



Executive Steering Committee Meeting

August 2017



Agenda

Topic	Time
Welcome	10:30
Introductions	10:35
One Washington Program Overview	10:50
State of the ERP	11:05
Blueprint Timeline	11:20
Governance	11:35
Q&A	11:50

Introductions

One Washington Program Overview

One Washington

One Washington is a comprehensive business transformation program to modernize and improve aging administrative systems and related business processes that are common across state government.

One Washington Enterprise Business Processes

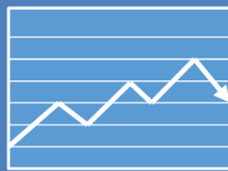
Financials



Procurement



Budgeting



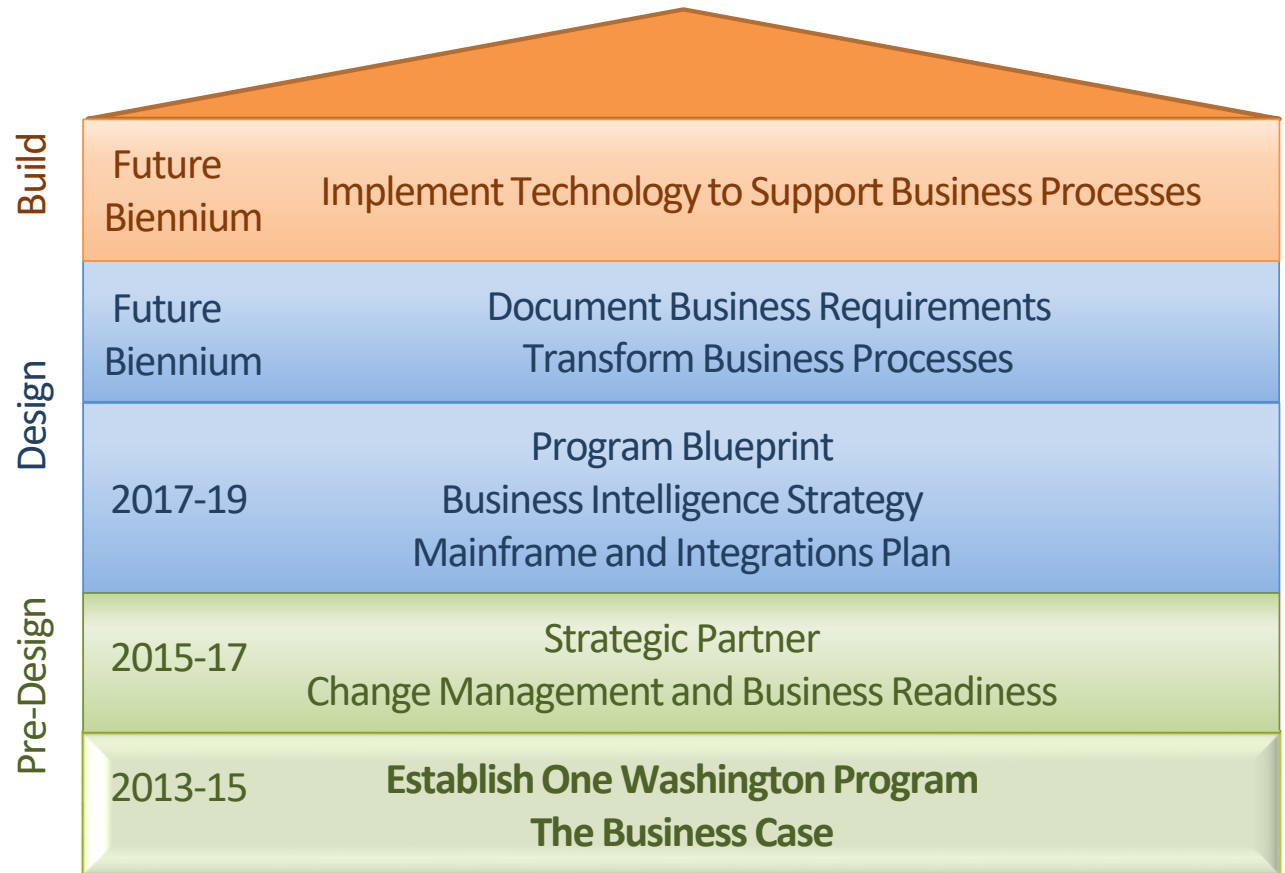
Human Resources



2013 – 2015 Business Case: Our Foundation

Business benefit: proved “hard dollar” business case for One Washington program

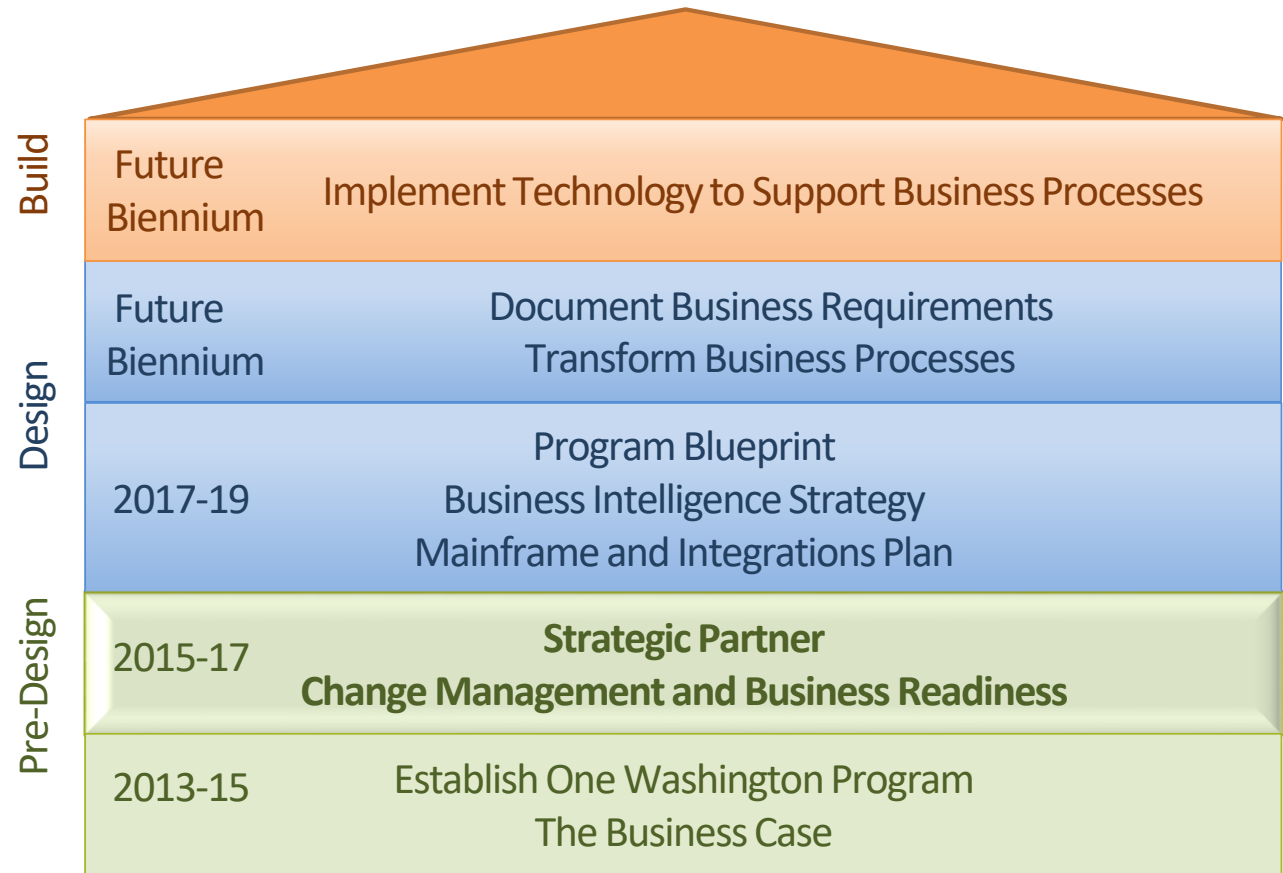
- Described the hard dollar benefits, costs, and mission impacts for three hypothetical ERP deployment scenarios
- Recommendation to perform software-agnostic business process redesign in several work streams
- Scope was enterprise Finance & Procurement
- Concluded that implementing One Washington is a good business decision



2015 – 2017 Activities: Our Building Blocks

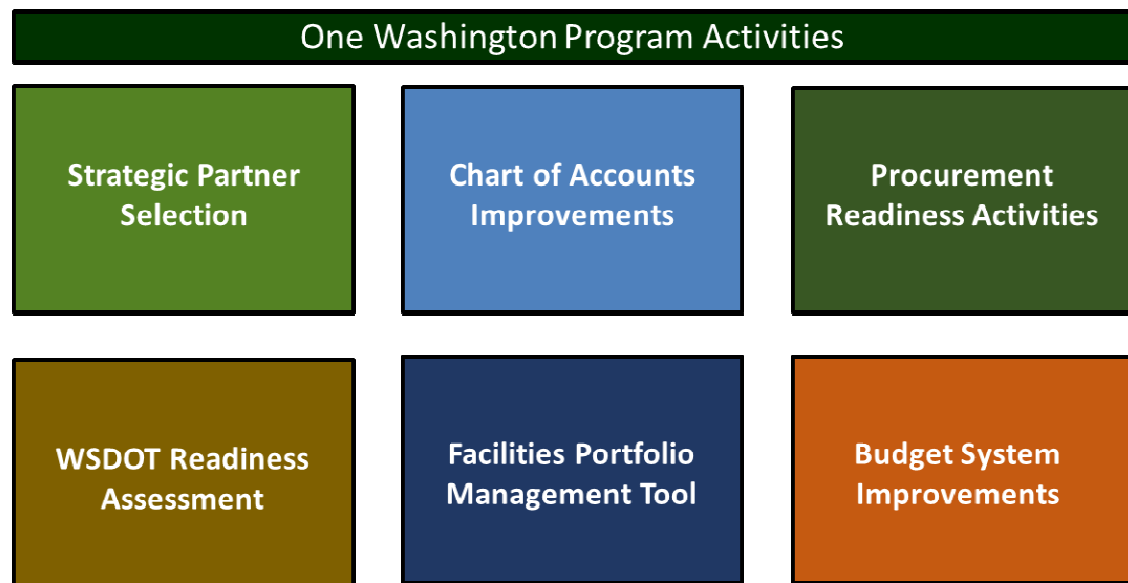
Business benefit: enabling activities that prepared us for continued planning

- Strategic Partner Evaluation process created and partner selected
- Chart of Accounts Improvements
- Procurement Readiness Activities
- WSDOT Readiness Activities
- Facilities Portfolio Management Tool
- Budget System Improvements



2015-17 Biennium Activities

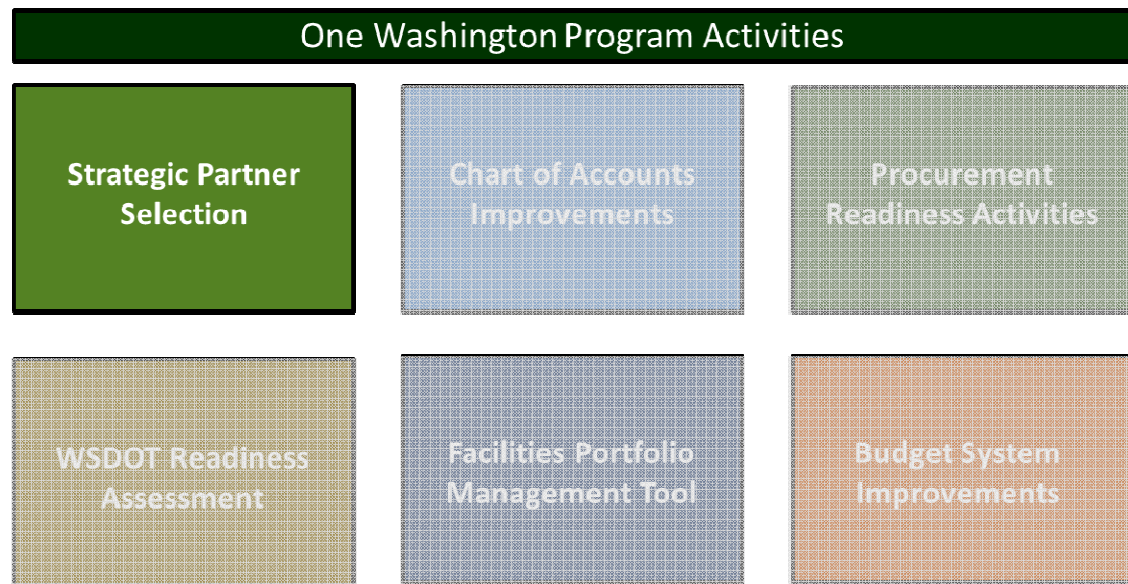
One Washington's 2015-17 biennium efforts were divided into six work streams.



2015-17 Biennium Accomplishments

Accenture was selected as our Strategic Partner through a Competitive Procurement process

Process included participants from OFM, DES, LEAP, DOT, DSHS, DNR, SIB, LNI, HCA and OCIO



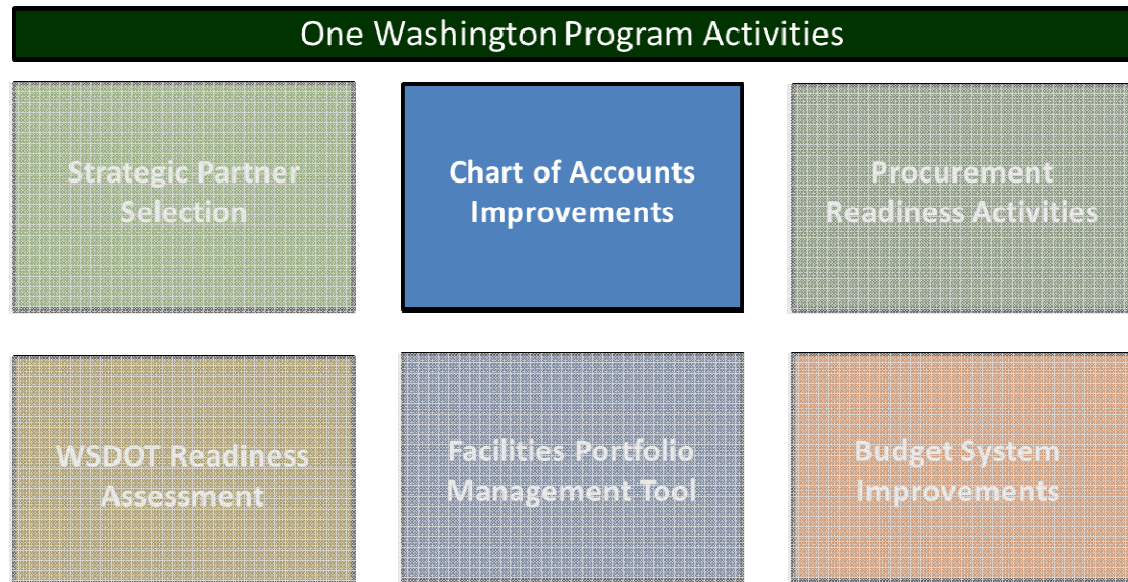
2015-17 Biennium Accomplishments

Completed a Future State
Chart of Accounts Design

Coordinated with 10 pilot
agencies to analyze the Chart
of Accounts Expenditure Sub-
sub-objects

The team reduced 23,000
unique data elements to
around 2,000 common

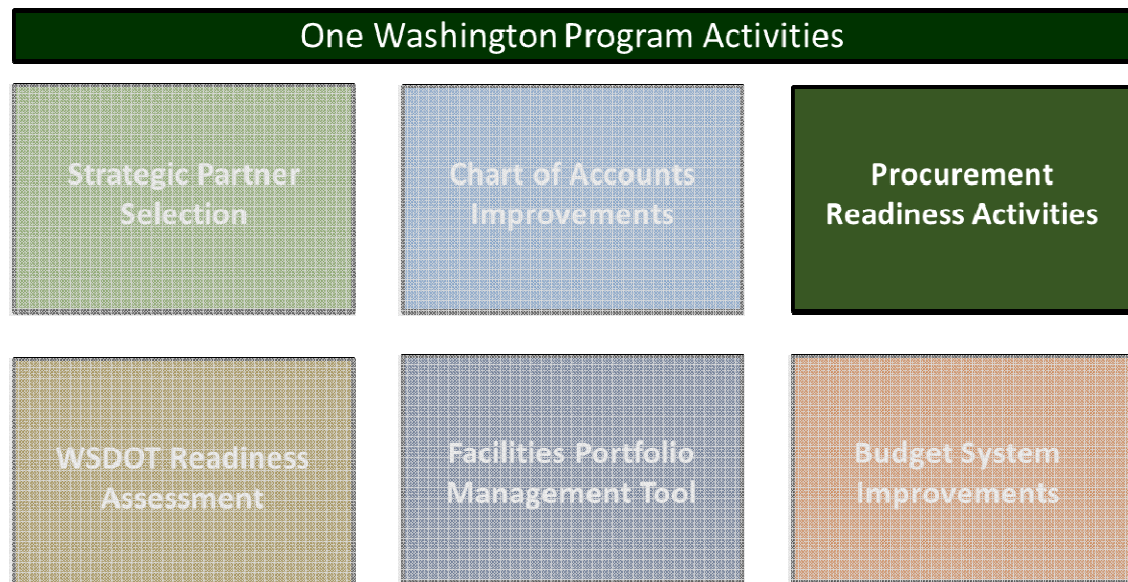
Updated Chart of Accounts in
SAAM and in use July 1, 2017



2015-17 Biennium Accomplishments

Formed a Procurement Readiness Workgroup that includes contract and procurement experts from 15 agencies

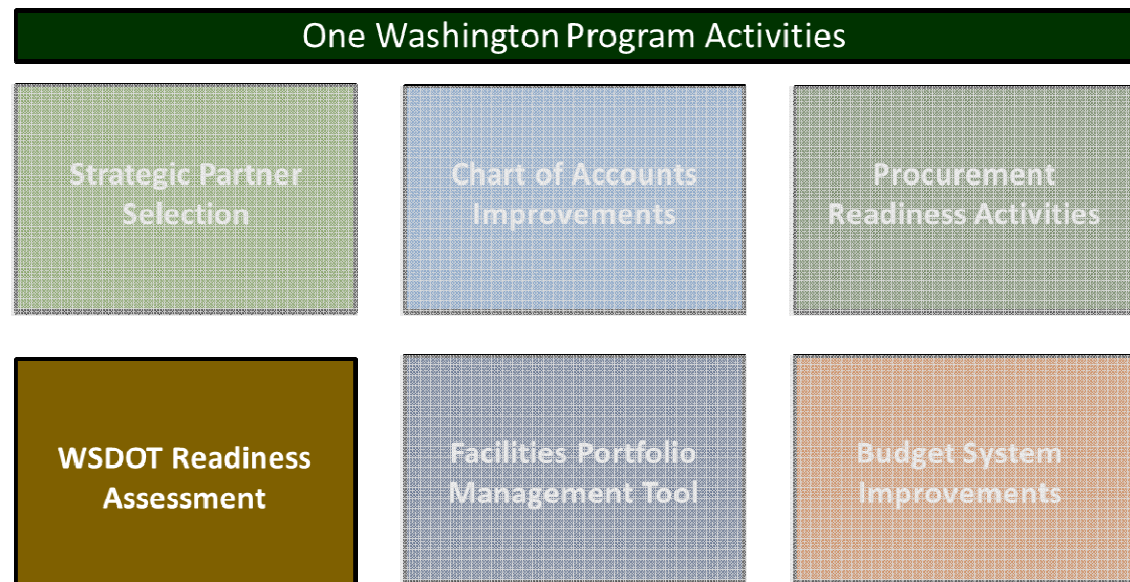
Workgroup will complete their chartered work in August to define the common procurement processes across state government and the common data elements in all statewide procurement processes



2015-17 Biennium Accomplishments

Partnering with WSDOT to:

- understand their unique business requirements
- identify opportunities for enterprise systems
- determine ability to integrate DOT's needs to the One Washington Program



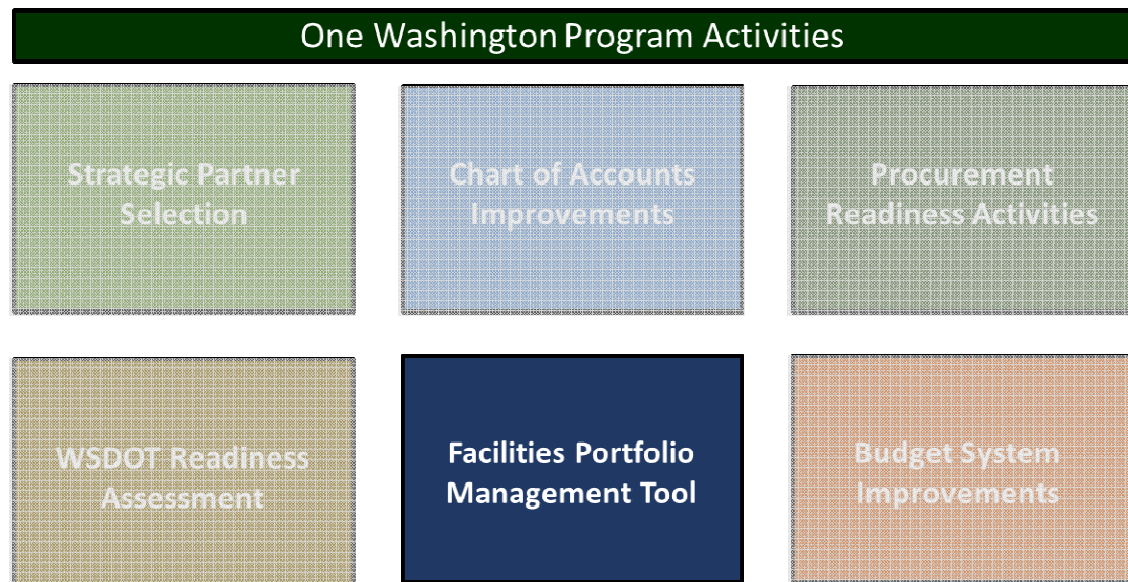
2015-17 Biennium Accomplishments

SAAS, web-based, facility inventory program.

Successful Project!

- change management at a state wide level
- Effective communication to all state agencies
- Diverse training to all state agencies

System went live on June 30th!



2015-17 Biennium Accomplishments

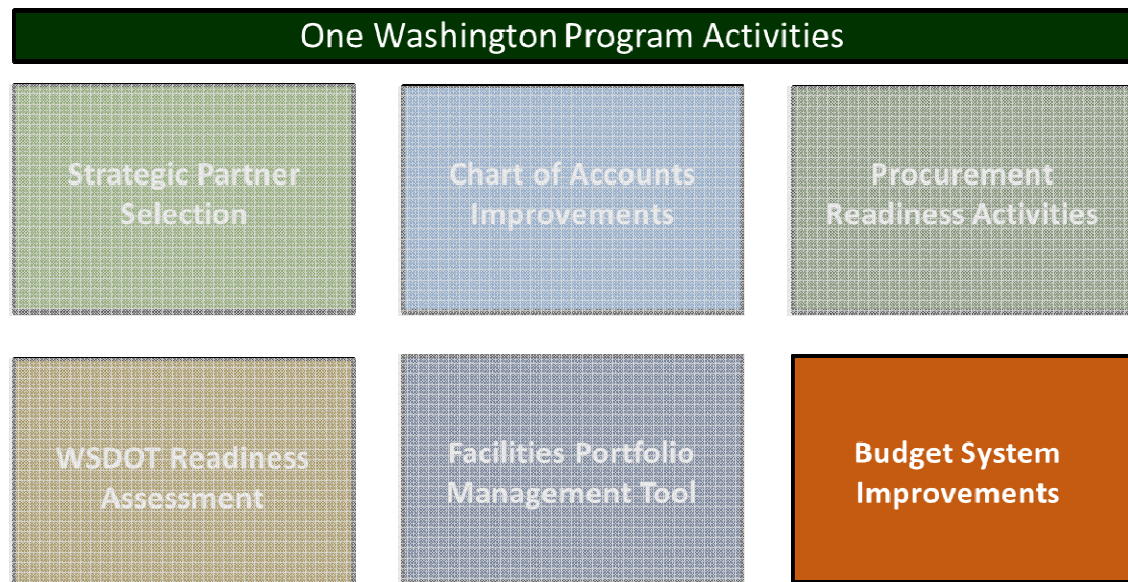
Phase 1:

The OFM Budget Development Suite was successfully upgraded by leveraging LEAP applications.

Used these new tools to create the 17-19 Governor's Budget.

Phase 2:

Using these tools to create a "BDS" replacement. Live date is targeted for Spring 2018.



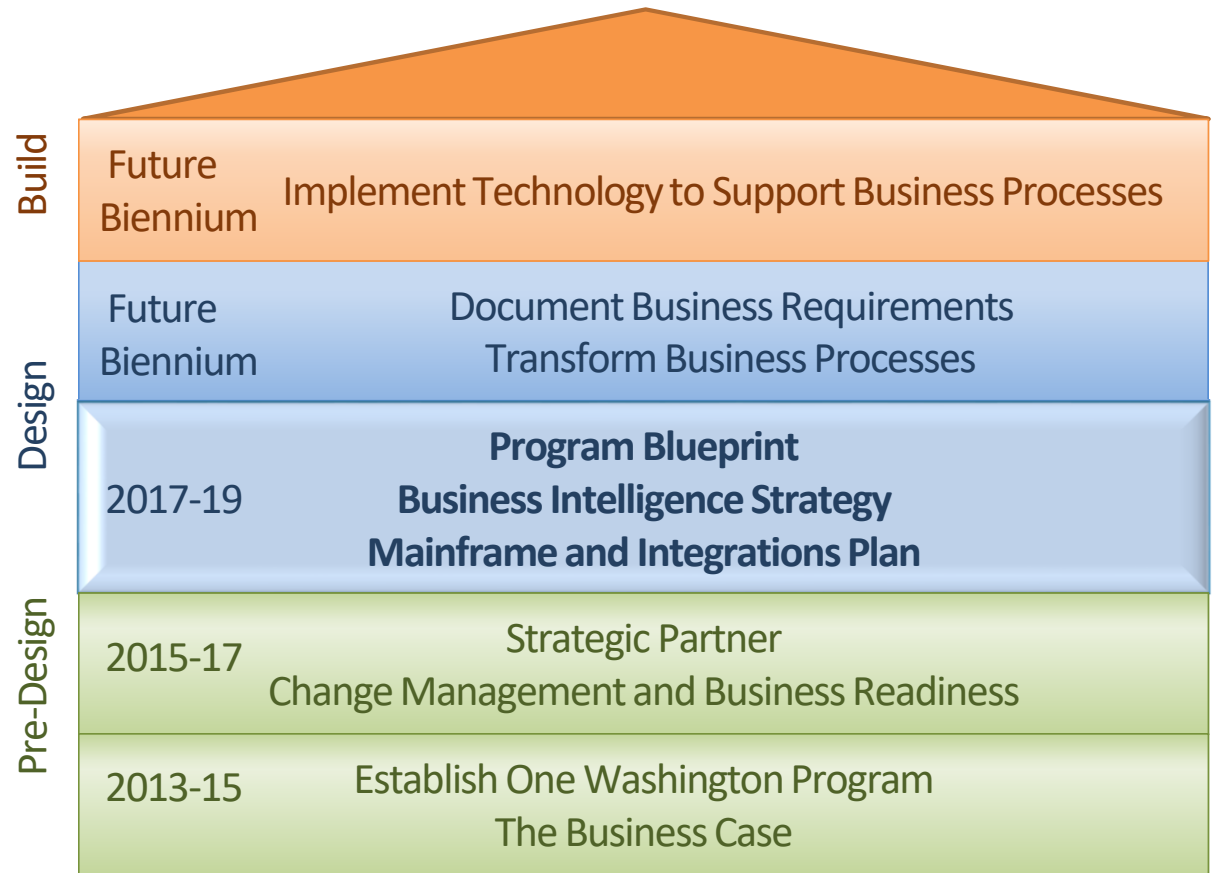
2017-19 Biennium Request

Program Blueprint – detailed, incremental plan with phased implementation schedule and budget estimates.

Integration Strategy and Plan - integration strategy and plan for the transition to a new enterprise solution.

Business Intelligence Strategy – strategy for collection and connection of data to provide transparency and access to decision makers.

Mainframe Plan – plan for the retirement of the mainframe system.



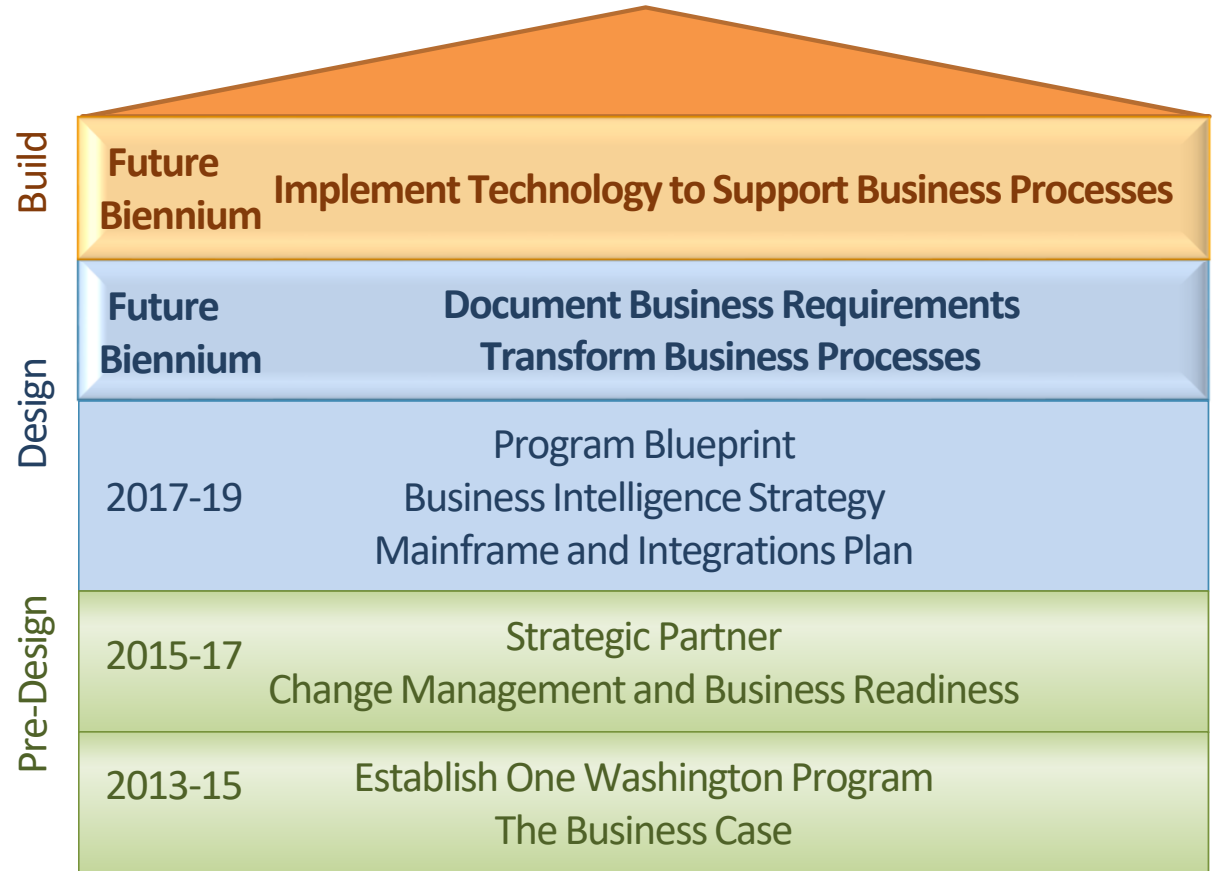
Future Biennia

2019-21

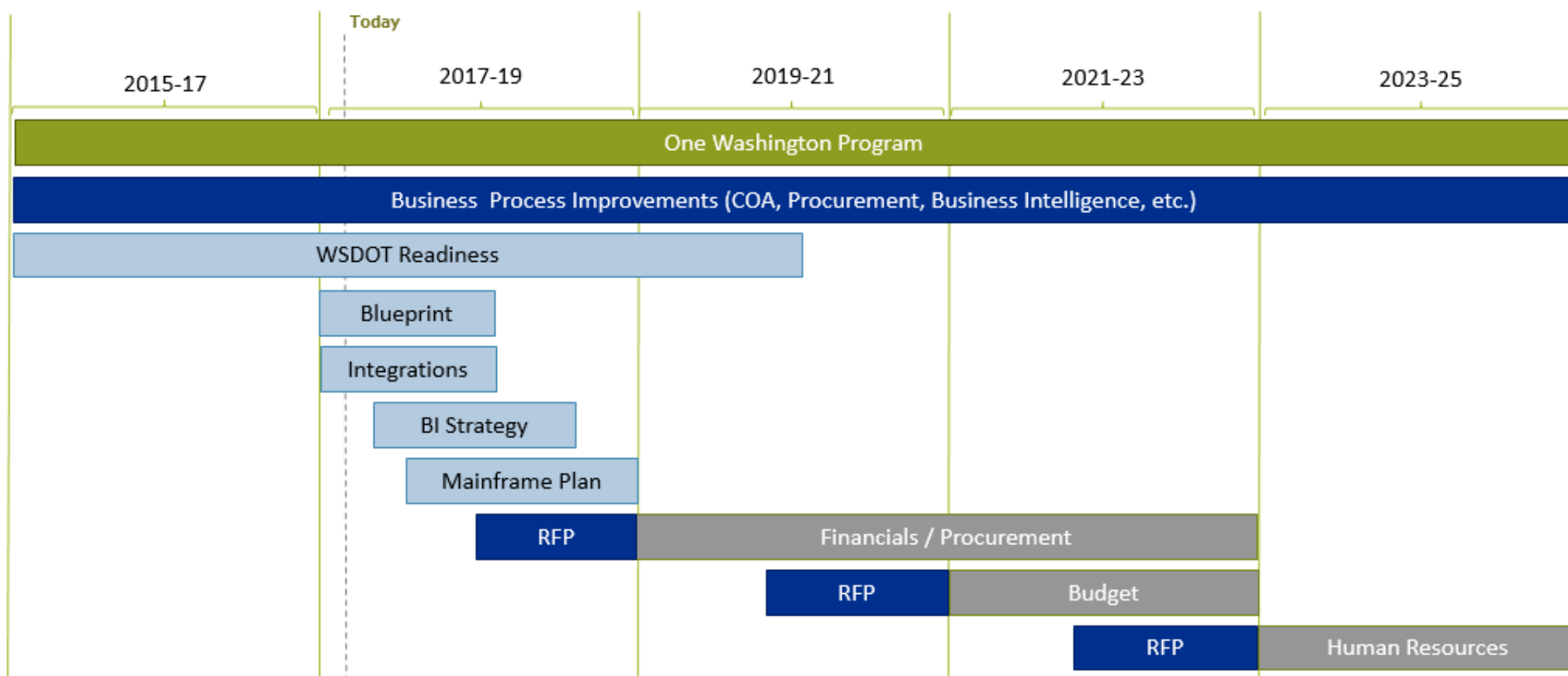
- Document Business Requirements
- Transform Business Processes
- Write RFP for Finance, Procurement, and Budget
- Choose Software

2021-23

- Write RFP for HR/Payroll
- Implementation for:
 - Finance
 - Procurement
 - Budget



One Washington Program Timeline



State of the ERP

Enterprise Resource Planning (ERP)

An ERP can be defined as **common business practices across the enterprise and the technology that support them**



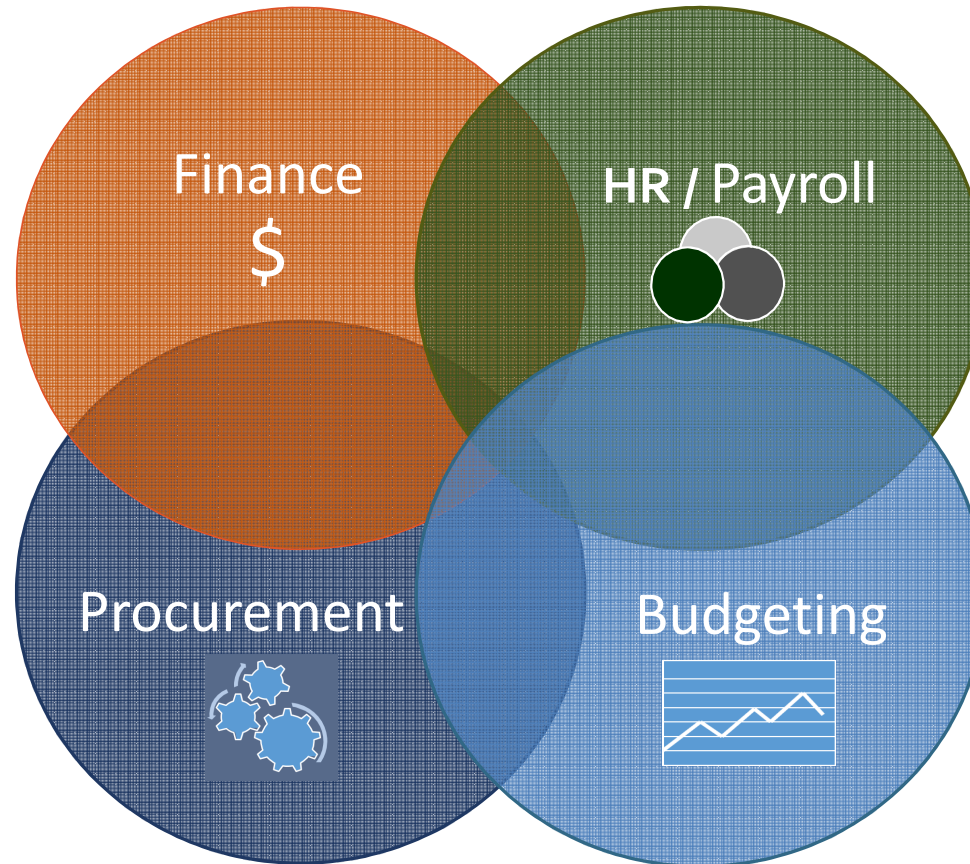
ERPs pull together data on an organization's main resources – its people, money, information, and assets – and combine it into information that decision makers use to guide and manage.

Enterprise Resource Planning: Functional View

ERP systems can be defined different ways

- By major functional areas
- By detailed software modules

At this phase in the program, we will focus on the functional view.



One Washington Finance Functions in scope:

- Enterprise Mission & Strategy
 - Enterprise Performance Planning and Management
 - Enterprise Budget Development
 - Enterprise Value Arch & Realization
 - Audit & Compliance Management
 - Finance Org. Mgmt.
 - Finance Performance Mgmt.
 - Finance Value Arch & Realization
 - Budget Execution
 - General Accounting
 - Project Accounting
 - Cost Accounting & Controlling
 - Accounts Payable
 - Revenue Cycle Mgmt. – Non-Tax
 - Grants Mgmt.
 - Asset Mgmt.
 - Travel & Expense
 - Enterprise Statutory Reporting
 - Enterprise Performance Reporting & Decision Support
 - Finance Performance Reporting & Decision Support
 - Enterprise Analytics
 - Enterprise Data Governance & Architecture
 - Enterprise Info. Creation & Distribution
 - Technology Strategy & Blueprint
 - Service Management
 - Platform, Integration & Process Architecture
 - Internal Controls
 - Fraud & Abuse
 - Risk Management
- Tentatively Not in Scope:
- Revenue Cycle Management - Tax.
 - Cash & Banking Mgmt.
 - Investment Mgmt.
 - Debt Mgmt.

One Washington Procurement Functions in scope:

- Procurement Mission & Strategy
- Procurement Portfolio Management
- Procurement Business Strategy
- Internal Stakeholder Management
- Supplier Relationship Strategy
- Procurement Function Mgmt.
- Procurement Performance & Risk Mgmt.
- Procurement Value Arch & Realization
- Category Management
- Demand Management
- Inventory Management
- Strategic Sourcing
- Compliance Management
- Supplier Relationship Management
- Internal Spend and Buying Analysis
- eRFx Support
- External Market Analysis
- Contract Support
- Requisition & PO Processing
- Helpdesk Services
- Catalog Enablement
- Receiving & Receipt Processing
- Spot Buy
- Statutory Reporting
- Procurement Reporting
- Procurement Performance Reporting and Decision Support
- Enterprise Procurement Data Governance and Architecture
- Enterprise Procurement Information Creation and Distribution
- Technology Strategy and Blueprint
- Service Management
- Platform, Integration, & Process Architecture

Enterprise Resource Planning (ERP)

Successful Organizations:

- Tend to have highly integrated, automated systems
- Include budgeting, finance, procurement, human resources, technology, and assets
- Can deliver critical information quickly and accurately

Less Successful Organizations:

- Tend to have disjointed, manual applications
- Systems may be scattered across the organization & joined together by multiple technical or human interfaces
- Difficult to obtain high quality of information to make key decisions in a timely way

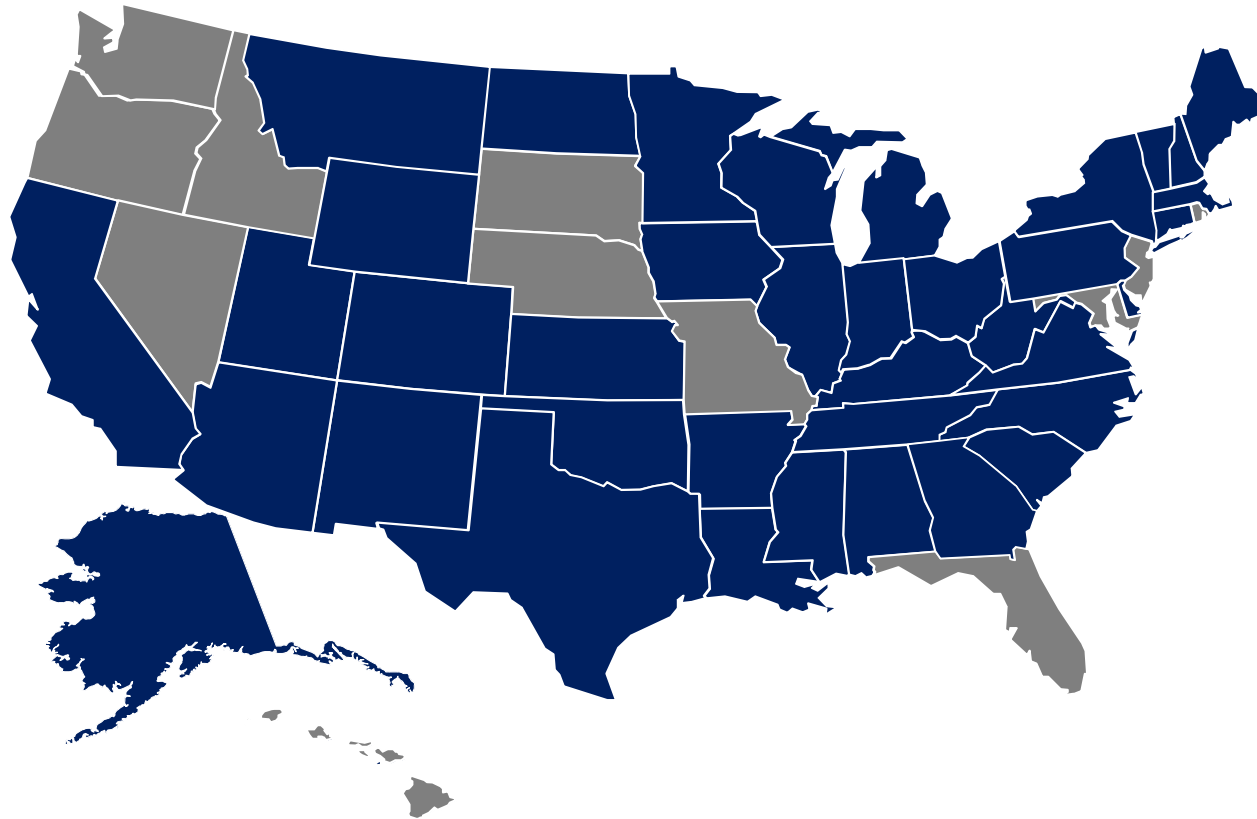
Benefits of an Enterprise approach to ERP

Encourages cross boundary coordination	Creates operational efficiencies	Creates organizational effectiveness
<ul style="list-style-type: none">• Unified business processes across programs & organizations• Applications work together• Data exchange across systems	<ul style="list-style-type: none">• Standardize processes and data• Simplify processes and data• Streamline processes• Improve workflows• Improve productivity• Increase cycle time and reduce errors• Reduce Total Cost of Ownership (TCO)	<ul style="list-style-type: none">• Empower new delivery models• Exercise scale• Adopt best practices• Create shared services• Reduce TCO

One Washington can take advantage of new trends in the ERP market

Characteristics of traditional ERP	Characteristics of modern ERP
Software license	Software as a service
Single tenant managed in State or vendor data center	Multi-tenant managed in the Cloud
Technology led	Business led
Numerous customizations	Configurations not customizations
Focus on detailed requirements	Focus on business benefits
Waterfall	Agile
Long time to see the system	Short time to see the system

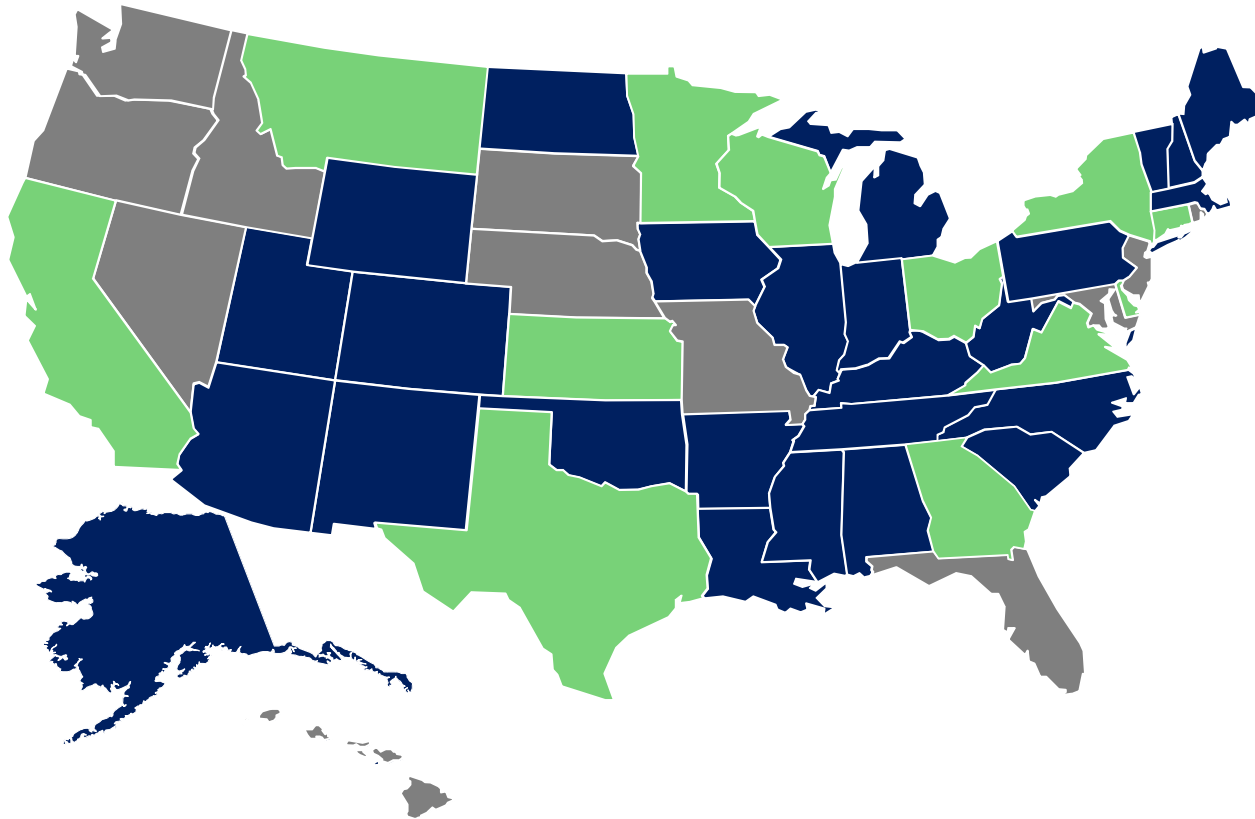
38 States have Modern ERPs



Only 12 States do not have modern ERP systems:

- Florida
- Hawaii
- Idaho
- Maryland
- Missouri
- Nebraska
- Nevada
- New Jersey
- Oregon
- Rhode Island
- South Dakota
- Washington

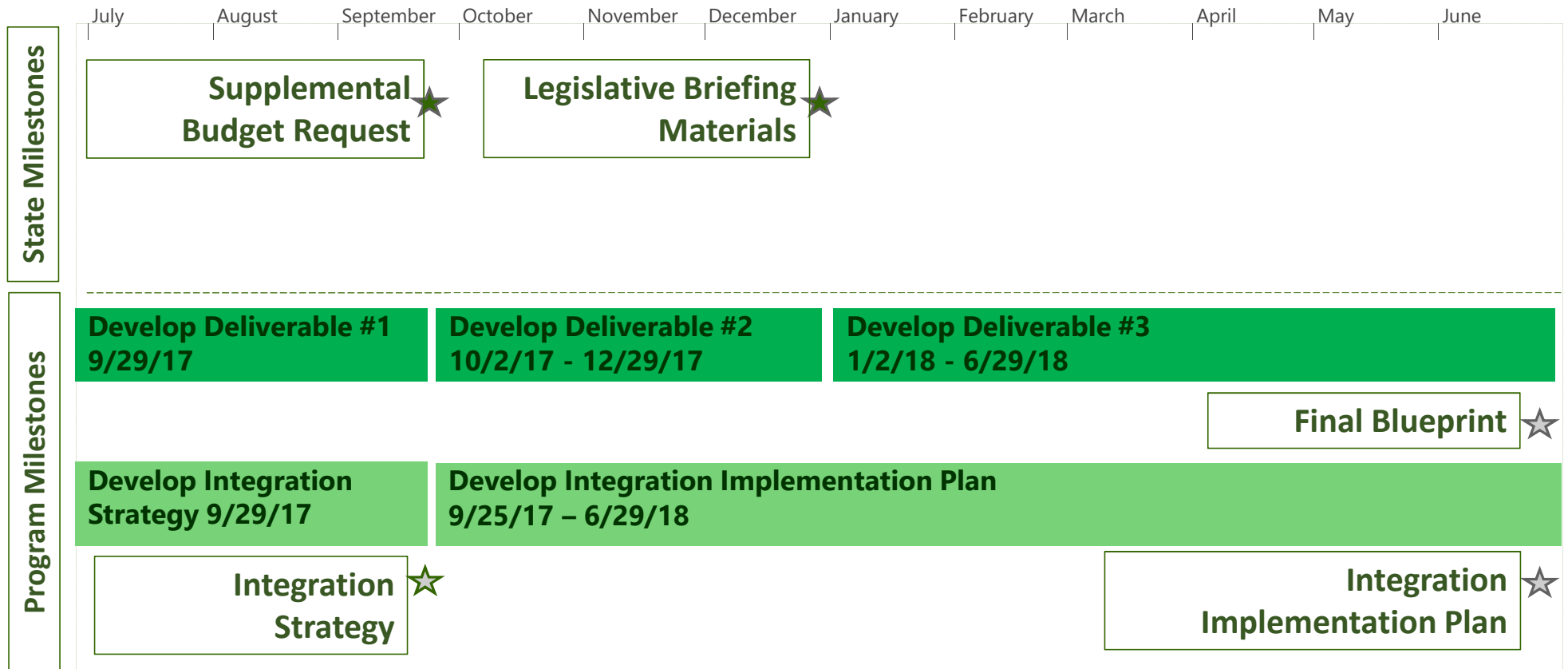
Accenture has helped 12 states implement ERPs



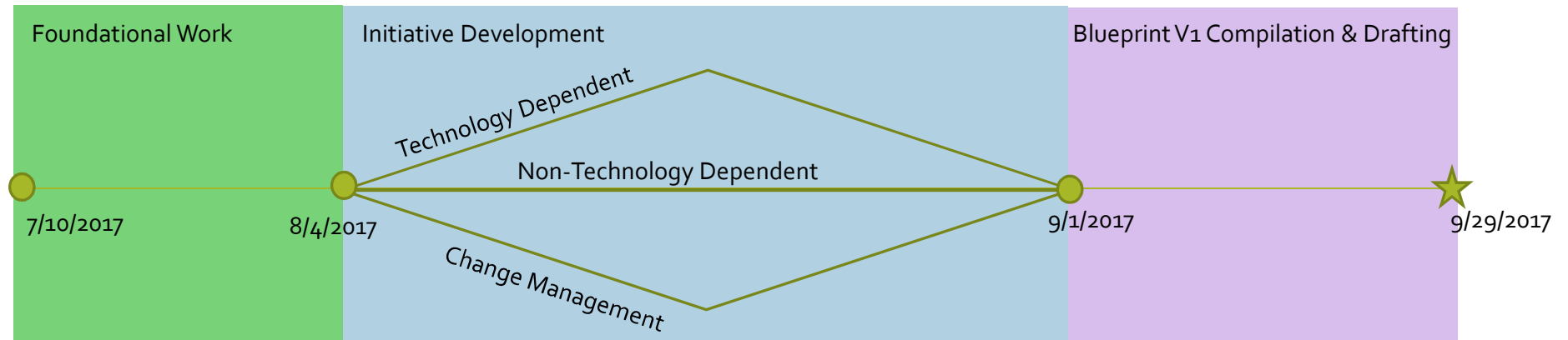
- California
- Connecticut
- Delaware
- Georgia
- Kansas
- Minnesota
- Montana
- New York
- Ohio
- Texas
- Virginia
- Wisconsin

The One Washington Blueprint

One Washington Blueprint Timeline



Upcoming Agency Participation



- Agency participation may include surveys, interviews, and/or workshops during the coming months

Elements of the One Washington Blueprint v1

July

August

September

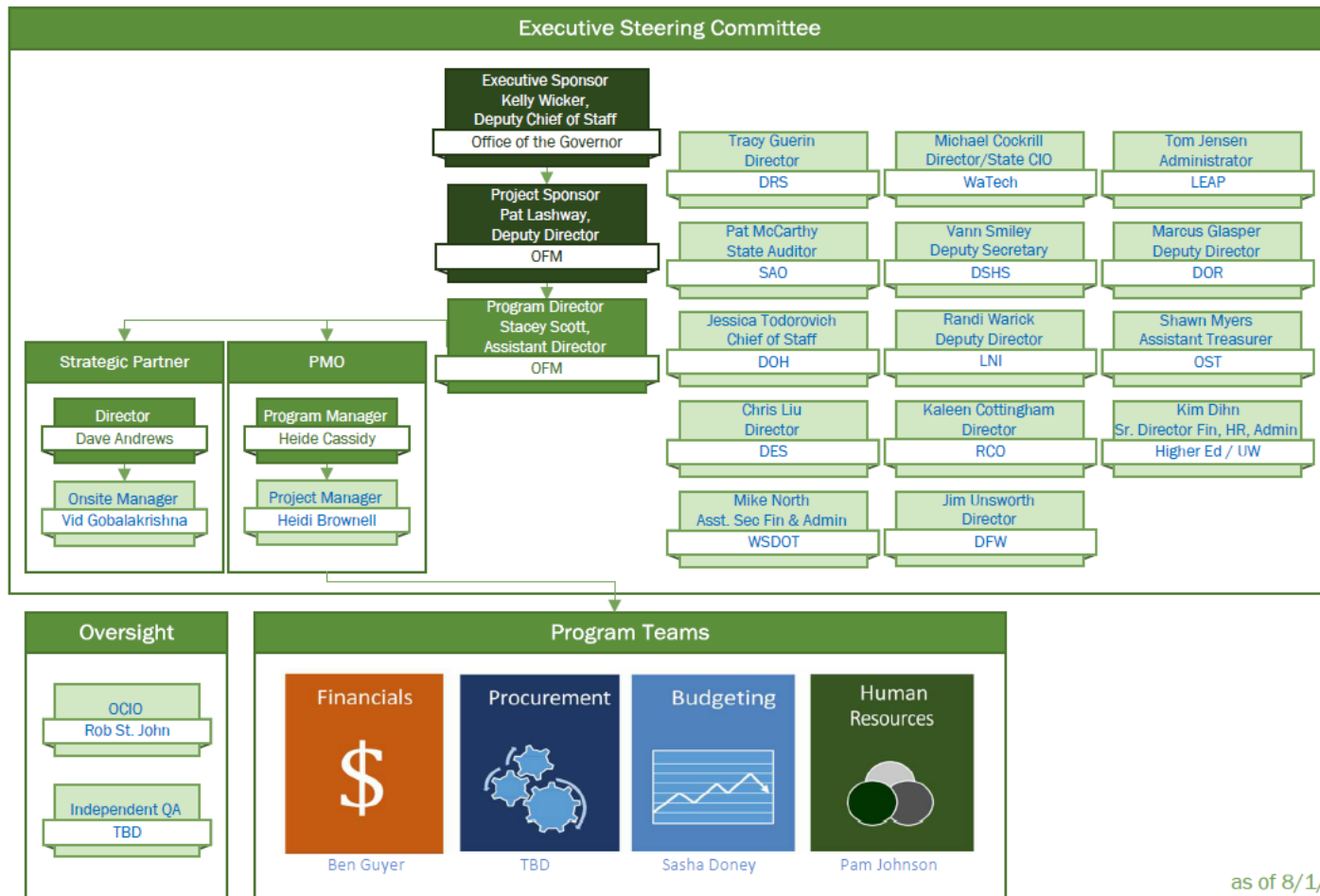
October



* Starred items will be discussed at special steering committee workshop (to be scheduled)

Governance

One Washington Program Governance Structure



One Washington Core Advisory Groups

Financial Advisory

Brian Tinney Asst. Director, Accting OFM	Wolfgang Opitz Dep. Finance Director Pierce County
Jamie Langford Deputy CFO DES	Thuy Hua-Ly CFO HCA
Doug Vaughn CFO WSDOT	Dave Johnson Assistant Coordinator House Appropriations
Dan Contris Asst. Dir. Bus. & Fin. Services DOR	Mariann Schols Financial QA Manager DSHS
Jim Lochner Accounting Manager DSB	Sharon Elias Chief Accounting Officer LNI

Procurement Advisory

Tammy Wilson Cont & Purch. Adm, Adm Ser. LNI	Keith Kawamura Dep. Asst. Director DES
Cheryl Manke Fiscal Manager DES	Dave Davis Proc & Materials Manager DOT
Heidi Whisman Purchasing Coordinator DOR	Monika Vasil Chief Central Contracts & Legal DSHS
Greg Zayas Contracts & Forms Manager DOL	Daryl Huntsinger Sr. Contracts DOC

Technical Advisory

Tom Parma Deputy CIO WSDOT
Stephen Backholm Director of IT SIB
Steve Young CIO DNR
Marc Lamareaux Asst. Chief Tech Serv. WSP
Dan Mercer CIO WaTech
Dave Kirk CIO DFI
Debbie Kendall CIO DOC
Baird Miller CIO ECY
Chris Lamb Tech Services Director DSHS
Jay Minton FSA Senior Director DSHS

Budget Advisory

HR/Payroll Advisory

Roles and Responsibilities

See Handout



Governance Roles and Responsibilities

Executive Sponsor: Kelly Wicker
 The Executive Sponsor is responsible to the enterprise for the success of the project. The Executive Sponsor facilitates the rapid resolution of issues and decisions that cannot be agreed upon or resolved among the other project governance teams.

Project Sponsor: Pat Lashway
 The Project Sponsor is responsible for securing spending authority and resources for the project. The Project Sponsor acts as a vocal and visible champion of the program's goals and objectives, keeps abreast of major program activities, and is a decision-maker for the program. The Project Sponsor provides support for the Program Director; assists with major issues, problems, and policy conflicts; and removes obstacles.

- The sponsors for the One Washington program will:
- Champion the program
 - Sponsor the program
 - Engage program stakeholders
 - Bring visibility to the program
 - Manage program risk
 - Support the Program Director
 - Provide financial and human resources

Advisory Groups
 The Advisory team's goal is to provide a forum to collect user input. They provide input and feedback needed to help the Program team understand the user needs and set a strategic direction for ongoing activities. The team is comprised of a combination of executive and supervisor staff to get the business user perspective and includes a range of users who have proven expertise and business knowledge.

The Advisory teams are responsible for:

- identifying other stakeholders and making sure they are part of communications
- creating a strong sense of community in the field
- serving as advocates for the program
- identifying training issues vs. system issues
- identifying policy impacts

Specific responsibilities and activities of the Advisory Team include:

- providing business expertise and input
- supporting communication infrastructure
- cultivating testers and super users
- providing ongoing feedback

Program Director / Program Office
 The Program Director is the single point of contact for the day-to-day management of the interests of the program and is responsible for ensuring that desired program outcomes and objectives are delivered.

The Program Director is responsible for:

- managing and leading program/project teams
- ensuring an appropriate project management framework is in place, managing deliverables in line with the project plan, and providing approval on formal deliverables
- defining scope control and managing changes
- securing resources and expertise as required
- managing the program budget
- coordinating with stakeholders and partners to ensure the program meets business needs
- managing and escalating cross-functional issues where necessary
- determining and managing risks to the program
- coordinating and fostering team working, problem solving, and risk sharing
- monitoring performance, establishing formal reporting arrangements and reporting to sponsors, steering committee, and stakeholders

Steering Committee
 The Steering Committee articulates a vision for the program across the enterprise. Its role is to ensure that business expectations are clearly understood by all stakeholders and that the program direction aligns with business priorities. The Steering Committee is comprised of leadership from agencies across the enterprise.

The Steering Committee is responsible for:

- Strategic guidance and executive advice
- Cross agency/department coordination and stakeholder communication
- Monitoring project risks and next steps
- Maintaining knowledge of project status to apply to executive decisions across business areas
- Supporting the program with resources as necessary to implement within organizations
- Communicating agency needs, identify expected benefits, and manage expectations
- Ensuring project scope and execution activity is in line with customer requirements and solutions that solve the business problems
- Outreach to the user community and stakeholders with executive support, articulating the program vision (what it is and what it isn't)



Note: this is a living document which will flex to accommodate the lifecycle of a dynamic program to include project governance, operations governance, etc. as appropriate.

**The One Washington Blueprint will define the
“ERP of the Future” for the state of Washington!**



OneWA@ofm.wa.gov

<http://one.wa.gov>

Thank you!

Questions?