Business Applications Solution (BAS) Program - Program Status Update

UNITED STATES DEPARTMENT OF COMMERCE
OFFICE OF FINANCIAL MANAGEMENT

October 2020

Expected **Structure.** Unexpected *Flexibility.*

Program Update

BAS PROGRAM UPDATE
PROGRAM GOALS THROUGH Q4 2020

The BAS Program brings together our DOC bureaus across four key mission support work streams: Core Finance, Acquisitions, Asset Management, and Data Reporting and Governance. Overall, the BAS program is committed to modernizing our essential support systems in these four key areas while enhancing the user experience, providing structure and security for our systems support, and providing long term flexible solutions.

GOALS FOR Q3-Q4 2020

- Award a BAS Contract and kick off the implementation and overall program

- Onboard BAS contractor support and build government BAS PMO (new hires and bureau details)

- Engage with internal and external stakeholders on the BAS program initiatives including launching the BAS Executive Board governance structure and the Treasury Quality Service Management Office (QSMO) partnership

BAS PROGRAM UPDATE
PROGRAM STATUS THROUGH Q4 2020

Key Program Accomplishments:

- **Contract Award: 4/28/2020**

  - Contract Award to Accenture Federal Services

- **Identification of Core Applications and EDW platform/software**

- **Agreement on integrated master schedule**

- **BAS PMO leadership determined/hired and onboarded**

- **Global Design Kick Off**

  - Initial 6-month collaboration time frame for single instance, single configuration

- **Post Award Communications and BAS Website Creation**

- **Establishment of long-term Risk Management Process**

BAS PROGRAM UPDATE
PROGRAM STATUS THROUGH Q4 2020 – HIGH LEVEL PROGRAM SCHEDULE

	FY 2020		FY 2021				FY 2022				FY 2023				FY 2024			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

GLOBAL DESIGN — **PHASE 1** — **PHASE 2** — **PHASE 3**

Project Management

Organizational Change Management

CORE SYSTEMS FINANCIAL ACQUISITION & PROPERTY

GLOBAL DESIGN

COMMON SOLUTION

CORE SYSTEMS IMPLEMENTATION NOAA (BIS, EDA) 2800 users ★

CORE SYSTEMS IMPLEMENTATION NIST (BEA, ITA, MBDA, NTIA, OIG, OS) 1700 users ★

CORE SYSTEMS IMPLEMENTATION Census 1200 users ★

AFCE GOLD COPY - DAY 1 ASSET

Finance & Acquisition & Property

IDM, Network, Security and ATO ★

NOAA Legacy System Decommission

NIST Legacy System Decommission

Census Legacy System Decommission

Real Property 30 users ★   Non-SF Fleet Deployment ★

Property   FRPM Decommission

Legend
- ★ Early Win Deployments
- ★ Deployments
- ■ Decommissions

ENTERPRISE DATA WAREHOUSE & BUSINESS INTELLIGENCE

GLOBAL DESIGN

Data Foundation Development Data Ingest & Integration

Data Foundation Development Data Ingest & Integration

BI Capability Development Iterative Releases

Data Model → Travel → HR → Grants → ATO ★

Finance → Acquisition → Property → BI Data Universes → ATO ★

Release 2 ★   Release 3 ★   Release 4 ★   Release 5 ★   Release 6 ★   Release 7 ★

Environ. Setup   IDM, Network, Security & Early ATO ★   IDM, Network, Security & ATO ★

Security & Monitoring

Hosting

OPERATIONS & MAINTENANCE

Real Property   Non-SF Fleet, EDW   Finance, Acquisition, Property, EDW BI

LEGACY SYSTEM O&M

7

BAS PROGRAM UPDATE
PROGRAM PLANS AND PRIORITIES

BAS Program Goals for Q1 FY 2021:

- Successful kick off and initiation of Common Solution Phase for Core Applications

- Initial execution of Real Property and Fleet Property implementation of Sunflower

- Determination of EDW implementation approach and initial planning for "Release 0"

- Continued communications and website development for OCM

- Onboarding of initial FY 2021 details on the BAS PMO

- Continued contractor onboarding and federal hiring for FY 2021
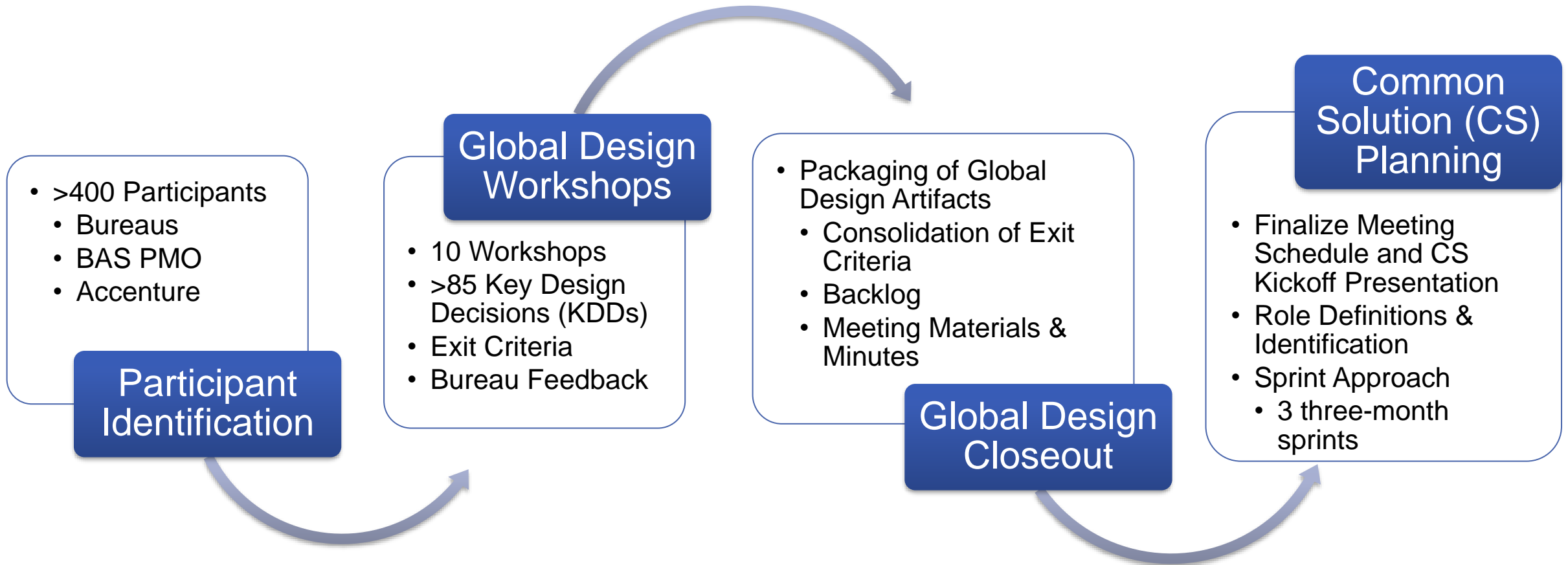
Functional Update

RESPONSIBILITIES

GOALS FOR Q3-Q4 2020

- **Identify participants**

- **Conduct Global Design Workshops**

  – **Understand current processes, confirm high-level requirements, identify pain points and non-functional requirements and begin build out of the Requirements Traceability Matrix (RTM)**

- **Prepare for Common Solution**

BAS PROGRAM UPDATE – FUNCTIONAL
STATUS/ACHIEVEMENT THROUGH Q4 2020

Participant Identification

- >400 Participants
  - Bureaus
  - BAS PMO
  - Accenture

Global Design Workshops

- 10 Workshops
- >85 Key Design Decisions (KDDs)
- Exit Criteria
- Bureau Feedback

Global Design Closeout

- Packaging of Global Design Artifacts
  - Consolidation of Exit Criteria
  - Backlog
  - Meeting Materials & Minutes

Common Solution (CS) Planning

- Finalize Meeting Schedule and CS Kickoff Presentation
- Role Definitions & Identification
- Sprint Approach
  - 3 three-month sprints

Impact/Value of Accomplishments

- Fantastic Attendance and Participation at Global Design Workshops
    - Provided enterprise perspective
    - Significant information and data provided
    - Great start for upcoming Common Solution

Challenges

- Enterprise-Wide Single Configuration
- Real Property Implementation
    - Fast tracked schedule to meet April 2021 deployment

Plans and priorities for Q1 FY 2021

Common Solution
Sprint 1 – October through December
- 60+ Workshops Scheduled
- Deep Dives (month 1)
- Data Calls (month 2)
- Functional design verification (month 3)

Real Property
Accelerated sprint schedule
- Implementation in April 2021

Enterprise Data Warehouse (EDW) Update

BAS PROGRAM UPDATE - EDW

RESPONSIBILITIES

Develop a DOC Enterprise Data Warehouse (EDW) that includes BAS Core Applications, grants, travel, HR/payroll, and corresponding U.S. PTO data

Develop Business Intelligence (BI) reporting and analytics capabilities

BAS PROGRAM UPDATE - EDW
GOALS, STATUS, AND IMPACT THROUGH Q4 2020

GOALS FOR Q3-Q4 FY 2020	STATUS AND IMPACT / VALUE OF ACCOMPLISHMENTS
Conduct Global Design Workshops to determine high-level data and reporting needs	✓ Established a common understanding of the BAS EDW goals and objectives across the DOC stakeholder community ✓ Identified key data and reporting challenges that should be addressed in the BAS EDW ✓ Documented BAS EDW data sources, data and reporting capability needs ✓ Developed Draft EDW Architecture Detailed Design to support capability needs
Perform Sprint 0 Planning to determine Implementation Approach for iterative releases and scope	✓ Developed Draft BAS EDW Implementation Approach

BAS PROGRAM UPDATE - EDW

CHALLENGES

- Transitioning from multiple reporting environments with different capabilities to a single reporting environment with a standard, DOC-wide set of capabilities

- Aligning the EDW feature schedule with the overall BAS schedule

- Serving large volume of end-user communities (6 department offices, 11 bureaus)

BAS PROGRAM UPDATE - EDW
PLANS AND PRIORITIES

Plans and priorities for Q1 FY 2021:

Finalize and socialize the BAS EDW Implementation Approach

Stand up BAS EDW Development and Test environments

Develop Interconnection Security Agreements (ISAs) and establish Test environment connectivity to application(s) identified as initial EDW data sources

Begin to establish security control framework

Initiate development for the first EDW data source
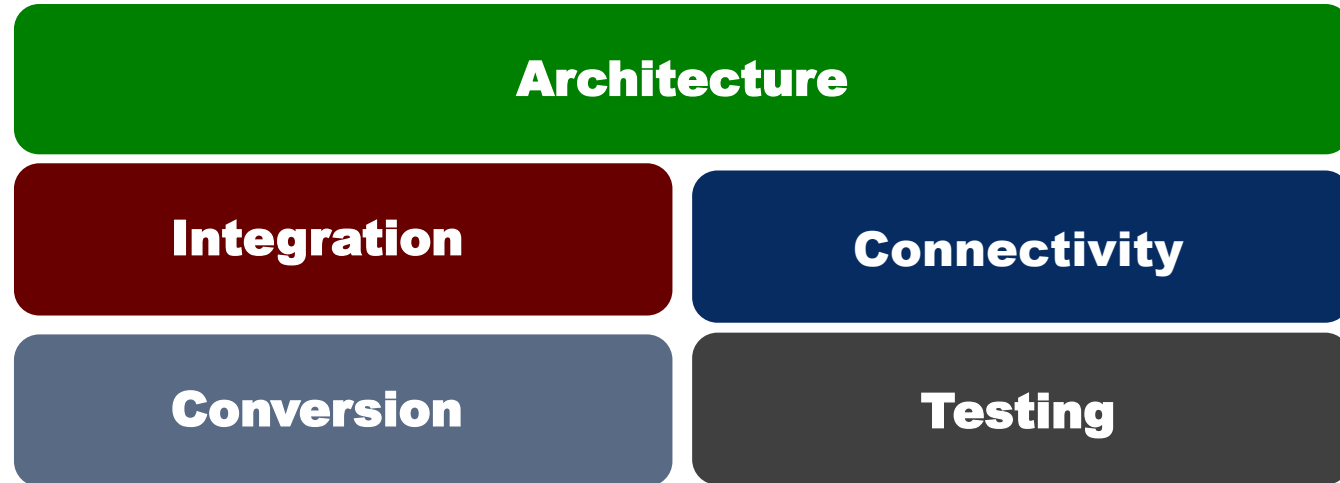
Technical Update

RESPONSIBILITIES

Architecture

Integration

Connectivity

Conversion

Testing

GOALS FOR Q3-Q4 2020

- Fine-tune integration approach/scope across DOC

- Develop Logical and Technical Architecture

- Initiate connectivity discussions for BAS users, DOC, and external systems

- Coordinate solution approach with DOC ICAM (Identity, Credential, and Access Management) and Directory Services
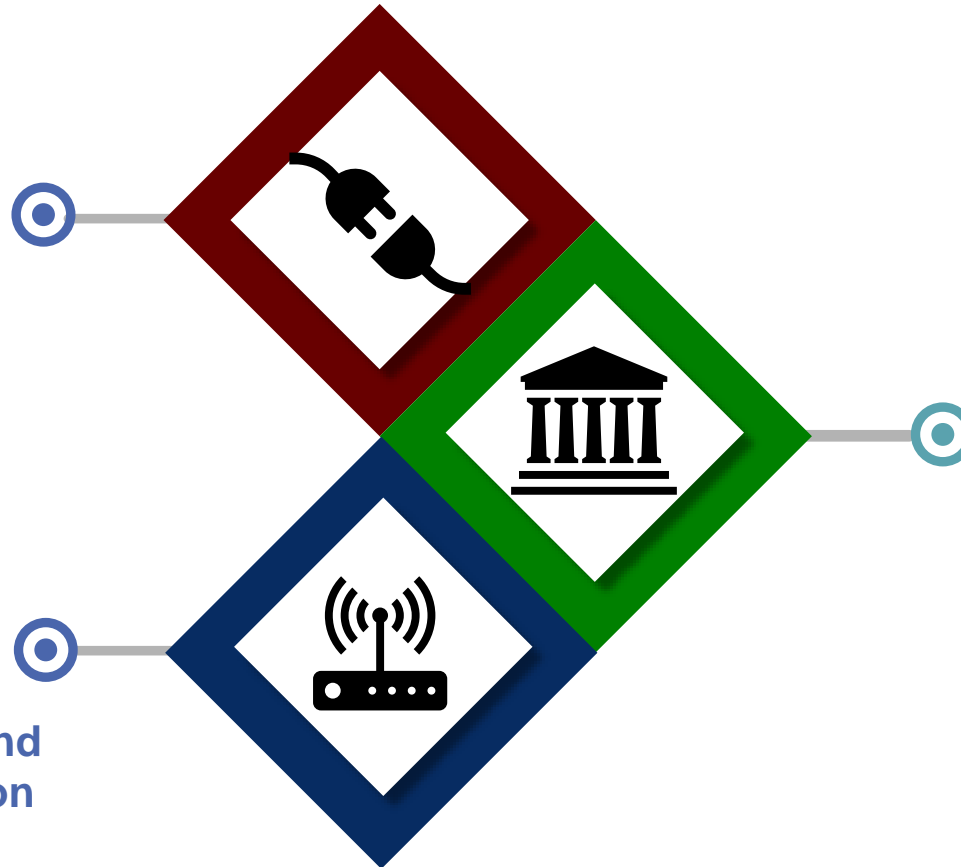
BAS PROGRAM UPDATE - TECHNICAL
STATUS AND IMPACT THROUGH Q4 2020

Integration

- **Incorporated outcome of Core Application and Enterprise Data Warehouse (EDW) Global Design into solution architecture and integration plans**
- **Conducted Integration Approach Kickoff 9/15**

Connectivity

- **Facilitated internal discussions for Network Connectivity, Security Controls, and Identity, Credential and Access Management (ICAM) solution**
- **Establishing connectivity between Software as a Service (SaaS) providers and BAS applications**

Architecture

- **Delivered Amazon Web Services (AWS) Lower environment for Core Financials and Sunflower**
- **Completed Conceptual Architecture**
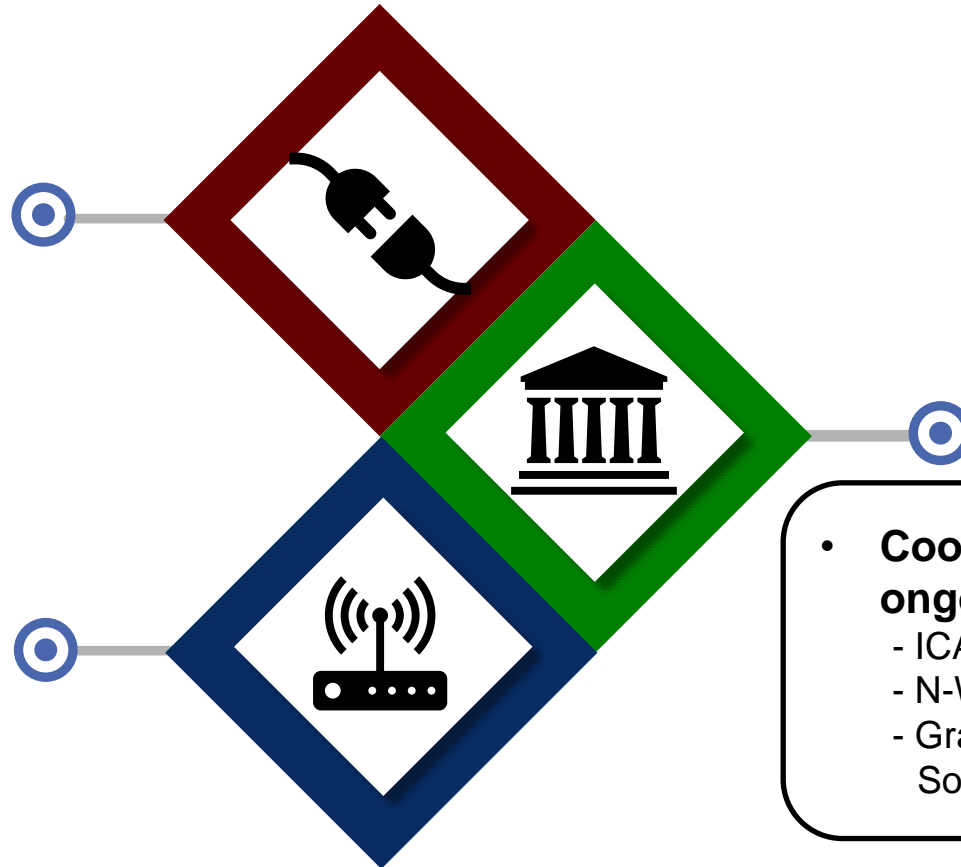- **Initiated Logical and Technical Architecture**

Integration

- **Standardizing integration approaches across the Department**

Connectivity

- **Supporting the breadth and volume of users/connections across DOC**

Architecture

- **Coordinating with concurrent ongoing projects across DOC:**
  - ICAM project
  - N-Wave project
  - Grants Enterprise Management Solution (GEMS) project

Plans and priorities for Q1 FY 2021:

Integration

- Verify the interface scope and refine design categorization
- Analyze Legacy interfaces and identify contacts
- Conduct interface deep dive discussions for common solution

Architecture

- Validate and refine solution and technical architecture
- Plan for Application Program Interfaces (API) Life Cycle Management
- Validate Single Sign On (SSO) and Directory Services integration approach

Connectivity

- Establish overall connectivity timeline and high-level plans
- Begin Interconnection Service Agreement (ISA) process on common solution components

Organizational Change Management (OCM) Update

PROGRAM STATUS UPDATE - OCM
RESPONSIBILITIES AND GOALS THROUGH Q4 FY 2020

RESPONSIBILITIES

Communications	Stakeholder Analysis & Management	Training

GOALS FOR Q3-Q4 FY 2020

- Establish multiple communication channels to initiate dialog, engagement, and collaboration

- Identify program stakeholders and user groups

- Establish BAS Brand and logo

Status/Achievement against Plan:

Communications

- 21 — Design Workshops Supported
- 2 — BAS YouTube Videos
- 2 — Quarterly Newsletter
- 7 — BAS Branding Elements
- 9 — Press Releases, Presentations, Brochures, FAQs
- 10 — BAS Website Pages
- 20 — Town Halls and Table Talks Conducted

Stakeholder Management

- 29 — Pulse Surveys Conducted
- 65 — Discovery Interviews Conducted
- 8 — Stakeholder Data Calls Performed
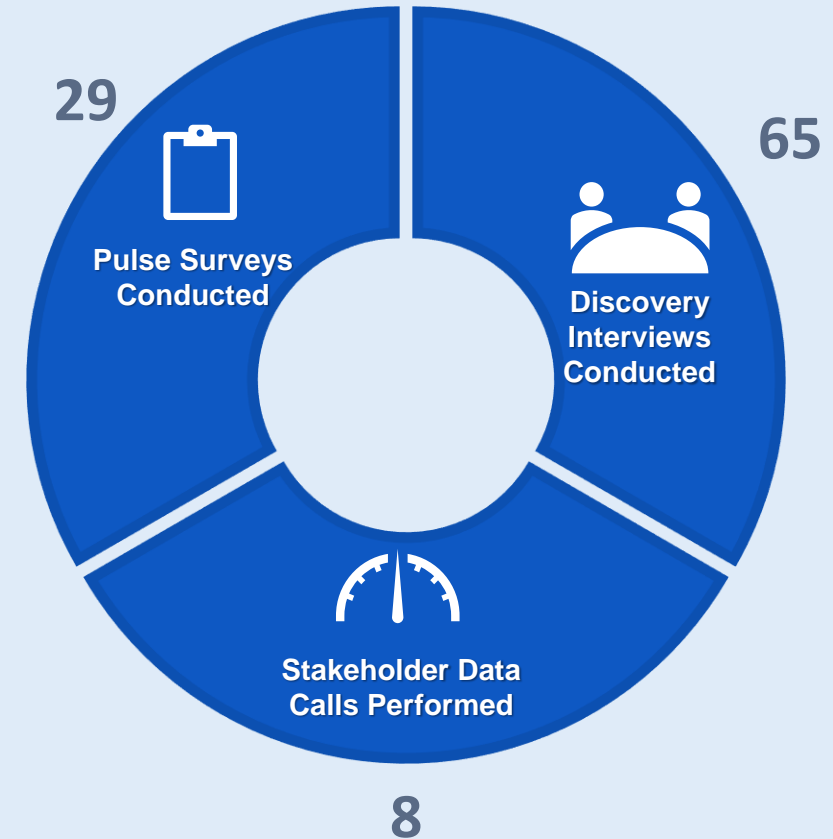
PROGRAM STATUS UPDATE - OCM
PROGRAM IMPACT AND CHALLENGES

Stakeholder Engagement

- **1123** BAS Website average monthly page hits

- Town Hall and Table Talk average participation

  - NOAA-**54**, NIST-**49**, Census-**36**, HCHB-**60**

- **29%** Menti survey average participation rate

Challenges

- Interest in Discovery Interview participation exceeded needed sample size

- Analysis of vast user and stakeholder data

- Room for additional awareness and engagement at lower levels in organization

Plans and priorities for Q1 FY 2021:
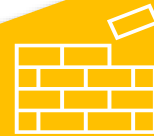
Communications

- ➢ Town Hall – Program Status (Oct) and Table Talk – Global Design Outcomes (Nov)
- ➢ YouTube Video #3 (Nov)
- ➢ Newsletter #3 (Dec)

Stakeholder Analysis and Management

- ➢ Prepare Discovery Interview and Change Impact Reports
- ➢ Deploy Change Network

Training

- ➢ Begin to develop training and delivery schedules for Real and Fleet Property users

Risk Management Update

BAS PROGRAM UPDATE – RISK
RESPONSIBILITIES AND GOALS THROUGH Q4 2020

RESPONSIBILITIES

- Lead the Risk Management efforts for BAS

- Assist stakeholders with identifying and monitoring BAS risks to ensure critical milestones are met

- Institutionalize the Risk Management to ensure successful BAS deployment

GOALS FOR Q3-Q4 2020

- Streamline and simplify the existing risk register

- Develop a process for submitting new risks

- Identify and contact owners for the updates to current risks

Status/Achievement against Plan:

- Developed the Risk Management process (Add, Update, Close)

- Streamlined the Risk Register and eliminated more than 25 fields

- Contacted Risk Owners and received updates

- Developed a Risk Submission Form for owners to submit new risks

Project Risk 5x5 Matrix	Impact					Total
	Negligible (1)	Minor (2)	Moderate (3)	Serious (4)	Critical (5)	
Extremely Likely (5)	0	0	0	3	0	3
Likely (4)	0	0	0	3	0	3
Moderately Likely (3)	0	0	5	5	0	10
Not Likely (2)	0	0	12	15	3	30
Extremely Unlikely (1)	1	10	17	7	7	42
Total	1	10	34	33	10	88

BAS PROGRAM UPDATE - RISK
PROGRAM IMPACT AND CHALLENGES

Impact/Value of Accomplishments

• Risk Management introduced to the organization

• Streamlined process for submitting risks

Initial Risks	Risks Added (Q4 2020)	Risks Closed (Q4 2020)	Current Risks
94	19	25	88

Challenges/Issues/Points of Interest

• Identifying risks, developing actionable mitigation plans and determining accurate trigger dates

• Risk Program not yet mature – will take time to institutionalize

• Idea that risk is the entire organization's responsibility

BAS PROGRAM UPDATE - RISK

PLANS AND PRIORITIES

Plans and priorities for Q1 FY 2021:

Emphasize Risk Management for Real and Fleet Property implementation in FY 2021

Develop an automated process for submitting risks

Assist stakeholders with developing risk statements, mitigation plans, trigger dates, etc.

Develop dashboards/metrics to share key information on risks

Escalate critical risks to Leadership if they impact major milestones

Security Update

BAS PROGRAM UPDATE – SECURITY
RESPONSIBILITIES AND GOALS THROUGH Q4 2020

RESPONSIBILITIES

- Lead the Security effort for BAS

- Define and implement the security strategy

- Coordinate Authorization to Operate (ATO) process for BAS Solution

GOALS FOR Q3-Q4 2020

- Develop a strategy to secure data in a Poly Cloud environment

- Obtain and review security packages from Cloud Service Providers (CSPs)

- Develop BAS security and privacy documentation

- Confirm security requirements

BAS PROGRAM UPDATE - SECURITY

STATUS THROUGH Q4 2020

Status/Achievement against Plan:

✓ **Completed Security Management Plan**

✓ **Reviewed Security Packages for Cloud Service Providers (CSPs)**

✓ **Completed System Categorization to determine control scope**

✓ **Began drafting BAS Security documentation**

BAS PROGRAM UPDATE - SECURITY
PROGRAM IMPACT AND CHALLENGES

Impact/Value of Accomplishments

- Defined a comprehensive security strategy

- Introduced Xtended Detection and Response (XDR) tool and capabilities

- Documented control requirements

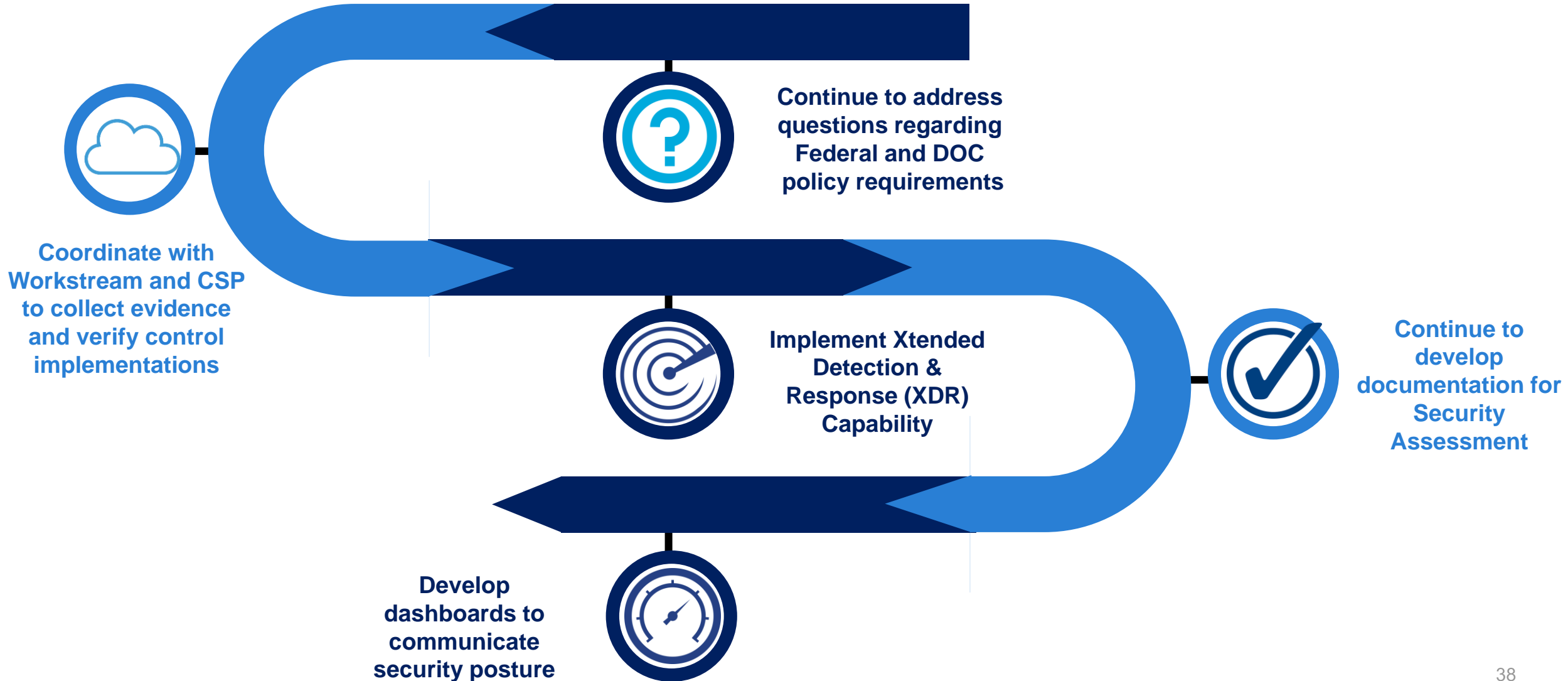| Total Controls	BAS Responsible	Moderate Baseline	NIST Privacy	OPOG Privacy
394	168	98	27	43

Challenges

- Develop, obtain approval, and implement Assessment and Authorization (A&A) Process for Agile development

- Schedule review and approval timelines for DOC Required Documentation

BAS PROGRAM UPDATE - SECURITY
PLANS AND PRIORITIES FOR Q1 FY 2021

Coordinate with Workstream and CSP to collect evidence and verify control implementations

Continue to address questions regarding Federal and DOC policy requirements

Implement Xtended Detection & Response (XDR) Capability

Continue to develop documentation for Security Assessment

Develop dashboards to communicate security posture

BAS PROGRAM UPDATE

Table Talk

- **November 16 – NOAA and NIST**

- **November 19 – Census and HCHB**

- **Topic –**

  – **Global Design Outcomes**

    - Functional

    - Enterprise Data Warehouse

  – **Risk Management**

BAS PROGRAM UPDATE
WE NEED YOUR INPUT

We'd like your input using Menti.com (authorized by DOC for use at these events)

- Sign in using your computer, phone, or other electronic device
  www.menti.com

- Enter the passcode when prompted
  19 76 46 5 (for NOAA and NIST Town Hall)
  62 51 63 2 (for Census and HCHB Town Hall)

- Answer the question that appears – all responses are anonymous