

PHASE 2 SUMMARY FINAL DELIVERABLE

Develop Phasing and Execution Strategy for the Gateway Modernization Project

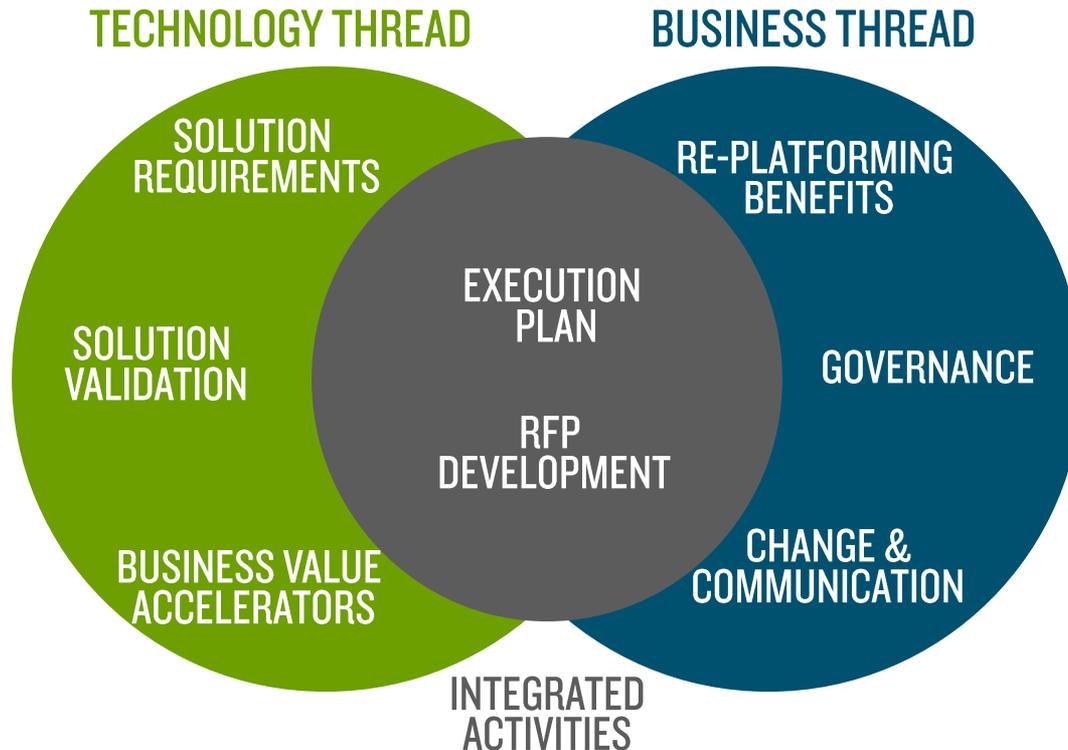
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PHASE 2 OVERVIEW

THE PHASE WAS ORGANIZED AROUND TECHNOLOGY AND BUSINESS THREADS, AS WELL AS A SET OF INTEGRATED ACTIVITIES



MODERNIZING THE GATEWAY

PHASE OVERVIEW

- In Phase 1 a **digital strategy** for the future state Ohio Business Gateway was defined
- Phase 2 focused on key **Technology, Business and Integrated Activities** (detailed on the right)
- Phase 3 will continue to **build on key work threads and initiate others** to prepare for Day 1 of implementation

PHASE 2: KEY ACTIVITIES COMPLETED

Technology Thread

- Align business owners for requirements gathering
- Assess feasibility of the potential solution
- Select Business Value Accelerators (BVAs)
- Define high-level business requirements
- Identify technology standards for integration
- Document implementation requirements for BVAs
- Document detailed solution requirements
- Determine potential risks and mitigation strategies
- Define plan for implementation of BVAs

Integrated Activities

- Identify implementation activities
- Establish RFP plan
- Conduct Competitive Dialogue
- Create RFP
- Develop execution plan
- Define vendor roles
- Submit RFP to procurement

Business Thread

- Design leadership structure
- Define governance roles and responsibilities
- Identify potential benefits
- Define decision rights processes
- Create communication plan
- Articulate benefits of re-platforming
- Initiate governance processes
- Support internal and external communications

TECHNOLOGY

Solution Requirements, Solution Validation,
and Business Value Accelerators

TECHNOLOGY THREAD OVERVIEW

LAYING THE
FOUNDATION FOR
SOLUTION
ENHANCEMENTS IN
THE SHORT- AND
LONG-TERM

SUB-THREADS

Future State Gateway

Solution Requirements

Documented needs of the future state Gateway to guide modernization efforts during implementation

Solution Validation

Confirmed the validity of the future state solution's compatibility with back-end systems through a successful proof of concept

Current State Gateway

Business Value Accelerators

Detailed four enhancements to the current system to provide immediate value to the business community and State

REQUIREMENTS GATHERING

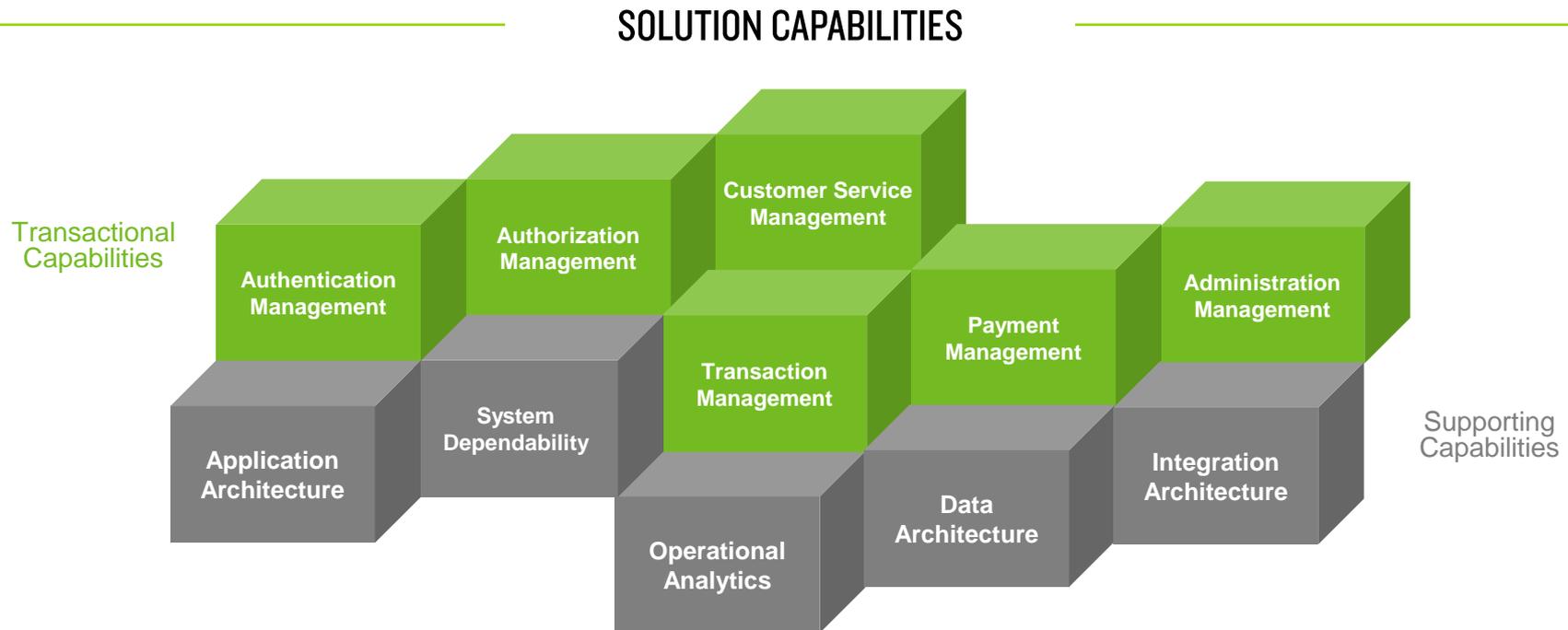
DETAILING DESIRED CAPABILITIES OF THE FUTURE STATE GATEWAY

Agency Name	Sample Desired Capabilities
Ohio Business Gateway (Gateway)	<ul style="list-style-type: none">• Streamlined and simplified account registration process
Ohio Department of Taxation (ODT)	<ul style="list-style-type: none">• Leverage shared service offerings planned for the future Gateway solution
Municipal Taxation and Help Desk	<ul style="list-style-type: none">• Save banking information to increase usability
Bureau of Workers' Compensation (BWC)	<ul style="list-style-type: none">• Business process management to support complex interactions between the Gateway and agency applications
Ohio Department of Job and Family Services (ODJFS)	<ul style="list-style-type: none">• Streamlined, user-facing, bulk upload capability for registrations and transactional filings
Opportunities for Ohioans with Disabilities (OOD)	<ul style="list-style-type: none">• Paperless correspondences
Ohio Deferred Compensation	
Department of Administrative Services (DAS)	
Ohio Department of Commerce	

Agency input provided clarity on the specific functional needs of the future state Gateway and served as inputs for the solution requirements

CAPABILITY HIERARCHY

PROVIDING STRUCTURE TO THE STATED NEEDS OF AGENCIES AND USERS

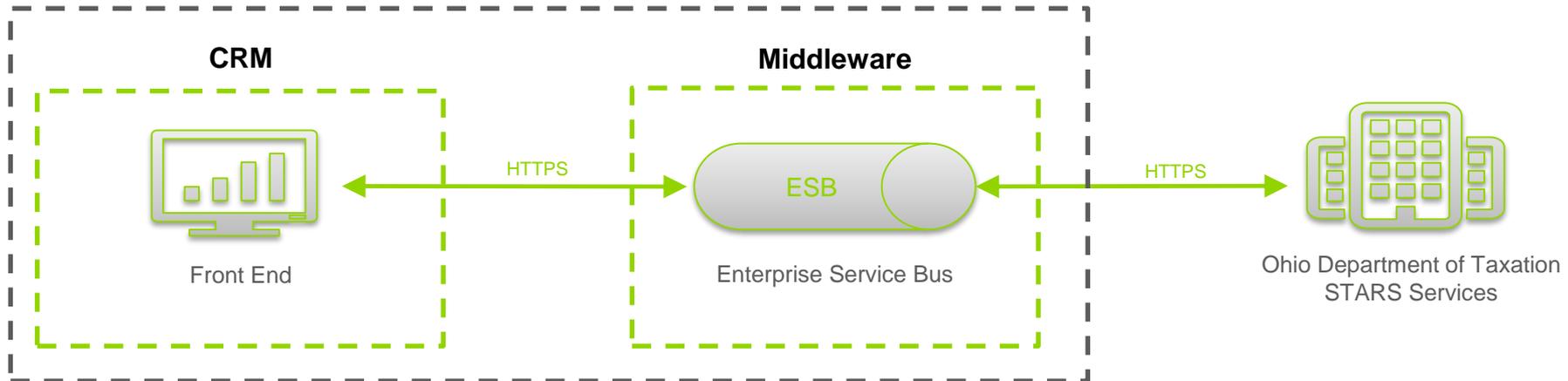


Required solution capabilities were determined through agency outreach, identified user needs, and technical expertise, and detailed solution requirements were captured for each

SOLUTION VALIDATION APPROACH

FOR EXECUTING THE PROOF OF CONCEPT

SOLUTION VALIDATION DESIGN



ACTIVITY SUMMARY

- Created a test solution architecture with the Ohio Department of Taxation STARS system
- Leveraged on-cloud CRM for front end application and on-premise middleware as the key solution components
- Replicated as-is Severance Tax filing to validate connectivity, data exchange and the ability to complete the filing process
- Conducted live demos of the proof of concept for both project leadership and technical teams

SOLUTION VALIDATION OUTCOME

THE PROOF OF
CONCEPT
SUCCESSFULLY
DEMONSTRATED
THE PROPOSED
SOLUTION DESIGN

TAKEAWAYS

1

Agency systems, specifically the STARS system, are likely to be **compatible** with the proposed **future Gateway architecture**

2

The proposed future architecture can **support** the majority of back-end **agency integrations**, without making significant changes* to respective agency systems

3

Greater reusability can be achieved by **defining common frameworks** across application, integration and middleware solution components

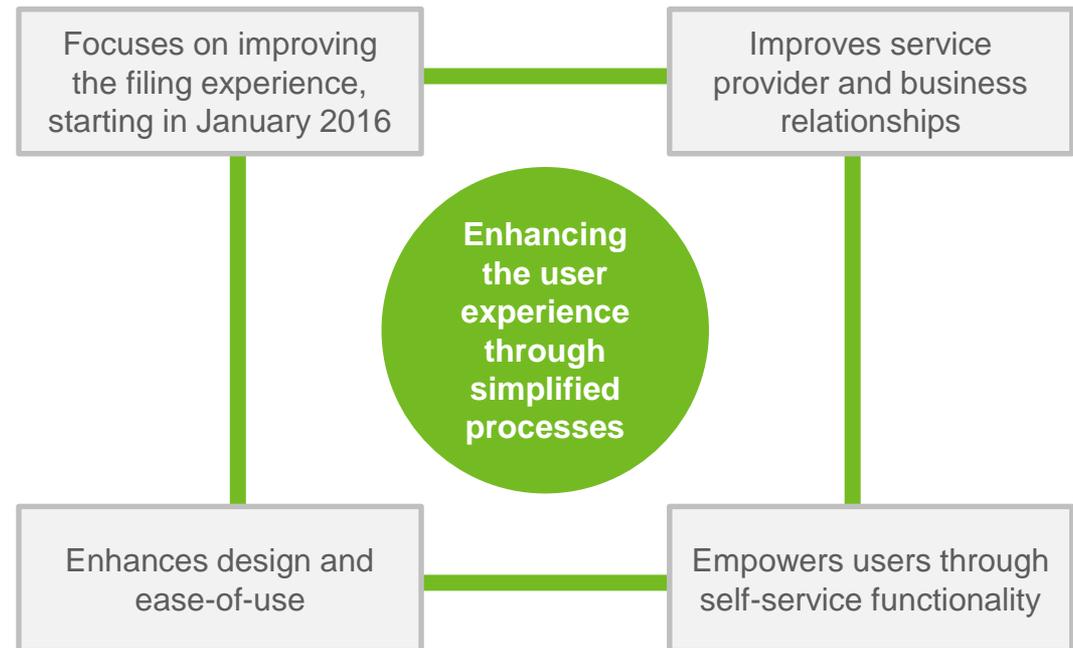
* Additional technology consideration and evaluation may be required during the Pilot phase to address architectural needs

VALUE ACCELERATORS

ALLEVIATING KEY PAIN POINTS FOR USERS IN THE NEAR-TERM

UPON IMPLEMENTATION,
ACCELERATORS PROVIDE
IMMEDIATE VALUE,
MAKING GATEWAY
OPERATIONS AND THE
USER EXPERIENCE MORE
EFFICIENT

ACCELERATOR IMPACT



IN-PROGRESS ACCELERATORS

ENHANCING THE USER EXPERIENCE WITHIN THE CURRENT GATEWAY

BUSINESS VALUE ACCELERATORS



REFRESHED DESIGN ON SELECT PAGES

Navigate and find key information more efficiently on updated home, splash and access pages



USER ACCOUNT COMMUNICATIONS

More easily understand the type of account you need, and how to set up rights for that account



PASSWORD MODERNIZATION

Change and reset passwords more simply, all within the Gateway



SELECT HELP DESK IMPROVEMENT

Clearly be directed to the information you need when accessing the help desk

VALUE ADD



Modern “look and feel” enhances the user experience and ease-of-use



Users will receive clear guidance on how to establish a Service Provider and Client relationship, resulting in greater efficiencies for both parties



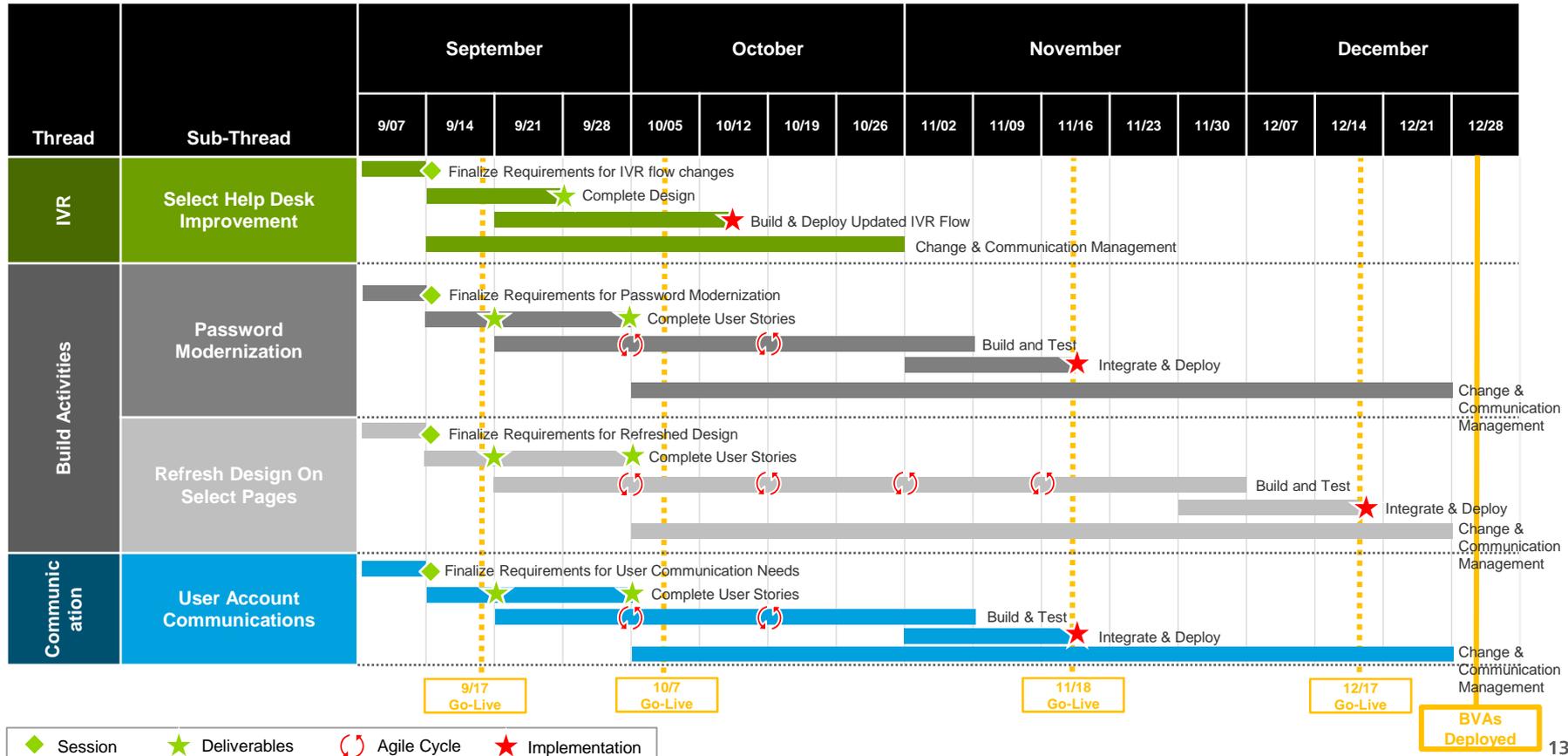
Online self-service and password reset functionality significantly increases user efficiencies and decreases reliance on the help desk



Improvements to the call tree, routing users to answers in a more timely fashion

IMPLEMENTATION TIMELINE

FOR DELIVERING THE FOUR BUSINESS VALUE ACCELERATORS



BUSINESS

Re-Platforming Benefits, Governance Model,
and Change & Communications

BUSINESS THREAD OVERVIEW

IDENTIFYING THE VALUE, STRUCTURE, AND ENGAGEMENT APPROACH FOR THE MODERNIZED GATEWAY

SUB-THREADS



Re-Platforming Benefits

Articulated the value proposition of the re-platformed solution to the business community and State



Governance

Established a leadership structure and decision rights for managing the Gateway



Change & Communication

Defined an approach for engaging internal and external stakeholders throughout the modernization effort

MODERNIZATION BENEFITS

PROVIDING VALUE TO BOTH THE STATE AND BUSINESS COMMUNITY

Modernization Project Summary: The investment will replace the current system, which has been found to be outdated, does not meet the identified needs of the state today or for the future, and presents a potential risk to securely capturing \$9B+ in revenue now and in the future. The modern platform is expected to generate substantial benefits for the State and the business community.

	Ohio – DAS	Agencies and Municipalities	Business Community
Benefits	<ul style="list-style-type: none"> • Replaces current technically outdated platform • Alleviates risk of current system's ability to capture revenue flows • Provides State business services with greater security than the current system • Includes frequent software enhancements for ongoing system upgrades • Increases efficiencies and simplifies operations, which may lead to cost savings 	<ul style="list-style-type: none"> • Enables simplified agile development, support and business process optimization • Enhances scalability of the platform to support long-term growth of services • Decreases effort and expense of onboarding new agencies, municipalities and compliance areas • Integrates with legacy systems as well as new compliance areas through modern, flexible technology 	<ul style="list-style-type: none"> • Creates a more efficient experience for businesses to complete filings and utilize State services • Enables transaction processing improvements • Enhances the user journey, making it easier for businesses to understand compliance needs • Simplifies Gateway navigation and use of services • Supports secure transactions rooted in modern protocols
Metrics*	<ul style="list-style-type: none"> • Run cost per revenue collected ↓ • Cost per transaction ↓ • Submission success rates ↑ 	<ul style="list-style-type: none"> • Time to onboard agencies ↓ • Cost to onboard agencies ↓ • Total compliance areas on Gateway ↑ 	<ul style="list-style-type: none"> • Help desk call time and volume ↓ • Time per transaction ↓ • Utilization of State business services ↑

*Note on Metrics: Metrics are directional in nature and will ultimately be dependent on numerous factors related to solution implementation and future state operating model

MEASURING SUCCESS

KEY METRICS FOR MONITORING THE MODERNIZED GATEWAY'S IMPACT

STATE OF OHIO

- ↓ Time to Onboard Agencies
- ↓ Cost to Onboard Agencies
- ↑ Total Compliance Areas on Gateway
- ↑ Number of Business-Facing Filings
- ↓ Run Costs per Revenue Collected
- ↑ File Transmission Success Rate
- ↑ Report Submission Success Rate
- ↓ Cost per Transaction



BUSINESS COMMUNITY

- ↓ Number of Profiles per User
- ↓ Help Desk Call Volume
- ↓ Help Desk Call Time
- ↓ Time for Account Registration
- ↓ Time per Transaction
- ↑ Transactions per Sign-in
- ↑ Utilization of State Business Services

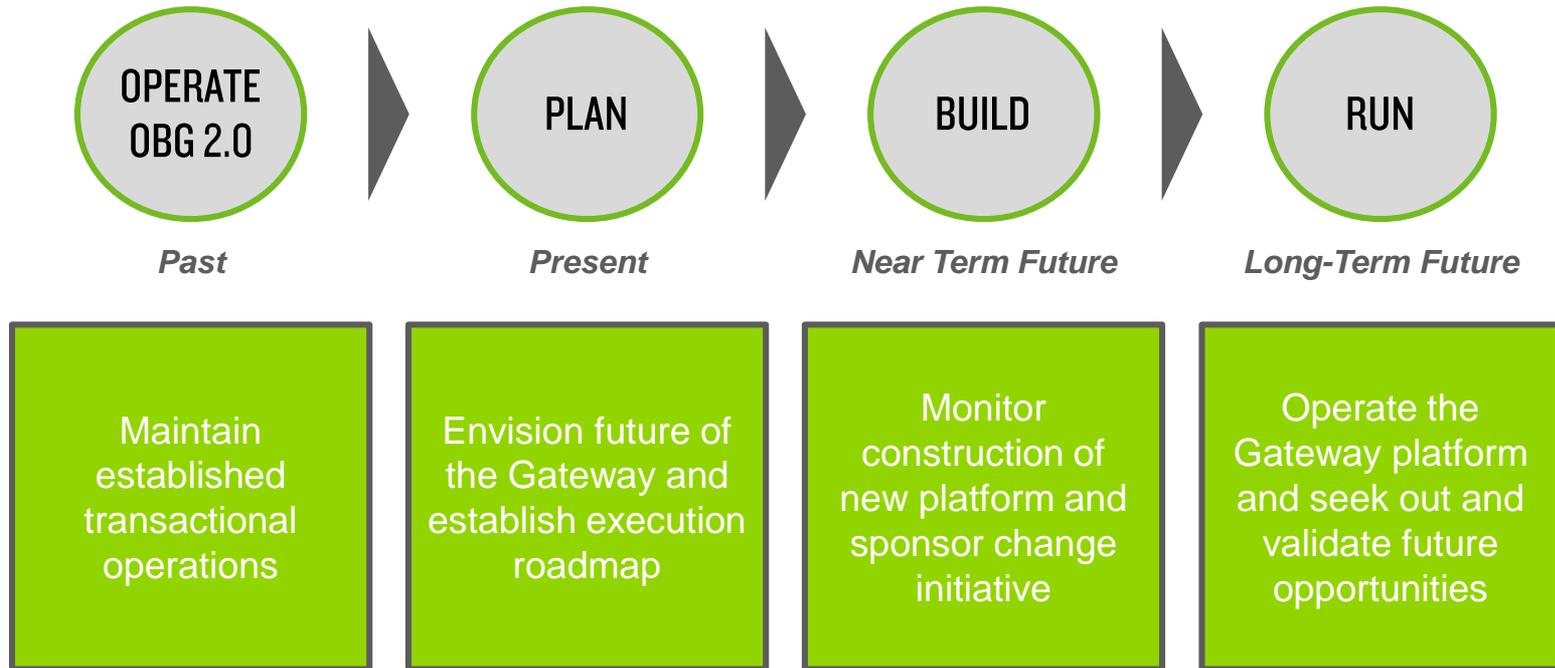
Legend

- ↑ Expected metric increase
- ↓ Expected metric decrease

Note: All metric increases/decreases reflect the expected positive benefits of Gateway modernization

EVOLVING GOVERNANCE

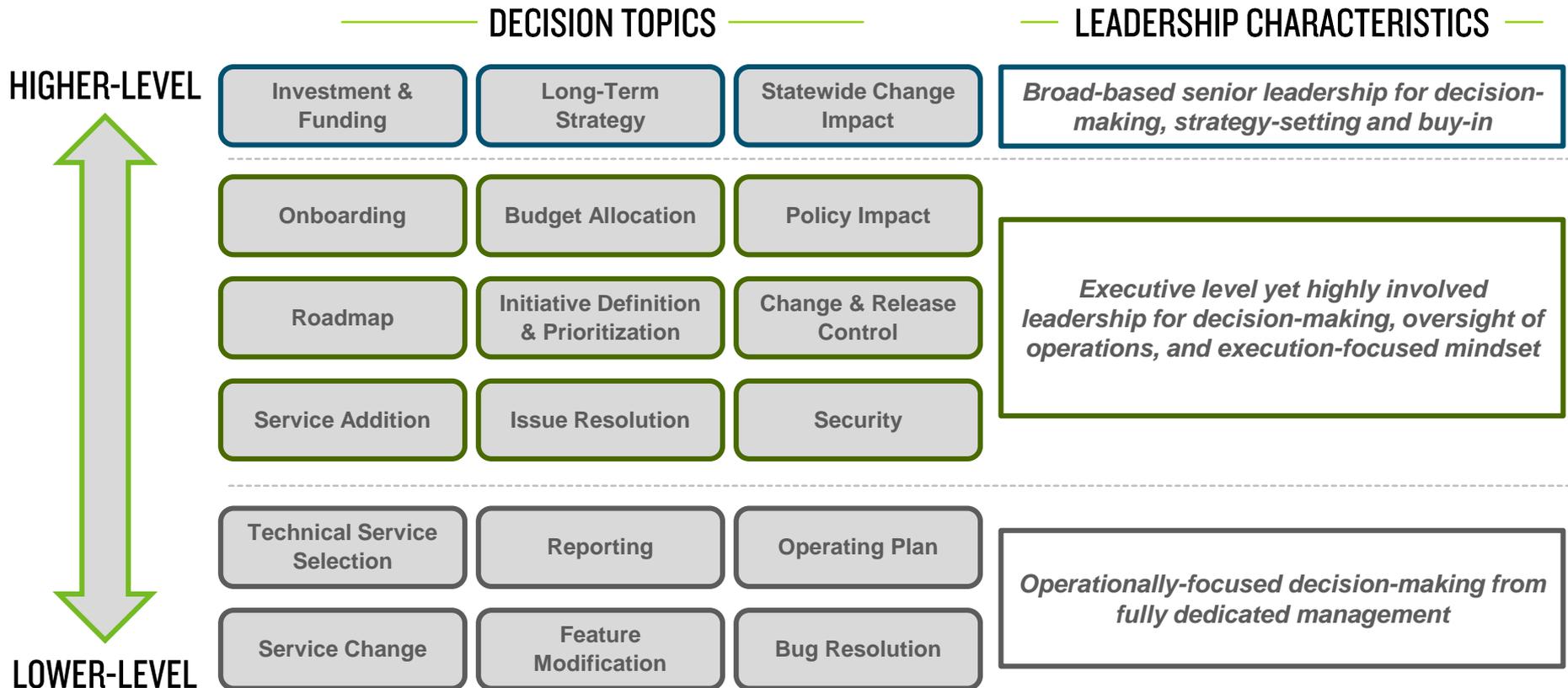
LEADERSHIP STRUCTURE DESIGNED TO SUPPORT A CHANGING GATEWAY



The governance model should be sustainable yet designed with enough flexibility as it evolves from plan to build to run

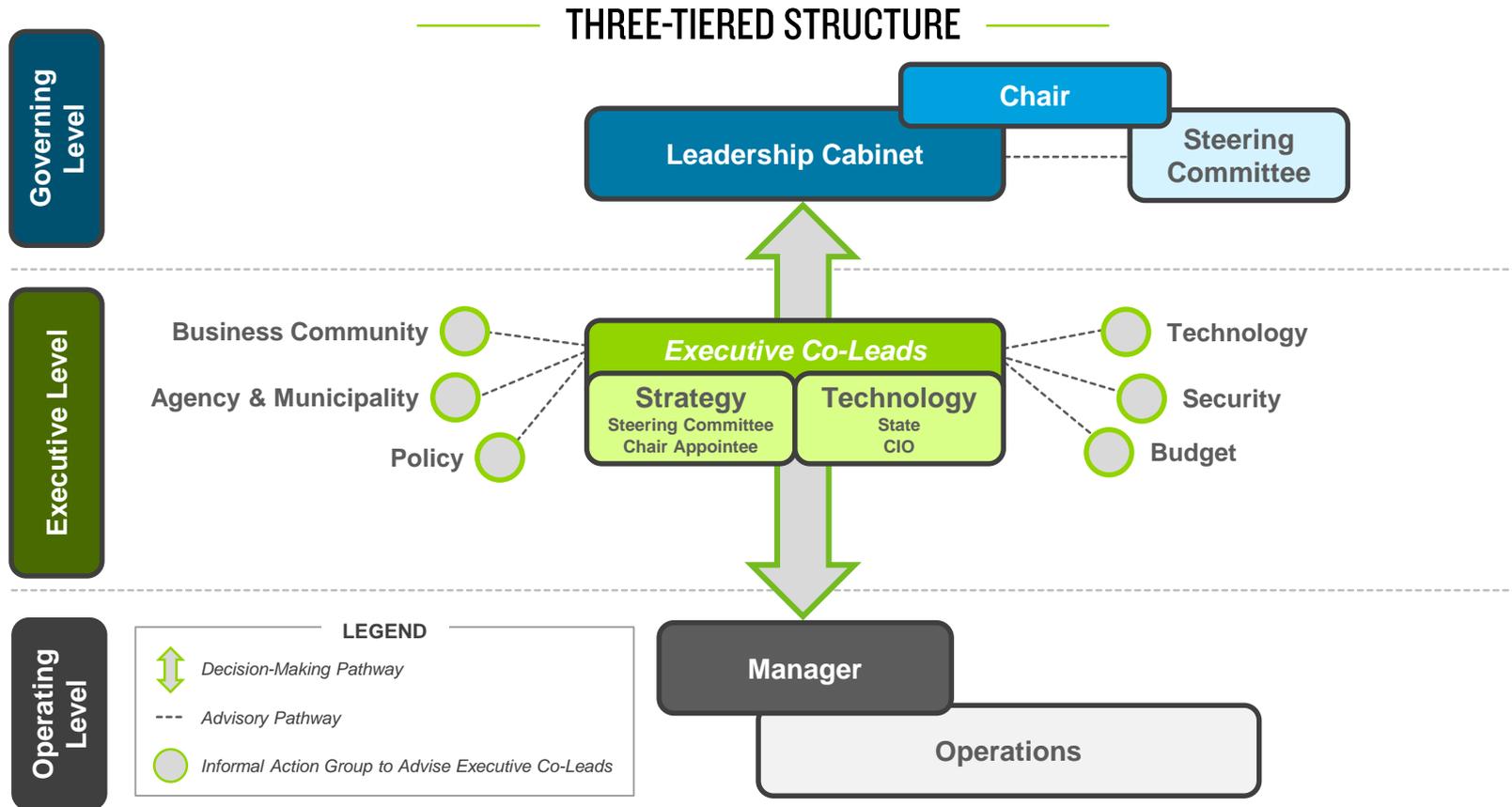
LEVELS OF DECISION-MAKING

DECISION-MAKER CHARACTERISTICS AND DEMANDS VARY BY LEVEL



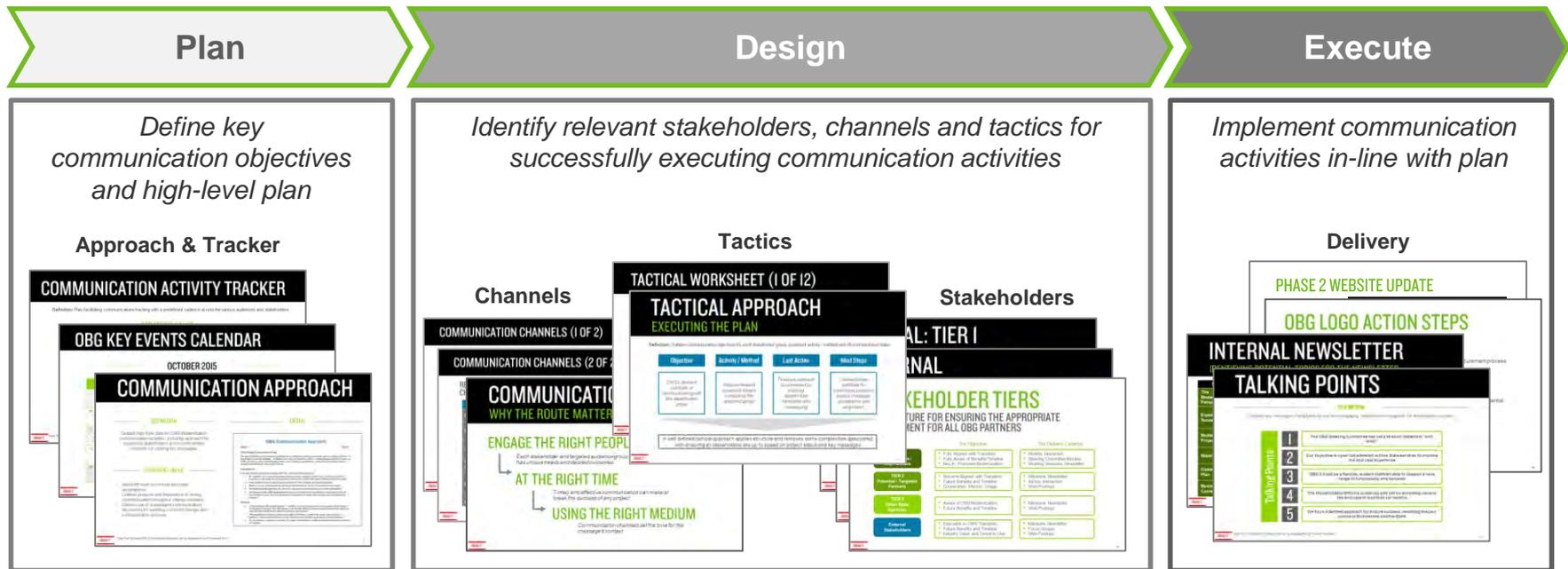
LEADERSHIP STRUCTURE

A CLEAR, FORMALIZED PATHWAY FOR DECISIONS IS CRUCIAL



COMMUNICATING CHANGE

ESTABLISHING A STRUCTURE FOR LIAISING WITH KEY STAKEHOLDERS



Core communications activities are designed to clearly relay the vision, strategy, status and coordination needs across stakeholders throughout the modernization's duration

COMMUNICATION PHILOSOPHY

AN INTENTIONAL APPROACH TO ENGAGING STAKEHOLDERS

ENGAGE THE RIGHT PEOPLE

Each **stakeholder** and targeted audience group has unique needs and desired outcomes



WITH THE RIGHT LEVEL OF DETAIL

Pertinent and timely communication **tactics** can make or break the success of any project



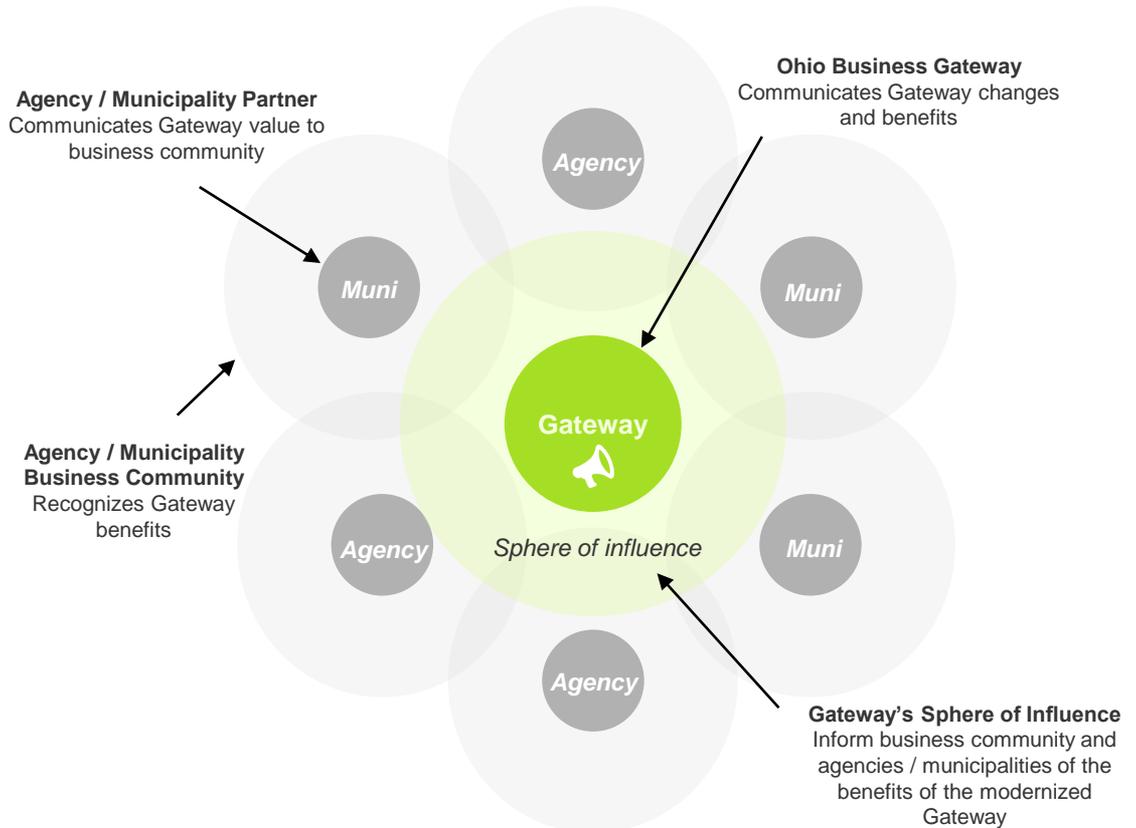
USING THE RIGHT CHANNEL

Communication **channels** set the tone for the message's context

GATEWAY OUTREACH

RELIES ON COLLABORATING WITH KEY STAKEHOLDER GROUPS

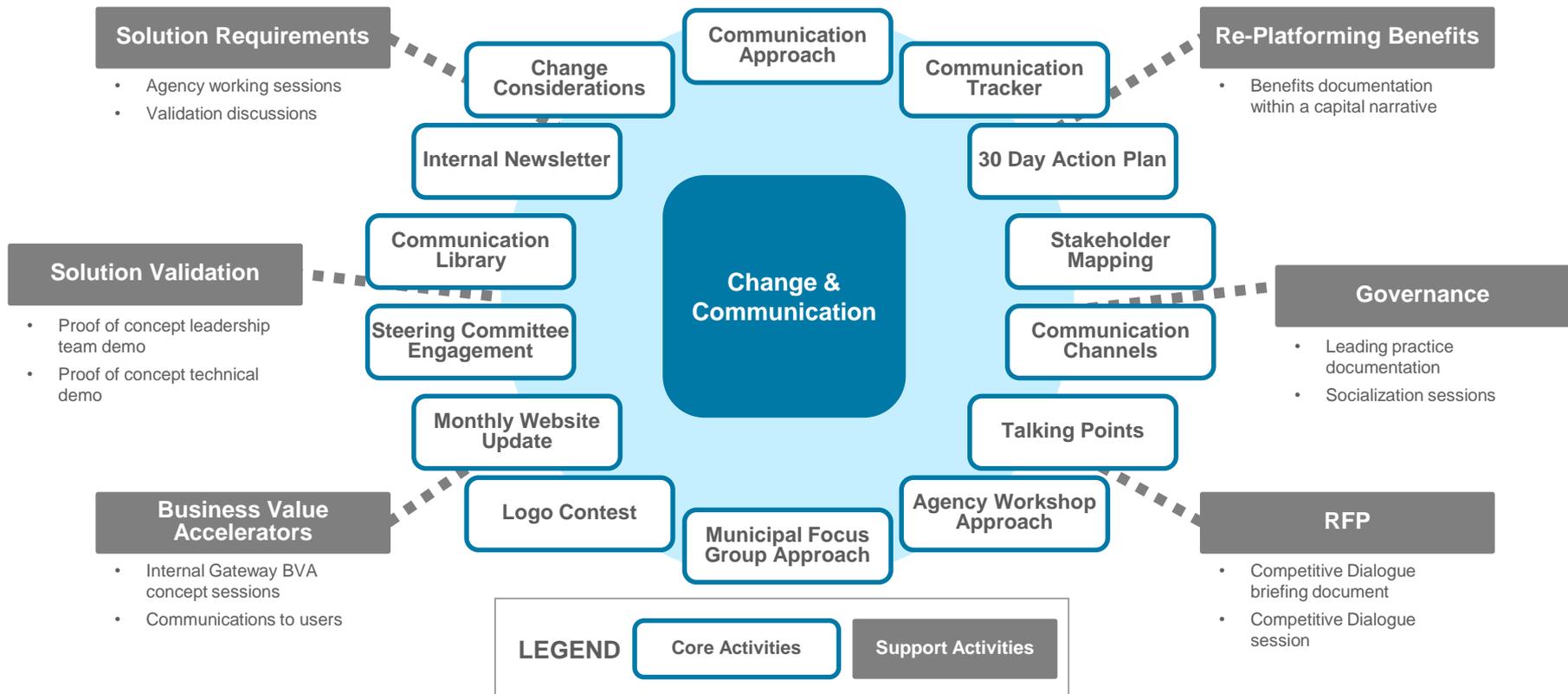
WORKING TOGETHER
WITH AGENCIES AND
MUNICIPALITIES, THE
GATEWAY'S REACH
EXPANDS TO THE
BUSINESS
COMMUNITY



COMMUNICATIONS HUB

SIGNIFICANT COMMUNICATION EFFORTS ARE UNDERWAY

GATEWAY COMMUNICATIONS



INTEGRATED ACTIVITIES

RFP Development and Execution Plan

INTEGRATED ACTIVITIES OVERVIEW

MOVING FORWARD
FROM SOLUTION
PLANNING TO
EXECUTION

SUB-THREADS

RFP Development

Developed RFP, articulating the specific needs of the re-platformed solution as defined by the solution requirements

Execution Plan

Created detailed project plan for the delivery of the future state Gateway based on the identified solution requirements

RFP PROCESS OVERVIEW

TIMELINE FOR NEW SOLUTION SELECTION VIA AN RFP



Timing: Conducted in September 2015

Purpose:

State presented details on the current situation, articulated goals of the re-platforming, and solicited feedback and questions from vendors

Participants:

- State Leadership Team
- Master Integrator
- Eminent Systems Integrators (Leads)
- State Technology Vendors (Leads)

Timing: Late 2015

Purpose:

State to issue an RFP, including the necessary solution requirements, to the vendor community and support an inquiry period

Participants:

- State Leadership Team
- Master Integrator
- State Procurement and Evaluation Team
- *Vendors respond based on ability to address State's requirements*

Timing: Early 2016

Purpose:

Following RFP issuance, receive responses, evaluate them, and engage in negotiations with the selected vendor(s)

Participants:

- State Leadership Team
- Master Integrator
- State Procurement and Evaluation Team

COMPETITIVE DIALOGUE

PURPOSE AND KEY FINDINGS FROM THE VENDOR COMMUNITY SESSION

PURPOSE

- Share **information** with Systems Integrators and Technology vendors
- Identify **successful approaches** to realizing the goals and outcomes based on other Public Sector successes
- Understand the **implementation options** and marketplace direction

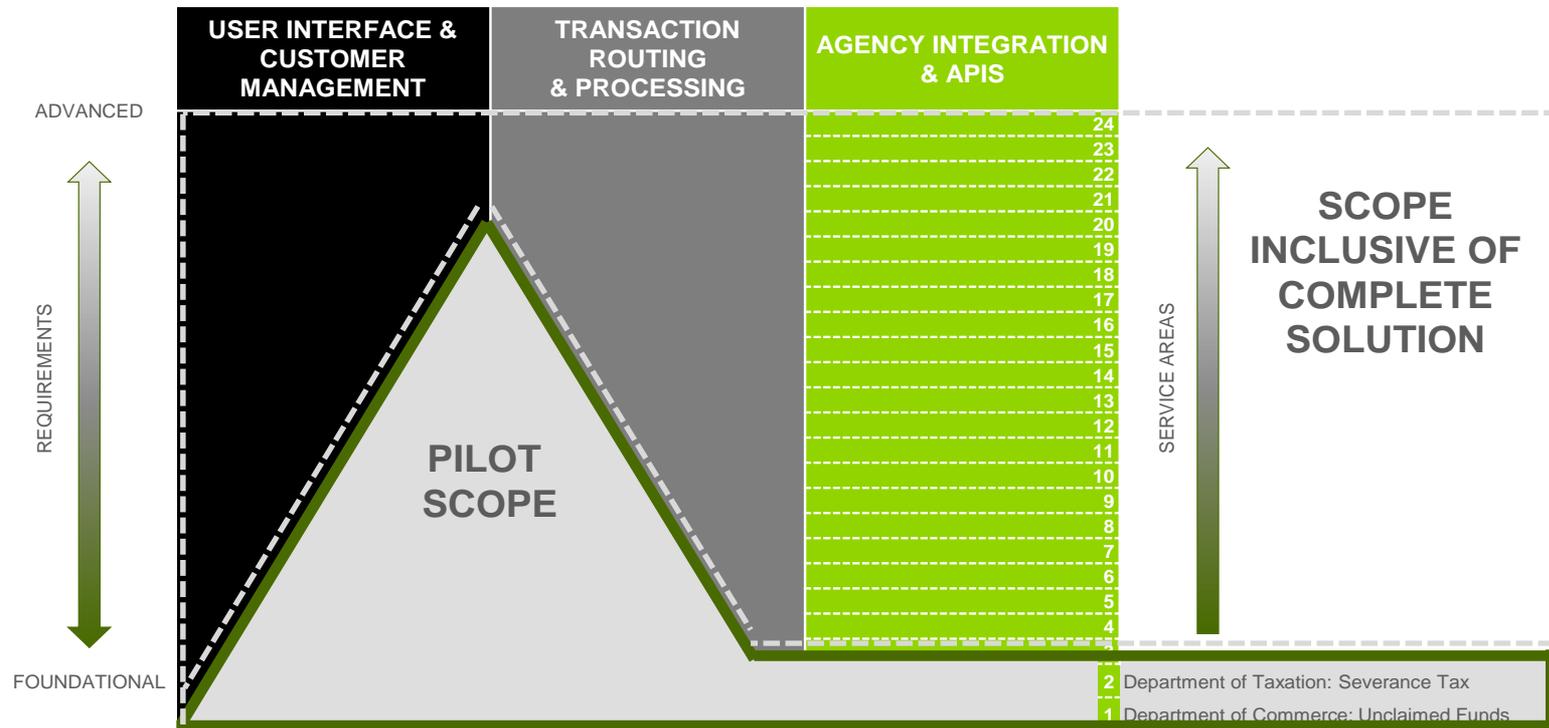
KEY FINDINGS

- Agency **buy-in** to the project is an **important critical success factor** and major **interest** of the vendor community
- Integration is where the **largest focus** of the project efforts will be required, and detailed information on how agency integration will occur is important
- Changes and **redesign of business processes** across agencies are recognized as necessary by the vendor community
- Defining the **roles and responsibilities** of all parties is necessary to clearly understand scope
- Organizational **change management** is a key success factor

Over 30 representatives from over 20 distinct vendors attended the Competitive Dialogue on September 24, 2015

RFP STRUCTURE

A PHASED APPROACH TO DELIVERING THE RE-PLATFORMED GATEWAY



The solution will be developed first as a fully operational Pilot with user interface, transaction routing, and agency integration components, followed by phased releases to deliver the complete solution

EXECUTION PLAN

A STRUCTURED APPROACH FOR RE-PLATFORMING THE GATEWAY

DEFINITION

- The execution plan details a sequenced delivery of the re-platformed solution based on the identified solution requirements, deliverables, and activities included in the RFP

STRATEGIC VALUE

- Clear timeline and set of activities to help plan, track and manage the complex modernization effort
- Established structure helps reduce operational risk when implementing a new system of the modernization's size and significance
- Enhances speed to development of the new system by articulating a plan with clearly identified critical paths

EXECUTION PLAN SCREENSHOT

	Task Name	Duration	Start	Finish
1	OBG 3.0 Modernization	495 days	Mon 2/1/16	Fri 12/22/17
2	Project Initiation and Onboarding	15 days	Mon 2/1/16	Fri 2/19/16
3	Project Management Workstream	15 days	Mon 2/1/16	Fri 2/19/16
4	Project Initiation & Kick-off	15 days	Mon 2/1/16	Fri 2/19/16
25	Project Planning	15 days	Mon 2/1/16	Fri 2/19/16
35	Define OBG 3.0 Solution Architect Components	10 days	Thu 2/4/16	Thu 2/18/16
36	Define Application Architecture	10 days	Thu 2/4/16	Thu 2/18/16
37	User Experience Standards and Guidelines	10 days	Thu 2/4/16	Thu 2/18/16
38	Define Integration Architecture (ESB)	10 days	Thu 2/4/16	Thu 2/18/16
39	Define Data Architecture	10 days	Thu 2/4/16	Thu 2/18/16
40	Security and Controls	10 days	Thu 2/4/16	Thu 2/18/16
41	Infrastructure	5 days	Thu 2/4/16	Thu 2/11/16
42	Setup Project Environments	2 days	Thu 2/4/16	Mon 2/8/16
43	Install and Setup necessary tools and Software	3 days	Thu 2/4/16	Tue 2/9/16
44	Establish Network Connectivity /w Agency & External Systems	5 days	Thu 2/4/16	Thu 2/11/16
45	OBG 3.0 Business Process Redesign	20 days	Thu 2/25/16	Thu 3/24/16
46	Business Process Redesign - Application Processes (Site Wide Functionality)	10 days	Thu 2/25/16	Thu 3/10/16
47	Business Process Redesign - ODT Severance Tax	5 days	Thu 3/10/16	Thu 3/17/16
48	Business Process Redesign - Comm Unclaimed Funds	5 days	Thu 3/17/16	Thu 3/24/16
49	Solution Implementation Workstream	452 days	Thu 3/24/16	Mon 12/18/17
50	OBG 3.0 Pilot Phase	91 days	Thu 3/24/16	Fri 7/29/16
51	Iteration 1.1 (Foundational Application Capabilities)	35 days	Thu 3/24/16	Thu 5/12/16
52	Design	15 days	Thu 3/24/16	Thu 4/14/16
53	Design Site Wide Application Functionality	15 days	Thu 3/24/16	Thu 4/14/16
62	Build	15 days	Thu 4/7/16	Thu 4/28/16
67	Testing	15 days	Thu 4/21/16	Thu 5/12/16
68	Systems Integration Testing (SIT)	15 days	Thu 4/21/16	Thu 5/12/16
88	Performance Testing	5 days	Thu 4/21/16	Thu 4/28/16
104	User Acceptance Testing (UAT)	10 days	Thu 4/21/16	Thu 5/5/16
125	Iteration 1.2 (Severance Tax)	24 days	Thu 5/12/16	Wed 6/15/16
200	Iteration 1.3 (Commerce Unclaimed Funds)	25 days	Wed 6/8/16	Wed 7/13/16
275	Deployment	17 days	Wed 7/6/16	Fri 7/29/16
281	OBG 3.0 Phase 2	120 days	Mon 8/1/16	Mon 1/16/17
315	OBG 3.0 Phase 3	120 days	Mon 1/16/17	Mon 7/3/17
349	OBG 3.0 Phase 4	120 days	Mon 7/3/17	Mon 12/18/17
395	Project Monitoring & Reporting	492 days	Thu 2/4/16	Fri 12/22/17

