

JANUARY 15, 2019

PROGRAM UPDATE

CIO Forum

Vann Smiley – Executive Director, One Washington



One Washington
A Business Transformation Program

Agenda

- Welcome and introduction
- Program Overview
- Program Restructure
 - Driving Factors
 - Core Elements
 - Schedule (High Level)
 - Decision Package
- Governance
- QA Report/Responses
- Key Takeaways

Program Overview

One Washington is a comprehensive, business transformation program to modernize and improve aging administrative systems and related business processes common across state government.

There are four key business areas with change management touching all areas:





PROGRAM RESTRUCTURE



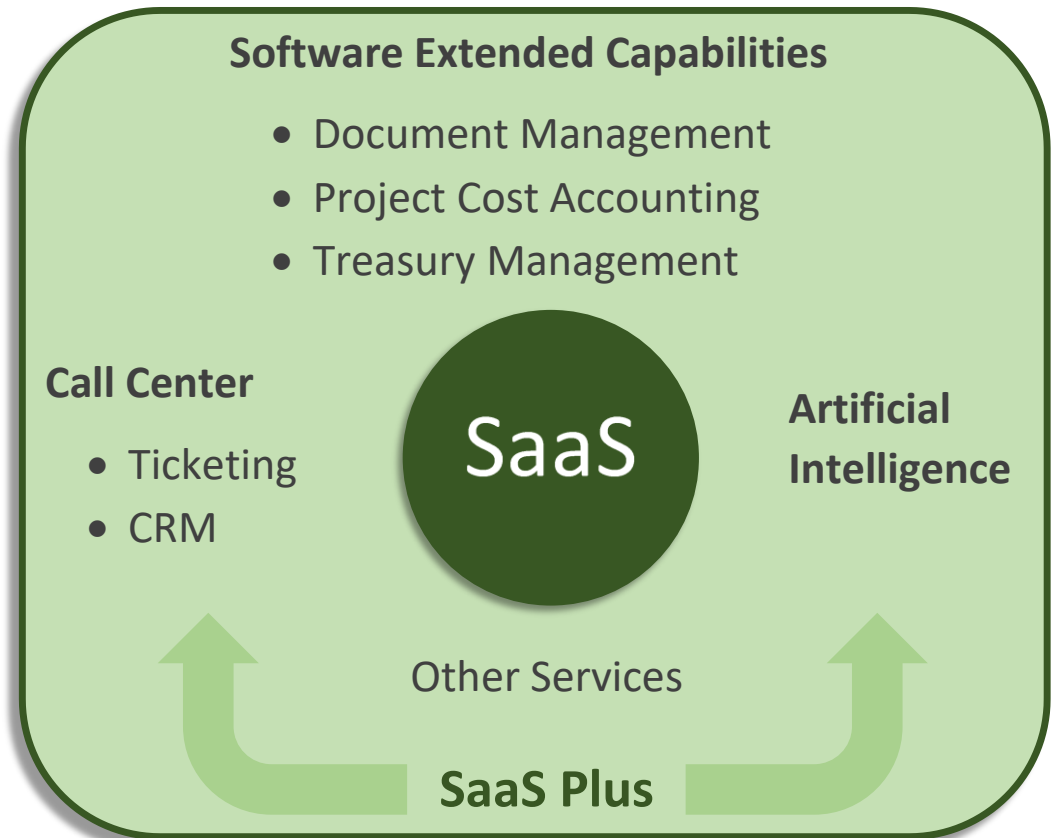
Program Restructure - Scope

Driving factors:

1. ESC decision to pursue SaaS Plus
2. Agency readiness
3. Budget constraints

Core elements:

1. Conclude SaaS Plus procurement
1. Agency readiness
2. Program readiness
3. Organizational change management



Program Restructure - Core elements

Conclude SaaS Plus procurement:

- Expand scope to include Budget and HR/Payroll capabilities
- ERP procurement assistance
- ERP expert
- Legal expertise - Assistant Attorney General

Continue with more in-depth technology readiness activities:

- Complete a comprehensive data gathering initiative
- Update integration plan
- Ensure complete inventory of agency systems and integrations

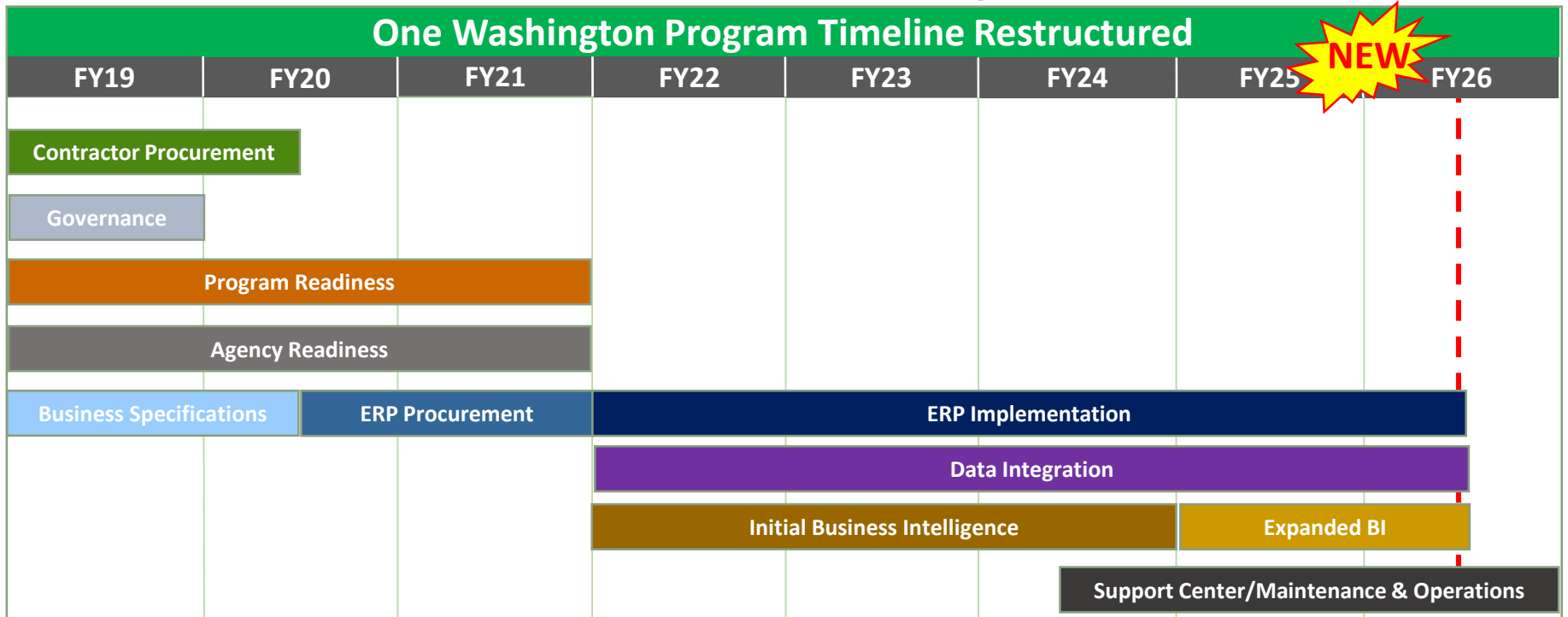
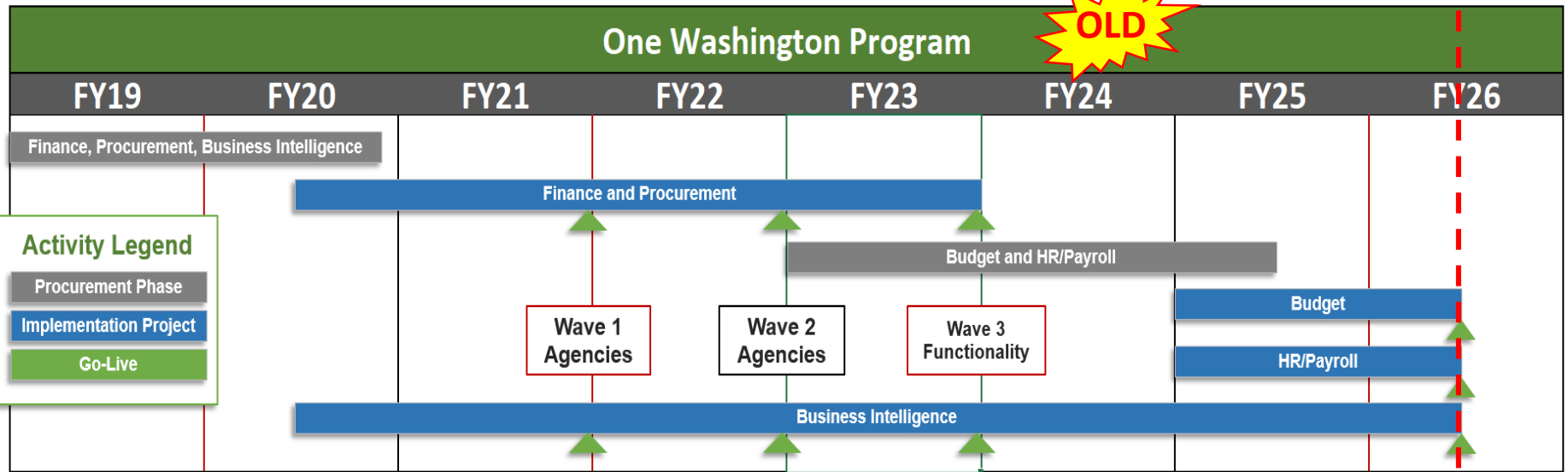
Build capability for the program:

- Fully staff the Program Management Office
- Add technical expertise:
 - Chief Technology Officer
 - Chief Information Security Officer
 - Consultant support in specialized technical areas
- Implement a model office
- Develop information technology and business operating models

Procure organizational change management services with ERP implementation experience:

- Develop a comprehensive change management plan
 1. Baseline agency readiness assessment
 2. Communications plan
 3. Stakeholder engagement plan
 4. Coaching plan
 5. Resistance plan
 6. Training plan
- Benchmarking study
- Document current agency processes
- Agency change management pool

Program Restructure – Schedule



Program Restructure – Decision Package

Requested:

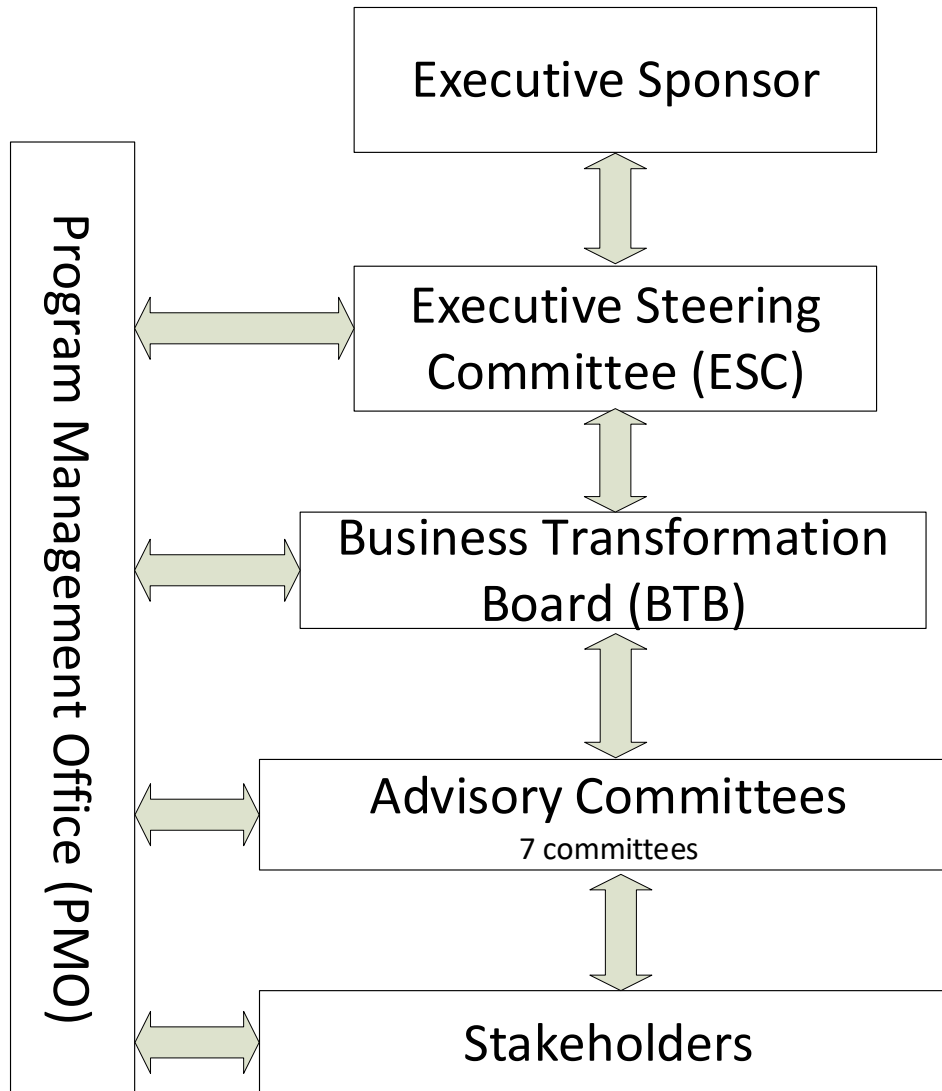
\$3,298,000	One Washington carry forward
\$29,344,000	Business readiness activities
<u>\$27,419,047</u>	Agency change management
\$60,061,047	Total



BUSINESS TRANSFORMATION BOARD AND ADVISORY COMMITTEES



New Governance Structure



- Single point of authority and accountability
- Authority to make decisions on any matter escalated by the ESC or Executive Dir.

- Manage scope, schedule & budget
- Manage milestones
- Resolve inter-agency issues

- Resolve enterprise-wide issues
- Recommend issues to escalate to ESC
- Deliver capabilities
- No authority over schedule, scope, budget

- Flexible
- Rapid decision making
- No authority to change requirements
- No authority over schedule, scope, budget

- All agencies represented
- Decisions at lowest level - efficiency

Business Transformation Board /Advisory Committees

Executive Sponsor

Executive Sponsor
OFM Deputy Director
Pat Lashway (OFM)

Executive Steering Committee

ESC Member
Deputy Chief of Staff
Kelly Wicker (GOV)

ESC Member
Director
Vikki Smith (DOR)

ESC Member
Director
Chris Liu (DES)

ESC Member
Director
Tracy Guerin (DRS)

ESC Member
Director
Kaleen Cottingham (RCO)

ESC Member
Director/State CIO
Jim Weaver (WaTech)

ESC Member
Asst. Secretary Fin. & Admin.
Mike North (WSDOT)

ESC Member
Asst. Director I.T. & Facilities
Dan McConnon (OFM)

ESC Member
Deputy Director
Lou McDermott (HCA)

Ex-Officio ESC Member
Administrator
Susan Howson (LEAP)

Business Transformation Board

BTB Member
Mariann Schols (DSHS)

BTB Member
Chris Lamb (OFM)

BTB Member
Heidi Geathers (DOR)

BTB Member
Ann Sweeney (DES)

BTB Member
Doug Vaughn (WSDOT)

BTB Member
Kris Swanson (SAO)

BTB Member
Dianne Doonan (DOC)

BTB Member
Scott West (WaTech)

BTB Member
Shad Pruitt (STO)

BTB Member
Steve Reinmuth (LNI)

Advisory Committees

Organizational
Change

Financial

Procurement

Technical

Data
Governance

Budget
Advisory*

HR/Payroll
Advisory*

Advisory Committees and Members

Organizational Change - John Wright

DOR
Cyndee Baugh
WSDOT
Wendy Carney
DES
Emily Poyner
DOC
James Dunnean
DSHS
Jessica Armstrong
DOL
Jeremiah Wedding
OFM
Lenora Sheva

Financial – Brian Tinney

DRS	ESD
Cathy Cale	Sandi Fairchild
DES	DFW
Jamie Langford	Lee Rolle
WSDOT	DSHS
Jennifer Dahl	Mariann Scholz
DOR	LNI
Dan Contris	Sharon Elias
WaTech	
Wendi Gunther	

Procurement – Cheral Manke (DES)

DOC	DES
Daryl Huntsinger	Keith Kawamura
LNI	WSDOT
Tammie Wilson	Allison Crothers
DOR	DSHS
Heidi Whisman	Monika Vasil
DOL	WSP
Greg Zayas	Simon Tee
OFM	
Bonnie Lindstrom	

Technical - Anthony Shepard

WSDOT
Matt Modarelli
SIB
Stephen Backholm
WSP
Tom Wallace
WaTech
Mark Quimby
DES
Bijal Karia
DFW
Paul Aneja
DOC
Debbie Kendall
DOL
Misty Jean Brown
DSHS
Samreth Sam
HCA
Jerry Britcher
OFM
Margaret Larkoy

Data Governance – Lori Jones

DSHS	OFM	OFM	DNR
Robin Kingery	Angie Hogenson	Kenneth Adams	Steve Young
OFM	HCA	DES	DES
Ben Guyer	Dan Ashby	Rex Brown	Rebecca Linville

Budget Advisory

HR/Payroll Advisory

The Budget and HR/Payroll Advisory Committees will be activated at a future date.

One Washington QA Response

Executive Dashboard Assessment Area	RISK STATUS			
	Sept	Oct	Nov	Dec
Program/Project Management & Sponsorship				
Program/Project Schedule				
Staffing				
Budget				
PMO Processes: Change, Risks, Issues, Quality Management				
Governance				
Tools				
Scope				
Contract Management/Deliverables Management				
People				
Organization Change Management				
Stakeholder Engagement				
Business Readiness				
Business Processes/System Functionality				
Application				
Requirements, Design, Development and Configuration				
Integrations				

One Washington QA Response

Change since prior report	Quality Assurance Assessment	One Washington Response
Risks Are Decreasing	Contract Management/Deliverables Management	<ul style="list-style-type: none"> - ERP procurement assistance - ERP expert - Fully staff Program Management Office
Risks Are Decreasing	Organization Change Management	<ul style="list-style-type: none"> - Develop comprehensive change management plan - Benchmarking - Document current agency processes
Risks Are Decreasing	Business Readiness	<ul style="list-style-type: none"> - Extend readiness timeline - Agency OCM pool - Implement model office - Develop IT and business operating model
Risks Are Decreasing	Business Processes/System Functionality	<ul style="list-style-type: none"> - Continue with more in-depth technology readiness activities - Fully staff the Program Management Office - Add technical expertise
None	Requirements, Design, Development and Configuration	<ul style="list-style-type: none"> - Expand scope of procurement to include Budget and HR/Payroll capabilities - Extend timelines for procurement
None	Integrations	<ul style="list-style-type: none"> - Add technical expertise - Expand scope of data gathering activities

Key Takeaways

- New Key leaders
- Overall program objectives are the same
- Solution is now SaaS “Plus”
- Schedule is different – end state timing is the same
 - “Move slow to go fast”
- Governance structure more stream-lined at the top
 - More inclusive of agencies, business skills, and technical skills at the BTB and AC levels



A Business Transformation Program

Talking Points



“Hey, what’s new with One Washington?”

- **Governor’s Budget:** One Washington has submitted a decision package requesting funding for an expanded procurement process, additional agency readiness activities, program and agency change management, and the full development of a program management office.
- **Schedule:** Expanding readiness efforts and a shift in procurement approach will push out implementation to the following biennium. The Program has shifted the timeline to expand the procurement from only Software as a Service (SaaS) to a fully hosted solution that offers SaaS plus additional business services, what One Washington refers to as SaaS Plus. In support of this approach, One Washington will collaborate with agencies for more readiness and change management activities with agencies during the next biennium.
- **Readiness:** Additional readiness activities include benchmarking and documentation of current agency business processes, completing an in-depth data gathering initiative to update the agency integration inventory, developing business and information technology operating models, and creating a model office.
- **Organizational change management:** The One Washington budget request includes program organizational change management funding to complete a comprehensive change management plan, stakeholder engagement plan, communication plan and a training plan. During summer 2018, agencies were asked to submit budget requests for testing, integrations and change management activities. Since there will be no implementation activities next biennium, the One Washington request includes a pool to fund the agency change management activities.





FOR MORE INFORMATION:

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Email: onewa@ofm.wa.gov



One Washington
A Business Transformation Program

TO PROVIDE FEEDBACK:

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