



Washington's Consolidated Technology Services Agency

Technology Services Board

Portfolio/Policy Subcommittee Meeting
May 13, 2021
9:00 a.m. – 11:00 a.m.

Agenda

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Mark Quimby	Introductions	9:00
Approve Minutes from April 8 Subcommittee Meeting	Mark Quimby	Approval	9:04
Policy 310 – Statewide Migration to Enterprise Cloud Email Services – New policy	Dan Mercer	New policy review	9:05
Program Status – University of Washington’s Finance Transformation <ul style="list-style-type: none"> • Aaron Powell, Vice President for UW Information Technology & CIO • Chris Mercer, Interim Executive Director • Anna Brannen, QA, <i>bluecrane</i>™ 	Nicole Simpkinson Amy Pearson	Program Status	9:20
Project Status – WSDOT Tolling Back Office System Replacement Project (BOS) <ul style="list-style-type: none"> • Roger Millar, Secretary, Department of Transportation • Julie Meredith, Asst. Secretary and Executive Sponsor • Patty Rubstello, Asst. Secretary • Jennifer Charlebois, Project Manager • Steve Levine, CEO, ETAN • Albert Yi, COO, ETAN • Dana McLean, QA, Public Consulting Group 	Nicole Simpkinson	Project Status	9:50
Program Status – Office of Financial Management – One Washington Program <ul style="list-style-type: none"> • Vann Smiley, Executive Director • Allen Mills, QA, <i>bluecrane</i>™ • John Cook, ISG-P • Jennifer Rocks, Deloitte • Ann Bruner, Chief Technology Officer 	Nicole Simpkinson Amy Pearson	Program Status – Agency Readiness	10:20
Public Comment			10:50



Current TSB Members

Industry Members

Butch Leonardson – Retired CIO
Paul Moulton – Costco

Legislative Members

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

Executive Branch (Agency Directors)

Mark Quimby – Acting State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Other Government

Viggo Forde – Snohomish County

Vacancies:

Industry Representative
House Democrat
Labor Union Representative

Members present

Members absent

Approve 04/08/2021 Minutes



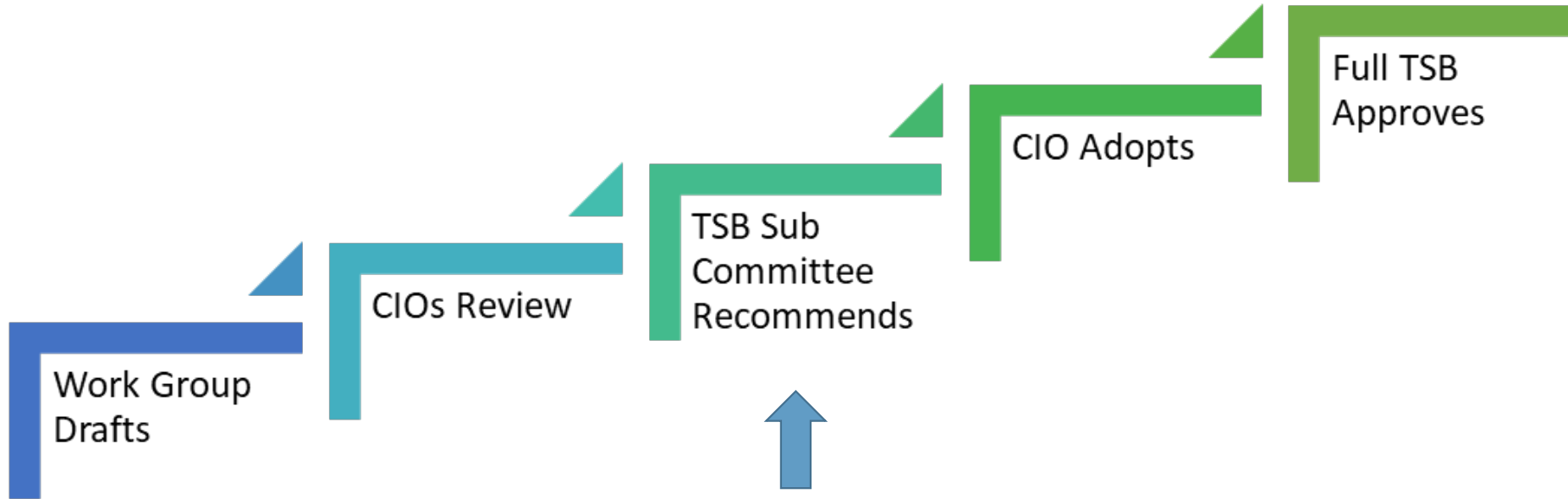


Washington's Consolidated Technology Services Agency

Policy 310 - Statewide Migration to Enterprise Cloud Email Services

Technology Services Board Subcommittee Meeting
May 13, 2021

Where are we?



Statewide Migration to Enterprise Cloud Email Services



Purpose of action

Establish new policy for cloud-based shared email services and sets targets to migrate off on-premises legacy email systems.



Business case

- Avoids capital expense of replacement hardware & software.
- Reduces risk of prolonged use of obsolete systems.
- Reduces operational and licensing costs.



Key objectives

- Agencies join M365 tenant by 7/31/21.
- Email migrated off legacy by 6/30/22.
- Standardize M365 license mgmt.
- Eliminate complex multi-tenant designs.



Strategic alignment

- Adopt cloud - migrate existing systems.
- Shared services - common solutions.
- Modernize IT infrastructure.
- Protect state IT assets.
- Efficient, accountable government.



Implementation

- Time running out to migrate.
- Competing priorities.
- M365 features evolving.
- Reluctance to give up private tenants.



Success criteria

- 100% of agencies joined shared cloud tenant by 7/31/21.
- Email migrated and legacy email system retired by 6/30/22.

For Recommendation

- Do you recommend Policy 310 for approval?



Washington's Consolidated Technology Services Agency

University of Washington Finance Transformation

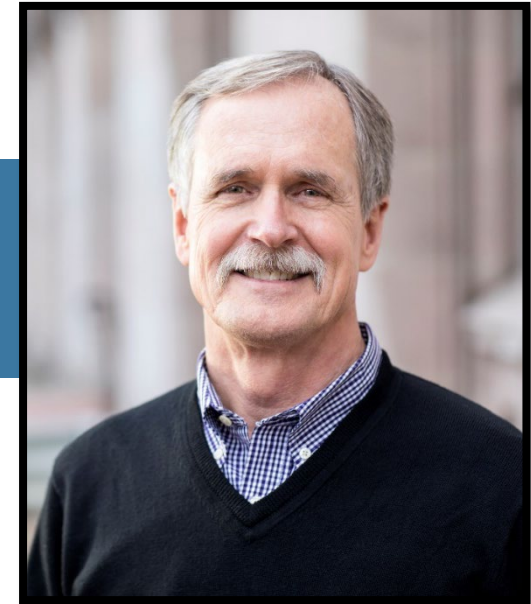
Technology Services Board Subcommittee Meeting
May 13, 2021



Agenda

1. Welcome and introductions
2. Project overview and history
3. Current project status
4. Management strategy and readiness plan
5. Quality Assurance update
6. Discussion
7. Appendix: Most recent Monthly Status Report and Budget

Project Overview and History



Aaron Powell
Vice President for UW Information
Technology and CIO

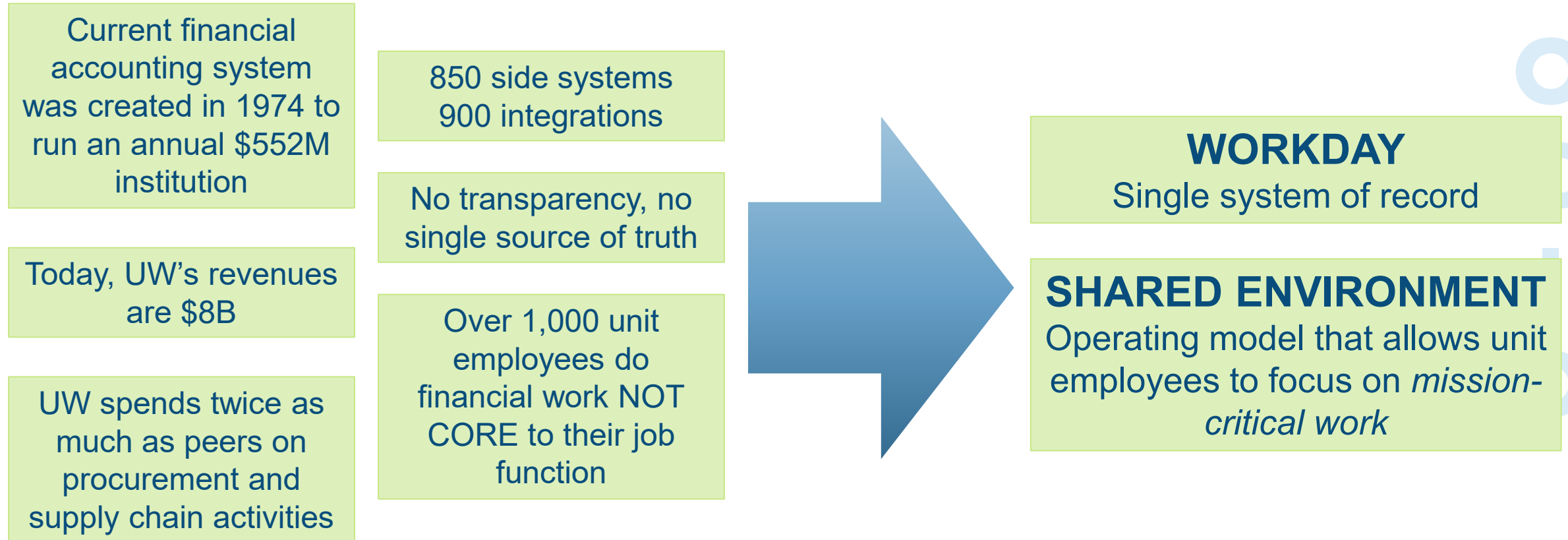


Transitioning to an ERP for Finance

The UW is:

- Replacing our current financial accounting system (FAS), which was built in 1974, with a modern, cloud-based financial system (Workday).
- Redesigning financial-related business processes and policies.
- Sharing work across units, where appropriate, by standing up a new operating model.
- Bringing UW Medicine and the University academic units onto a single platform for the first time.

Systems + Policies + Processes



Transitioning to an ERP for Finance

In 2017, the University of Washington launched Workday® for Human Resources, Benefits and Payroll. The following lessons learned are informing UWFT:

- Focus on business transformation, not simply technology → Change Management is key.
- Scope, schedule and budget: If you change one, you impact all.
- Engage the right people at the right time.
- Focus on end-to-end processes, not just the system.
- Focus on operating model early.
- Ensure process transformation & redesign teams have access to the system during the process.
- Value voice, collaboration and **the courage to course correct**.
- Leadership and program team speak with one voice.
- Maintain UW commitment and momentum when turnover occurs.
- Focus on reporting early.
- Provide ample hands-on training and practice BEFORE go-live.

Collaboration Along the Way

- Engagement of Deloitte as system integrator partner since 2018, and additional expertise provided by four other consulting firms.
- Regular Delivery Assurance evaluations by Workday team.
- Ongoing touchpoints with peer institutions throughout the country.
- UWFT regularly engages with the One Washington team.
 - Monthly check-ins regarding AFRS integration.
 - Active sharing of documents related to system integrator and Workday.
 - Prior to each phase entry, we share lessons learned.
 - Invitations to sit in on working sessions during architect.
 - Shared strategy documents, including change management and business process design materials.

Initial Overall UWFT Project Timeline



Current Project Status



Chris Mercer
Executive Director



Addressing Overall Program Status: Red

Several elements led to a shift in program status, including:

- Incomplete detail in support of a fully integrated plan for work outside of Workday configuration.
- Organizational structure that did not enable effective execution of deliverables to plan.
- Complexities in the technology space were more extensive than assumed at initial baseline.
- New scope, including identification of the need for a Financial Data Repository.
- A significant change in course to the approach for shared services.

System Remediation Lessons Learned

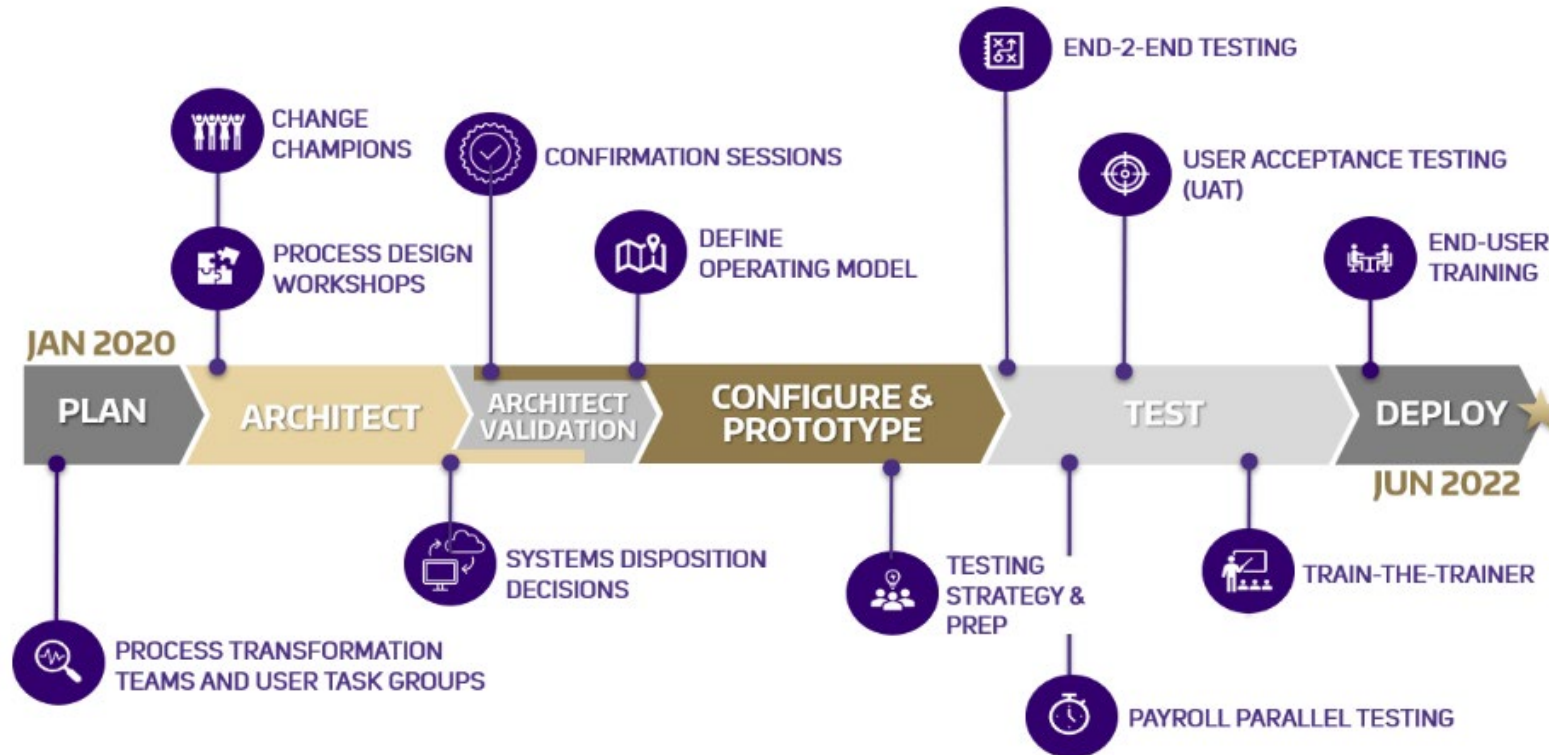
- Early estimate of the change impact to legacy systems is challenging.
- Design the solution from an end-to-end perspective from the start. Legacy systems remediation is dependent on a shared understanding between functional and technical.
- Delays in making functional design decisions impedes technology requirements and design.
- Best to identify commonalities among legacy system remediations and share as early as possible (e.g., Foundational Data Model).
- Make systems dispositioning decisions as early as possible, giving more time for remediations.
- Post go-live operating model has significant impacts on systems remediations.

“The Courage to Course Correct”

Given the complexity of the transformation that the UW seeks, the decision was made to introduce time to the schedule to evaluate the program's ability to successfully achieve the planned go-live date within the outlined scope, schedule and budget initially submitted to the UW Board of Regents.

Architect Validation Stage Overview

OBJECTIVE: To provide options and recommendations to program sponsors to validate and adjust as appropriate the comprehensive UWFT program scope, schedule, and budget. This includes revising program structure and operations to support improved collaboration.



Management Strategy & Readiness Plan

The successful completion of the management strategy and readiness plan were evaluated by the UWFT program sponsors at their April 2021 meeting.

As detailed in the project synopsis, this included:

1. Updating Program scope: amending the Program Baseline, as reviewed by the UW Board of Regents in December 2019.
2. Updating Integrated Program schedule.
3. Updating Program Budget and Funding plan (draft).
4. Updating Program processes and structure.
5. Establishing criteria and clear accountability by which any ongoing shifts in the program will be determined.

Preparing End Users

UWFT is utilizing a comprehensive organizational change management (OCM) model to prepare the University community for changes in roles, processes, and technology.

Current OCM activities and achievements include:

- Finalized the end-user training strategy.
- Completing the initial change impacts assessment to understand the scale and distribution of changes across University stakeholders.
- Multiple communication campaigns across web, email, and videos.
- A change readiness survey approach to gauge stakeholder understanding, support, and preparedness for the changes UWFT will bring.

AVS Accomplishments

- New five pillar org structure established and roles for each pillar defined. Ongoing discussion around how to further align program work.
- Direction from project Sponsors to begin planning for an assumed timeline extension.
- Approval to switch from a regional “hub” operating model to a distributed shared environment approach.
- Training Strategy has been finalized and is being shared with key stakeholder groups.
- Tenant build 1.5 was completed two weeks ahead of initial schedule.
- Initial reporting inventory was completed, capturing more than 1,100 reports that fall within and outside of Workday.

Operating on an Assumed Timeline Extension

In April 2021, UWFT Sponsors gave approval for the program to operate on an assumed timeline extension, with a revised go-live in July 2023. Current planning assumptions are **not yet approved** by program governance or the Board of Regents.

Milestone Stage	July 2022 Go-Live		July 2023 Go-Live	
	Start	End	Start	End
Plan	January 2020	February 2020	January 2020	February 2020
Architect	March 2020	October 2020	March 2020	October 2020
Architect Validation*	<i>November 2020</i>	<i>April 2021</i>	<i>November 2020</i>	<i>April 2021</i>
Configure & Prototype	November 2020	July 2021	April 2021	March 2022
Test	August 2021	March 2022	April 2022	March 2023
Deploy	April 2022	June 2022	April 2023	June 2023
Run/Operate	July 2022	December 2022	July 2023	December 2023

*Not included in original plan, but added following Architect stage

Quality Assurance



Anna Brannen
Bluecrane, Inc.



Current High Risk Areas

Schedule:

- A July 2022 go-live date cannot be achieved.
- Sponsors recently approved a one-year extension – July 2023 go-live date.
- Awaiting Board of Regents approval – expected sometime over the coming months.
- Activities underway to clarify scope and changes to budget to align with a July 2023 go-live date.

Governance:

- Unclear authorities.
- Ineffective decision-making process.

Non-Workday Business Processes and Solutions:

- Workday/Momentum methodology does not adequately address: (1) the requirement and lifecycle needs of the legacy systems and (2) the changes to the legacy system-based business processes.

Testing:

- Incomplete comprehensive testing plan.
- Lack of a fully staffed testing team.

Bluecrane's Recommended Actions:

Schedule:

- ◆ Continue efforts to clarify scope and modify budget.
- ◆ Continue efforts to maintain an integrated schedule that has *a clear critical path* (which includes both the Workday and legacy systems) and is fully resource loaded (which would identify over-allocation of key scarce resources) that is approved and supported by all impacted UW entities.

Governance:

- ◆ Clarify and delegate decision-making authorities.
- ◆ Enhance and streamline decision-making processes.

Bluecrane's Recommended Actions (continued)

- **Non-Workday Business Processes & Solution:**

- Supplement the Workday/Momentum methodology to address the needs of the legacy systems and business processes.

- **Testing:**

- Complete comprehensive testing plan.
- Form a fully resourced testing team **now**.



Schedule Scenarios Presented by Project Team (For Discussion)



Implementation Scenario Options

Scenario	Current Summary
Full Implementation July 2022 (currently approved approach)	<ul style="list-style-type: none"> • Workday “go-live” possible, but would leave breakages with major enterprise systems and loss of functionality across campuses
Phased Functionality	<ul style="list-style-type: none"> • Requires substantial throw away work for interim integrations • Higher long-term costs • Approach not recommended by Workday
UW Medicine First	<ul style="list-style-type: none"> • Unresolved complexities in payroll, integrations with FAS, operational complexity (multiple sets of books, etc.) • Requires substantial throw away work
One Year Extension – Full Implementation July 2023	<ul style="list-style-type: none"> • Most feasible approach of options • Minimized throw away work and loss of functionality • Does require additional money
Adaptive Timing (add-on of budget forecasting tool)	<ul style="list-style-type: none"> • Range of options still under evaluation: Timing could be anywhere from 9/22 – 9/23



Appendix: Budget to Actuals



UWFT Implementation Phase – Budget to Actuals

\$ in millions As of February '21 close	Plan/Arch (Jan – Sep)	AVS (Oct – Feb)	Total
	Actuals		
Core Team Labor	10.2	7.9	18.1
Partner Labor	4.3	7.1	11.4
Total UW Labor	14.5	15.0	29.5
Vendor Labor	10.5	6.4	16.9
Other Consulting	1.2	0.6	1.8
Total Consulting & Labor	26.2	21.9	48.2
Technology Costs	7.3	4.0	11.3
Support & Overhead	3.0	2.4	5.3
Total Non-Labor	10.3	6.4	16.6
Total Before Contingency	36.5	28.3	64.8
Contingency	-	-	-
Total Costs	\$36.5	\$28.3	\$64.8

January '20 – March '21			
Budget	Act/Fcst*	\$ Var	% Var
23.9	19.8	4.1	17%
29.6	13.4	16.2	55%
53.5	33.2	20.3	38%
21.6	18.4	3.2	15%
1.0	2.1	(1.1)	(109%)
76.1	53.7	22.4	29%
13.4	13.0	0.4	3%
6.9	5.4	1.5	21%
20.3	18.4	1.9	9%
96.4	72.2	24.3	25%
21.7	-	21.7	100%
\$118.1	\$72.2	\$45.9	39%

Implementation Phase			
Budget	Act/Fcst*	\$ Var F/(U)	% Var
60.8	58.5	2.3	6%
60.1	69.4	(9.4)	(17%)
120.9	128.0	(7.0)	(6%)
44.0	45.5	(1.5)	0%
2.6	4.2	(1.5)	(30%)
167.5	177.7	(10.1)	(4%)
22.9	22.8	0.1	1%
10.3	8.6	1.7	2%
33.2	31.4	1.8	19%
200.8	209.0	(8.3)	(3%)
44.0	-	44.0	100%
\$244.7	\$209.0	\$35.7	16%

- (a) Core team slightly behind plan on hiring and paused during Validation Stage
- (b) Partners significantly behind on hiring, however ITF has forecast they will exceed budget and require the \$11.8M placed in contingency.
- (c) Adjustment to Deloitte resources caused increase in total contract
- (d) Lower spend on facilities, travel and supplies due to COVID-related shift to remote work



Washington's Consolidated Technology Services Agency

Washington State Department of Transportation Toll Back Office System Replacement Project

Technology Services Board Subcommittee Meeting
May 13, 2021

Agenda

1. Project overview, history and project status
2. Transition overview and expectations
3. Management strategy and readiness plan
4. Stakeholder engagement
5. ETAN perspectives
6. Other background materials
 - Quality assurance project status
 - Independent Validation and Verification project status



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 will improve 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

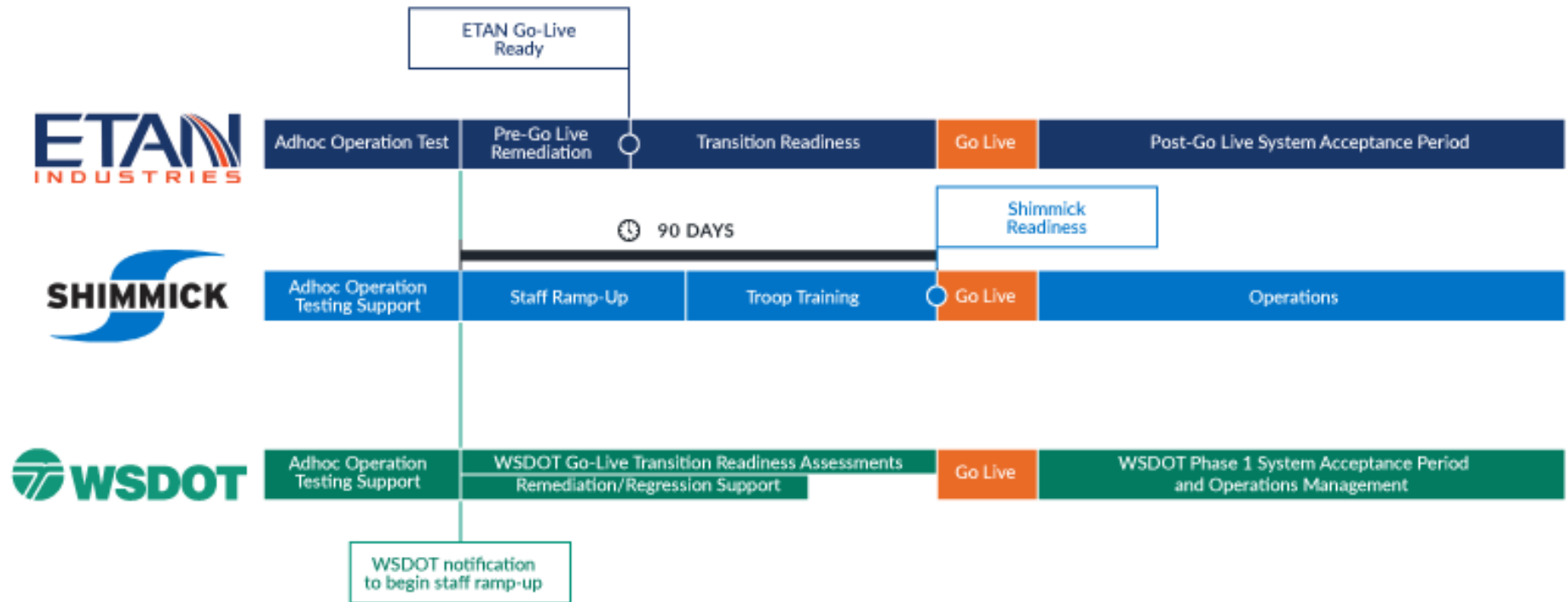


More Self-Service Tools

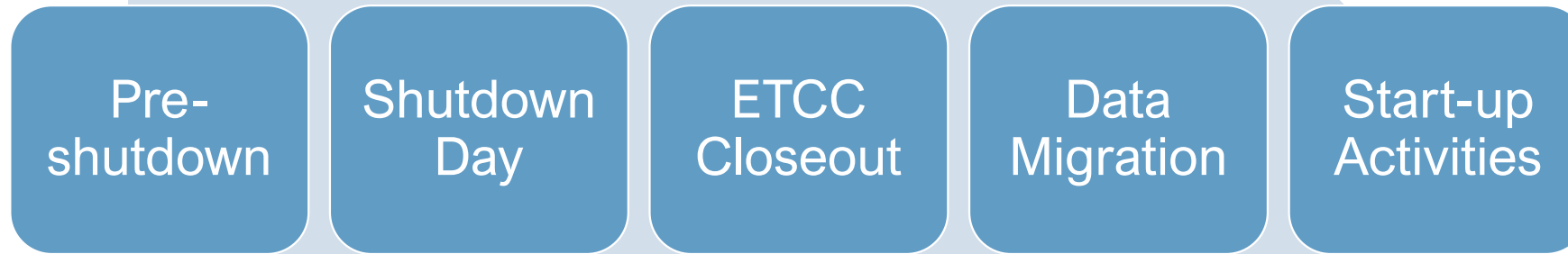
New tools give customers greater control over their accounts

History and Project Status

- The final phase of system testing, the Operations Test, was completed in mid-March.
- ETAN was delayed in achieving the Go-Live Readiness milestone by several weeks, but the milestone was achieved in early May.
- Focus now turns to final preparations for the transition, planned for mid-June.



Transition Overview and Expectations



What we know about back office system transitions

- Always take longer than planned at agencies across the country.
- Issues arise during the transition.
- ETCC transition in 2011.

Our expectations

- Two-week shutdown (our schedule includes 10-days of transition).
- **During this time, customers will not be able to access the *Good To Go!* website or call center.**
- Tolls will continue to be collected during the shutdown and will be billed once the system is up and running.

Management Strategy and Readiness Plan

- Go / No Go dates align with critical decision points our transition.
- The BOS Transition Leads will present transition status and provide a recommendation on whether to proceed or temporarily roll back.
- Our governance structure requests that Secretary Millar or a proxy will make a final go / no go decision at each milestone.

#	Offset Date	Decision Topics
1	T-35	Confirm ETAN go live readiness
2	T-23	Shut off key system components
3	T-15	Shut off short-term accounts, NOCPs, and toll bills
4	T-7	Begin shutdown activities
5	T-1	Proceed with shutdown
	T-0	Anticipated System Shutdown for Transition
6	T+2	Validate financial closeout of RITE system & start ETAN data migration
7	T+5	Validate ETAN data migration complete & begin system start-up
8	T+7	Begin partial production operations
9	T+8	Begin full production operations
10	T+10	Continue full production operations
11	~2-4 weeks after T-0	Approval to begin escalating tolls, issuing toll bills, and initiating NOCP process

Continued Stakeholder Engagement

- We're working to keep our key elected officials, the Governor's Office, the Office of Financial Management, and other key stakeholders informed through briefings and proactive updates leading up to and through the transition.
- We also have several regularly scheduled ongoing meetings with our key partners including OCIO, QA, IVV, our Expert Review Panel, our Executive Leadership Team and others.
- WSDOT held a Go-Live Readiness Tabletop session on May 5th. This event was an all-day workshop focused on preparing for the transition and attended by all WSDOT vendors (legacy and new), partners such as DES, DOL, and OST, and many other stakeholders.

ETAN Perspectives



ETAN Perspectives

- The Operations Test phase was invaluable in preparation for go-live.
- The plan is to maximize the 6 weeks leading up to go-live including:
 - Conducting a data migration dress rehearsal.
 - Focus on additional testing; performance optimization; user experience improvements.
 - Continue smoke testing and load testing across the website, IVR and key operations.
 - 3 weeks of code freeze.
- Our goal is to achieve a successful go-live and system acceptance within 90 days.



QA and IV&V Updates



External QA – CSC BOS Project

QA Perspective	HIGH
<p>PCG is tracking significant risks in Schedule Management, Scope Management, and Risk Management.</p> <p>Total QA Findings: Issues: 2 Risks: 4</p> <p>QA concerns remain focused on the vendors ability to meet scheduled milestones and still provide quality services with the required resources to adequately support go-live.</p>	

- ✓ Security Test Report
- ✓ Operations Test Report
- ✓ SOC Audit
- ✓ PCI Audit
- ✓ SDDD
- ✓ Go Live Plan
- ✓ Go/No Go Readiness
- ✓ Monthly QA/IV&V Reports

Quality Assurance	3-Month Trending Status		
Assessment Area	Mar 2021	Apr 2021	May 2021
Integration Management	↓	↔	↔
Scope Management	↓	↑	↔
Schedule Management	↔	↔	↔
Cost Management	↓	↔	↔
Quality Management	↓	↔	↔
Human Resource Management	↓	↔	↔
Communications Management	↑	↔	↔
Risk Management	↔	↑	↔
Procurement Management	↓	↔	↔
Stakeholder Management	↔	↔	↔

IV&V OVERSIGHT CSC BOS



Top IV&V findings

Project status:

HIGH

PCG is tracking significant findings in the areas of Implementation, Testing and Installation, and in Project Management.

Finding	Total	Low	Med	High
Issues	3	0	0	3
Risks	3	0	3	0
Concern	0	NA	NA	NA

Preparedness for transition activities is in progress and being monitored by IV&V. At this time IV&Vs primary focus is on completion of thorough testing and remediation to ensure a stable system prior to transition.

This information is a point in time accurate on 5/5/2021. The nature of the risks/issues listed here are highly dependent upon progress which may be achieved in the days prior to the presentation, resulting in potential resolution or increase of the risks/issues.

Date Opened	Original Risk Description	Status	Project Response
4/5/2021	The failure of the vendor to meet timeframes for completion of Test Remediation may result in compressed schedule for recommended code freeze testing.	Med	WSDOT is closely monitoring the status of the remediations of H/C defects. The planned Go Live Readiness Date has been missed, however progress continues to be made. WSDOT continues to use all available tools and metrics to monitor progress and analyze impacts against the planned Go Live date and is considering mitigation options.
4/15/2021	Remaining items to be resolved in data conversion/migration may result in increased need of technical resources for resolution and place a staffing constraint for other activities.	Med	WSDOT continues to closely watch for any data accuracy issues and prioritize solutions with ETAN. At this time, only minor data accuracy issues remain and are actively being worked with the data migration team. Any concerns will be immediately escalated to the executive level.
3/5/2021	Vendor defect resolution velocity may not support resolution of high, critical and medium defects remaining during the scheduled two-week post ad hoc (operations) remediation period resulting in a potential downstream delay.	High	WSDOT is closely monitoring the status of the remediations of H/C defects. The planned Go Live Readiness Date has been missed, however progress continues to be made. WSDOT continues to use all available tools and metrics to monitor progress and analyze impacts against the planned Go Live date.
1/04/2021	The SDDD is the source of truth for how the system is designed and is necessary to confirm the system is designed in accordance with requirements and best practice. ** This issue may be closed by the actual time of this mtg.	High	The work to approve the final SDDD is in the final stages of comment resolution. Less than 10 open comments remain. WSDOT continues to provide a dedicated resource to complete this coordinated effort and anticipates approval in the coming weeks.
1/04/2021	The number of defects in the system at this stage of testing is indicative of inadequate technical quality assurance on the part of the vendor and results in the inability to declare the system stable and ready for production.	High	WSDOT shares this concern and continues an ongoing analysis of both the quantity and priority of defects raised as testing continues. Our teams continue to validate defect remediation as well as to test major workflows after system releases



Washington's Consolidated Technology Services Agency

Office of Financial Management One Washington Program

Technology Services Board Subcommittee Meeting
May 13, 2021



One Washington
A Business Transformation Program

Office of Chief Information Officer



Agenda

1. Welcome and introductions
2. Quality Assurance
3. Legacy System Remediation and Workday Understanding
4. How We Proactively Communicate with Agencies
 - a. Agency Readiness Checklist (ARC)
 - b. High Agency Impact
5. Assisting Agencies with “What’s in Workday?”
6. Key Activities over the Next 90 Days
7. Key Takeaways and Questions

Quality Assurance

Allen Mills



One Washington
A Business Transformation Program



Key Risks and Program Response

Scope and Schedule of Non-Workday Activities

- Legacy system approaches are not so “Agile.”
- Significant work must be coordinated with third-party providers.
- Program is working with agencies to understand information they need and provide timelines for when that information will be available.

Governance at the “Enterprise Level”

- OFM, WaTech, WSDOT, and DES need to speak with a single, unified “enterprise” voice.
- Program is conducting “Sustainability Labs” aimed at developing a sustainable model for the Washington State enterprise.

Integrated Project Schedule

- Program has adopted approach that utilizes several schedule artifacts.
- Will need to monitor ability to manage and coordinate across workstreams.

Other Areas of Risk Being Monitored

Medicaid Cost Allocation – Program and Workday collaborating on an assessment of how best to proceed with addressing this need.

Confidentiality and Privacy Concerns re: Recording Meetings – Program working with OFM, Workday, Deloitte, and others to address this obstacle to disseminating information.

Governance at the Program Level – Program conducting activities (such as a recent “tabletop” exercise) to better prepare governance bodies for the rapid decision-making that will be essential to achieving the Program’s timeline.

Staffing – Program making good progress; “surge” in hiring in new biennium; in April, Deloitte replaced the project manager who left in January.

OCM Pool Management and Technology Pool Management – new activities for the Program; significant planning going into ensuring these new efforts are successful.

Legacy System Remediation and Workday Understanding

John Cook



One Washington
A Business Transformation Program



Legacy System Remediation and Workday Understanding

The One Washington program is halfway through the Architect stage (2/1 – 6/30).

We are showing the agencies what is possible and collaborating regarding existing systems.

How is One Washington supporting the agencies?

- Foundation Data Model (FDM) blueprint sessions – six sessions to present the statewide accounting chart of accounts elements, and get agency feedback.
- FDM mapping workbook sessions – discovery sessions with key agencies to identify FDM elements required for agency accounting and reporting.
- Business process analysis/mapping sessions – demonstration of key Workday business processes and receive feedback on initial configuration options and settings.
- Legacy system inventory discovery sessions – agency meetings to review/confirm current list of legacy systems and draft remediation agreements.
- Agency integration workshops – working sessions to present approach for data exchange and initiate design of needed integrations.
- Data conversion working sessions – meet with all agencies with Phase 1a data to be converted, and provide procedures, templates and plans for iterative conversion.

How We Proactively Communicate with Agencies

Jennifer Rocks



One Washington
A Business Transformation Program



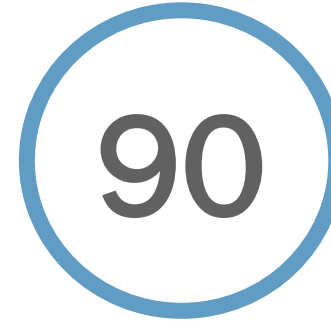
Agency Readiness Checklist (ARC) Introduction

What is the ARC?

- A comprehensive list of agency tasks (people, process, and technology).
- Tailored to each agency.
- New tasks added as needed, but at a minimum twice per month.
- Agencies required to update status at least monthly.

Monthly Status Reporting

- High impact/engagement agencies receive a monthly status report showing key metrics (e.g., Overdue Activities).
- AST Leads have two days to update their overdue tasks, then we send to their Sponsor.



Total Agency
Checklists



High Impact / High
Engagement
Agency Checklists

Task Status Options
Not Applicable
Not Started
In Progress – On Track
In Progress – At Risk
Blocked
Complete

Agency Readiness Checklist (ARC) Status Report – April

In the early stages of the ARC, agencies are not used to making status updates and there were a lot of access issues normal for a new process. We have resolved a majority of these issues and anticipate better response in future months.

Mandatory Tasks with highest number of Agencies Overdue

Task	#/% of Applicable Agencies Overdue	Impact
Update April Agency Readiness Checklist file statuses	58 (65%)	Medium Impact. While this is a reminder, more agencies should be responsive.
Attend April AST Leads Meeting	39 (45.8%)	Limited impact. We had good attendance at this meeting, but agencies haven't updated their checklist.
View and distribute identifying Impacted Staff One-Pager	39 (43.8%)	Medium impact, this is an important activity in identifying who will be impacted
Attend April DES smalls AST Leads Meeting	30 (73%)	Limited impact. We had good attendance at this meeting, but agencies haven't updated their checklist.

Mandatory Overdue Tasks with Moderate/High Impact

Task	Agencies Overdue	Impact	Actions Being Taken
Confirm agency-specific Phase 1A Integration Control Inventory is accurate or update if needed and resubmit (due date 3/24)	Approximately 20% of applicable agencies (7 of 35) are overdue	Agencies integrations may not be included if not confirmed	<ul style="list-style-type: none"> Tech team is following up with individual agencies If not resolved within one week, will elevate to BTB
View and distribute Identifying Impacted Staff One-Pager, complete template, and submit to One Washington (available 3/26/2021)	Approximately 44% of applicable agencies (39 of 89) are overdue	This is an important activity in identifying who will be impacted	<ul style="list-style-type: none"> OCM team is following up with individual agencies If not resolved within two weeks, will elevate to Program Director

Assisting Agencies with “What’s in Workday?”

Ann Bruner



One Washington
A Business Transformation Program



Assisting Agencies With "What's in Workday?"

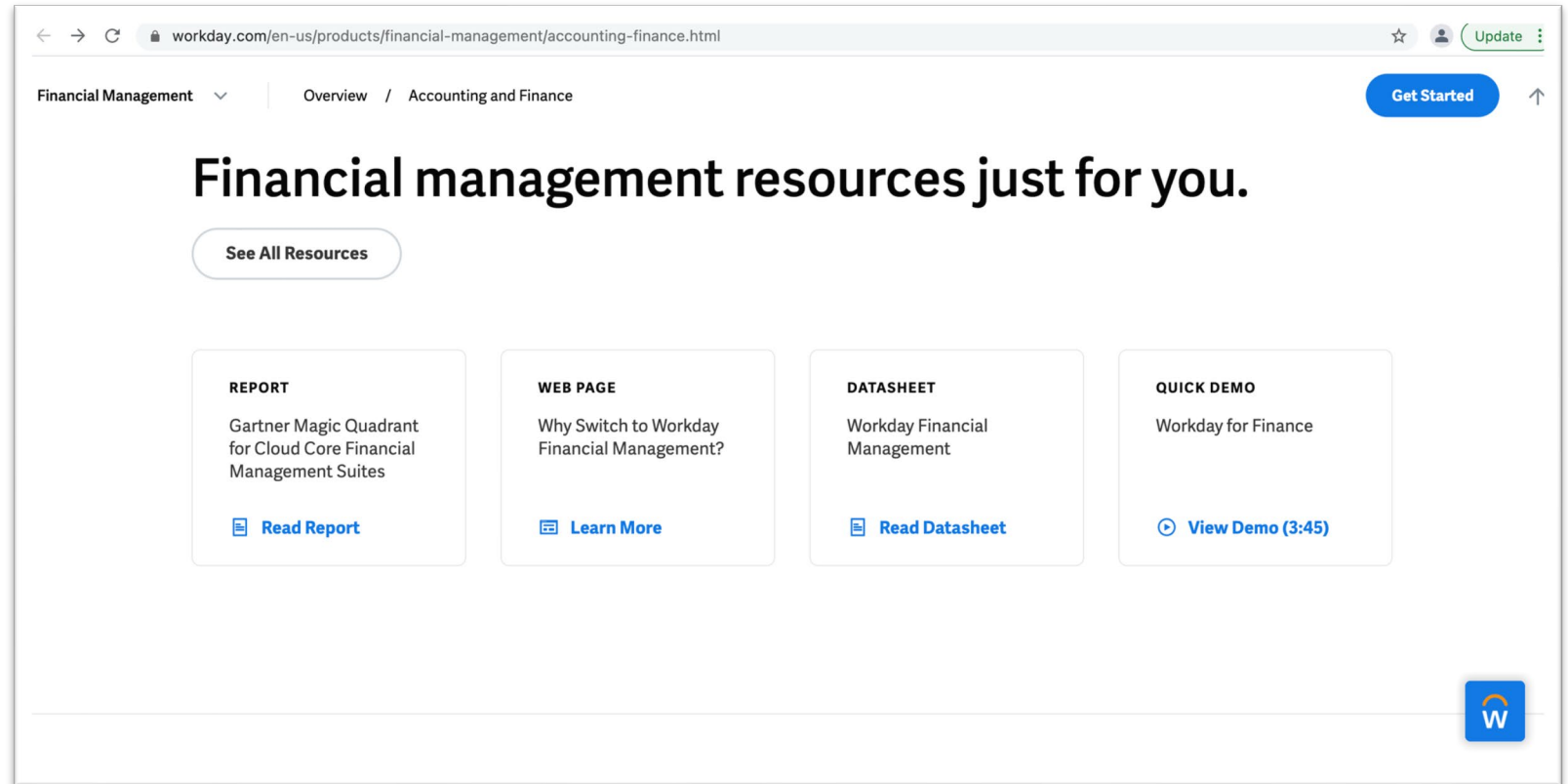
As we moved forward in Q1, agencies have requested more detail regarding the functionality of Workday. To help, we are creating a reference materials leveraging details provided by our software partner.

Accounting and Finance

<https://www.workday.com/en-us/products/financial-management/accounting-finance.html>

KEY CAPABILITIES

- General ledger
- Accounts payable
- Accounts receivable
- Fixed assets
- Cash management
- Global foundation
- Financial reporting



The screenshot shows a web browser window displaying the Workday Accounting and Finance resources page. The URL in the address bar is [workday.com/en-us/products/financial-management/accounting-finance.html](https://www.workday.com/en-us/products/financial-management/accounting-finance.html). The page features a navigation menu with "Financial Management" and "Overview / Accounting and Finance". A prominent heading reads "Financial management resources just for you." Below this is a "See All Resources" button. The main content area is divided into four columns, each representing a different resource type: "REPORT" (Gartner Magic Quadrant for Cloud Core Financial Management Suites), "WEB PAGE" (Why Switch to Workday Financial Management?), "DATASHEET" (Workday Financial Management), and "QUICK DEMO" (Workday for Finance). Each column includes a call-to-action button: "Read Report", "Learn More", "Read Datasheet", and "View Demo (3:45)". A "Get Started" button is visible in the top right corner, and a Workday logo is in the bottom right corner.

Workday will provide basic informational videos for agencies.

Key Activities Over the Next 90 Days


John Cook



One Washington
A Business Transformation Program



ONE WASHINGTON PROGRAM REPORT Status Report to the Executive Steering Committee

Area	Scope	Resource	Schedule	RAID	Trending	Overall
Project Overall	G	Y	G	G		G

Accomplishments for Prior Period

- Baselined the integrated master project plan (MPP).
- Completed the Business Process (BPA), Integration Discovery, and Data Mapping sessions.
- Completed the quarterly Legislative report.
- Began developing OCM Funding Pool implementation plan.
- Onboard new Deloitte Project Manager, Ludan Wu.
- Onboard temporary PMO support staff from Integrated Solutions Group.
- Completed Readiness Assessment #2. Next step is to develop an action plan to share with executive leadership.
- Conducted a Medicaid Cost Allocation Partner Group session to better understand the functionality of Workday cost allocation.
- Completed the first batch of FDM sharing sessions.
- Hosted an FDM Blueprint session with agencies that attended the FDM Discovery and PDD/BPA sessions.
- Successfully kicked off and completed two weeks of Fit/Gap workshops.
- Provided initial procurement feedback on Configuration Workbooks.
- Created and presented Authentication Use Cases to WaTech and presented a Configurable Security Approach to the Finance Committee.
- Developed a draft Project Management Plan (PMP) reference guide for onboarding new staff members.
- Hosted a meeting with LEAP on FDM Blueprint.

Planned Activities for Next Period

- Establish new project status indicator definitions for the weekly workstream and monthly program reports.
- Implement new process for communicating weekly program priorities.
- Continue to refine processes for OCM and Technology funding pools. Applications for funding will begin in June.
- Conclude Fit/Gap workshops and begin drafting the Fit/Gap Analysis (Scout) final report.
- Schedule Integration Design Sessions and conduct Configuration 1 Tenant Build kickoff for data conversions.
- Decompose tasks and resources needed to complete Privacy Impact Assessment (PIA) by June 1st to allow Privacy Subcommittee time to review before the July deadline.
- Sign-off on Foundation Data Model (FDM) Blueprint deliverable.
- Continue work on Change Impact Assessment and OCM Pool Implementation Plan.
- Onboard WSDOT lead and provide consulting (Plante Moran) support for WSDOT lead May 17th.
- Develop a plan for PMO leadership post July 1st.
- Prepare exit criteria for Architect stage and entry criteria for Configure & Prototype stage for Phase 1a.



Key Activities Over the Next 90 Days

Project Milestone	Brief Description
Business Process Analysis Business Process Maps	Identify Workday Business Processes delivered and identify gaps Initiate design sessions and identify the business process flows within Workday
Agency OCM Pool OneWa Technology Pool	Build and execute processes to allow agencies to access “pool” funds allocated for technology remediation and agency OCM support
Legacy System Remediation	Sets plans with agencies regarding changes to internal system to work with Workday
Fit/Gap Analysis	Document the Workday Procurement and Scout Enterprise functionality that will fit the State requirements and identify gaps
Solution Architecture	Document all high-level components and systems and the connectivity
Mobile Usage Deployment Requirements	Documents the configuration, security, and deployment of the Workday mobile application
Change Impact Assessment	Summarize business process changes from Business Process Analysis and provide input for the policy and collective bargaining impacts.
Build Configuration Tenant 1	Brings together FDM, configuration choices, initial data conversion for first state tenant
Architect Stage End	Marks the end of initial build steps in preparation for review of tenant 1
Configure & Prototype Stage Begin	Marks the beginning of review and feedback as the result of all feedback gathered so far from agencies
Customer Confirmation Sessions	Sessions to demonstrate the first state tenant configured to state needs, with first conversion of state data

Key Takeaways and Questions

Vann Smiley



One Washington
A Business Transformation Program



Key Takeaways

- We are in the Architect stage of implementation.
 - We are actively listening and reaching out to agencies to support the remediation of their systems.
 - We are building understanding with the agencies on what is possible and collaborating regarding existing systems.
 - Many deliverables are coming together to build what the agencies need to prepare.
- We are proactively communicating with agencies through our holistic OCM program using:
 - Agency Readiness Checklist
 - High Agency Impact



Public Comment

