



STATE OF WASHINGTON

OFFICE OF FINANCIAL MANAGEMENT

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May 20, 2021

**TO:** Honorable Christine Rolfes, Chair  
Honorable Lynda Wilson, Ranking Member  
Senate Ways & Means Committee

Honorable Timm Ormsby, Chair  
Honorable Drew Stokesbary, Ranking Member  
House Appropriations Committee

Honorable Steve Hobbs, Chair  
Honorable Curtis King, Ranking Member  
Senate Transportation Committee

Honorable Jake Fey, Chair  
Honorable Andrew Barkis, Ranking Member  
House Transportation Committee

**FROM:** David Schumacher  
Director

**SUBJECT: ONE WASHINGTON'S QUARTERLY REPORT TO LEGISLATIVE FISCAL COMMITTEES (JANUARY – MARCH 2021)**

I am pleased to submit the quarterly report for the One Washington program for January – March 2021.

**External items completed or launched this quarter**

- Worked with Deloitte, the system integrator (SI) to negotiate and sign the statement of work for Phase 1a: Core Financials Subproject and complete negotiations for the statements of work for Phases 1b, 2 and 3.
- Initiated implementation of Phase 1a: Core Financials Subproject.
- Validated and further refined the scope with business owners and the program team.
- Reviewed and responded to Bluecrane's readiness assessment in support of the transition from Phase 0: ERP Readiness to Phase 1a: Core Financials. Recommendations. Bluecrane, One Washington's independent quality assurance vendor, is contracted to complete a readiness assessment before the beginning of each implementation phase of the project.
- Began using the SI deliverables from the "Plan" stage including the project charter, tenant management plan, project work plan, project management playbook and deliverables log. We implemented the project templates for status reporting, meeting agendas and presentations. We began all SI deliverables in the "Architect" stage.

- Began Workday Foundation Data Model discovery sessions with customer agencies. This model will replace the chart of accounts and provide a learning environment that captures agency stakeholder feedback and supports the design of the system.
- Began work on the operating model for the state's maintenance and operation support function after we implement Workday.
- Documented agency users for the current systems to confirm the future user base for Workday.
- Transitioned the risk and issue register to the new Project Management Center, which now houses the program's log on risk, actions, issues, decisions and changes.
- Continued to refine the decision-making criteria and framework for the program's governance structure. We developed a new Data Privacy Subcommittee under the Data Governance Advisory Committee to ensure current and leading data privacy practices are used. The Reporting and Analytics Subcommittee continued to work on the current and future state reporting needs of the state. This information will be used to determine the scope of reports needed to meet state and federal requirements.

## How we engaged with Washington Technology Solutions

- Conducted multiple meetings with the Office of the Chief Information Officer (OCIO) and OFM Budget to discuss the technology budgets (detailed spreadsheets of every deliverable) and associated investment plans. On January 28, 2021, OCIO approved the technology budgets and investment plans for Phase 1b: Expanded Financials and Procurement Subproject, Phase 2: Human Resources and Payroll, and Phase 3: Budget.
  - Completed all Gate 4 deliverables and received Gate 4 funding.
  - Amended the Phase 1a: Core Financials technology budget and investment plan as a condition of Gate 5 certification.
  - Scheduled to complete Gate 5 deliverables.
- Collaborated with WaTech to confirm that we do not need the state cloud highway to support Phase 1a: Core Financials. We made this decision because Workday's own cloud data center does not need to connect via the state cloud highway to transfer data between the OFM and Workday cloud data centers.
- Continued to collaborate with the Office of Cybersecurity and the State Chief Privacy Officer on the information security and risk management plan regarding how the program will assess risks for data classification, protect sensitive information, and identify remediations to respond to potential solution issues or incidents.
- Performed information security reviews with the Office of Cybersecurity for the system integrator tools that will be used to support the implementation. This will ensure the tools meet our security compliance and supportability needs.
- Collaborated with several WaTech and OFM teams to approve the Tenant Management Plan that addresses the type, purpose, number, and dates of use for instances of the Workday application.
- Collaborated with WaTech Services and Operations on its Active Directory Federation Services and SecureAccess Washington services for the Workday implementation. This joint planning ensures WaTech resources are available and aligned with the implementation timeline.

- Worked with OCIO to evaluate seven agency IT investment reviews focused specifically on identifying redundant system functionalities between what the agencies requested and what Workday provides. This results in alignment with enterprise IT strategy and business goals by reducing duplication and also provides agencies with recommendations and proposed conditions to stay within alignment.
- Continued twice-weekly meetings with the technical project managers from WaTech and OFM IT to ensure schedule alignment, orientation and interagency integration.
- Published monthly status reports, monthly quality assurance responses and deliverables to the OCIO dashboard.

### How we connected to other agencies

- Continued to conduct detailed work sessions with partner agencies to discuss program milestones and agency readiness activities. These meetings provided agency leadership and subject matter experts with an understanding of people, process and technology readiness activities they need to complete as the program begins Phase 1 implementation. The program prioritized agencies with high impacts (such as larger number of systems to be replaced) for these meetings. We met with these agencies this quarter:
  - Department of Children, Youth, and Families
  - Department of Transportation (three separate deep dive meetings)
  - Liquor and Cannabis Board
  - Washington state courts
  - Military Department
  - Department of Agriculture
  - Office of Superintendent of Public Instruction
  - Department of Financial Institutions
  - Department of Health
  - Employment Security Department
- Continued communication and support to agencies to keep pace with program initiatives.
- Continued to implement the organization change management (OCM) High Impact Agency Strategy to help us engage with agencies that may have more complex issues to address at various points in the project.
- Completed and implemented the OCM Capability Plan. This includes the documents, tools and products to help agencies build their own OCM capability to support One Washington. This means we are helping agencies use existing staff, when staff are available, to learn how to manage change within their organizations.
- Completed the Agency Support Team Report and sent the agency readiness checklist to agencies. This provides agencies with a tailored list of activities that will help keep them on track in preparing for changes related to people, process and technology.
- Conducted an Agency Support Team Network kickoff meeting with 136 participants from various agencies. We hosted several other high impact agency and partner agency engagement

meetings, including the Department of Enterprise Services, Department of Transportation, WaTech and University of Washington, to share program updates, discuss upcoming readiness activities, discuss risks and issues, and answer questions.

- Finalized and distributed a video on OCM principles and how agencies can support One Washington OCM activities. We held a webinar with the OCM Community of Practice to educate agency practitioners about One Washington's approach to OCM and provided information to help them engage their own agency stakeholders.
- Developed online content demonstrating how the Workday tool operates in a real environment for sharing with stakeholders. This is pending a thorough review of legal issues relating to public records and contracts requirements, but once resolved it will be instrumental in helping Agency Support Team (AST) leads to support OCM in their agency.
- Conducted three One Washington Readiness Assessment town halls.
- Continued to meet with key stakeholders regarding policies in finance, procurement, human capital management, payroll, and budget. We continue to document business process changes that need to be made and align these with how and when to make policy changes to the project timeline. This helps ensure that our policy changes align with our Workday implementation timeline.
- Continued to engage with the Department of Transportation to ensure a workable plan is in place to replace Transportation Reporting and Accounting Information System (TRAINS), WSDOT's 30-year-old financial system, before the current maintenance agreement expires in June 2023.
  - Developed an interagency agreement with WSDOT to align the agency's activities (specifically, WSDOT's Propel subproject) with our Workday implementation activities. This agreement includes the scope of work, roles and responsibilities, process to define and manage dependent deliverables, governance structure and decision-making process. This ensures WSDOT and our program move forward together.
  - Continued biweekly workshops to align project management activities and discuss shared project risks and issues.
  - Partnered with WSDOT to document potential policies that may be impacted as we prepare for design sessions.
  - Worked with WSDOT to identify candidates for One Washington's transportation lead position. This position will work closely with WSDOT and the SI to ensure that Workday will meet WSDOT and Federal Highways Administration requirements.
- Met with several agencies to answer questions on the grants survey and learn about their existing grants management systems and current grants processes, including reporting. These meetings helped prepare for the upcoming changes in grants management. We met with:
  - Employment Security Department
  - Recreation and Conservation Office
  - Department of Health
  - Health Care Authority
  - Department of Corrections

- Traffic Safety Commission
- Department of Transportation
- Department of Commerce
- Finalized the grants management survey to agencies. The results provide clarity around how agencies draw in grant funding streams and track expenditures and revenues associated with those grants. In the future, Workday will offer a way for agencies to manage their grants — something new for our state. Additionally, agencies will manage and track projects in a standard fashion. This survey will help agencies and the program prepare to use that functionality.
- Completed a reporting and analytics survey to agencies. This will ensure the new system has what agencies need to meet their current and future reporting requirements and business needs.
- Concluded the work with OFM Statewide Accounting to meet with partner agencies and discuss how agencies can best retire old codes (AFRS index codes) and clean up their data for the new system. We met with 75 agencies to discuss their plans for index code cleanup before we replace AFRS. This ensures agencies will be ready to input good data into Workday.
- Completed new and ongoing communication products to keep our stakeholders informed, including a monthly newsletter, monthly AST talking points, AST network meetings, information sessions, FAQs, one pagers, and a program update video from the One Washington OCM director. We track this on our OCM team’s communication dashboard for timeliness, effectiveness and continuous improvement.
- Completed the second Baseline Readiness Assessment and are comparing the results against the first Baseline Readiness Assessment from 2020.
- Continued collecting data around agency systems and how many connections — or interfaces — need to connect to Workday. We also continued to work with agencies to assist them in getting ready to convert and migrate data effectively from their old systems to Workday.
- Provided a Workday reporting demonstration for the Reporting and Analytics Subcommittee.

We conducted various other stakeholder engagements to a variety of audiences to ensure wide dissemination of information throughout the state. Other stakeholder engagements included:

- Held two program update sessions for legislative staff.
- Held a Secretary of State’s Office leadership readiness meeting.
- Briefed the Technology Services Board.
- Briefed the executive cabinet deputy directors.
- Briefed the executive and small agency cabinet directors.
- Briefed the Financial Management Advisory Committee.
- Held a “Tech Talk Live!” session with 300 state technical professionals, and shared Washington State University’s lessons learned regarding integrations, conversions and reports.
- Held three workshops with the core four (tier 1) agencies: WSDOT, WaTech, DES and OFM (IT Services Division). We call these “Core Four Workshops.”

- Hosted two agency support meetings and one risk planning meeting with the University of Washington.
- Held two workshops with DES.
- Held three data conversion kickoff meetings with the nine agencies identified as having conversions during Phase 1a: Core Financials.
- Conducted data mapping kickoff meetings and scheduled sessions by subject area. These sessions will continue into the next quarter.
- Conducted meetings with agency technical teams to go over their current agency systems, data and interfaces, as well as agency-specific questions and issues.
- Conducted ad-hoc conversations almost daily with agencies' technical teams to address agency-specific needs, issues and concerns.

### **What we completed internally this quarter**

- Held mandatory contract and statement of work training for staff to understand and uphold the system integrator and software contracts.
- Hired a technical lead, a procurement lead and an ERP architect manager, and recruited for an administrative assistant and system architect.
- Onboarded the entire Deloitte SI team.
- Migrated to MS SharePoint online to enhance project document collaboration and storage.
- Worked with OFM Contracts to process multiple nondisclosure agreements for partner agencies, advisory committees and stakeholders. We are also working with OFM Legal & Legislative Affairs on the OFM privacy policy and Workday confidentiality agreement.
- Completed Workday training modules on business process and functional areas of finance.
- Participated in a Workday implementation simulation lab to orient the state project team members to the Deloitte methodology and prepare the team for upcoming major activities.
- Conducted a lessons learned session with the entire program team, Deloitte OCM and SI teams, and OCIO representatives regarding deliverable expectations.
- Continued work on data conversion and integration.
- Provided access to on-demand Workday training for Phase 1a project participants, including program staff and key stakeholders.
- Developed an updated interim technical project schedule that will be folded into the Project Work Plan.
- Continued work with WaTech and OFM Communications to design a new One Washington website.
- Completed work with our Deloitte partners and developed a One Washington brand guide for branding the new website, Workday solution and all outgoing program communications.
- Hosted weekly team 'lunch and learns' for all team members and partners. This provides cross-functional knowledge transfer and synchronization as well as team building.

## How we used funding to deliver value for the state

The attachment outlines how we have used our funding to deliver value for the quarter. This includes:

- Next quarter's projected spending.
- Contract spending.
- List of agencies that received OCM work from the IT Investment Pool.
- List of quantifiable deliverables and the related expenditures.

## Questions?

For more information, please contact:

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*One Washington Program Director*

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*WSDOT Chief Financial Officer*

## Attachment

cc: Michael Bezanson, Coordinator, Senate Ways & Means Committee  
Charlie Gavigan, Coordinator, House Appropriations Committee  
Kelly Simpson, Coordinator, Senate Transportation Committee  
Mark Matteson, Coordinator, House Transportation Committee  
Susan Howson, Administrator, Legislative Evaluation and Accountability Program Committee  
Mark Quimby, Acting Chief Information Officer, Consolidated Technology Services  
Chris Liu, Director, Department of Enterprise Services  
Roger Millar, Secretary, WSDOT  
Amy Scarton, Deputy Secretary, WSDOT  
Doug Vaughn, Chief Financial Officer, WSDOT  
Pat Lashway, Deputy Director, OFM  
Vann Smiley, One Washington Executive Director, OFM