Technology Services Board Portfolio/Policy Subcommittee Meeting

November 12, 2020

WA - Office of the Chief Information Officer

Agenda

WA - Office of the Chief Information Officer

TOPIC	LEAD	PURPOSE	TIME
Welcome and Introductions	Jim Weaver	Introductions	10:00
Approve Minutes from October 15 Subcommittee Meeting	Jim Weaver	Approval	10:09
Project Status – Office of Financial Management – One Washington Program • Pat Lashway, Deputy Director and Executive Sponsor • Vann Smiley, Executive Director • Lizzy Drown, PMO Manager • Emily Poyner, OCM Director • Jennifer Rocks, Deloitte • Allen Mills, QA, *bluecrane*™	Sue Langen Amy Pearson	Project Status	10:10
Project Update – Department of Enterprise Services – Learning Management System • Annette Meyer, Deputy Director and Executive Sponsor • Des McGahern, Chief Operations Officer and Executive Sponsor • Cindy Guertin-Anderson, Asst. Director and Business Sponsor • Dawn Tatman, Chief Information Officer and Business Sponsor • Wendy Helling, Project Manager • Cindy Cotter, LMS Product Manager • Rob Smith, Technology Services Group, Quality Assurance	Sue Langen Amy Pearson	Project Update and Lessons Learned	10:40
Enterprise Architecture Program	Sue Langen Dan Mercer	Information	11:10
Public Comment			11:40

Current TSB Members

Industry Members
Butch Leonardson – Retired CIO
Paul Moulton – Costco

Legislative Members
Rep. Matt Boehnke – House R
Rep. Zack Hudgins - House D
Sen. Patty Kuderer – Senate D
Sen. Ann Rivers – Senate R

Executive Branch (Agency Directors)
Jim Weaver – State CIO & Chair
David Danner – UTC
Tracy Guerin – DRS
Vikki Smith – DOR

Other Government
Viggo Forde – Snohomish County

Members present
Members absent

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Welcome/Introductions

Approve 10/15/2020 Minutes

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Office of Financial Management

One Washington

Technology Services Board Subcommittee Meeting

November 12, 2020

ONE WASHINGTON | One Washington
A Business Transformation Program

Agenda

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- Welcome and introductions
- Software and system integrator selection
- Program readiness
- Agency readiness – people, processes and technology
- Quality assurance
- Key takeaways, wrap-up, and questions

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SOFTWARE AND SYSTEM INTEGRATOR

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workday

Different technology

- Fully unified product (one version, architecture, data model, etc.)
  - All 3,000 + customers on same code brings collective visibility to software functionality
  - Enables deployments of new features faster
- In-memory computing brings efficiency and speed to transactions and reporting
- Always-on auditing

Designed to Evolve and Add Value

- No need to re-implement to stay supported
- Roadmap of innovations such as allowing Workday transactions to be just a click away from within Microsoft Teams

Market Notables

- **Leader:** In Gartner's Magic Quadrant 2019 for Cloud Core Financial Management
- **Clients:** Iowa, WSU, UW and 25 other government entities, Bank of America, Target

Deloitte.

Global leader

- The largest and most experienced Workday certified partner:
  - 10 years as Workday partner
  - 1,900 + Workday practitioners
  - 500 + Workday projects
  - Named Workday leader by Forrester and HfS

Deep Government Experience Counts

- Numerous state system implementation engagements across the portfolio of major state government services
- Direct experience with several Washington agencies affected by OneWashington (e.g. HCA, ESD, DOL, L&I, DCYF, DSHS, DOC, & WAHBE)
- Experience with state transportation agencies and the Federal Highway Administration (FHWA)

Market Notables

- **Leader:** In Gartner's Magic Quadrant 2020 for Public Cloud Infrastructure Professional and Managed Services, Worldwide.
- **Statewide ERP system implementation clients:** North Carolina, Idaho, New Mexico, New York, Pennsylvania
- **Washington Workday clients**: WSU and UW

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PROGRAM READINESS

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Program Readiness Highlights

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- ✓ **Recruitment, hiring, and on-boarding –** moving forward in a challenging work environment
- ✓ **Continued refinement of governance –** emphasis on rapid decision-making
- ✓ **Priorities of effort –** identify and execute the most essential and highest priority work
- ✓ **Remote work environment –** monitor effectiveness of remote work environment and health of staff
- ✓ **Submission of the decision package** – collaborated on an enterprise decision package

Dependencies between Phase 1A and 1B

The solution	Today through July 2023	What the solution provides
Phase 1		
Phase 1a: Core Financials **Implement Workday ERP functions. A critical summary of what will be implemented:** • General ledger / chart of accounts • Accounts payable • Fixed assets • Budget control • Vendor/customer management • Accounts receivable	Today thru July 2022 **Phase 1a will:** • Replace AFRS and implement Workday technology as foundation for enterprise administrative processes • Redesign OFM and agency chart of accounts to create a new, consistent, and transparent financial language for the state • Establish a new cost allocation and Medicaid reimbursement system • Replace accounts receivable system of records	**Improved functionality.** Allows the state to leverage cloud-based technology. New functionality will allow for informed business decisions based on access to real-time data and analytics. For example, this new functionality could allow the ability to quickly identify dollars spent on COVID-19. **Best practices and innovation.** Allows the state to adopt a technology platform that is designed to evolve and provide innovations through twice-per-year releases. **Alignment with state IT strategy.** Aligns with the Office of the Chief Information Officer's emerging strategy to do business in the cloud and reduce investments in state-owned hardware and software assets. **Better remote access.** Allows for finance and procurement business operations to take place virtually – one of the key lessons learned from the COVID-19 pandemic is the need to operate in a virtual environment. **Enhanced security posture.** Shifts technology infrastructure responsibility to the software provider. Provides semi-annual and annual 3rd party attestations of data security compliance and 3rd party vulnerability assessments. Provides audits of every change to data and encrypts all customer data for data privacy.
Phase 1b: Expanded Financials & Procurement **Implement Workday ERP functions: A critical summary of what will be implemented:** • Full cost allocation • Travel • Project/grants • Procurement • Purchase to pay • P-cards • Contract management	January 2022 thru July 2023 **Phase 1b will:** • Implement expanded financials and procurement functions not available today • Implement complete functionality to replace WSDOT TRAINS • Implement the state's first procurement system • Implement full cost allocation • Replace 128 agency financial and administrative systems	
Workday Software-as-a-Service	**Phase 1 will:** • Improve the state's financial system's security position • Enhance business continuity & disaster recovery • Leverage Workday's investment in compliance demonstration, monitoring, and maintenance protocols	

Getting the Most out of Workday

WSDOT Requires to move from TRAINS

Workday financials spans across both 1A and 1B. The state is paying for the full financial capabilities of Workday, yet all functions will not all be enabled until 1B is deployed.

Record to Report	Contract to Cash	Procure to Pay	Stock to Replenish	Expense to Reimburse	Staff to Deliver	Grants Management
General Ledger	Contract	Requisitions and POs	Put-Away Inventory	Expense Reports	Project Management	Awards w/ Amendments
Budgetary Control	Billing	Receiving / Payables	Stock Management	Mobile Expenses	Resource Management	Award Tasks & Checklists
Commitment Accounting	Revenue Recognitions	Internal Services	Fulfillment	Spend Authorizations	Project Financials	Indirect Costs
Fund Accounting	Receivables	Supplier Management	Replenishment	Budgetary Control (for Expenses)	Project Billing	Revenue Recognition
Financial Statements	Collections	Supplier Classifications	Issue	Settlements	Labor Costing	Billing & Letter of Credit
Cash Management		Budgetary Control (for Purchasing)				Unallowed Costs Cntls
Asset Management		Procurement Cards				Mult. Funding Sources

Phase 1A **Phase 1B**

Data adapted from Workday Financials for Government
See Business Process Mapping for Details

One Washington Decision Package

OFM requested $95 million to implement Workday®, a SaaS cloud-based ERP software application to replace:

- **AFRS**, the state's accounting, payment and cost allocation system (Phase 1a).
- **TRAINS**, the WSDOT's Transportation Reporting and Accounting Information System (Cannot be retired until Phase 1b implementation is complete).
- 28 agency administrative and finance systems

1. AGENCY REQUESTS

- **One Washington Technology Pool** – Funding for IT resources to support to update interfaces and replace existing systems.
- **OCM Agency Readiness Pool** – Funding for OCM resources to manage agency readiness activities.

3. CONTRACT REQUESTS

- **Enterprise Resource Planning (ERP) Expert**
- **Organizational Change Management (OCM)**
- **Quality Assurance (QA)**

2. PROGRAM REQUESTS

- **OCIO Resources**
- **Program Staff plus State HR & OFM IT FTEs**
- **Facilities**

4. TECHNICAL REQUESTS

- **Workday Software**
- **System Integrator**
- **Interface Development**
- **Network / Informatica –** Use of the WaTech Cloud Highway network and middleware to connect agency systems and interfaces with the new ERP solution

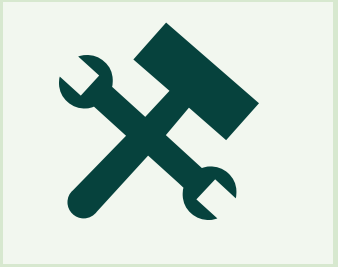
Decision Package Details

Numbers shown in $ Thousands

FY 2021-23 Phase 1 Expenditures	FY22	FY23	FY21-23 Total
ERP Software Subscription-Workday	$4,575	$6,343	$10,918
System Integrator-TBD	$23,712	$23,705	$47,417
Informatica Subscription/Cloud Highway	$792	$897	$1,689
Quality Assurance-bluecrane™	$432	$432	$864
ERP Advisor-ISG-ONE	$892	$892	$1,784
OCM-Deloitte	$3,738	$2,721	$6,459
Interface Development Resources	$969	$1,620	$2,589
State Employee Staffing Costs (current/requested)	$12,838	$16,753	$29,591
OCIO Resources	$663	$663	$1,326
Facility Costs	$106	$0	$106
For agencies OCM Agency Readiness Pool	$7,756	$7,756	$15,512
For agencies OneWa Technology Pool	$21,542	$457	$21,999
TOTALS	**$78,015**	**$62,239**	**$140,254**
OneWa 2021-23 Base Funding	-$22,456	-$22,456	-$44,912
Total 2021-23 Biennium Budget Request	**$55,559**	**$39,783**	**$95,342**

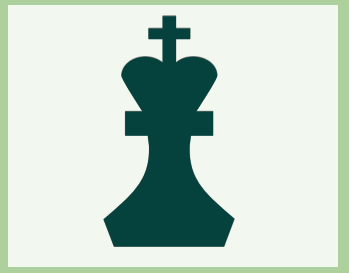
System integrator and interface developer amounts are estimates; the final amounts will depend on formal contract negotiations.
Amounts have been rounded to summarize $ in thousands.

Two Distinct Agency Pools



One Washington Technology Pool

- Will provide funding to **assist agencies with technical support** and skills to modify their systems (not replaced by the ERP) to interface to the ERP.
- **Administered by the OneWa program**, in collaboration with OCIO and OFM Budget.
- Focus: To ensure the funds are only used by agencies for the work needed to **effectively connect agency systems to the new ERP**.



Agency OCM Pool

- Will provide agencies with OCM resources to **prepare and support leaders and staff for changes resulting from the Workday ERP** – before, during and after implementation.
- Consists of OCM subject matter experts who will **provide support at the agency level.**

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AGENCY READINESS – PEOPLE, PROCESSES AND TECHNOLOGY

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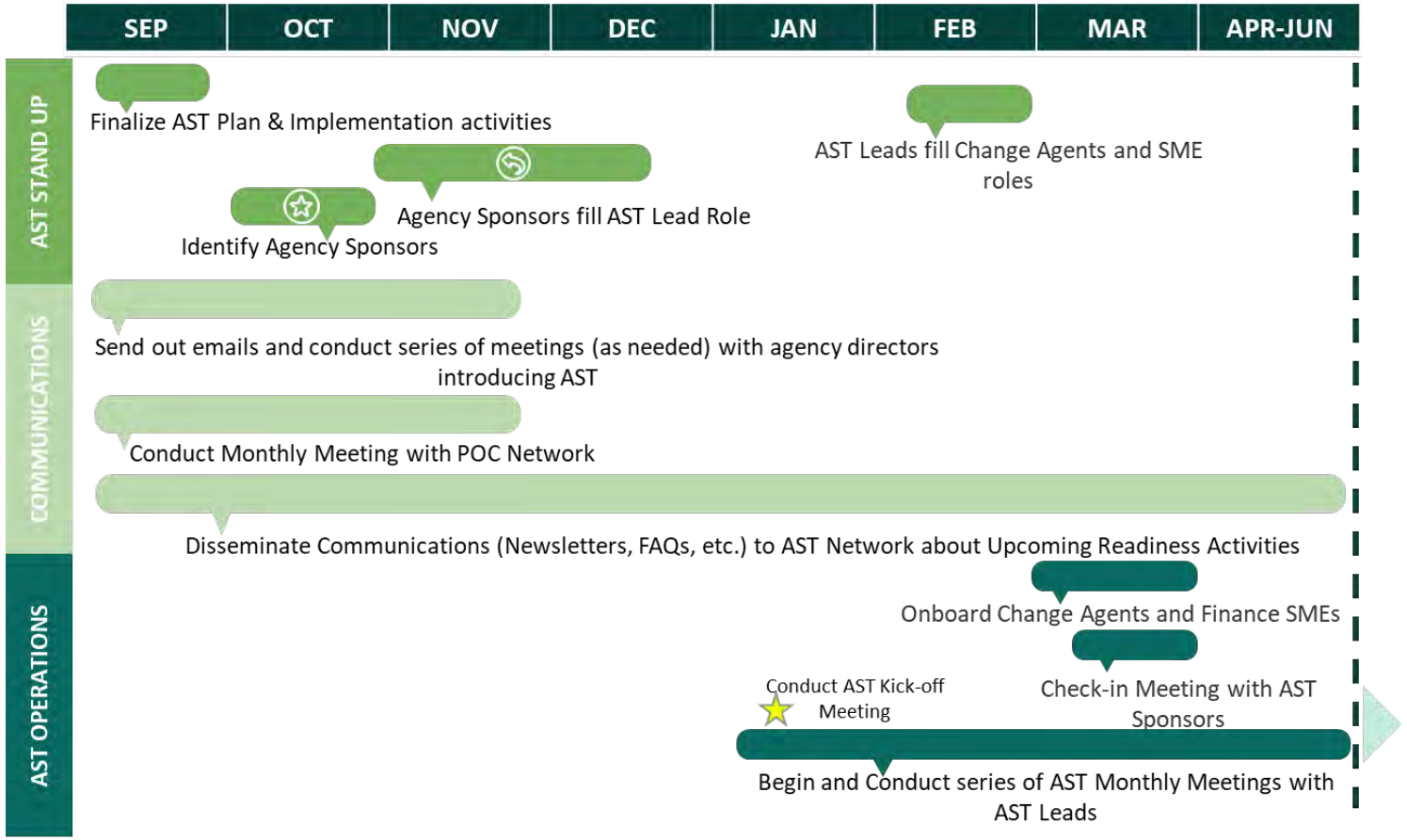
Agency Support Team (AST) Update



Agency Sponsor

- Typically Director or Deputy Director
- Overall leader of the OneWa business transformation within the agency, serve as advocate & mobilize agency staff
- Set priorities and clear obstacles
- 1-2 hrs per month for initial phase

AST Lead

- Lead completion of agency-specific plans and tasks
- Coordinate and guides the work of all agency support team members
- Main point of contact for the agency (may or may not be the current Agency POC)
- 2-4 hrs / month for initial phase

Understanding the Role of Agency OCM Resources

OCM resources funded by the OCM Funding Pool will work with the OneWa OCM Team and agency leadership/staff to prepare agencies for Workday implementation.

One Washington Program

OneWa OCM Team

Agency Resources

Agency Support Team Lead

Agency Sponsor

Agency OCM Resource

It is their job to ensure agency staff have the support and resources needed to successfully adopt the new system.

State-wide OCM Plan

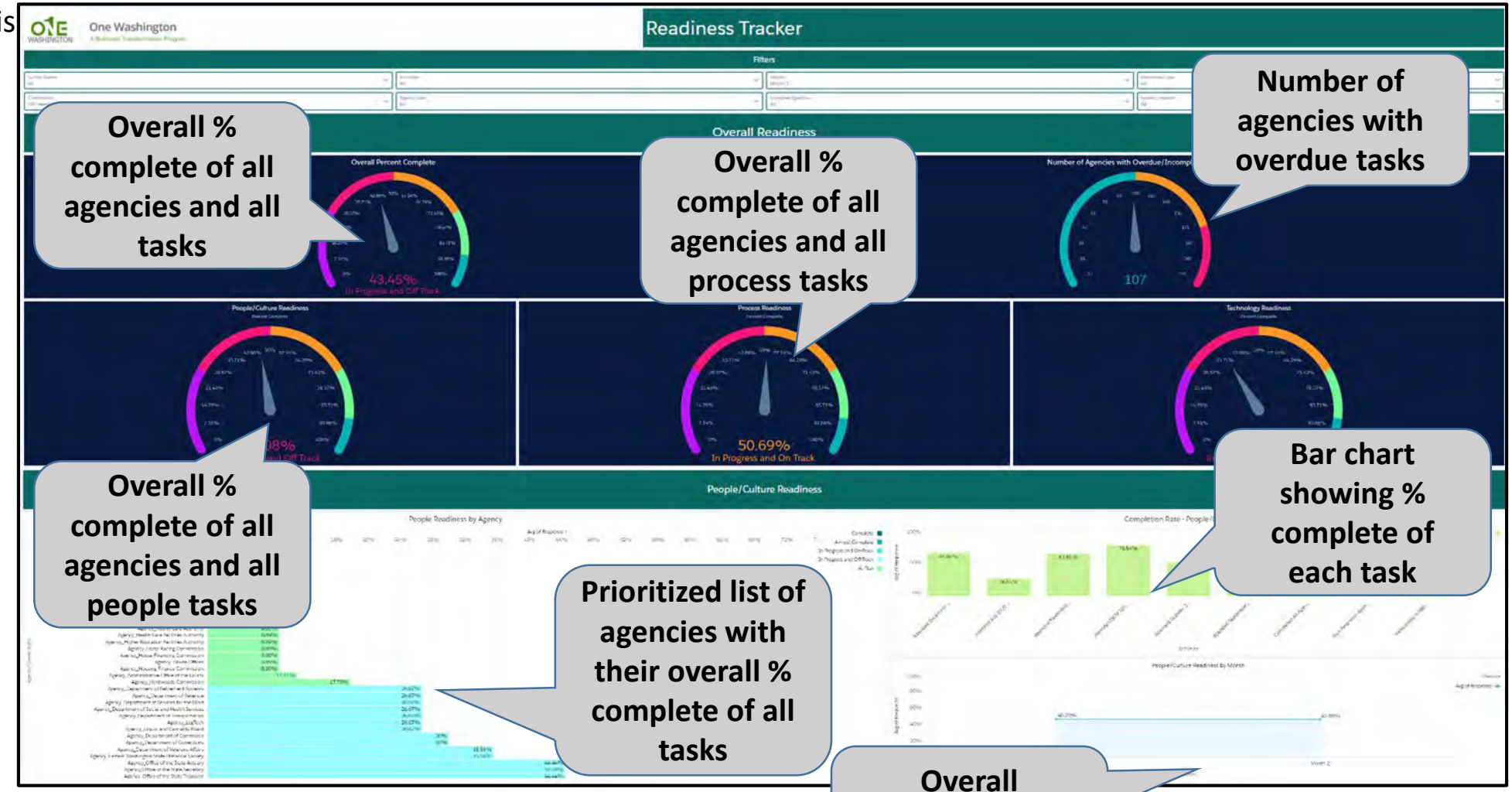
- ✓ Provide tools, templates, and techniques for all agencies
- ✓ Manage & support AST team

Agency-specific OCM Plan

- ✓ Develop agency-specific OCM plan aligned with OneWa plan
- ✓ Tailor program communications to make sense for agency staff
- ✓ Identify agency-specific impacts
- ✓ Identify operational changes needed

Agency Readiness Tracker

As part of the AST Plan, the OCM team is developing an Agency Readiness Tracker (ART) to track agency readiness on a month-to-month basis



QUALITY ASSURANCE UPDATE

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Near-Term: Critical Areas for Risk Assessment

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- ✓ Systems Integrator (SI) Negotiations
- ✓ Agency Readiness and Agency Estimates of Work and Durations
- ✓ Hiring and Onboarding of Staff
- ✓ Coordination and Management of Multiple Workstreams and Schedules
- ✓ Governance – (1) Enterprise Coordination and (2) Program-Centric Decision-Making
- ✓ Administration of OCM Pool and Technology Pool
- ✓ Priorities of Effort
- ✓ Effectives of Remote Work Arrangements

Longer-Term: Critical Areas for Risk Assessment

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- ✓ Budget – Re-planning/Reprioritizing Work if Approved Budget Falls Short of Combined Requests for Phases 1a and 1b and/or Strategy for TRAINS Replacement Changes
- ✓ Commitment to Comprehensive Approach for Change Management and Starting Organizational Changes *Early*
- ✓ Transition from Agency "Readiness" to On-going Collaboration on Agency Project Plans and Monitoring Agency Progress on Meeting Commitments
- ✓ Inclusion of Credible Estimates from Agencies for Milestones and Deliverables in OneWa's Integrated Master Plan (as Modified after SI Onboarding)
- ✓ Sustainability Practices for Program Staffing, Especially in Light of Remote Work Arrangements
- ✓ Investment of Time in Defining and Clarifying Roles, Responsibilities, Authorities, and Duties (Program, SI, Agencies, others)

Longer-Term: Critical Areas for Risk Assessment

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- ✓ Transparency into Program's Activities
- ✓ Program's Ability to Prioritize Work on a Continuing Basis During Implementation
- ✓ Avoidance of "Just-in-Time" Delivery of Plans
- ✓ Commitment to Adhering to Best Practices of Software-as-a-Service (SaaS) Implementations of Commercial-Off-the-Shelf (COTS) Solutions
- ✓ Comprehensiveness of Testing
- ✓ Inclusion of Comprehensive Stabilization Deliverables

KEY TAKE-AWAYS, WRAP UP AND QUESTIONS

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Key Takeaways

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- ✓ Program is currently within scope, schedule and budget.
- ✓ Master Subscription Agreement (contract) was signed with Workday.
- ✓ System integrator ASB has been selected. Contract negotiations will extend through November.
- ✓ Require full phase 1 funding for upcoming biennium.
  - o Optimize state's investment in Workday.
  - o Address systems at risk.
  - o Request includes IT and OCM funding pools to ensure support for agencies.

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FOR MORE INFORMATION:

Website: one.wa.gov

Email: onewa@ofm.wa.gov

TO PROVIDE FEEDBACK:

onewa@ofm.wa.gov

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APPENDIX

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OneWa Technology Pool Process

- **Eligible agencies:**
- Participated in data collection of system inventories and interfaces
- Maintain systems/interfaces that will be impacted during Phase 1a and/or Phase 1b (financials)

- **Funds will be prioritized and released based upon:**
- Available funding
- Initial agency system and data inventory information
- Agency budget request 2021-23 biennium
- Completion of application materials

The OneWa Technology Pool will be managed by a committee (OneWa Budget, Tech, OCIO, OFM Budget, Statewide Accounting).

Business Process Mapping

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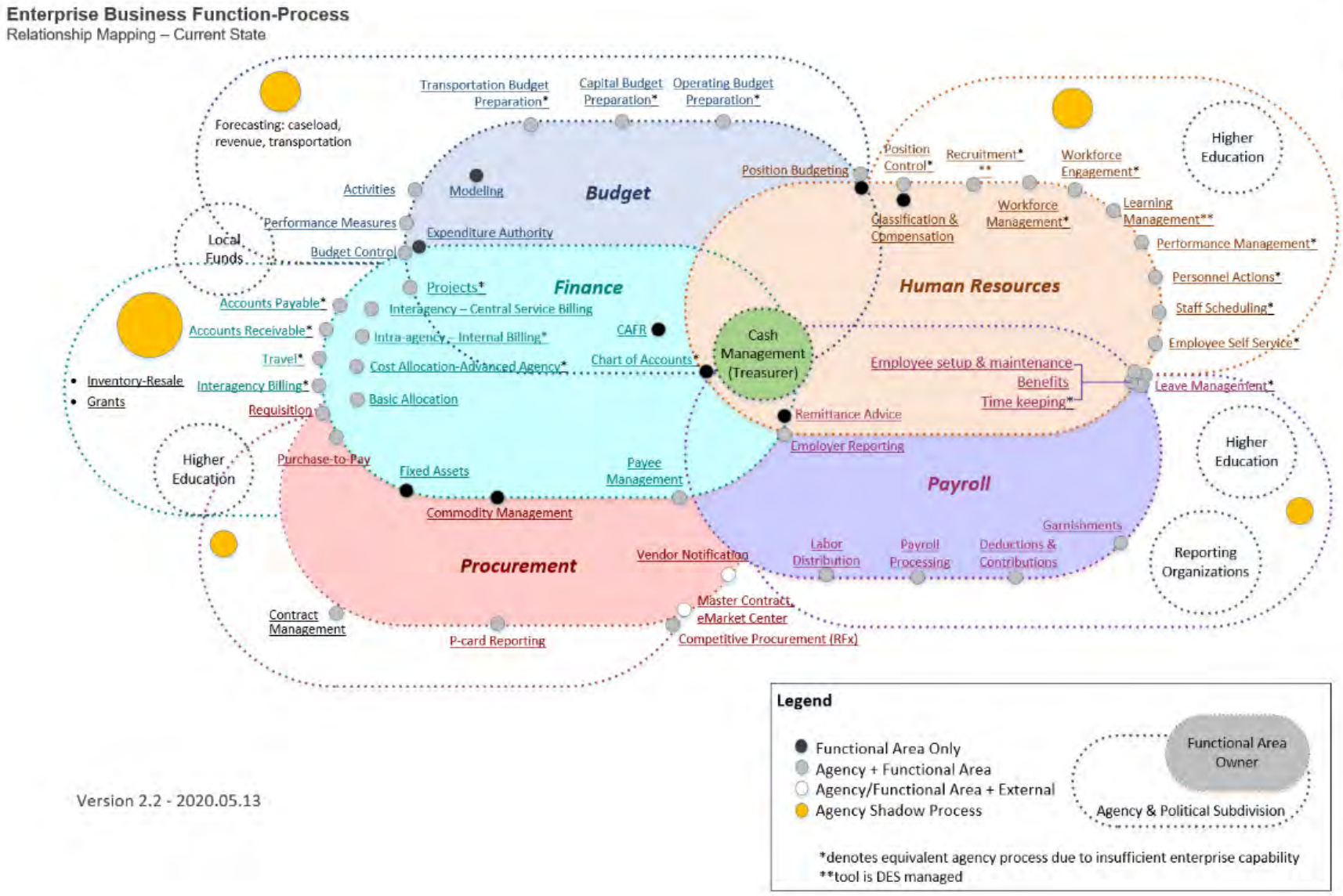


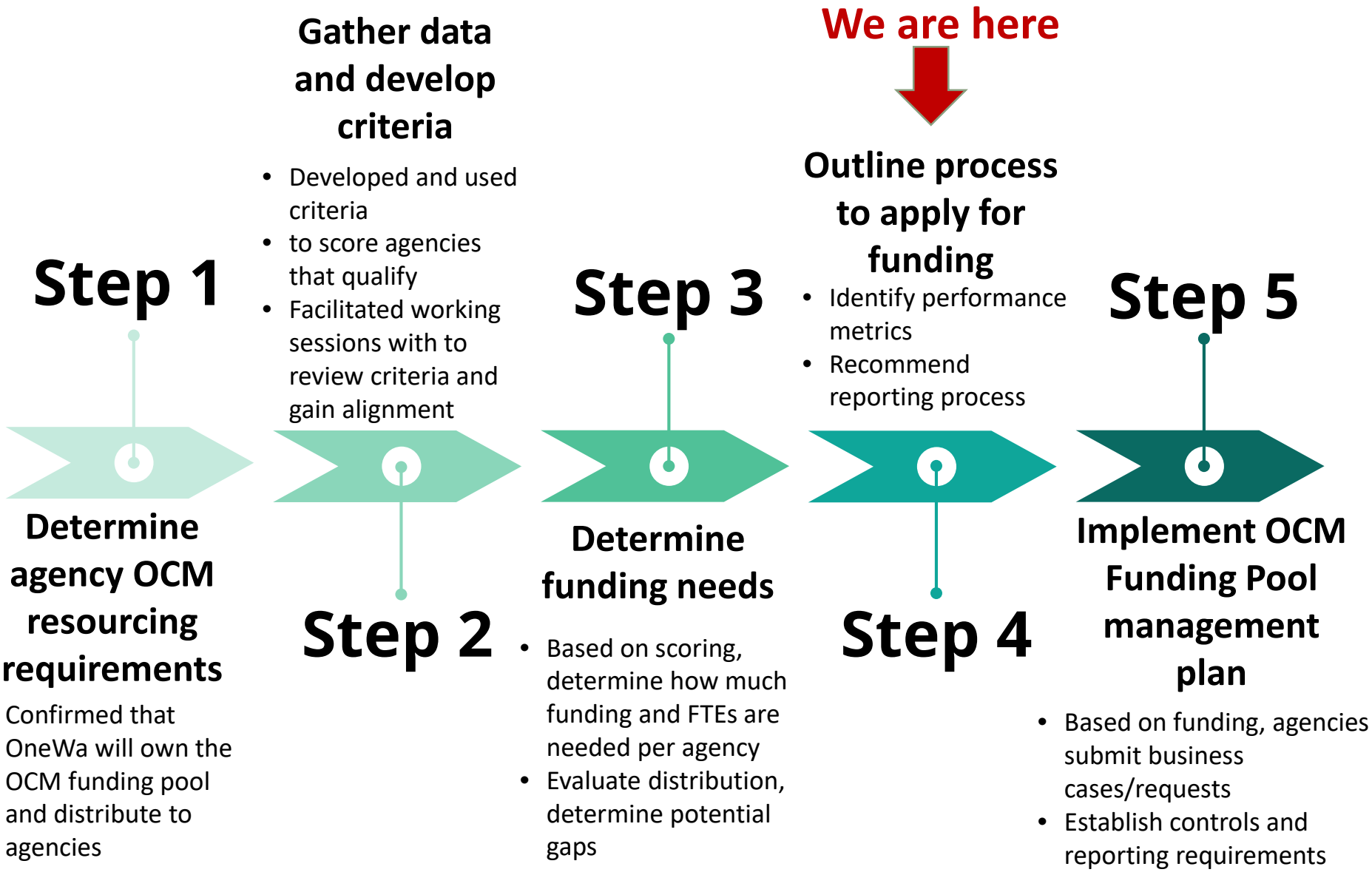
Enterprise Business Functions-Processes

Please select a business process or function from the diagram...

Business Process Mapping

Provides the detailed functionality of business processes and how those functions connect to the Workday ERP.

OCM Funding Pool Methodology



OCM Funding Pool Resource Responsibilities

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Each resource will have certain duties and responsibilities as directed by the OneWa OCM Team.

This position will have dual reporting/coordination responsibilities:

1. Take direction from and report to the OneWa OCM program team.
2. Coordinate with agency leadership and staff.

Key responsibilities include:

- **Developing customized OneWa OCM plan** for each agency (based on the OneWa program OCM plan) that addresses the unique changes, challenges and impacts for the agency
- **Organizing and implementing OCM activities** at agency facilities in regions, counties and/or offices located throughout the state
- Receiving OneWa communications products and **working with agency communications staff** to tailor communications and **distribute to the agency**
- Tracking and **reporting on OCM activities** to the OneWa OCM Team
- Developing documents and conducting activities to **help prepare managers and agency leadership for the change**, and how they can help prepare their staff
- Coordinating, planning and communicating with agency's IT staff and finance/accounting staff to **track the agency's overall readiness status**
- **Checking in with agency leadership** and serving as a conduit to raise leadership concerns/issues to OneWa to **maintain leadership alignment**

DRAFT OCM Funding Pool Performance Metrics

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The OCM Team recommends the following metrics to help track and measure the use of OCM Funding Pool dollars.

Use of Funds

Number of OCM Resources hired and allocated to agencies - Total number of resources hired and distributed to agencies based on need and criteria

Resource Productivity

Completion of Monthly OCM activities - Activities completed by the OCM resource each month

Quarterly Report from AST Lead and Agency Sponsor -
2-3 question pulse check to collect feedback on resource performance and impact on agency readiness

Agency Performance

Agency Readiness Scores- Tracking of changes to agency readiness scores between baseline readiness assessment and additional readiness assessments

Completion of Agency Readiness Tasks - Monitoring of tasks such as data cleansing, testing, and training completion to track agency readiness

Agency Readiness & Engagement Deep Dives

Office of the Chief Information Officer

After completing pilots with HCA and DRS, the One Washington team has completed a total of 11 deep dive meetings with high impact agencies.

Key Deep Dive Topic Areas include:

Technology Readiness - Review of systems and interfaces, connections to integration layer, and upcoming data conversion requirements.

Finance Process Readiness - Discussion of new Chart of Accounts model, AFRS index code cleanup, and current state finance process maturity.

People Readiness – Discussion on new Agency Support Team (AST) structure and upcoming OCM activities.

Agency	Date
DRS	8/4
HCA	10/7
DES	10/26
LEGTECH	10/27
DSHS	11/2
WATECH	11/3
DOR	11/5
LNI	11/9
ARTS & PARKS	11/9
DNR	11/10
WSP	11/10
DSB	11/16
RCO & WTB	11/17
DOC	11/18
OFM	12/8

= complete

Risks of Not Funding OCM Funding Pool

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Program Risk: Risk to the OneWa program team and OneWa project as a whole, impacting the successful implementation of OneWa.

Agency Risk: Risk to agency readiness and adoption impacting an agency's ability to be ready and prepared to use the OneWa processes and solution.

#	Risk	Program	Agency
1	Agencies "opting out" or not being ready for go-live due to lack of staff readiness, which will result in project delays, additional costs, and disruption to service.	X	X
2	Overstretched resources will not be able to complete the readiness activities of their individual agencies, resulting in being unable to provide critical services to constituents.		X
3	Leaders and employees will not understand changes to roles and responsibilities thereby taking more time to adopt to new ways of working and delaying payment to businesses and individuals.	X	X
4	Unable to eliminate current systems, or new "shadow systems" will be developed, when employees do not understand the benefits of OneWa and/or they are not prepared to use the new solution – which will require continued use of AFRS and duplication of efforts.	X	
5	Confusion on new system will have impacts to financial reporting timeliness and will result in violations of regulations imposed by the state and other entities (like the federal government) resulting in fines and penalties.	X	X
6	If unable to prepare employees adequately, then it will create a burden for technical and help desk support, which creates additional costs and delays benefits realization.	X	X
7	If agencies are forced to complete OneWa activities with existing resources, there is a risk to other business activities which could result in an inability to meet agency mission requirements, affecting critical government services.		X
8	OneWa OCM activities will not be as effective without the necessary resources in agencies to implement the OneWa OCM program – resulting in a failed implementation.	X	

September 2020 Communications Impact Summary

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Communications Impact: This slide outlines key data points related to the communications activities we've completed in the last month to show trends and key findings.

	THIS MONTH:	TO DATE:+
✓	15 unique products developed	48 total
✓	5 comms requests completed	12 total
✓	17 stakeholder meetings tracked	100 total

ON-TIME DELIVERY: 100%

We had **0** activities/products that were delivered late.

AUGUST	SEPTEMBER
2	0

KEY MILESTONES FROM SEPTEMBER:

- ✓ The Workday Contract was finalized
- ✓ The One Washington Decision Package was submitted to OFM
- ✓ The program team continued to review SI vendors for selection later this fall

COMMUNICATIONS METRICS:

EXCEEDS TARGET | MEETS THRESHOLD | BELOW THRESHOLD

ONEWA NEWSLETTER OPEN RATE	% of NEWSLETTER RECIPIENTS THAT CLICKED ON A LINK	ONEWA WEBSITE VISITS PER MONTH	ONEWA WEBSITE % OF NEW VISITORS PER MONTH	ONEWA WEBSITE BOUNCE RATE GOAL:
TARGET: 20%	**TARGET: >20%**	**TARGET: >2,000**	**TARGET: >20%**	**TARGET: <40%**

HOW WE ARE INCREASING COMMUNICATIONS OUTREACH

- Posting specific resources (e.g. one-pagers) both to the website and to social media platforms
- Including links to posted documents in presentation decks that are distributed to agencies and POCs
- Encouraging POCs to push communications out to their agencies on a more consistent basis

RISKS, ISSUES, MITIGATION STRATEGIES

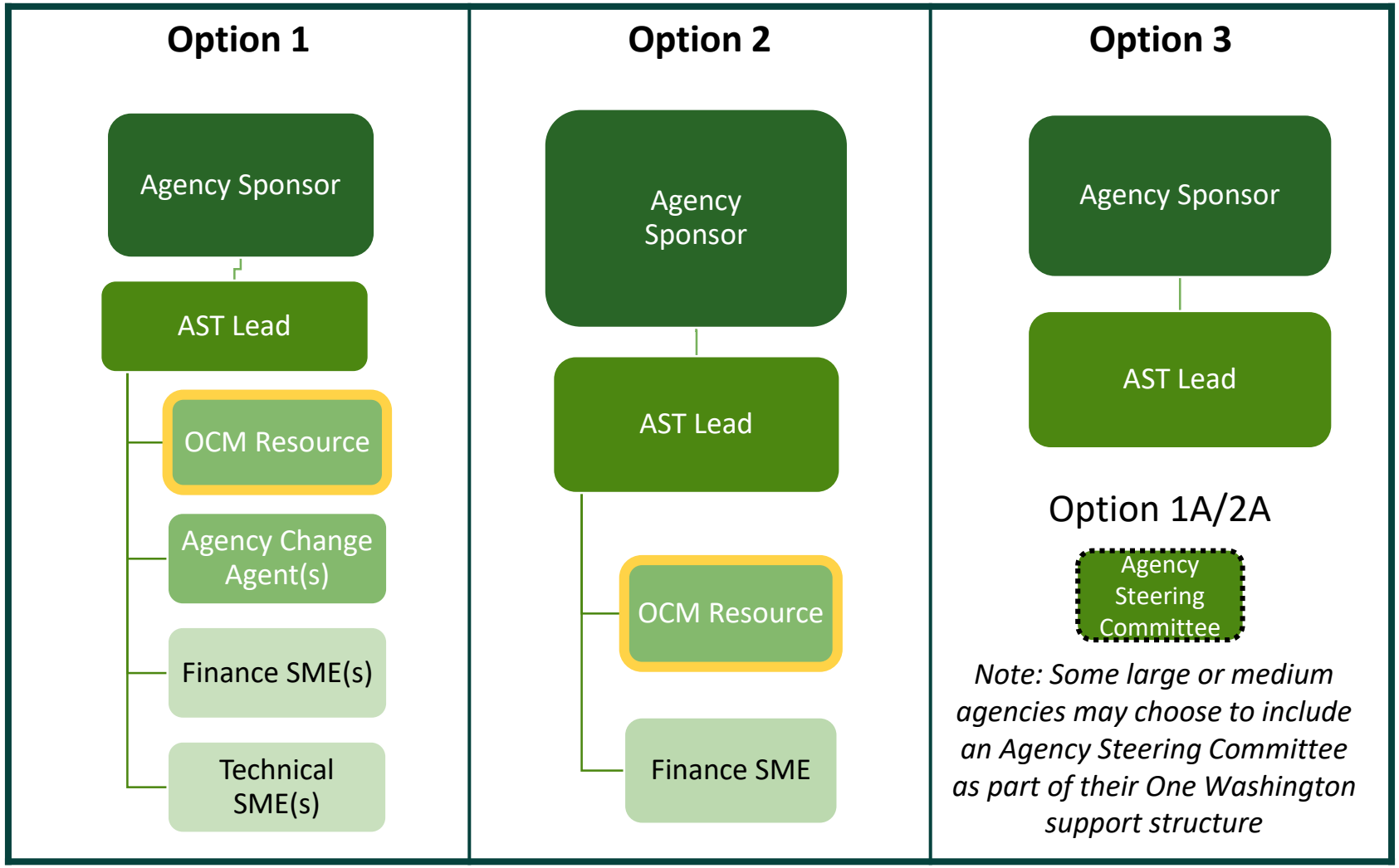
- *Resource constraints (individuals on leave, part-time availability) could limit the number of timely communications published.*

*** NOTE:** *Newsletter metrics represent data from the previous month. For example, the September 2020 Communications Report will include the newsletter metrics for August 2020.*

+ As of SOW 2 start date 7/1/20

Future State AST Options

The following are three options agencies can choose from to support One Washington OCM efforts. The OCM Funding Pool would fund the positions outlined in yellow below.



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Department of Enterprise Services

Learning Management System (LMS) Upgrade

Technology Services Board Subcommittee Meeting

November 12, 2020

Agenda

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1. Project Goal and Strategic Approach
2. Organizational Change Management
   - Stakeholder Engagement
   - Project Governance
3. Project Implementation and Deployment
   - Go-Live Criteria
   - Deployment Grid
4. Questions/Discussion

Project Goals and Strategic Approach

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Project Goal:
Implement the **Washington State Learning Center**, to meet the training needs of agencies across the State of Washington. The Washington State Learning Center provides:

- Compliance reporting and tracking
- Trainings as part of onboarding new hires
- Employee professional development
- Training records management
- Web based access anytime (24/7) from any place

Project Strategic Approach:
The project approach to create a statewide training solution was threefold:

- Replace current functionality on a new platform to address function and performance issues
- Create efficiency and assure security with the Informatica (HRMS, Active Directory) and SAW feeds
- Configure and support a robust, Enterprise solution for use by all agencies

Organizational Change Management

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We engaged stakeholders early and invited them to participate in every aspect of the project.

- Access to training environment for six months
- Access to sandbox environment for five months
- Access to production environment for two months

We encouraged exploration and guided it with structured, monthly checklists that included timelines and deliverables.

The core project team set bumper guards then let the stakeholders engage alongside them.

- "be prepared to be uncomfortable much of the project as you won't have the answers when asked, but you'll learn a lot about the business needs and how your stakeholders think".

We provided agency specific work plans and checklists for those agencies who needed to expand on the Enterprise solution.

The core team made themselves available via multiple channels, including a 4 hour weekly session (Open Forum) where any question was welcome.

- Initially we demonstrated functionality, overtime we turned it over to users to bring up their screens and walk us through what they were seeing.
- We encouraged learning and were patient with the same question being asked many times.
- We encouraged curiosity by providing links vs. sending documents.
- We provided focused attention, but invited others to 'lurk' to gain insight.
- We gave stakeholders the choice to come along on the journey, reminding them that it's sometimes messy and information changes. They always opted to come along vs. wait for a polished product or piece of information.

Stakeholder Engagement

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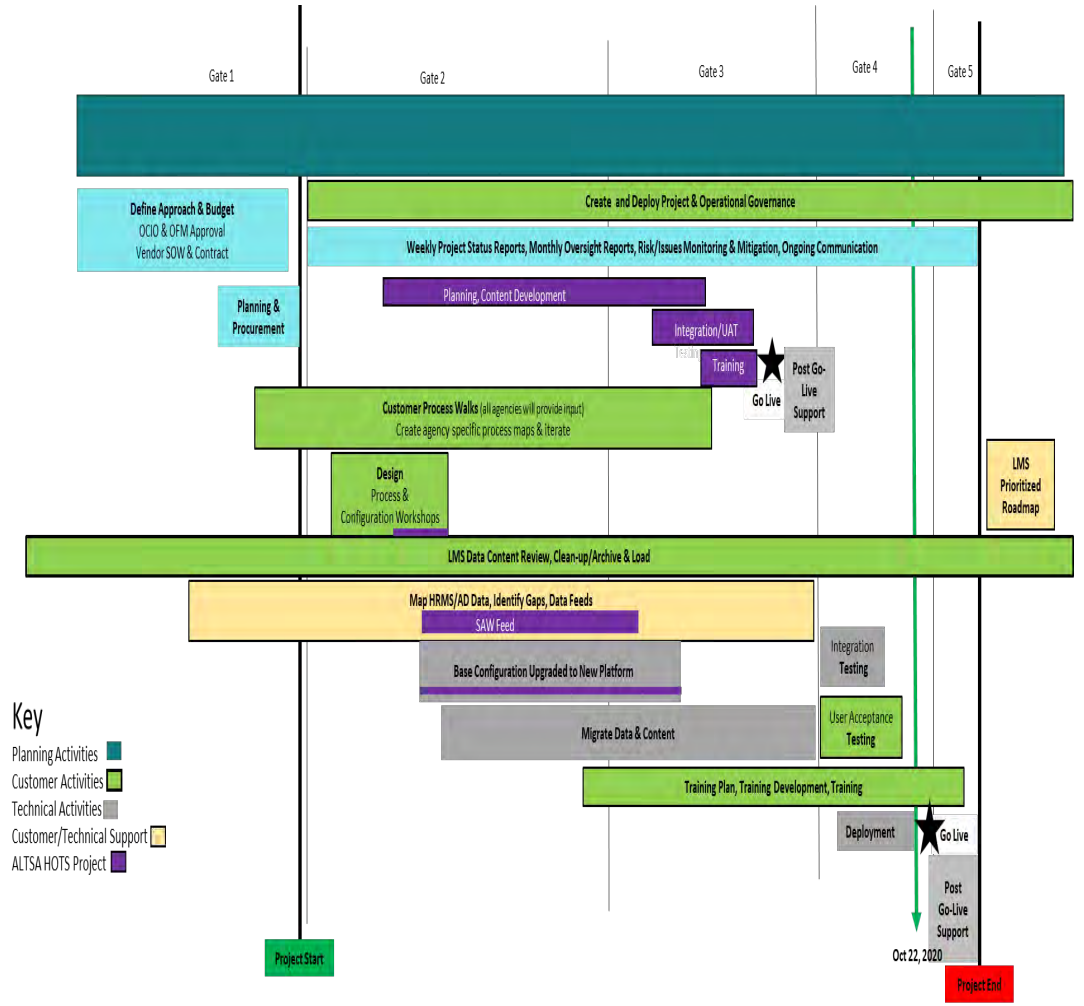
Stakeholder agencies have contributed to the project's success!

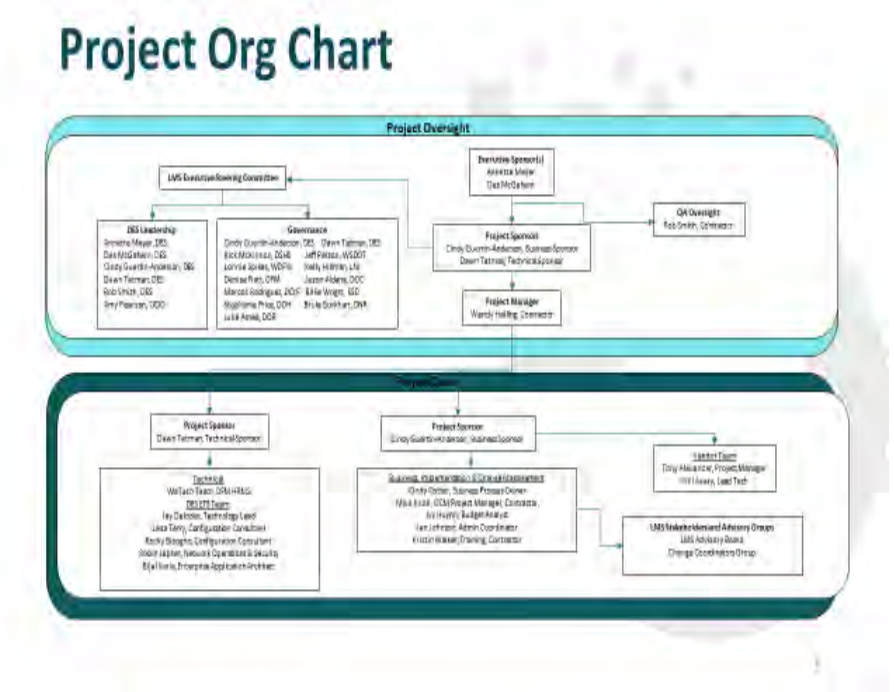
- Feasibility study, ***75 individuals from 22 agencies***
- Business Process and Design Workshops, ***45 in-person, 50+ on the phone***
- Monthly OCC meetings & checklists, ***60-70 individuals***
- Weekly Open Forum meetings, ***50-60 individuals***
- Training Environment Experience, ***over 250 training accounts***
- Domain User Acceptance Testing, ***multiple agencies, over 2,000 tests***
- Content Configuration in Production Domains, ***40 agencies will participate***



Project Governance

The **DES Leadership group** has decision making authority for the project's budget, scope and timeline. This group will be made up of DES executive sponsors, DES project sponsors (business & technical), QA and OCIO representation. The project manager will facilitate this group. The group will meet monthly throughout the project to review the prior month's status report.

The **Governance group** has decision making authority for the project's approach, enterprise content, user acceptance testing and training. This group is comprised of agency leaders and DES project sponsors (business & technical). The DES business owner will facilitate this group. The group will meet monthly (or as needed) during and after the project.



Project Implementation and Deployment

The project combined Waterfall and Agile methodologies to plan and deploy the project – Wagile!

Traditional planning documents (including Gated Funding requirements):

- Charter & Timeline
- Work Breakdown Structure (Schedule)
- RAID Log (Risks, Actions, Issues, Decisions) & Change Request Template
- Weekly/Monthly Status reports and meetings
- Standing meetings with project sponsors and Executive Steering Committees

On a weekly basis the core team (including the implementation partner) met to define the tasks that needed to be accomplish, discuss barriers and re-align work.

- "As a PM I spent much of my time on a weekly basis helping the core group figure out what they needed to do or know to get to a decision or to get a task completed."

As we moved from design to implementation and deployment, we switched to a deployment grid (from the WBS) to allow us to see progress for all areas that were critical to go-live.

Project Go-Live Criteria

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- Enterprise solution incorporates indicators of success
- User Acceptance and Integration testing complete
- Agencies have completed prioritized configuration in production
- Project team has completed planned production build
- OFM and WaTech feeds are operationalized
- Tier 1 and Tier 2 support trained
- Agencies have trained key stakeholders
- Agencies have trained learners or have a plan to train learners the first time they log into WA State Learning Center

Deployment Grid

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Learning Management System - Readiness Dashboard
Single System Deployment - Configured system, no customized code
Readiness Status for November 2, 2020 Go-live

Executive Sponsor:	Annette Meyer, Deputy Director, DES	**Vendor Host:**	SumTotal/Rapid LD (Implementation partner)
Business Sponsors:	Cindy Guertin-Anderson, Assistant Director WSD	**Project Start-up Date:**	July 1, 2020
Technical Sponsors:	Dawn Tatman, CIO DES	**Status as of:**	November 2, 2020
Project Manager:	Wendy Helling, DES		

Go Live Decision Overall Health:	
OCS Design Review Meeting Completed on:	6/18/2020

Training & Communication	Status	Impact	CareLearn Pilot	Status	Impact	Enterprise Solution & Data	Status	Impact	Agency Readiness	Status	Impact
Project Communication Plan Complete	✓		Agencies Stakeholder Advisors Identified	✓		Security Design Review Complete	✓		Operations Roles and Responsilibities complete	✓	
Project Training Plan Complete	✓		Solution demos/Reviews for Stakeholders	✓		SAW Feed Complete	✓		Training Environment/Stage Activities Complete	✓	
Project Training Materials/Job Aids Complete	✓		Early Adopters/Pilot Users Identified	✓		Informatica Feed Complete	✓		SCORM/Documents Loaded into Production	✓	
Agency Training Schedules Complete	✓		Early Adopters/Pilot Invitees Accept	✓		Stage Environment Complete	✓		UAT Complete	✓	
Agency Training Resources In Place	✓		Early Adopters/Pilot Trained	✓		Production Environment Complete	✓		Resources Configured in Production	✓	
Agency Post-Implementation Support Trained (Tier 1)	✓		Early Adopters/Pilot Work Complete	✓		Initial Migration Complete in PRD	✓		Activities Synced to Resources in Production	✓	
Agency Communication Complete	✓		Roll-out Training Start	✓		Delta Migration Complete in PRD	✓		Agencies Ready to Go-Live	✓	
Agency Admin trained - PROD Access given	✓		Roll-out Training	✓		Production Daily Operations Ready (Tier2)	✓				

Thank you

Questions?

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OCIO Enterprise Architecture (EA) Program

Technology Services Board Subcommittee Meeting

November 12, 2020

Agenda

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1. Overview
2. Challenges and Opportunities
3. Solution: EA Program Reform
4. Implementation Plan
5. Summary
6. Discussion

Overview: Many Definitions of EA

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ISO/IEC/IEEE 42010:2011 … fundamental concepts or properties of a system in its environment embodied in its elements, relationships, and in the principles of its design and evolution.

The Open Group (TOGAF): The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time.

Federal EA v2: … provides an abstracted view of an enterprise at various levels of scope and detail … to facilitate planning for the future in a way that transforms the government while making it more efficient.

Gartner: … holistically leading enterprise responses to disruptive forces …

EABOK: … an organizational model; an abstract representation of an Enterprise that aligns strategy, operations and technology to create a roadmap for success.

NASCIO: … a management engineering discipline that presents a holistic, comprehensive view of the enterprise …

Overview: Many Definitions of EA

WA - Office of the Chief Information Officer

ISO/IEC/IEEE 42010:201
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us levels of scope and detail …
te planning for the future
at transforms the
while making it more

State of Washington's Definition of EA:

RCW 43.105.20 (5) "Enterprise architecture" means an ongoing activity for translating business vision and strategy into effective enterprise change. It is a continuous activity. Enterprise architecture creates, communicates, and improves the key principles and models that describe the enterprise's future state and enable its evolution.

Gartner:
leading en
to disruptive

NASCIO: … a management engineering discipline that presents a holistic, comprehensive view of the enterprise …

Overview: Biggest Drivers for Enterprise Architecture

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Technology/Business Impact Analysis	Understanding how a change will impact the business before the change happens.
Application Portfolio Rationalization	Reducing unnecessary applications, saving money, improving efficiency
Roadmaps for Digital Transformation	Planning how IT will change over time - EA is all about managing digital transformation
Business Capability Management	Improving business efficiencies and enabling new capabilities
Business Strategy Modeling	Aligning IT investments with enterprise strategies to ensure the right projects are moving forward
Conceptual and Logical Data Modeling	Aligning information assets with business strategies, identifying unnecessary duplication and ensuring secure access and privacy
Integration Architecture	Breaking down data silos and ensuring data flows across the enterprise

Overview: Biggest Drivers for Enterprise Architecture

Technology/Business Impact Analysis	Understanding how a change will impact the business before the change happens
Application Portfolio Rationalization	ey, improving
Roadmaps for Digital Transformation	about managing
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Business Strategy Mo	s to ensure the
Conceptual and Logica Modeling	egies, identifying unnecessary duplication and ensuring secure access and privacy
Integration Architecture	Breaking down data silos and ensuring data flows across the enterprise

1. Improving Efficiency
2. Managing Change
3. Reducing Risk

Overview: Statutory Mandate for EA

- RCW 43.105.205 and RCW 43.105.265 require the OCIO to lead and implement an ongoing enterprise architecture program for state government with the mission to:

Improve Efficiency

a) Drive opportunities for greater enterprise efficiency;

b) Be the organizing standard for statewide IT;

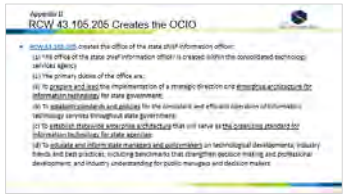
Manage Change

c) Promote effective enterprise change; and

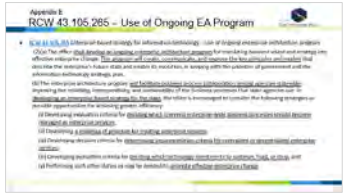
Reduce Risk

d) Improve the reliability, interoperability, and sustainability of common business processes.

Appendix D:
RCW 43.105.205
OCIO Created with
EA Functions



Appendix E:
RCW 43.105.265
Defines Use of EA



Challenges and Opportunities

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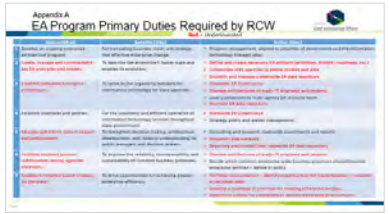
- The OCIO's EA program has been an area of underinvestment, generally serving an advisory role. Most benefits described in RCWs remain unmet.

Expected Benefit	Unmet Opportunities – What We Don't Have Today
A. Drive opportunities for greater enterprise efficiency	• Enterprise-based strategy - Criteria and roadmap for creation of enterprise services • Portfolio rationalization – Identify most strategic opportunities for modernization – reduction of technical debt
B. Be the organizing standard for statewide IT	• Statewide enterprise architecture – polices, standards and enterprise governance • Statewide EA data repository and analysis tools
C. Promote effective enterprise change	• Strategies, principles and models that describe the enterprise's future state and enable its evolution
D. Improve the reliability, interoperability, and sustainability of common business processes	• Collaboration and oversight of major initiatives (ex. Health and Human Services Coalition, OneWashington). • Enterprise data management and integration architecture to ensure secure data flow throughout the enterprise

Appendix A: EA Program Primary Duties Required by RCW



Solution: OCIO EA Program Reform

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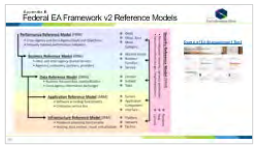
To realize benefits, we will invest in:

A. People: Increase staffing and architecture expertise

B. Process: Statewide EA processes and governance, "light-weight" … just enough, just in time

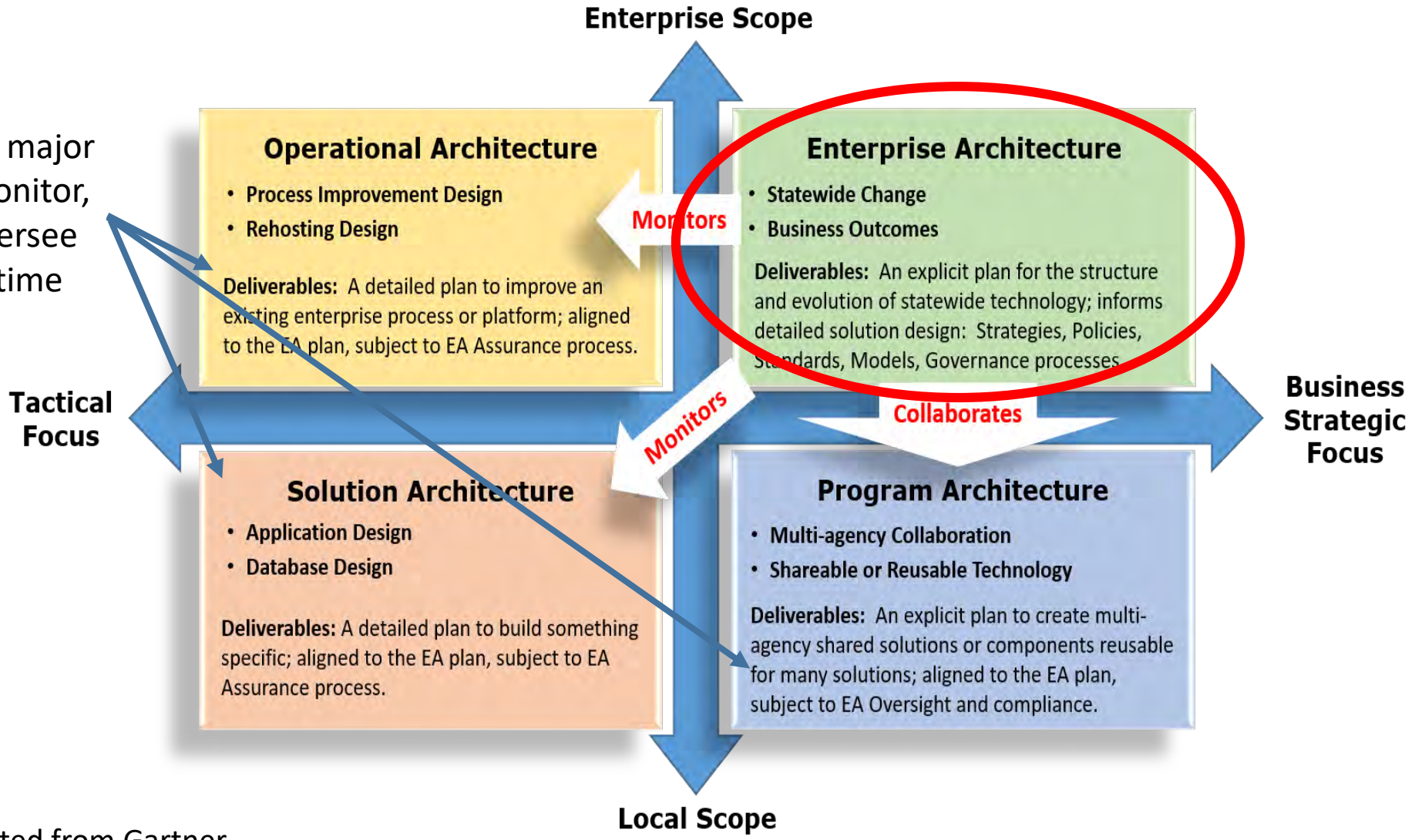
C. Technology: Implement EA tooling and data management for statewide planning, analysis, and decision-making

Appendix B: EA Reference Models and EA Tool Demo



EA Team Focus: Today

More than 100 major solutions to monitor, advise and oversee at any given time

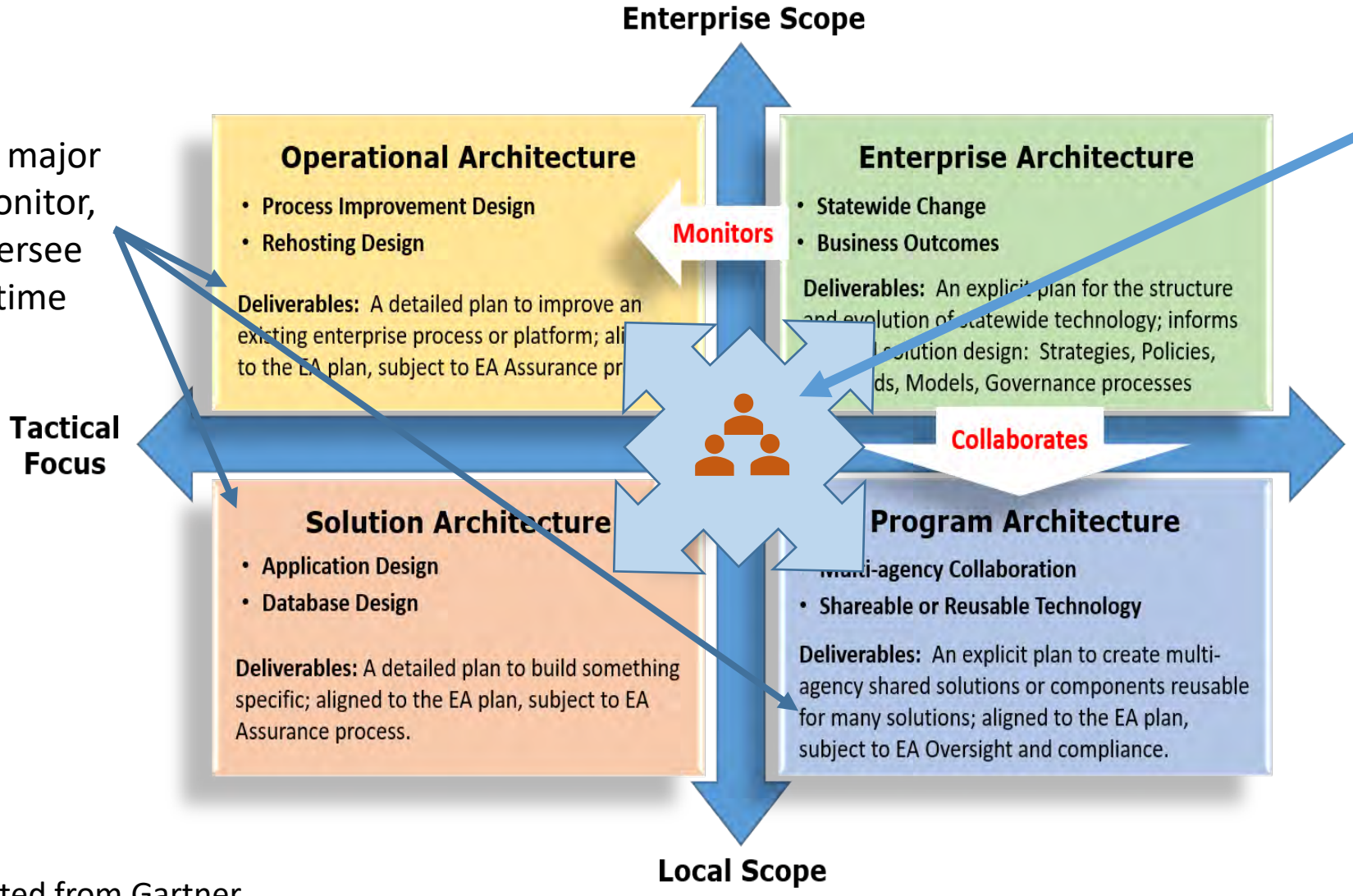


Source: Adapted from Gartner

EA Team Focus: Today

WA - Office of the Chief Information Officer

More than 100 major solutions to monitor, advise and oversee at any given time



Expected Benefits
A. Drive opportunities for greater enterprise efficiency
B. Be the organizing standard for statewide IT
C. Promote effective enterprise change
D. Improve the reliability, interoperability, and sustainability of common business processes

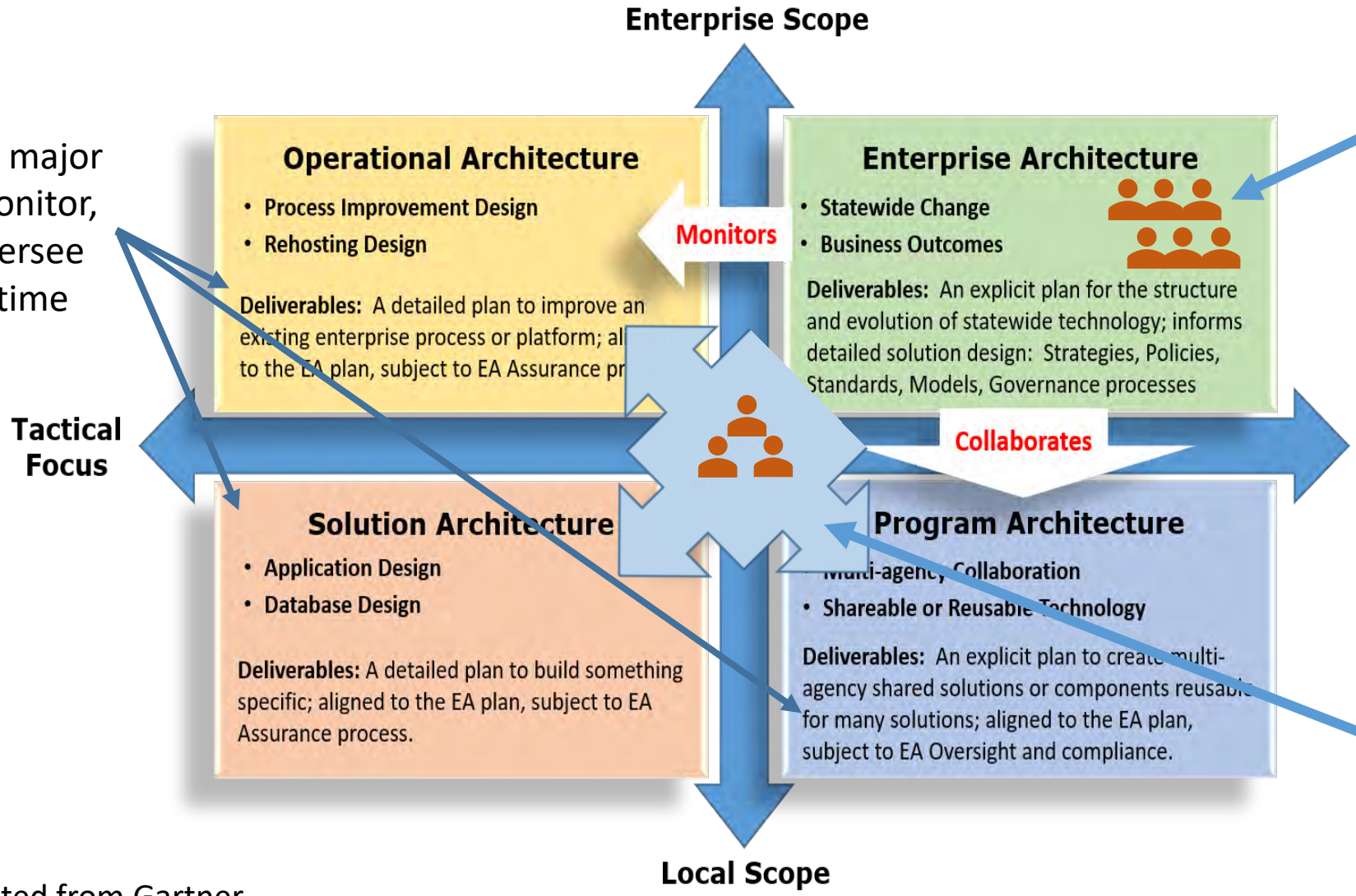
Focus

Source: Adapted from Gartner

EA Team Focus: FY2021-FY2023

WA - Office of the Chief Information Officer

More than 100 major solutions to monitor, advise and oversee at any given time



Expected Benefits

A. Drive opportunities for greater enterprise efficiency

B. Be the organizing standard for statewide IT

C. Promote effective enterprise change

Expected Benefits

D. Improve the reliability, interoperability, and sustainability of common business processes

Source: Adapted from Gartner

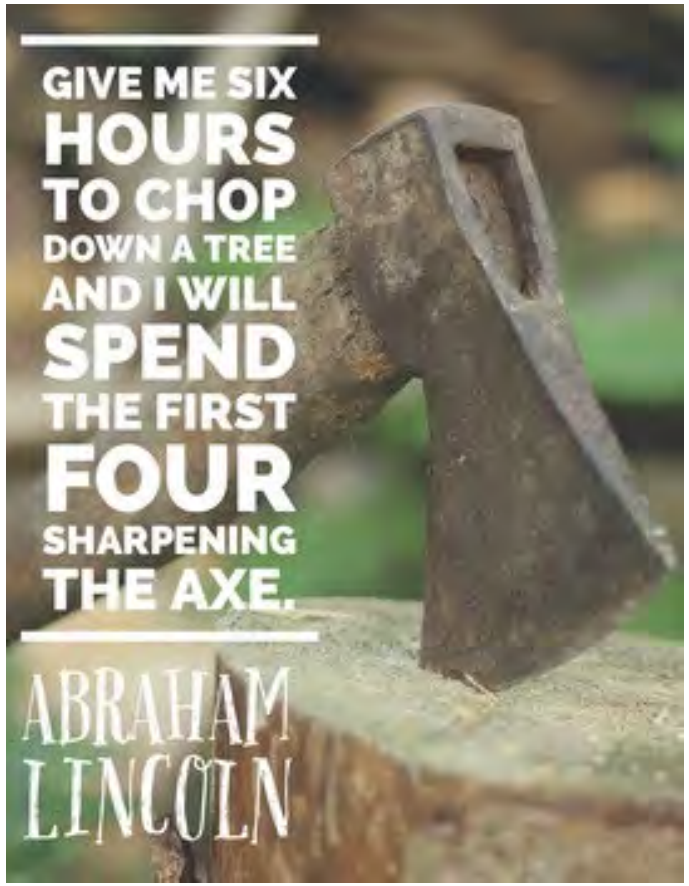
Implementation Plan

- Purchase and implement EA tool (in progress)
- Acquire contractor to develop EA processes and train staff (in progress)
- Begin hiring additional Enterprise Architects over next three years (in progress)
- Train EA and Portfolio Management staff on new EA tool and processes
- Train agencies' architects on new EA tool and processes

Summary

- Investing in Enterprise Architecture will enable the OCIO to meet statutory obligations, help the state achieve efficiencies, effectively manage enterprise change, and reduce risk.
- Short term goals include:
  - Deploy a purpose-built EA tool for OCIO and agency architects to analyze data and make strategic decisions
  - Define and document the strategies, principles and models that describe the enterprise's future state and enable its evolution
  - Portfolio rationalization – Identify technical debt and strategic upgrade opportunities
  - Begin to improve the reliability, interoperability, and sustainability of IT investments by focused oversight of solution architectures for major projects and strategic initiatives including OneWa and the HHS Coalition.

Summary



- Longer term, Enterprise Architecture will help the state:
  - Look across all agencies and make decisions based on outcomes rather than good intentions;
  - Reverse the trend towards increased technical debt;
  - Strategically prioritize modernization efforts;
  - Identify common business functions that can be satisfied with a shared IT solution instead of buying the same solution multiple times;
  - Break down data silos, strategically integrate and ensure data flows securely across the enterprise; and
  - Squeeze maximum value from every IT dollar.

Discussion

Supplemental Slides

Appendix A

EA Program Primary Duties Required by RCW

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Red = Underinvested

	Duties (What)	Benefits (Why)	Action (How)
1	Develop an ongoing enterprise architecture program.	For translating business vision and strategy into effective enterprise change.	• Program management, aligned to priorities of government and the information technology strategic plan.
2	Create, manage and communicate key EA principles and models.	To describe the enterprise's future state and enables its evolution.	• Define and create necessary EA artifacts (principles, models, roadmaps, etc.) • Collaborate with agencies to define models and data • Establish and manage a statewide EA data repository
3	Establish statewide enterprise architecture.	To serve as the organizing standard for information technology for state agencies.	• Statewide EA Governance • Oversee architectures of major IT programs and projects • Lead a collaborative multi-agency EA resource team • Maintain EA data repository
4	Establish standards and policies.	For the consistent and efficient operation of information technology services throughout state government.	• Statewide EA Governance • Strategy, policy and waiver management.
5	Educate and inform state managers and policymakers.	To strengthen decision making, professional development, and industry understanding for public managers and decision makers.	• Consulting and research, statewide assessments and reports • Education and outreach • Reporting and models from statewide EA data repository
6	Facilitate business process collaboration among agencies statewide.	To improve the reliability, interoperability, and sustainability of common business processes.	• Oversee architectures of major IT programs and projects • Decide which common enterprise-wide business processes should become enterprise services – define in policy
7	Develop enterprise-based strategy for the state.	To drive opportunities for achieving greater enterprise efficiency.	• Portfolio rationalization – Identify opportunities for modernization – reduction of technical debt • Develop a roadmap of priorities for creating enterprise services • Determine criteria for centralized or decentralized enterprise services

Appendix B

Federal EA Framework v2 Reference Models

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Performance Reference Model (PRM)
- Cross-Agency and Intra-Agency Goals and Objectives
- Uniquely tailored performance indicators

❖ Goals
❖ Meas. Area
❖ Meas. Category

Business Reference Model (BRM)
- Intra- and inter-agency shared services
- Agencies, customers, partners, providers

❖ Mission Sector
❖ Business Function
❖ Service

Data Reference Model (DRM)
- Business-focused data standardization
- Cross-agency information exchanges

❖ Domain
❖ Subject
❖ Topic

Application Reference Model (ARM)
- Software providing functionality
- Enterprise service bus

❖ System
❖ Application Component
❖ Interface

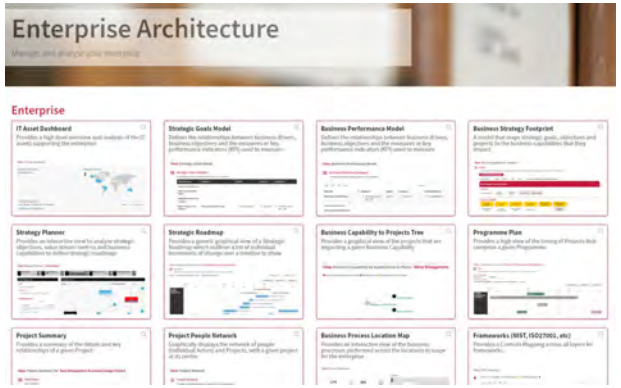
Infrastructure Reference Model (IRM)
- Hardware providing functionality
- Hosting, data centers, cloud, virtualization

❖ Platform
❖ Network
❖ Facility

Security Reference Model (SRM)
- Risk-adjusted security /privacy protection
- Security control design /implementation

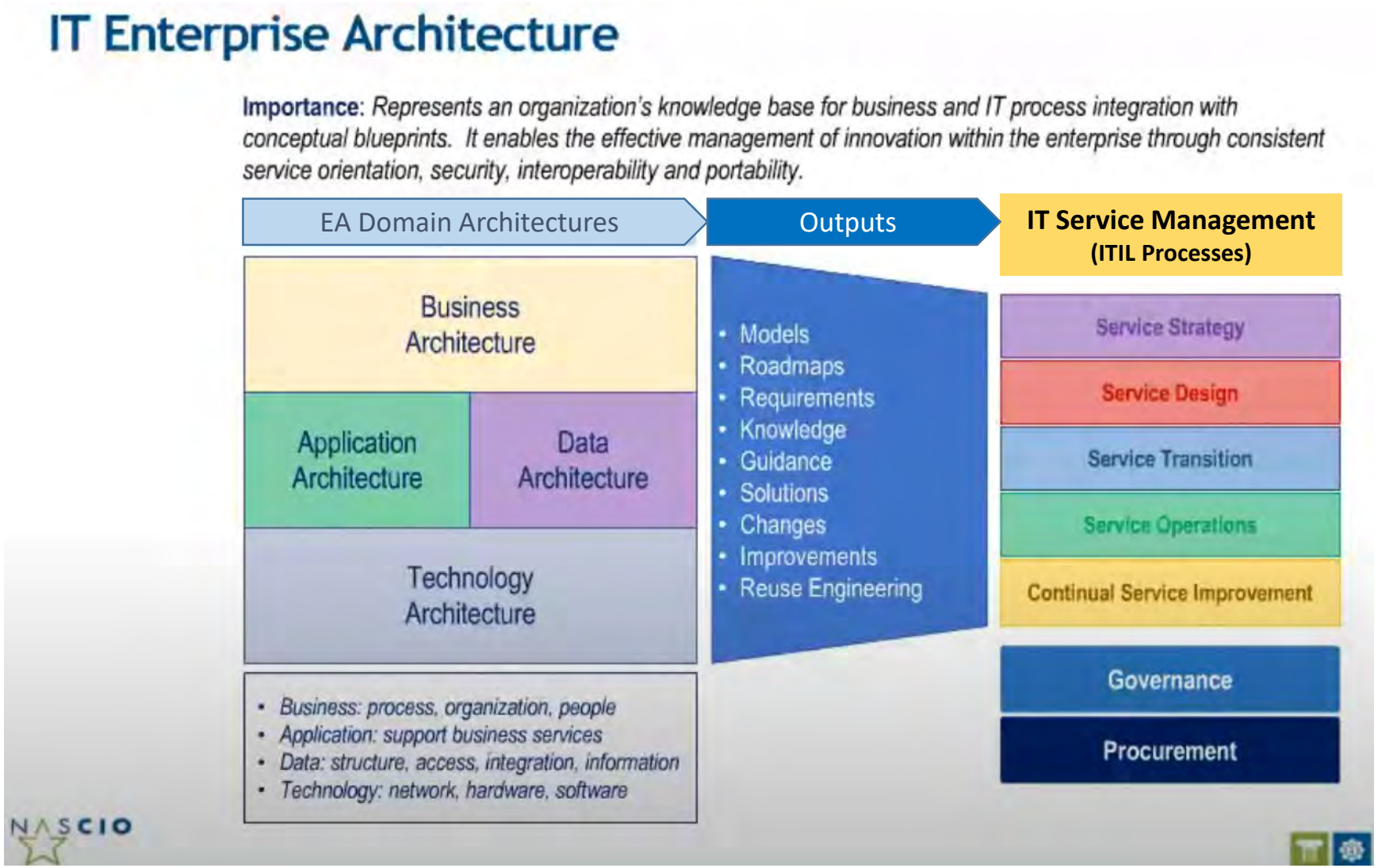
❖ Purpose
❖ Risk
❖ Control

[Demo of EA Management Tool]



Appendix C

EA Relationship to IT Service Management



Appendix D

RCW 43.105.205 Creates the OCIO

- RCW 43.105.205 creates the office of the state chief information officer:

  (1) The office of the state chief information officer is created within the consolidated technology services agency.

  (2) The primary duties of the office are:

  (a) To prepare and lead the implementation of a strategic direction *and* enterprise architecture for information technology for state government;

  (b) To establish standards and policies for the consistent and efficient operation of information technology services throughout state government;

  (c) To establish statewide enterprise architecture that will serve as the organizing standard for information technology for state agencies;

  (d) To educate and inform state managers and policymakers on technological developments, industry trends and best practices, including benchmarks that strengthen decision making and professional development, and industry understanding for public managers and decision makers

Appendix E

RCW 43.105.265 – Use of Ongoing EA Program

- RCW 43.105.265 Enterprise-based strategy for information technology—Use of ongoing enterprise architecture program

  (2)(a) The office shall develop an ongoing enterprise architecture program for translating business vision and strategy into effective enterprise change. This program will create, communicate, and improve the key principles and models that describe the enterprise's future state and enable its evolution, in keeping with the priorities of government and the information technology strategic plan.

  (b) The enterprise architecture program will facilitate business process collaboration among agencies statewide; improving the reliability, interoperability, and sustainability of the business processes that state agencies use. In developing an enterprise-based strategy for the state, the office is encouraged to consider the following strategies as possible opportunities for achieving greater efficiency:

  (i) Developing evaluation criteria for deciding which common enterprise-wide business processes should become managed as enterprise services;

  (ii) Developing a roadmap of priorities for creating enterprise services;

  (iii) Developing decision criteria for determining implementation criteria for centralized or decentralized enterprise services;

  (iv) Developing evaluation criteria for deciding which technology investments to continue, hold, or drop; and

  (v) Performing such other duties as may be needed to promote effective enterprise change.

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Public Comment