward with the SCC implementation at a much slower pace until funding can be secured
- Agency has submitted a supplemental budget request:
 - \$4.8M – FY 22 SCC Implementation
 - \$5.3M – FY 23 ESH Implementation + Lakeland Village Planning
- Without funding, the agency cannot sustain maintenance of legacy system and rollout of the new solution and will need to shut down the project and SILAS (loss of previous \$12M investment and improved business processes)

Management Strategy & Readiness Plan



Management Strategy & Readiness Plan

- **Strategy**
 - Build a consistent approach & solution for all employees at DSHS
 - Leverage the state's investment in software licenses already purchased
 - Leverage the enterprise work done from prior implementations at Departments of Ecology and Transportation
 - Improve upon the solution by implementing the Advanced Scheduling module
- **Readiness Plan**
 - Utilize existing project structure & governance established for CSTC implementation
 - Apply lessons learned and refine implementation approach from CSTC implementation
 - Extended contracts for consultant services to maintain momentum & continuity within the project

Discussion



Quality Assurance High-Level Assessment



- Despite the successful deployment of the SaaS solution at DSHS, the project was not funded to continue roll-outs in the 2021-23 biennium.
- The project is on track for the next deployment at SCC, maintaining forward momentum (albeit at a slower pace) to ensure continuity of the team.
 - SCC planning is underway and on track, including business process analysis activities.
 - The early coordination with facility staff regarding what to expect pre-and-post go live will be vital to the success of future deployments.
- With the supplemental budget pending and resources stretched thin across the agency, there has been some delay in filling vacancies on the project team.

Public Comment

