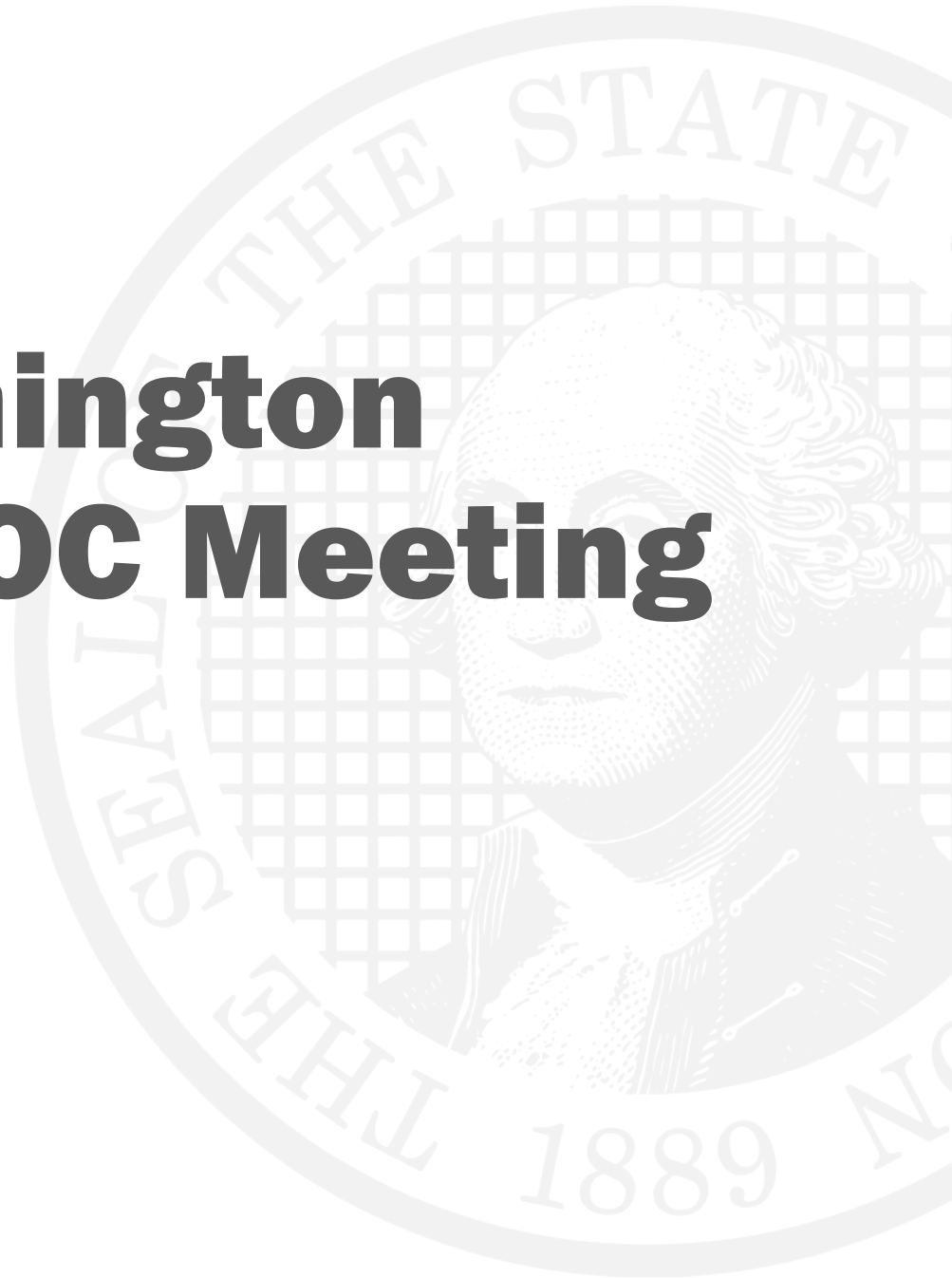June 23, 2020

One Washington Agency POC Meeting

Agenda

Part 1
- Program Update
- Budget Instructions Overview
- Upcoming Agency Readiness Activities (People and Process)
- AST Network Preview
- POC Survey
- Agency POC Roles and Responsibilities
- Discussion and Next Steps

Part 2
- Upcoming Technology Readiness Activities

PROGRAM UPDATE

One Washington
A Business Transformation Program

Washington's Business Transformation

- Sponsored by the Office of Financial Management
- Launched in 2013-15 biennium

Financials	Procurement	Budget	Human Resources & Payroll

- ✓ **35,821 businesses & 76,410 individuals rely on AFRS payments**

- ✓ **AFRS averaged $4.3 billion/mo. in payments in FY 2019**

- ✓ **No centralized procurement system**

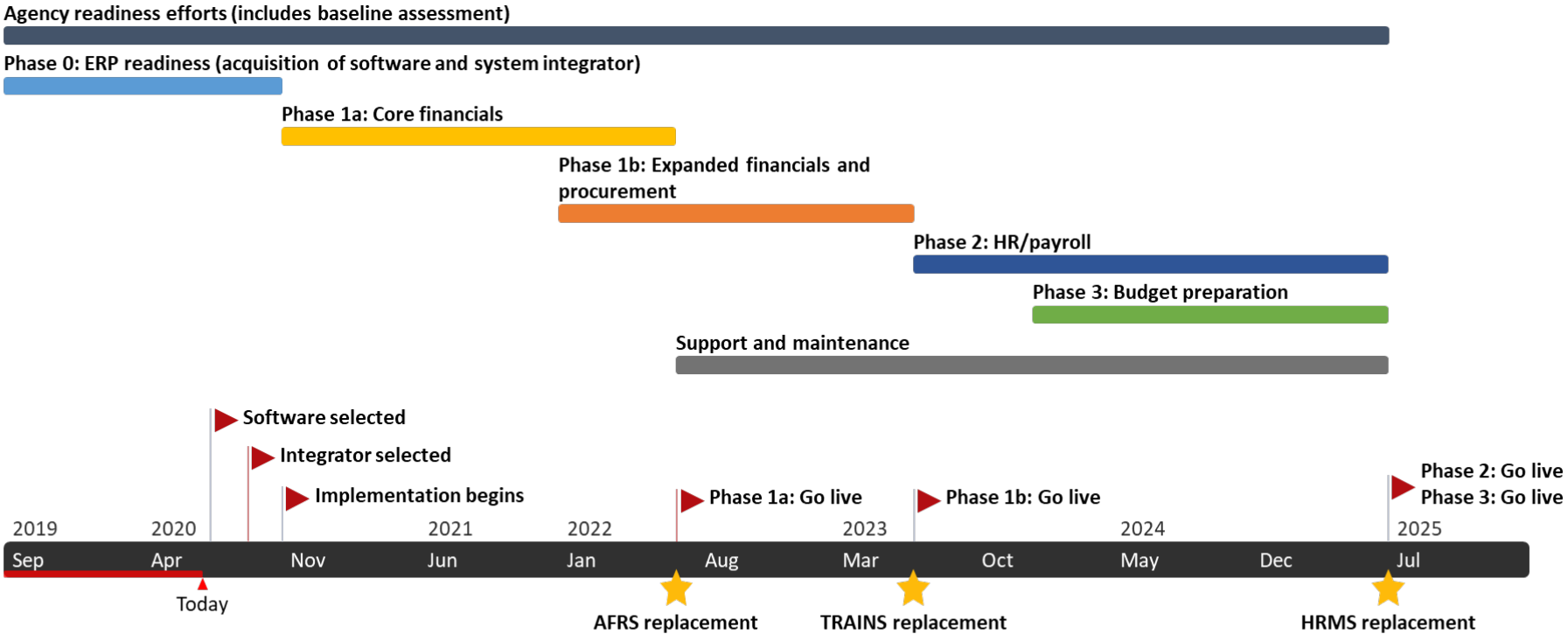- ✓ **Missed opportunity for spending visibility & purchasing power**
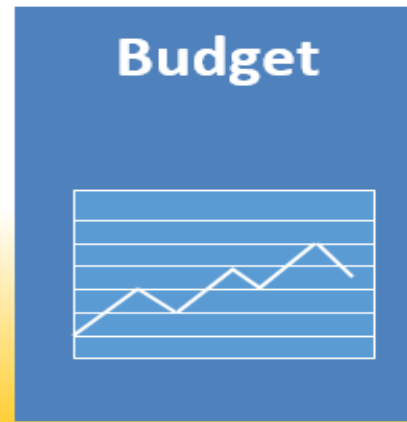
- ✓ **$118 billion capital, operating and transportation biennial budget**

- ✓ **State operating budget was $8 billion when AFRS began vs $118 billion today**

- ✓ **SAP on site since 2006**

- ✓ **Constrained by customizations**

- ✓ **66,000 state employees**

Modernization Roadmap

ONE WASHINGTON
Modernization Roadmap

Agency readiness efforts (includes baseline assessment)

Phase 0: ERP readiness (acquisition of software and system integrator)

Phase 1a: Core financials

Phase 1b: Expanded financials and procurement

Phase 2: HR/payroll

Phase 3: Budget preparation

Support and maintenance

◤ Software selected

◤ Integrator selected

◤ Implementation begins

◤ Phase 1a: Go live

◤ Phase 1b: Go live

◤ Phase 2: Go live
◤ Phase 3: Go live

2019	2020		2021	2022		2023		2024		2025
Sep	Apr	Nov	Jun	Jan	Aug	Mar	Oct	May	Dec	Jul

Today

★ AFRS replacement

★ TRAINS replacement

★ HRMS replacement

(calendar year view)

Planning in partnership with enterprise function owners: OFM Statewide Accounting, Department of Enterprise Services, OFM State HR and OFM Budget Division.

The plan is subject to 1) funding approval and 2) anticipated adjustments after the system integrator is onboarded early fiscal year 2021.

Business Functions by Implementation Phase

Phase 0 – System Readiness
October '19 – October '20

- Software selected
- System integrator selected
- Defined Chart of Accounts Model
- Integrations and technical readiness
- Agency readiness
- Business process improvement
- Financial implementation begins

Phase 1A – Core Financials
November '20 – June '22

- Integration layer in place
- New chart of accounts
- AFRS replacement
- Budget control
- Medicaid and standard cost allocation
- Interagency billing
- Fixed assets
- Vendor/customer management
- Accounts receivable
- Invoicing and accounts payables (including travel payments)

Phase 1B – Expanded Financials and Procurement
January '22 – June '23

- Full cost allocation
- Consumable inventory
- Travel management
- Projects/grants
- Work orders
- Procurement
  - Competitive procurement (RFx)
  - Purchase to Pay
    - Commodity code management
    - Requisition/PO and receipt
  - Vendor portal
  - P-cards
  - Punch out catalogs
  - Contract management

Phase 2 – Human Resources/Payroll
July '23 – July '25 (Options)

- Employee set up/maintenance
- Benefits
- Garnishments
- Labor distribution
- Time keeping
- Leave management
- Deductions & contributions
- Payroll processing
- Benefit enrollment
- Employee self services
- Position control
- Staff scheduling
- Performance management
- Learning management
- Personnel actions
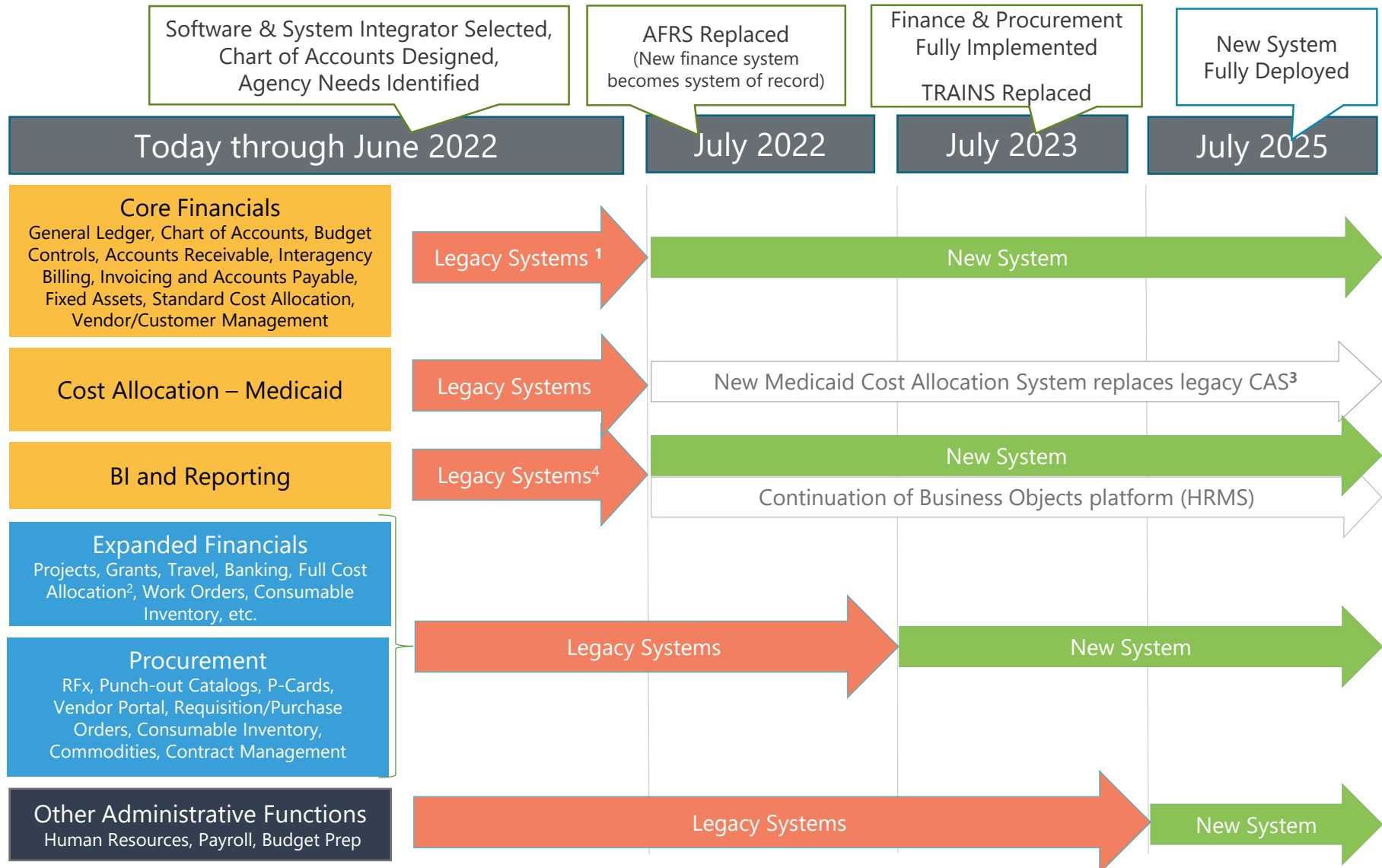- Classification
- Recruitment

Phase 3 – Budget Preparation
July '23 – July '25 (Options)

- Operational budget preparation
- Capital budget preparation
- Forecasting
- Supplemental budget management

Note: Year references are calendar years

Planning in partnership with enterprise function owners: OFM Statewide Accounting, Department of Enterprise Services, OFM State HR and OFM Budget Division. The plan is subject to 1) funding approval and 2) anticipated adjustments after the system integrator is onboarded early fiscal year 2021.

Systems Replacement Timeline

Callout	Milestone
Software & System Integrator Selected, Chart of Accounts Designed, Agency Needs Identified	
AFRS Replaced (New finance system becomes system of record)	
Finance & Procurement Fully Implemented / TRAINS Replaced	
New System Fully Deployed	

	Today through June 2022	July 2022	July 2023	July 2025
Core Financials General Ledger, Chart of Accounts, Budget Controls, Accounts Receivable, Interagency Billing, Invoicing and Accounts Payable, Fixed Assets, Standard Cost Allocation, Vendor/Customer Management	Legacy Systems [1]	New System	New System	New System
Cost Allocation – Medicaid	Legacy Systems	New Medicaid Cost Allocation System replaces legacy CAS[3]		
BI and Reporting	Legacy Systems[4]	New System / Continuation of Business Objects platform (HRMS)		
Expanded Financials Projects, Grants, Travel, Banking, Full Cost Allocation[2], Work Orders, Consumable Inventory, etc.	Legacy Systems	Legacy Systems	New System	New System
Procurement RFx, Punch-out Catalogs, P-Cards, Vendor Portal, Requisition/Purchase Orders, Consumable Inventory, Commodities, Contract Management				
Other Administrative Functions Human Resources, Payroll, Budget Prep	Legacy Systems	Legacy Systems	Legacy Systems	New System

Planning in partnership with enterprise function owners: OFM Statewide Accounting, Department of Enterprise Services, OFM State HR and OFM Budget Division. The plan is subject to 1) funding approval and 2) anticipated adjustments after the system integrator is onboarded early fiscal year 2021.
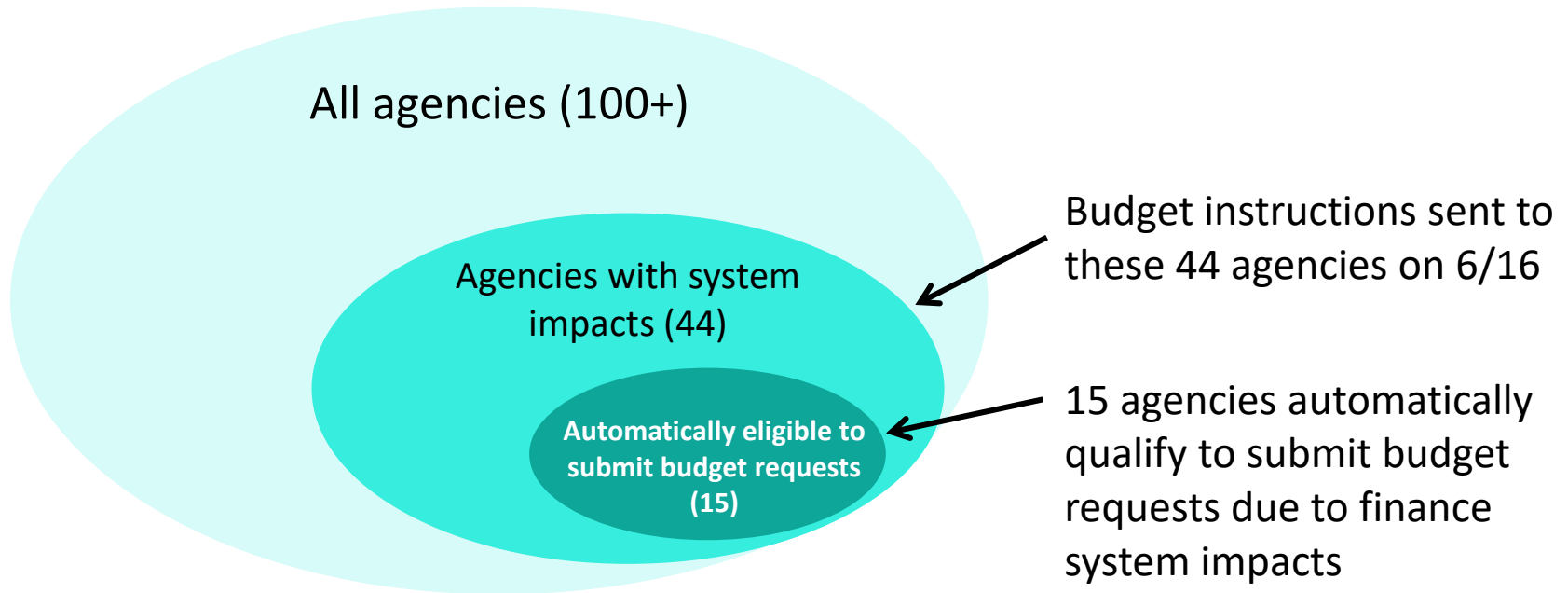
BUDGET INSTRUCTIONS OVERVIEW
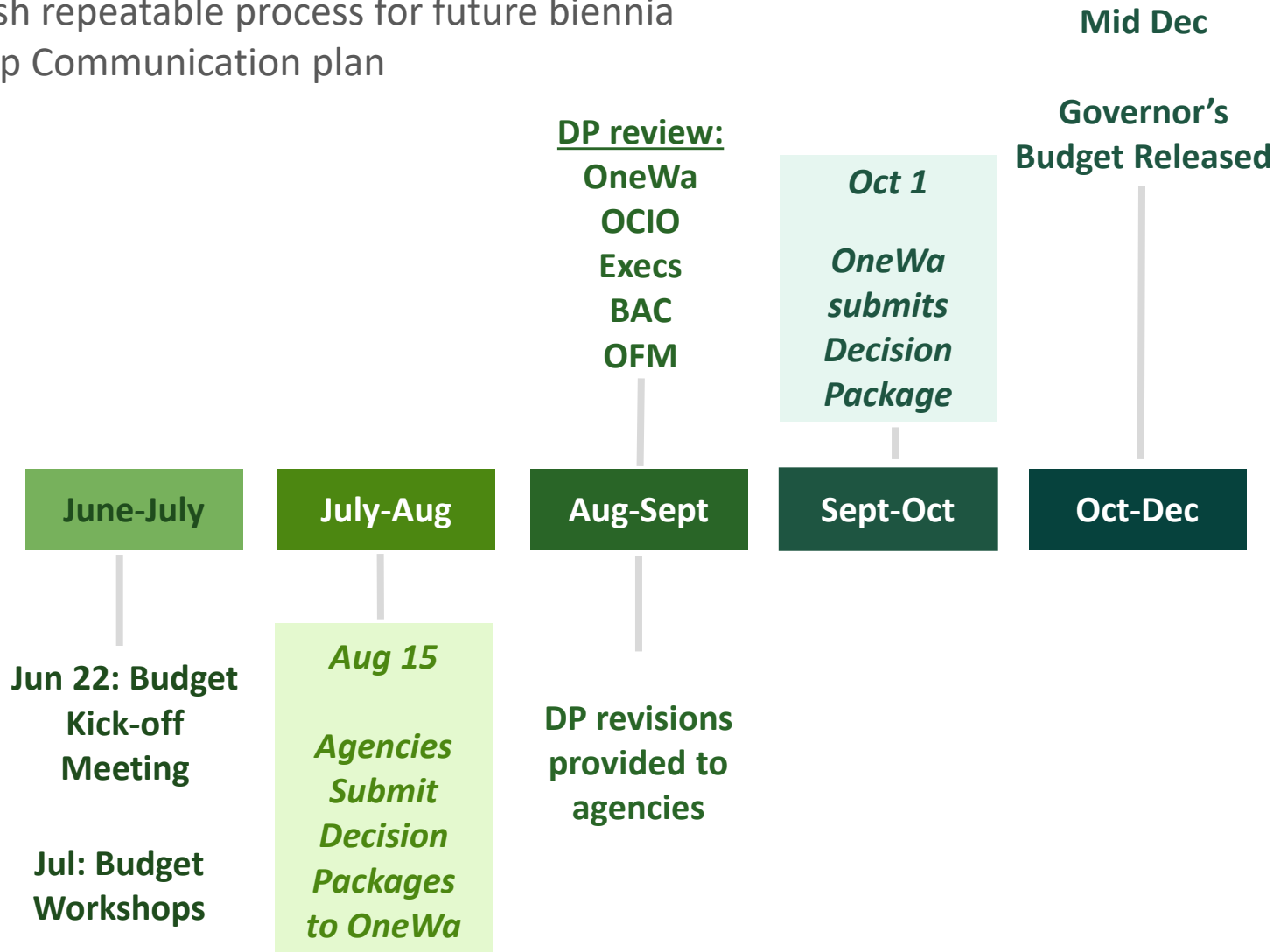
Budget Instructions

Similar to years past, OneWa will submit a consolidated decision package for the 2021-2023 biennial budget including budget requests from impacted agencies.

All agencies (100+)

Agencies with system impacts (44)

Automatically eligible to submit budget requests (15)

Budget instructions sent to these 44 agencies on 6/16

15 agencies automatically qualify to submit budget requests due to finance system impacts

Note: The 29 agencies (44-15=29) with non-finance system impacts may be able submit an exception request based on criteria in the budget instructions.

2021-23 Budget Timeline

- Establish Budget Advisory Committee (BAC)
- Complete build of process and sub-project plan
- Establish repeatable process for future biennia
- Develop Communication plan

DP review:
OneWa
OCIO
Execs
BAC
OFM

Mid Dec

Governor's Budget Released

Oct 1

OneWa submits Decision Package

| June-July | July-Aug | Aug-Sept | Sept-Oct | Oct-Dec |

Jun 22: Budget Kick-off Meeting

Jul: Budget Workshops

Aug 15

Agencies Submit Decision Packages to OneWa

DP revisions provided to agencies

10

UPCOMING AGENCY READINESS ACTIVITIES

One Washington
A Business Transformation Program

ONE WASHINGTON
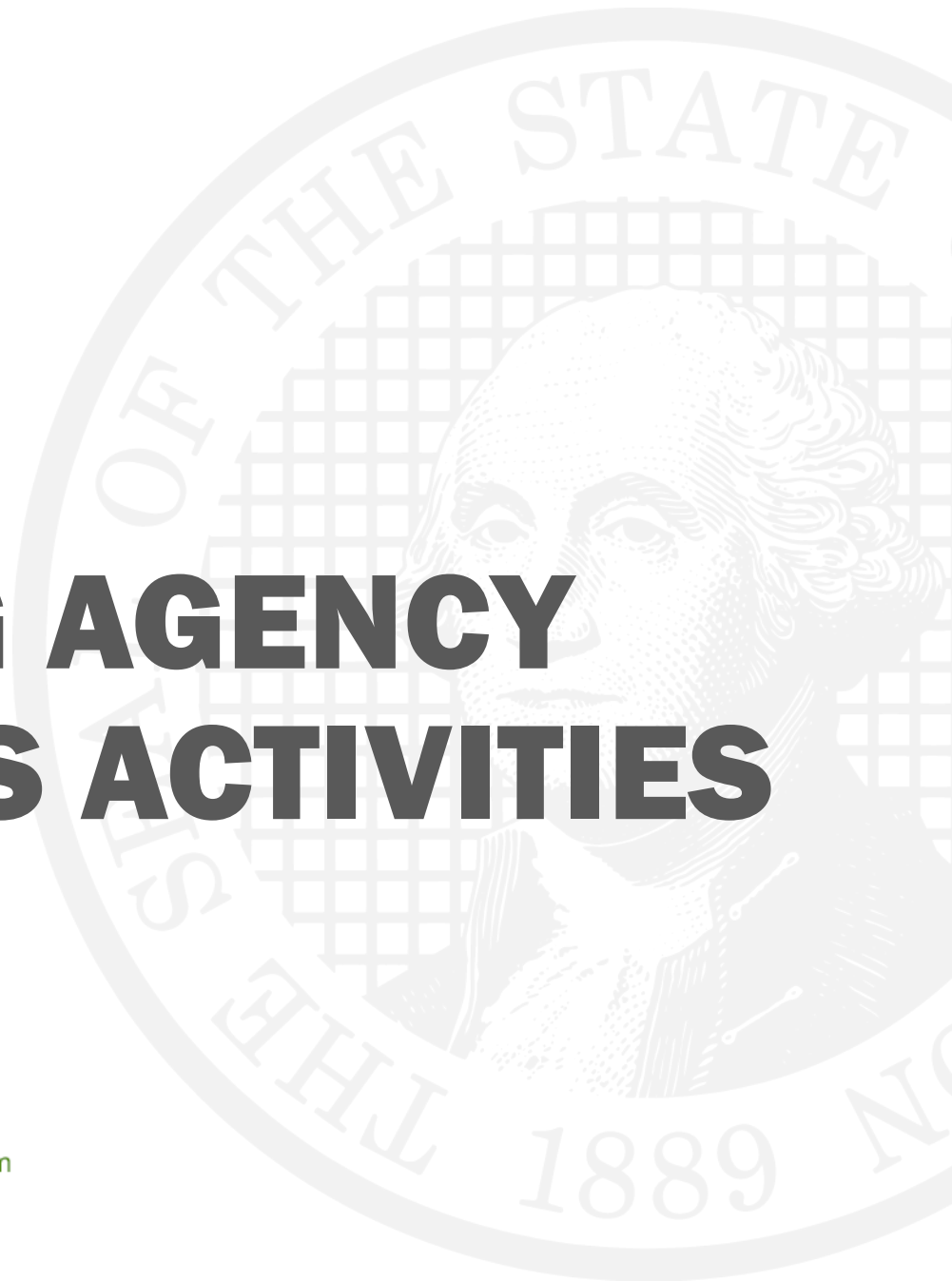
Understanding Agency Readiness

The OneWa Baseline Readiness Assessment collected and analyzed feedback from **664** participants across **69** agencies. The report highlighted people, process, and technology activities agencies need to complete to be "ready" for Phase 1a of OneWa implementation.

What do we mean by "Agency Readiness"?

People Readiness
Goal: Helping leaders and staff gain the information, knowledge, and skills to be successful at implementing and utilizing the OneWa solution within their agency.

Process Readiness
Goal: Improving, standardizing, and aligning business processes to the enterprise-wide OneWa solution.

Technology Readiness
Goal: Preparing the technical components within the agency including infrastructure, systems, interfaces, security, data, and other IT components.

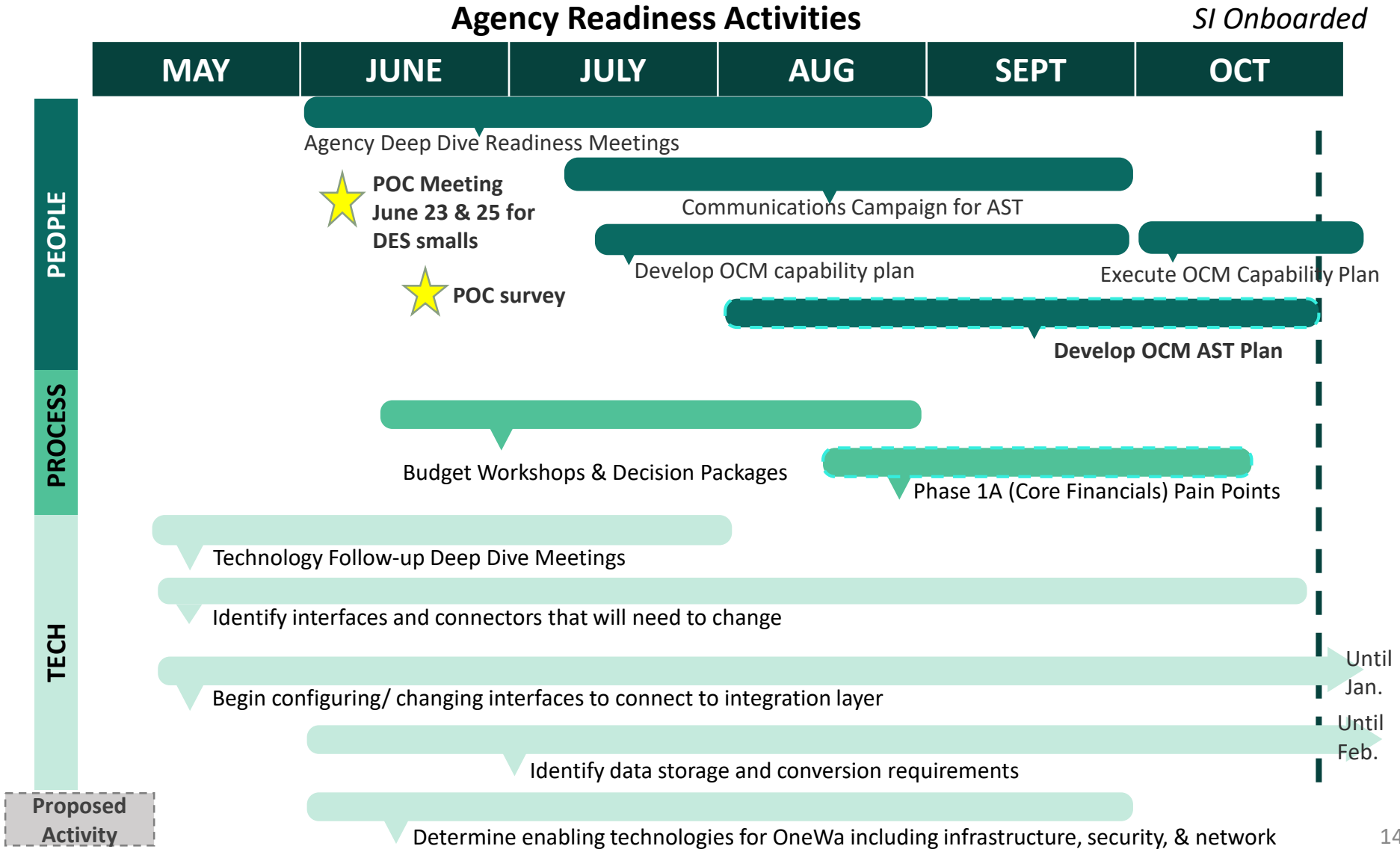# Key Program Milestones related to Agency Readiness

The program milestones below will provide additional details on agency activities and workload required to support OneWa. The following slides will be updated as more information on program and agency readiness becomes known.

System Integration Approach Finalized

Agency Support Team Plan*

OCM Capability Plan*

OneWa Supporting docs for Budget Instructions

OCM Plan Finalized

System Integrator (SI) Project Plan Created

Agency OneWa DP due

MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

Today

Agency DPs will be reviewed by OneWa

The SI project plan will provide a schedule of implementation activities that will require agency participation/support.

The OCM Plan will recommend OCM/people readiness activities between Jul 2020-Jun 2021.

The systems integration plan will provide agency activities required to change interface to the integration layer prior to Jan 2021.

Note: Agency Support Team (AST) Plan and implementation & OCM Capability Plan and implementation to be part of Deloitte's SOW 2

DRAFT Agency Readiness: May – October 2020

There are a lot of important readiness activities agencies need to complete before implementation activities can begin in October 2020.

Agency Readiness Activities

SI Onboarded

MAY	JUNE	JULY	AUG	SEPT	OCT

PEOPLE

Agency Deep Dive Readiness Meetings

⭐ **POC Meeting June 23 & 25 for DES smalls**

Communications Campaign for AST

⭐ **POC survey**

Develop OCM capability plan

Execute OCM Capability Plan

Develop OCM AST Plan

PROCESS

Budget Workshops & Decision Packages

Phase 1A (Core Financials) Pain Points

TECH

Technology Follow-up Deep Dive Meetings

Identify interfaces and connectors that will need to change

Begin configuring/ changing interfaces to connect to integration layer

Until Jan.

Identify data storage and conversion requirements

Until Feb.

Determine enabling technologies for OneWa including infrastructure, security, & network

Proposed Activity

14

Agency POC Survey

OneWa will be launching a short, 15-16 question survey to all agency POCs at the end of June, which should take no more than 15 minutes to complete.

Objectives

- Understand agencies' current environment and how it relates to OneWa.

- Understand the level of support for OneWa and if the level of support has changed.

- Evaluate effectiveness of readiness activities and what needs to be improved.

Audience

OneWa will send the survey to all Agency POCs (and agency steering committee members if applicable).

Timeline

OneWa will send out the survey link on 6/29 with responses due back 7/15.

AGENCY POC ROLES AND RESPONSIBILITIES
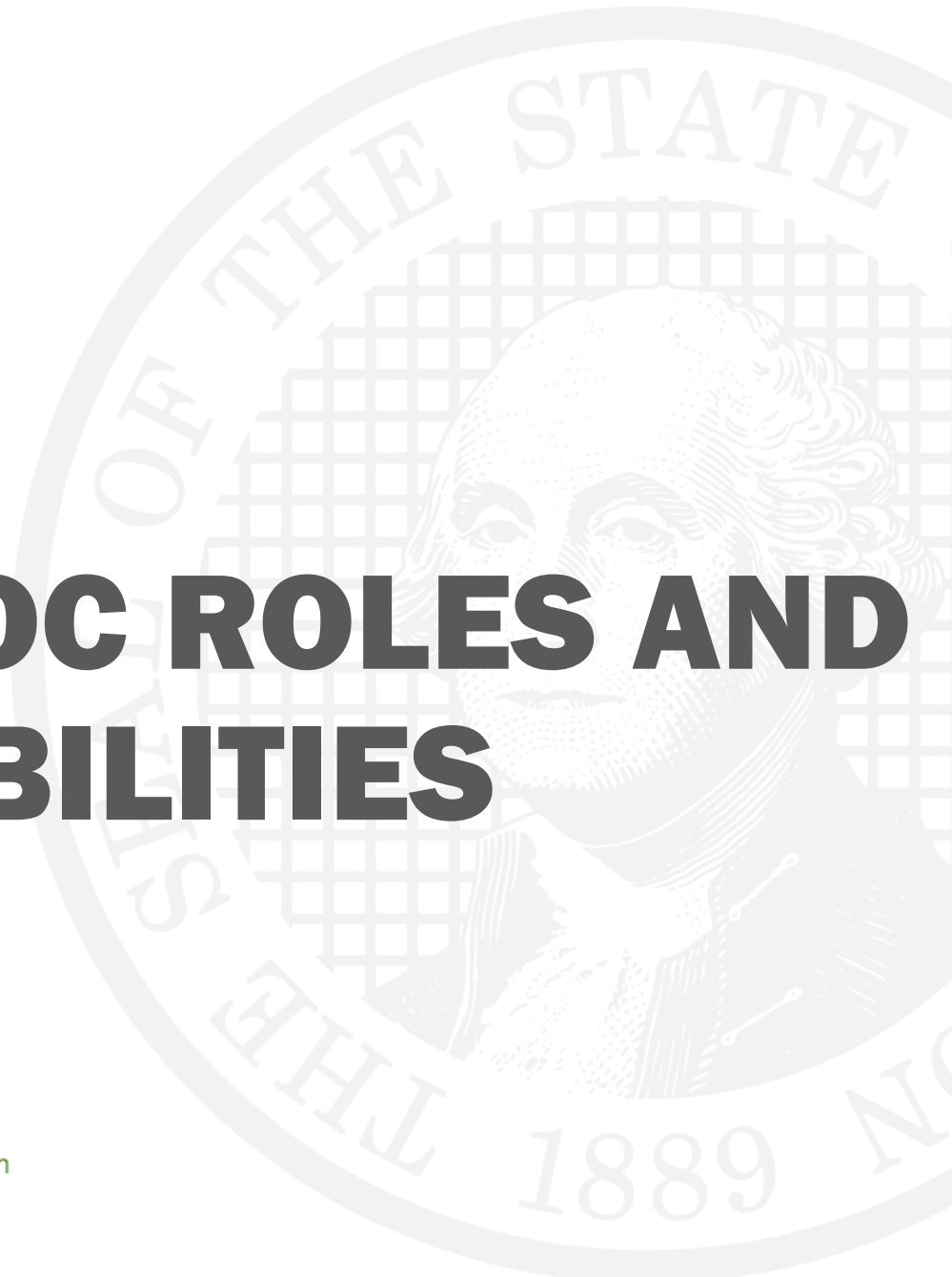
Current POC Roles & Responsibilities

The current Agency POC Network is responsible for coordinating OneWa program communications requests.

Agency POC Roles & Responsibilities

Agency

New initiative work request — Communicated only to… → Central points of contact for assignment/management

Subsequent work group communications — Communicated directly to… → Discrete work group participants

Newsletter and statewide updates — Communicated directly to… → All state employees subscribed to the OneWa newsletter
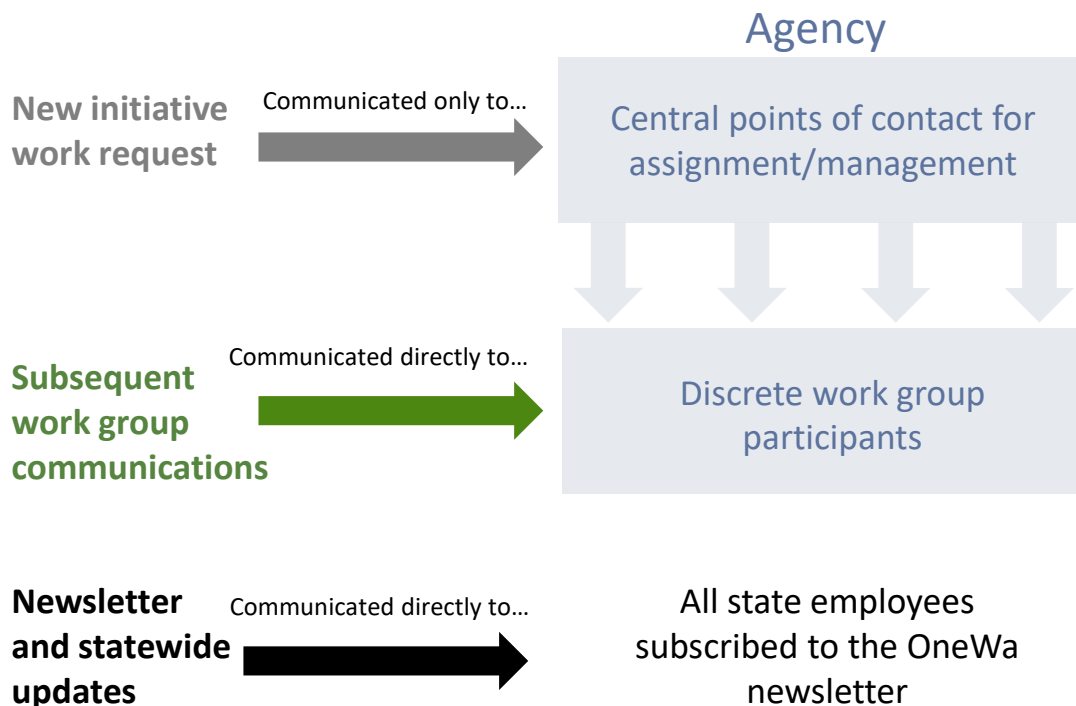
The agency-level steering committee / project team

- Receives all inbound communications for new initiatives,

- Manages the request within the agency,

- Tracks the agency's various OneWa work streams and deliverables,

- Coordinates vertical messaging within the agency,

- Maintains a frequent cadence of engagement with OneWa, and

- Keeps the agency director and leadership informed

Future: Agency Support Team (AST) Network

Agency Support Team Network

Monthly meetings

▶ To **strengthen leadership sponsorship** and **engagement** for the program while formalizing **finance** and **technical subject matter expertise**.

Proposed Structure

Agency Sponsor

POC or AST Lead

- OCM/Change SME(s)
- Finance SME(s)
- Technical SME(s)

Next Steps

- ✓ Discuss with OneWa governance committees
- ✓ Communicate and align with agency leadership
- ✓ Begin communicating AST concept and timeline to existing POC network members
- ✓ Mobilize AST Network and kickoff monthly meetings

DISCUSSION & NEXT STEPS

Discussion & Next Steps

Questions / Feedback
- What do you need from OneWa?

Next Steps
- Monthly POC Meetings?
- POC Survey
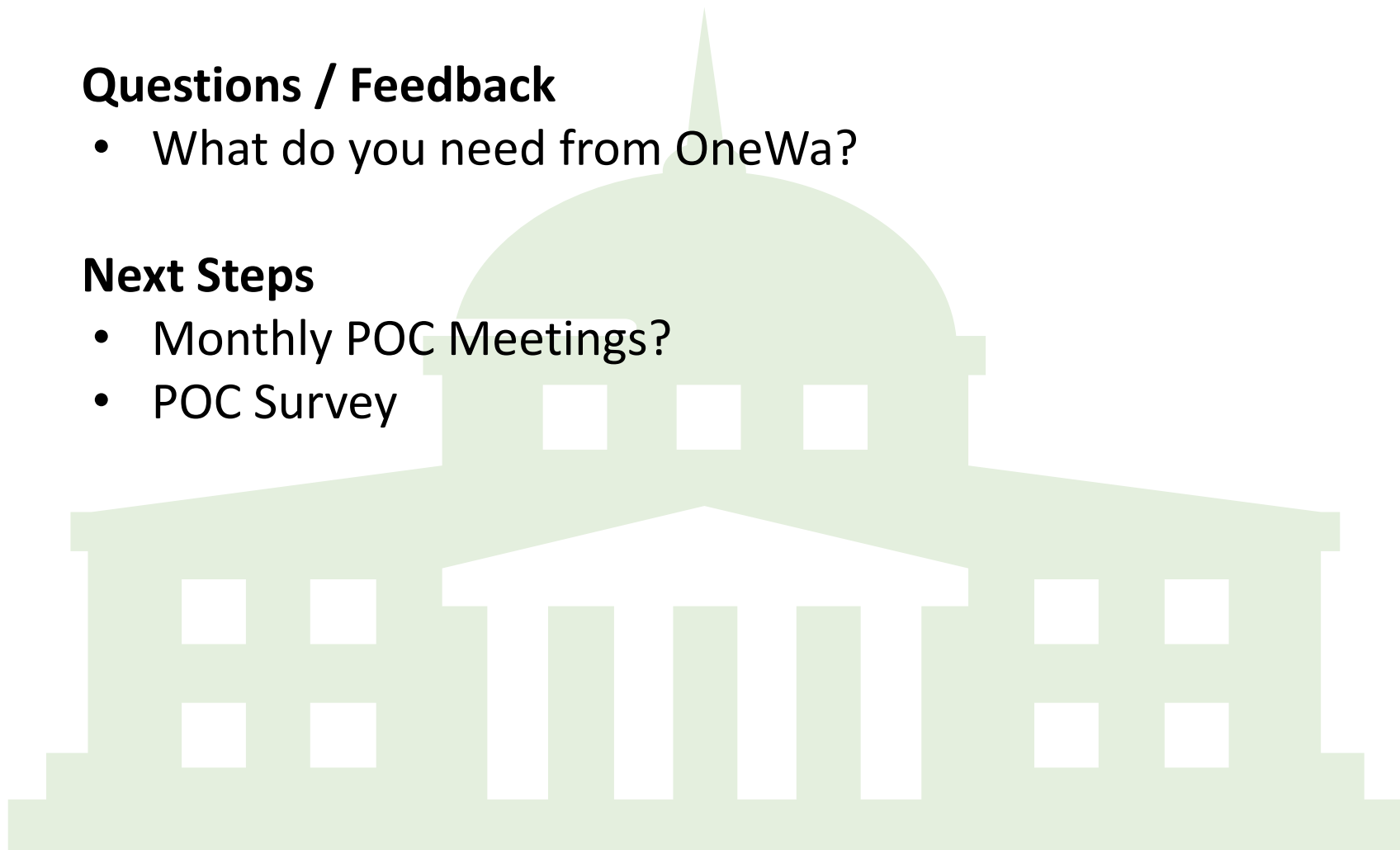
END: PART 1
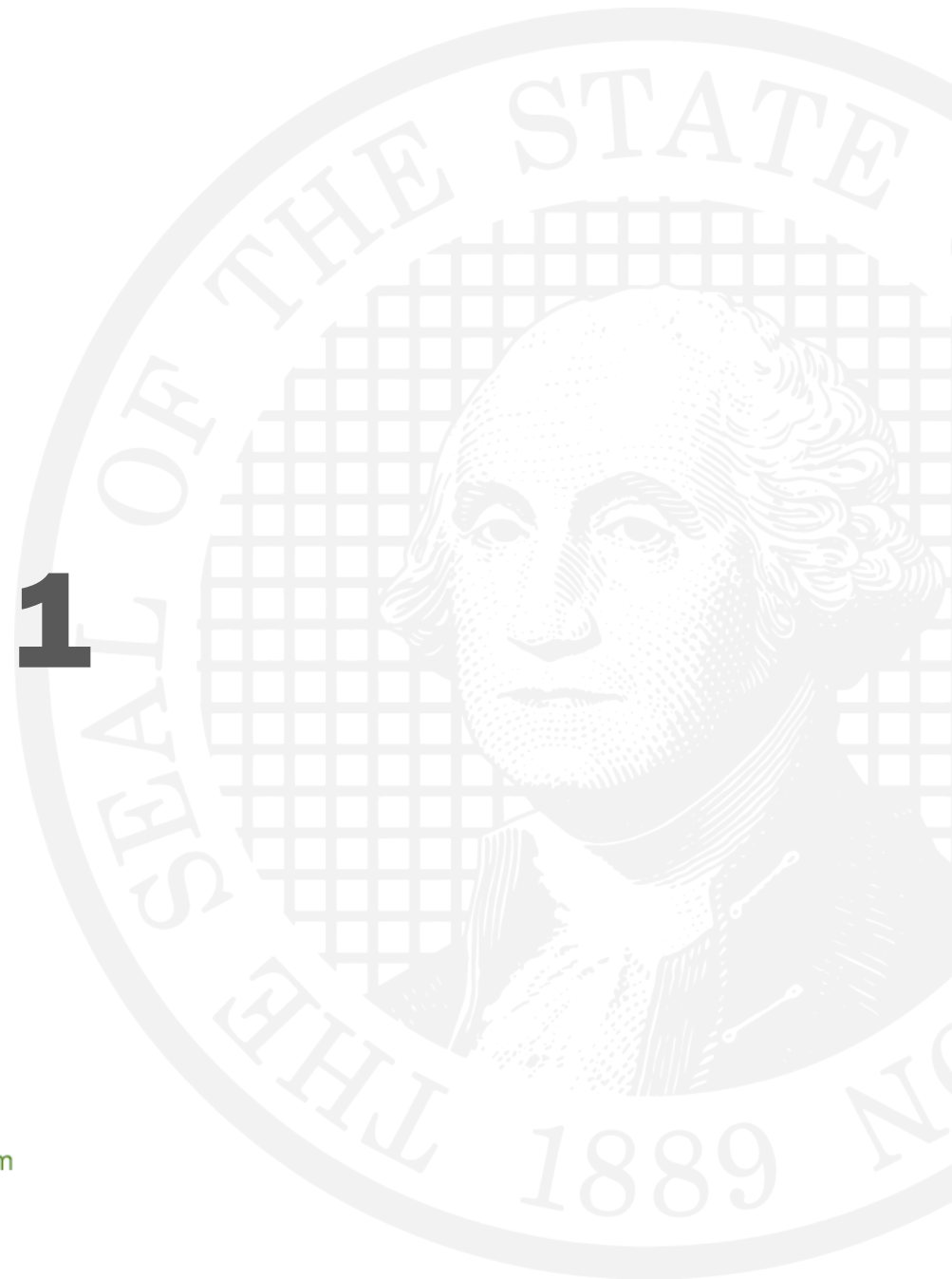
Agencies with System Impacts

Administrative Office of the Courts (on behalf of agencies of the Court)

Attorney General, Office of the

Conservation Commission, State

Department of Agriculture

Department of Children, Youth and Families

Department of Commerce

Department of Corrections

Department of Ecology

Department of Enterprise Services

Department of Financial Institutions

Department of Fish and Wildlife

Department of Health

Department of Labor and Industries

Department of Licensing

Department of Natural Resources

Department of Revenue

Department of Retirement Systems

Department of Services for the Blind

Department of Social and Health Services

Department of Transportation

Employment Security Division

Environmental and Land Use Hearings Office

Health Care Authority

Legislative Evaluation and Accountability Program

Legislative Technology Services (on behalf of agencies of the Legislature)

Liquor and Cannabis Board

Lottery Commission, State

Office of Financial Management

Office of the Superintendent of Public Instruction

State Board for Community and Technical Colleges

State Investment Board

Student Achievement Council

State Auditor's Office

Secretary of State

Transportation Improvement Board

Traffic Safety Commission

Treasurer, Office of the State

Washington Technology Solutions

Washington State Patrol

THANK YOU!

FOR MORE INFORMATION:

Website: one.wa.gov
Email: onewa@ofm.wa.gov

TO PROVIDE FEEDBACK:

onewa@ofm.wa.gov

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PART 2: AGENCIES WITH SYSTEM IMPACTS

Near Term OneWa Technology Readiness

In the coming months, the OneWa technology team is focused on providing support to agencies in preparation of ERP system implementation.

Activity		Overview
	Identify interfaces that will need to change	Based on the OneWa Integration Plan, agencies will need to identify all interfaces/connectors that need to change and all non-standard interfaces, so that all interfaces can be changed over by Jan 2021. NOTE: This is for Phase 0 interfaces only.
	Conduct data analysis meetings	Meetings with specific agencies to do a deeper dive analysis review of interfaces with agency readiness data they provided. NOTE: Not all agencies require meetings.
	Configure/change current AFRS interfaces	Move current AFRS interfaces to work with the OneWa data access/integration layer and change to standard interfaces where possible.
	Identify data conversion requirements	For systems that will be replaced, identify what data will need to be converted to the new ERP system and identify the parameters/requirements.