

# Technology Services Board Subcommittee – Project Synopsis

February 11, 2021

**Office of Financial Management**  
One Washington

**OCIO**  
**Assessment**



**QA**  
**Assessment**



## Project overview

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Systems modernization of the state's core administrative business functions to include business process transformation and data standardization.

## For TSB subcommittee discussion

We want to provide current information of the status of the One Washington project.

## Issue statement

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Since 2014, the One Washington business transformation program has sought to understand the impact technical limitations have on enterprise administrative business functions and then determine the best solution. The business problems the program address include:

- Risks associated with continued reliance on the state's outdated software technologies that cannot meet today's financial and other administrative needs, cannot be modified without risk, and do not have existing or long-term support by software manufacturers.
- Lack of access to real-time financial data needed for critical analysis and decision-making, in part due to disparate and disconnected agency-specific software applications.
- Lack of a common purchasing and procurement platform that inhibits the ability of the state to maximize its purchasing power and bring automation efficiencies to manual processes.
- Lack of capabilities to adapt to the changing needs of today's financial and operating environment.
- Inefficiencies created by financial and administrative business processes that are inconsistent and non-standardized across agencies, tailored around antiquated and/or manual systems.

## Management strategy and readiness plan

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One Washington has focused on delivering high value to the state by focusing on the greatest risks to our systems, and positioning both the program and the state to be ready to move into the implementation phase of the project. Implementation for Phase 1a: Core Financials Subproject was launched in January 2021 with the system integrator, Deloitte. This partnership will help the state configure and implement Workday as our chosen ERP. Project activities up to this time have focused on readiness and will now transition into the implementation phase of the project.

On behalf of the state of Washington, the program strives to maximize the dollars received from the Legislature and taxpayers to deliver the project as efficiently and effectively as possible. One Washington has implemented a holistic organizational change management approach, supporting agency readiness in the areas of people, business processes and technology. Consistent and clear project management processes are used to mitigate risks and promptly resolve issues.

## Project budget and timeline

One Washington was fully funded in the governor's budget for \$95 million. The project is projected to remain within budget this biennium, but it continues to closely manage its budget and refine project cost estimates. In addition, One Washington is exploring potential funding options for the Legislature's consideration.

Upcoming Key Project Milestones	Planned Date
<ul style="list-style-type: none"> <li>- In collaboration with the system integrator:               <ul style="list-style-type: none"> <li>- Finalize the Phase 1a implementation project work plan.</li> <li>- Complete the Project Management Playbook.</li> <li>- Review and assess technical strategies and identify potential gaps and opportunities.</li> <li>- Update program and oversight documentation with approved work plan dates and deliverables.</li> <li>- Update the One Washington project charter, as well as other program and oversight documentation to reflect the approved work plan dates and deliverables.</li> <li>- Develop and accept user personas.</li> <li>- Prepare and finalize the tenant management plan and the information security and risk management plan.</li> <li>- Kick off the architect stage of the project.</li> </ul> </li> <li>- Plante Moran to deliver their final report to conclude their contract.</li> <li>- Deloitte OCM team to complete the OCM capability report.</li> <li>- Deloitte OCM team to submit draft AST plan report.</li> <li>- As part of OCM activities, agencies complete second Readiness Assessment.</li> <li>- Launch Agency Readiness Checklist.</li> <li>- Complete program migration to SharePoint online.</li> </ul>	February 2021
<ul style="list-style-type: none"> <li>- Begin the design of the Foundation Data Model structure.</li> <li>- Launch design workshops for Phase 1a system design.</li> <li>- Begin configuration security framework.</li> <li>- Begin to identify change impacts based on design workshops.</li> <li>- OCM to complete first draft of Readiness Assessment #2 report.</li> <li>- Develop and provide agencies with first agency readiness report.</li> </ul>	March 2021
<ul style="list-style-type: none"> <li>- OCM to complete final report of Readiness Assessment #2.</li> <li>- OCM to submit and finalize Change Impact Assessment.</li> <li>- Develop Knowledge Transfer Plan.</li> <li>- Develop End-User Training Strategy.</li> </ul>	April 2021

Key Events to Date*	Date
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>- An initial draft of the program cost management plan was developed.</li> <li>- Collaborated with OCIO to achieve Phase 1a tech budget Gate 5 certification.</li> <li>- Received approval from OFM Budget and the OCIO on the technology budgets and investment plans for Phase 1a, 1b, 2, and 3.</li> <li>- Obtained approval to commence Gate 5.</li> <li>- Obtained formal approval for Phase 1a: Core Financials Subproject Gate 4 funds release.</li> <li>- Engaged with legislative staff to discuss funding options for the One Washington decision package.</li> <li>- Initiated the development of an accountability process for the One Washington technology pool.</li> </ul> <p><b>System Acquisition</b></p> <ul style="list-style-type: none"> <li>- Completed contract negotiations and executed the contract with the system integrator, Deloitte, for Phase 1a implementation.</li> </ul> <p><b>Program</b></p> <ul style="list-style-type: none"> <li>- Initiated the creation of a dedicated One Washington website.</li> <li>- Conducted SI SOW 1a reviews with program staff and agency partners to level set on roles and responsibilities heading into implementation.</li> <li>- Completed readiness material library for SI partner and newly onboarded project staff.</li> <li>- Established a One Washington branding guide.</li> <li>- Completed Workday on-demand training.</li> <li>- Developed decision-making criteria for BTB.</li> <li>- Surveyed state agency POCs to better understand how grants are managed within the state.</li> <li>- Completed recruitment and onboarding efforts for PMO staff and core finance leads and SMEs.</li> <li>- Onboarded contracted resources to support the PMO while the One Washington PMO manager is on maternity leave.</li> <li>- Conducted meetings with 50 of 75 identified agency partners related to SWA AFRS index code findings and necessary clean-up efforts.</li> <li>- Prepared a master list of agencies for Workday functionality by business function.</li> <li>- Completed an impacted collective bargaining agreement tracking spreadsheet.</li> </ul> <p><b>Organizational Change Management Deliverables</b></p> <ul style="list-style-type: none"> <li>- Completed the OCM capability plan and funding pool plan.</li> <li>- Hosted Agency Support Team kickoff meeting.</li> <li>- Concluded 35 agency deep dive engagement meetings.</li> <li>- Distributed Readiness Assessment #2 to agencies.</li> <li>- Received responses from 49 agencies with their sponsor selection and responses from 54 agencies selecting their AST lead.</li> <li>- Finalized the One Washington animated video on OCM principles and how agencies can support OCM activities.</li> </ul>	<p>November 2020 – January 2021</p>

Key Events to Date*	Date
<b>Technical and Integrations</b> <ul style="list-style-type: none"><li>- Completed the charter for Reporting and Analytics Subcommittee.</li><li>- Conducted Agency Connectivity Requirements survey.</li><li>- Distributed secondary Reporting and Analytics surveys.</li><li>- Conducted legacy system conversion and migration workshops.</li><li>- Completed agency data analysis report addendum.</li><li>- Architected Workday security with state's identity and access management.</li><li>- Established the Workday environment and services with OFM.</li><li>- Architected the OFM cloud highway solution for Workday data exchange.</li><li>- Identified agency data conversion requirements.</li></ul>	



Key Events to Date*	Date
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>- OFM published the 2021-23 biennial budget instructions and template for agencies.</li> <li>- Hosted the 2021-23 biennial budget development kick-off.</li> <li>- Conducted “how-to” webinars and workshops for agencies to complete the budget request template.</li> <li>- Developed and submitted a comprehensive One Washington decision package to OFM on October 1, 2020.</li> </ul> <p><b>System Acquisition</b></p> <ul style="list-style-type: none"> <li>- The state of Washington selected Workday as its ERP SaaS system</li> <li>- Executed an MSA with Workday.</li> <li>- Released system integrator request for proposals.</li> <li>- Conducted system integrator demonstrations.</li> <li>- Selected the Apparent Successful Bidder for the system integrator (Deloitte) and commenced contract negotiations.</li> </ul> <p><b>Program</b></p> <ul style="list-style-type: none"> <li>- Baselined the integrated master project schedule through the balance of 2020.</li> <li>- On-boarded new staff in preparation for implementation.</li> <li>- Completed the current-to-future state business process gap analysis.</li> <li>- Completed the business process map and drafted a Chart of Accounts model for work with the system integrator.</li> <li>- Established collaborative working relationships with DES, WSDOT, WaTech and OCIO.</li> <li>- Scheduled collective bargaining agreement training for the internal project team to better understand impacts to the state’s resources.</li> </ul> <p><b>Organizational Change Management Deliverables</b></p> <ul style="list-style-type: none"> <li>- Deloitte delivered Statement of Work 1 for stakeholder engagement and comprehensive OCM plans.</li> <li>- Executed and commenced Statement of Work 2 for 8 additional deliverables.</li> <li>- Conducted round 2 of agency readiness engagements.</li> <li>- Conducted agency deep dive meetings.</li> <li>- Finalized the OCM funding pool plan.</li> <li>- Began implementation of the Agency Support Team plan.</li> <li>- Conducted Agency Support Team townhall with agency leaders.</li> </ul> <p><b>Technical and Integrations</b></p> <ul style="list-style-type: none"> <li>- Obtained approval on the integration readiness project plan.</li> <li>- Validated 42/44 individual agency reports based on the inventory data analysis.</li> <li>- Finalized phase 2 of the solution architecture and security documentation.</li> <li>- Hosted the state’s first <i>Tech Talk Live!</i> in October 2020.</li> <li>- Completed the current to future state business process mapping diagrams.</li> <li>- Established a reporting and analytics subcommittee.</li> <li>- Documented security controls and compliance.</li> <li>- Completed the phase 2 OCS security design review.</li> <li>- Received approval on the ADA accessibility exception.</li> <li>- Received a waiver for IPv6 compliance.</li> <li>- Identified agencies for conversion activities based on the system inventories and interfaces data collection period.</li> <li>- Commenced activities for active directory and access identity to support the use of Workday.</li> </ul>	<p>June - October 2020</p>

Key Events to Date*	Date
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>- Received \$20.07 million in the compromise budget for FY 2020.</li> <li>- Commenced 2021-23 biennial budget preparations (instructions and template drafted and reviewed).</li> <li>- Established budget advisory committee and conducted kickoff.</li> </ul> <p><b>System Acquisition</b></p> <ul style="list-style-type: none"> <li>- Documentation received from software vendors on January 10, 2020.</li> <li>- Software vendor demonstrations completed.</li> <li>- State selected system vendor and entered into contract discussions.</li> </ul> <p><b>Program</b></p> <ul style="list-style-type: none"> <li>- Baselined the program's master schedule activities through June 2020.</li> <li>- Completed suite of program management plans.</li> <li>- On-boarded a Special Assistant Attorney General to assist with software and system integrator contract negotiations.</li> <li>- Revised initial project scope based on compromise budget. <ul style="list-style-type: none"> <li>o Phase 1a: Core Financials (AFRS replacement)</li> <li>o Phase 1b: Expanded Financials and Procurement</li> <li>o Overall project scope and schedule not impacted</li> </ul> </li> <li>- Received approval of the program and technical RACI chart.</li> <li>- Established a readiness checklist of important documentation to provide to the system integrator.</li> </ul> <p><b>Organizational Change Management</b></p> <ul style="list-style-type: none"> <li>- Deliverables completed: <ul style="list-style-type: none"> <li>o Baseline readiness assessment and individual agency scorecards (January)</li> <li>o Quality metrics provided to the state (February)</li> <li>o Comprehensive OCM program and framework (March and April)</li> <li>o Baseline readiness assessment results (April)</li> <li>o Continuous Improvement Model provided to the state (April)</li> </ul> </li> <li>- Completed first round of engagements with agency leadership to discuss individual agency readiness for implementation</li> </ul> <p><b>Technical and Integrations</b></p> <ul style="list-style-type: none"> <li>- Completed data collection of agency system inventories, interfaces, and data elements.</li> <li>- Conducted analysis of agency inventories and developed a summary report.</li> <li>- Completed first two drafts of the solution architecture and security documentation.</li> <li>- Finalized and received approval on: <ul style="list-style-type: none"> <li>o Integration Strategy</li> <li>o Data Conversion Strategy</li> <li>o Data Management Strategy</li> <li>o Business Intelligence Strategy</li> <li>o Data Governance Plan</li> </ul> </li> </ul>	<p>January - May 2020</p>

\*Since January 2020