Business Applications Solution (BAS) Program - Program Status Update

UNITED STATES  DEPARTMENT OF COMMERCE
OFFICE OF FINANCIAL MANAGEMENT

October 2020
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<th>Topic</th>
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<tr>
<td>01</td>
<td>Program Level Status</td>
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<td>02</td>
<td>Functional</td>
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<td>Enterprise Data Warehouse</td>
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<td>08</td>
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Program Update
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

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.
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
PROGRAM STATUS THROUGH Q4 2020 – DETAILED SOLUTION OVERVIEW

Integrated Business Application Solution (BAS) Overview

Federal Integration

- Acqure Assets
- Treasury Payments (IPAC, PAM, DoNotPay)
- Credit Cards (Citibank Purchase, Travel, Fleet)
- Payroll (NFC)
- Treasury Reporting (GTAS, CTA, FedDebt)
- ETS2 Travel (carbon Wagonit)
- Award (SAM, FPDS, FFO FedConnect)

DOC Integration

- Property (GSA, Aceess, Fleet Fuel Purchase, HR AutoDiscovery)
- Grant (Grants online, GMIS)
- Bureau Specific feeder Systems (NOAA, MSST, Census)

BAS Portal

- Application Links
- Widgets
- Knowledge Base
- Helpdesk Service Requests

BAS Financial

- Acquire to Dispose
- Order to Cash
- Procure to Pay
- Plan to Report

BAS Acquisition

- Pre-Award
- Award
- Post-Award

BAS Property

- Personal Property
- Real Property
- Fleet Management

BAS EDW

- Reporting Analytics
- Data Lake Data Science
- Business Intelligence (BIS) User Data Warehouse
- DATA Act Analytics

Infrastructure Hosting

FedRAMP Authorized Solution from Day 1 for simplified security assessment, authorization, and continuous monitoring

What does our BAS solution set mean for DOC?

- BAS Financial with standardized DOC-wide configuration to reduce ambiguity in business processes across bureaus while improving auditability
- BAS Acquisition that supports both Federal Acquisition Regulations (FAR) and Commerce Acquisition Regulation (CAR) for an improved contract writing experience
- BAS Property greatly reduces the BAS implementation risk and accelerates meeting the BAS goal by leveraging existing applications
- BAS EDW & BI provides real-time and accurate data access for management reporting and forensic analysis
- Consolidated cloud-based SaaS/PaaS model infrastructure to eliminate redundant maintenance needs while reducing operational cost

Accenture Federal Cloud ERP Pre-built assets brings agility in Federal integration implementation while reducing deployment risks
## BAS PROGRAM UPDATE

### PROGRAM STATUS THROUGH Q4 2020 – HIGH LEVEL PROGRAM SCHEDULE

<table>
<thead>
<tr>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1, Q2</td>
<td>Q3, Q4</td>
<td>Q1, Q2</td>
<td>Q3, Q4</td>
<td>Q1, Q2</td>
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**GLOBAL DESIGN**

- **PHASE 1**
  - **CORE SYSTEMS FINANCIAL ACQUISITION & PROPERTY**
    - AFCE Gold Copy: DMS Asset
  - **COMMON SOLUTION**
    - Real Property 30 users
    - Non-SF Fleet Deployment

- **PHASE 2**
  - **CORE SYSTEMS IMPLEMENTATION**
    - NOAA (BiS, EDA) 2600 users
    - Finance & Acquisition & Property
    - IDM, Network, Security and ATO
  - **REST**
    - NOAA Legacy System Decommission
    - NIST Legacy System Decommission
    - Census 1200 users

- **PHASE 3**
  - **DATA WAREHOUSE & BUSINESS INTELLIGENCE**
    - Data Foundation Development Data Ingest & Integration
  - **BI CAPABILITY DEVELOPMENT**
    - Iterative Releases

- **OPERATIONS & MAINTENANCE**
  - **REAL PROPERTY**
  - **NON-SF FLEET, EDW**
  - **FINANCE, ACQUISITION, PROPERTY, EDW BI**
  - **LEGACY SYSTEM O&M**

**Project Management**

- Organizational Change Management

**Legend**

- Early Win Deployments
- Deployments
- Decommissions
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
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

- >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

Participant Identification

Common Solution (CS) Planning

Global Design Closeout

Global Design Workshops

Participant Identification
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
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

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

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
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

Incorporated outcome of Core Application and Enterprise Data Warehouse (EDW) Global Design into solution architecture and integration plans

Conducted Integration Approach Kickoff 9/15

Delivered Amazon Web Services (AWS) Lower environment for Core Financials and Sunflower

Completed Conceptual Architecture

Initiated Logical and Technical Architecture
**CHALLENGES**

**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
BAS PROGRAM UPDATE - TECHNICAL
PLANS AND PRIORITIES

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
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
PROGRAM STATUS UPDATE - OCM
STATUS THROUGH Q4 2020

Status/Achievement against Plan:

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

Stakeholder Management
- Discovery Interviews Conducted: 65
- Pulse Surveys Conducted: 29
- Stakeholder Data Calls Performed: 8
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

<table>
<thead>
<tr>
<th>Project Risk 5x5 Matrix</th>
<th>Impact</th>
<th>Total</th>
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<tbody>
<tr>
<td></td>
<td>Negligible (1)</td>
<td>Minor (2)</td>
</tr>
<tr>
<td>Extremely Likely (5)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Likely (4)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Moderately Likely (3)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not Likely (2)</td>
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<tr>
<td>Extremely Unlikely (1)</td>
<td>1</td>
<td>10</td>
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<tr>
<td>Total</td>
<td>1</td>
<td>10</td>
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Impact/Value of Accomplishments

- Risk Management introduced to the organization
- Streamlined process for submitting risks

<table>
<thead>
<tr>
<th>Initial Risks</th>
<th>Risks Added (Q4 2020)</th>
<th>Risks Closed (Q4 2020)</th>
<th>Current Risks</th>
</tr>
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<tbody>
<tr>
<td>94</td>
<td>19</td>
<td>25</td>
<td>88</td>
</tr>
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</table>

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
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
Impact/Value of Accomplishments

• Defined a comprehensive security strategy
• Introduced Xtended Detection and Response (XDR) tool and capabilities
• Documented control requirements

<table>
<thead>
<tr>
<th>Total Controls</th>
<th>BAS Responsible</th>
<th>Moderate Baseline</th>
<th>NIST Privacy</th>
<th>OPOG Privacy</th>
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<tbody>
<tr>
<td>394</td>
<td>168</td>
<td>98</td>
<td>27</td>
<td>43</td>
</tr>
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Challenges

• Develop, obtain approval, and implement Assessment and Authorization (A&A) Process for Agile development
• Schedule review and approval timelines for DOC Required Documentation
Continue to address questions regarding Federal and DOC policy requirements

Implement Xtended Detection & Response (XDR) Capability

Develop dashboards to communicate security posture

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

Continue to develop documentation for Security Assessment
Q&A
Table Talk

- November 16 – NOAA and NIST
- November 19 – Census and HCHB
- Topic –
  - Global Design Outcomes
    - Functional
    - Enterprise Data Warehouse
  - Risk Management
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