



# ONE WASHINGTON BUDGET INSTRUCTIONS

July 18, 2024



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## Introduction

These budget instructions are intended to provide a guide for Washington state agencies involved in the implementation of the Workday enterprise resource planner (ERP) in submitting estimates that will inform two initiatives:

- 1. An effort to gather information to determine funding needs for FY 2025;** what, if any, funding requirements do agencies have between now and June 30, 2025, to support the Phase 1A Core Financials implementation:
  - a. Existing:** FY 2025 Legacy System Remediation (LSR) funding additional needs: Agencies participating in the Technology Pool will use the existing template and process.
  - b. New!:** FY 2025 Agency Readiness Support: Using the six dimensions of agency readiness as a guide, what, if any, funding requirements does your agency have to support a successful Phase 1A implementation in July 2025? Refer to the workbook titled 2025 Supplemental Agency Readiness Funding Pool Request Template.
- 2. Agency inputs to the collective decision package request for the 2025-2027 biennial budget:**
  - a. New!:** 2025-27 LSR Technology Pool: Refer to the workbook titled 2025-27 Legacy System Funding Pool Request Template
  - b. New!:** 2025-27 Agency Readiness Funding Pool Request: Refer to the workbook titled 2025-27 OneWA Agency Readiness Funding Pool Request Template

Using the six dimensions of readiness as a guide, One Washington will be requesting to expand funding availability to a broader scope of agencies and activities – not just those related to remediating systems. This approach aims to expand the focus of our request to a more holistic

agency readiness scope. Using this approach, the program is requesting that all state agencies participating in the implementation of Workday be considered for funding.

These workbooks aim to provide enough information for agencies to connect the expected bodies of work to their own business drivers and needs for staff, contractors, and tools to complete the work.

## FY 2025 Focus

### 1. Phase 1A Core Financials: Implementation

One Washington is requesting information from Washington state agencies involved in the implementation of the Workday enterprise resource planner (ERP) in submitting inputs related to agency readiness activities, beyond the technical readiness funds available through the Technology Pool for the 41 remediating agencies. The information gathered through workbook submission will inform funding options for FY 2025. Funding options may include seeking permission to utilize unspent Technology Pool funds for a broader scope of readiness activities or informing a FY 2025 supplemental budget request.

## 2025-27 Biennium Focus

1. Phase 1A Core Financials: Stabilization
2. Phase 1B Expanded Financials and Procurement: Planning, discovery, and requirements (PDR)
3. Phase 2: Core Human Capital Management and Payroll: PDR, design, and some testing

## Expected Activities by Fiscal Year

Key features of the biennium		
<b>FY 2025 Activity</b>	<b>Phase 1A: Core Financials Implementation</b> <ul style="list-style-type: none"> <li>• End-to-End Testing</li> <li>• User Experience Review (UER)</li> <li>• Training</li> <li>• Business Process Redesign (BPR)</li> <li>• Implementation</li> </ul>	
<b>FY 2026 Activity</b>	<b>Phase 1A: Core Financials Stabilization</b> <ul style="list-style-type: none"> <li>• Training reinforcement</li> <li>• Support of remediating systems</li> <li>• Continued remediation <i>upon approval of the Technology Pool Committee</i></li> <li>• BPR reinforcement</li> </ul> <b>Phase 2: Core Human Capital Management &amp; Payroll</b> <ul style="list-style-type: none"> <li>• Project kick-off: October 2025</li> <li>• Planning, Discovery, and Requirements (PDR)</li> <li>• Establish project teams</li> <li>• Current state analysis</li> <li>• Begin design</li> </ul>	
<b>FY 2027 Activity</b>	<b>Phase 1B: Procurement, Projects, Grants</b> <ul style="list-style-type: none"> <li>• Project kick-off: January 2027</li> <li>• PDR</li> <li>• Establish project teams</li> <li>• Current state analysis</li> <li>• Business process impact assessment</li> </ul> <b>Phase 2: Core Human Capital Management &amp; Payroll</b> <ul style="list-style-type: none"> <li>• Complete design</li> <li>• Legacy System Remediation</li> <li>• Begin End-to-End Testing</li> </ul>	
<b>Planned Date of Implementation</b>	Non-HHS allocations/ local accounts	<b>Waves</b> FY 2026-2027
	Grants and project accounting	<b>July 2029</b>
	Procurement	<b>Waves</b> beginning <b>July 2029</b>
	HR/Payroll	<b>January 2029</b>
	Earliest WSDOT	HR/Payroll - <b>January 2029</b> Fin/Procurement – Wave in <b>FY 2030</b>

## Agency Project Team Activities and Roles

To ensure successful Workday implementation, it is best practice that you prepare an Agency Project Team to lead your agency’s implementation efforts. All roles in this document are agency specific roles that partner with the One Washington project team, none are supplied by One

Washington. A detailed description of each role can be found in the next section of this document and is published on the One Washington AST Resource SharePoint page.

In the table below, we have provided examples of project activities and the suggested roles to lead your agency’s implementation efforts in that activity. **Your agency may have different or additional roles based on your individual business needs.** The information below is provided as a framework to help you determine Agency Readiness Pool funding requests.

Activity	Agency Project Team role(s)
<b>Phase 1A Implementation</b>	
End-to-End testing	AST lead, business SMEs
User Experience Review	AST lead, business SMEs
Training	AST lead, business SMEs, trainer
Business Process Reengineering	Functional lead, business SME, organizational change manager
<b>Phase 1A Stabilization</b>	
Training reinforcement	Trainer, eLearning developer
Continued Phase 1A system remediation upon approval of the Tech Pool committee	Technical lead, business analyst support
Support of systems remediated	Technical lead, systems architect
Business process reengineering reinforcement	Functional lead, business SME, organizational change manager
<b>Phase 1B: Expanded Financials and Procurement</b>	
Current state analysis	Business SME
Planning for LSR	Technical lead
System impact identification	Technical lead
Business process impact assessment	Business SME, organizational change manager
Business process maps for current state	Business SME, organizational change manager
Provide feedback on draft requirements	Business SME, functional lead
Contribute to user stories	Business SME, functional lead
Contribute to defining reporting needs	Business SME, functional lead
Initiate legacy data clean-up	Technical lead
Contract analysis	Business SME, business analyst
Establish project teams	Project manager
Budget analysis and request preparation for OneWA budgets	AST lead, agency budget staff

Phase 2: Human Capital Management and Payroll	
Current state analysis	Business SME
Planning for LSR	Technical lead
System impact identification	Technical lead
Business process impact assessment	Business SME, organizational change manager
Business process maps for current state	Business SME, organizational change manager
Provide feedback on draft requirements	Business SME, functional lead
Contribute to user stories	Business SME, functional lead
Contribute to defining reporting needs	Business SME, functional lead
Initiate legacy data clean-up	Technical lead
Contract analysis	Business SME, business analyst
Establish project teams	Project manager
Budget analysis and request preparation for OneWA budgets	AST lead, agency budget staff
Provide feedback on initial design	Functional lead, business SME

## Expected Results

### Phase 1A Implementation:

Phase 1A of the program includes replacing the Agency Financial Reporting System (AFRS). This replacement will allow OFM and DES to retire several systems.

- Retiring systems include:
  - AFRS – the state’s accounting system of record for 40 years.
  - CAS – the cost allocation system that helps several agencies get and use federal funding more efficiently.
  - CAMS – the system supporting the tracking and depreciation of capital assets.
  - TALS – the allotment system used to plan and track agency spending.
- This phase will also enable the Department of Enterprise Services to turn off the accounts receivable and invoicing systems that 13 agencies are using.
- As of July 2024, 23 financial systems will be retired.

### **Phase 1A Stabilization:**

The period immediately following a major system go-live, the stabilization period, requires an elevated level of support to be available to ensure the seamless adoption of the new system. On July 1, 2025, Washington state will implement the first phase of the Workday solution for the enterprise, known as Phase 1A Core Financials and enter Stabilization.

Phase 1A stabilization support will help ensure the best possible transition from AFRS to the Workday ERP and transform state business processes for state financial management.

### **Core Human Capital Management and Payroll:**

The implementation of Phase 2 functionality will:

- Implement the Workday functionality for human capital management, payroll, leave management, timekeeping, employee expenses and related reporting and analytics. This will enable business transformation across the enterprise in these areas and provide new tools for every state employee.
- Enable the following enterprise systems managed by OFM to be decommissioned:
  - HRMS—The state’s current HR/payroll system
  - TEMS—The state’s system used to process employee expenses such as travel.
- Enable other agency HR-related systems to be retired.

### **Expanded Financials and Procurement:**

The implementation of Phase 1B functionality will:

Implement the Workday functionality for purchasing, procurement, contracts management, consumable inventory, project accounting, grants accounting, cost allocation (for all agencies that need it), and local bank account support. This will enable standardization and business transformation across the enterprise in these areas.

- Enable the following enterprise systems managed by DES to be decommissioned:
  - SSCD—Used to manage information about sole source contracts
  - ECMS—Used to capture information about agency contracts
  - WEBS—Refers to a collection of systems and web pages that support agencies, local governments and the vendor community:
    - Notification of bid opportunities to the vendor community
    - Repository of statewide contracts and purchasing sites
    - Public bid calendars
    - Vendor and contract performance information
    - Vendor registration for procurement purposes
    - Bus ordering system
    - Car purchasing system
- Enable other agency financial or procurement systems to be retired.
- Reduce the risk of failure of these aging, and increasingly unsupportable systems.

## Resources

Resources available within the workbooks are listed below:

- 2025 Supplemental: Agency Readiness Funding Pool Request
  - Workbook instructions
  - Project timeline graphic
  - Agency information and inputs
  - Agency request
  - Agency request EXAMPLE with populated cells
  - FTE calculator tool
- 2025-27 Agency Readiness Funding Pool Request
  - Workbook instructions
  - Project timeline graphic
  - Agency information and inputs
  - Agency request
  - Agency request EXAMPLE with populated cells
  - FTE calculator tool
- 2025-27 Legacy System Funding Request
  - Workbook instructions
  - Project timeline graphic
  - Agency expectations, information, and inputs
  - Rollup
  - System templates
  - Agency/system request EXAMPLE with populated cells
  - Statements of Work – Contractors
  - Amendments
  - Eligible Systems Inventory per phase as of July 2024: These include systems we have on record. If you have additional or updated information on your agency-specific systems, please include it in your submission.
  - FTE calculator tool
  - LSR job classification
  - Salary schedule
  - Reference

Additional resources available in the appendix:

- Agency project team role descriptions, also available on the [AST SharePoint site](#)



## One Washington Contacts and Request Submissions

For all questions related to this planning work, please contact: [OneWAFundingPools@ofm.wa.gov](mailto:OneWAFundingPools@ofm.wa.gov)

Named points of contact (POC) that will engage with you via the address above are:

- **Alisa Weld**, *Budget Manager* ([alisa.weld@ofm.wa.gov](mailto:alisa.weld@ofm.wa.gov))
  - Agency Readiness Funding Pool primary POC
- **Sharon Shields**, *Budget Consultant* ([sharon.shields@ofm.wa.gov](mailto:sharon.shields@ofm.wa.gov))
  - Legacy System Remediation and Technology Pool primary POC

Please submit your workbooks to [OneWAFundingPools@ofm.wa.gov](mailto:OneWAFundingPools@ofm.wa.gov) by end of business, Friday, August 9, 2024. One Washington will compile the enterprise data to be submitted as one unified decision packages due no later than September 10, 2024.

## Appendix

The below list of roles and definitions are what the One Washington team suggests you consider including on your Agency Project Team. Note: some members of your agency may serve in multiple roles.

### **Executive Sponsor**

The Executive Sponsor is a senior leader at the agency who works closely with the AST Lead to provide strategic guidance and support for the project. They champion the project at the executive level, secure resources, and funding, and help to remove any organizational barriers or obstacles that may impede progress. The Executive Sponsor also communicates the project's alignment with overall business objectives and ensures that it receives the necessary visibility and support.

### **AST Lead**

The AST Lead is the principal agency representative within the One Washington initiative, designated as the main point of contact for all project-related communications and activities. This role is crucial for orchestrating robust two-way engagement and dialogue across all facets of the project, ensuring comprehensive coordination and alignment. As a steward of exemplary collaboration and high-quality deliverables, the AST Lead is proactive in maintaining transparency and vigilance over emerging risks. This pivotal position not only facilitates the seamless exchange of information but also reinforces the agency's dedication to achieving the project's objectives with precision and collaborative spirit, solidifying a foundation of trust and mutual respect between the agency and the enterprise.

### **Project Manager**

The Project Manager is an in-house role, at your agency, responsible for overall project planning, execution, and delivery. They develop project plans, allocate resources, track progress against milestones, and manage risks and issues throughout the project lifecycle. **The Project Manager is either the AST Lead or works closely with the AST Lead** and serves as the point of contact for agency staff to all project-related matters and is responsible for ensuring that the project is delivered on time, within budget, and according to quality standards.

### **AST Team Members**

AST Team Members play an integral role in supporting the AST Lead within the One Washington initiative. While they are not the primary point of contact for the agency, these individuals are crucial in ensuring robust support and continuity within the project framework. They have access to all pertinent AST materials and participate in relevant meetings, contributing to the collective understanding and decision-making process. These team members may also be called upon to validate requests and actions through the AST Lead, ensuring that all communications and tasks align with the agency's strategic objectives and the overarching goals of the project. Their role can be vital in maintaining the flow of information and supporting the agency's commitment to the project's success.

## **Functional Lead**

The Functional/Business Lead defines and communicates the functional business needs for their agency and explains current “as is” agency processes to the One Washington team and future “to be” processes to their agency team. They work closely with their AST lead and stakeholders to gather business requirements and objectives, validate the solution satisfies those requirements and objectives, and develop updates to agency process to ensure agency business needs are fulfilled. This role often requires a deep understanding of the organization's business processes and objectives.

## **Technical Lead**

The Technical Lead oversees the technical aspects of the implementation for their agency, including architecture design, development, and implementation of technical solutions. They work closely with their AST Lead and members of the agency’s Functional Team to ensure that systems and solutions align to the business needs. They also work closely with the One Washington development team to ensure that technical requirements are met. They are responsible for resolving technical issues related to subsidiary systems and providing guidance on best practices.

## **Organizational Change Manager Lead**

The OCM Lead focuses on managing the people side of change within the agency. With the support of the One Washington Agency Readiness Team, the OCM Lead develops a comprehensive strategy for managing the changes brought about by the Workday implementation. They identify key stakeholders across the organization who will be impacted and develop plans to engage and communicate with them effectively. The OCM Lead assesses the impact on different departments, teams, and individuals within the agency. The OCM lead establishes metrics and key performance indicators (KPIs) to measure the success of the Workday implementation from a change management perspective. This role works closely with the AST Lead and stakeholders to ensure the agency successfully adopts and integrates the new ERP system into its operations, minimizing disruptions and maximizing benefits of the change.

## **Training Lead**

Training Leads are responsible for providing training and support to end-users on how to use updated subsidiary systems effectively. They develop non-Workday training materials, conduct agency-specific training sessions, and provide ongoing support to address any user questions or concerns within their agency around subsidiary system processes. Training Leads do not develop Workday training, however, they play a crucial role in facilitating user adoption and ensuring that stakeholders are proficient in utilizing the project's functionalities.