



April 15, 2020

OneWa Program Update

Procurement Customer Advisory Group (PCAG)

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One Washington
A Business Transformation Program

SUPPLEMENTAL FUNDING



One Washington
A Business Transformation Program



Supplemental Funding

Compromise Budget:

- OneWa: \$20.65M (including 10 FTEs)
- WSDOT: \$1.268M (including 1 FTE)
- No supplemental funding for Statewide Accounting/State HR

Impacts:

- No impact to overall project scope – full implementation by 2025
- Initial scope shifts to AFRS replacement (Phase 1a)
 - Pushes implementation of purchase to pay functionality to Phase 1B
- All procurement functionality will now be implemented at the same time, as part of Phase 1B
- Not including purchase to pay in Phase 1A delays:
 - Better statewide reporting
 - Cost savings related to decommissioning other purchasing systems

Modernization Roadmap



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

Agency readiness assessment

Phase 1a: Core financials and purchase to pay

Continuing agency readiness efforts

Phase 1b: Expanded financials and procurement

Phase 2: HR/payroll

Phase 3: Budget preparation

Support and maintenance



(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.

Modernization Roadmap

Agency readiness efforts (includes baseline assessment)

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

Phase 1a: Core financials

Phase 1b: Procurement and expanded financials

Phase 2: HR/payroll

Phase 3: Budget preparation

Support and maintenance



(calendar year view)

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Business Function by Implementation Phase

Phases 0-3 through Year 2025

Phase 0 – System Readiness

October '19-September '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

October '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 – Procurement and Expanded Financials

January '22-June '23

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

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

Phase 3 – Budget Preparation

July '23 – July '25 (Options)

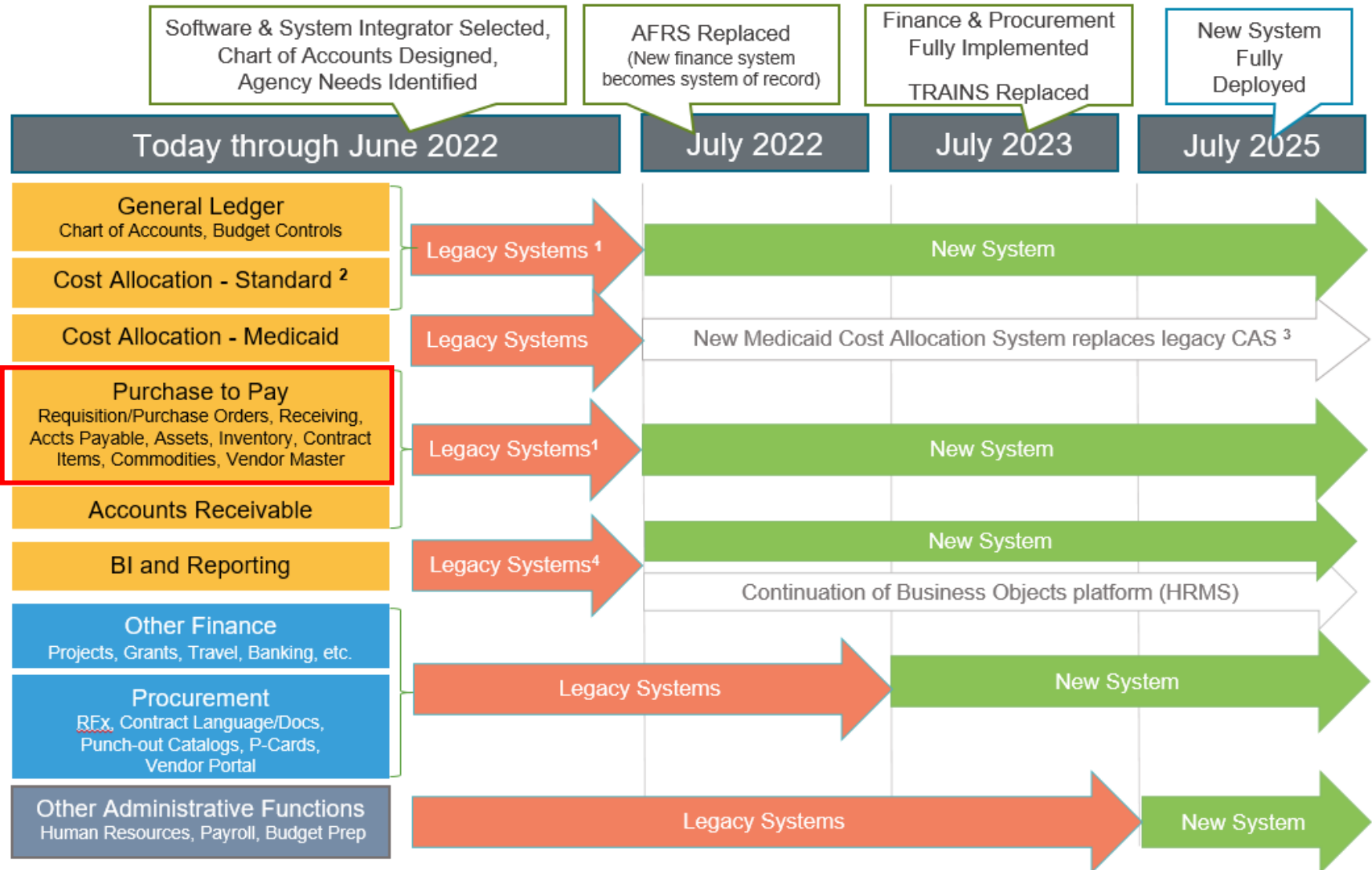
- Operational budget preparation
- Capital budget preparation
- Forecasting
- Supplemental budget management

Note: Year references are calendar years

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4/14/2020

Systems Replacement Timeline



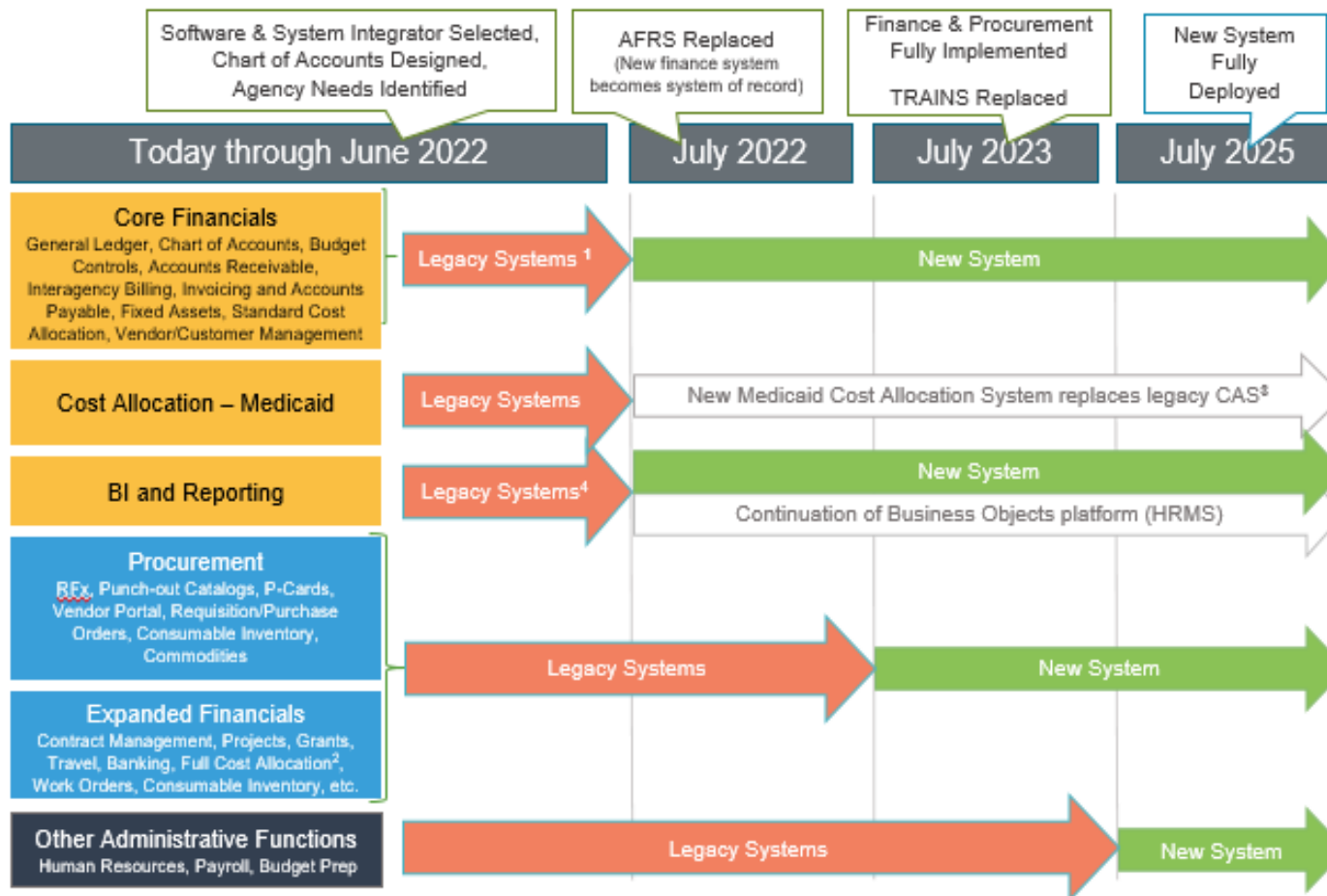
¹ WSDOT TRAINS in use until July 2023

² Use of new system for complex situations (e.g. timesheets) may not occur until July 2023

³ Assumes the new system is unable to meet Medicaid cost allocation needs

⁴ Scope to be determined; dependent upon software platform selection

Systems Replacement Timeline



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PROGRAM UPDATES

- **SOFTWARE AND SYSTEM INTEGRATOR SELECTION**
- **AGENCY READINESS**
- **2021-23 BUDGET**

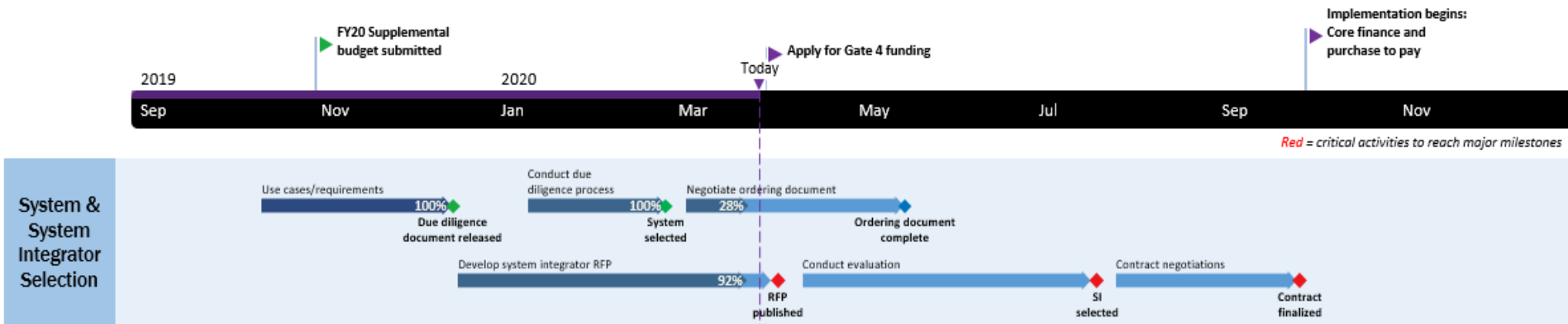


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Software and Integrator Selection

Due diligence and RFP timeline

- System demonstrations are complete



WE ARE HERE

UPCOMING
EVENTS

1. **Spring 2020** – Communicate system selection to the enterprise
2. **Spring 2020** – Release system integrator RFP
3. **Summer 2020** – Conclude system contract negotiations
4. **Summer 2020** – Select system integrator
5. **Fall 2020** – Conclude system integrator contract negotiations

Agency Impacts



Technology changes:

- ✓ Systems
- ✓ Interfaces
- ✓ Integration connections
- ✓ Data flows
- ✓ Data conversion

Staff resources:

- ✓ Provide in-kind resources
- ✓ Policy and process changes
- ✓ Transition agency business flows
- ✓ Training

Costs:

- ✓ Agency roadmaps alongside OneWa roadmap
- ✓ Time spent on DPs

Contractor partnerships:

- ✓ Changes in agency agreements
- ✓ Changes in revenue streams

Baseline Readiness Assessment Scorecard

Scorecards provide a point in time snapshot into agency readiness. They incorporate data collected from the Baseline Readiness Survey and IT system & interface inventory surveys, and inform steps the program and agencies can take to prepare for OneWa implementation.

INPUTS

OUTPUTS

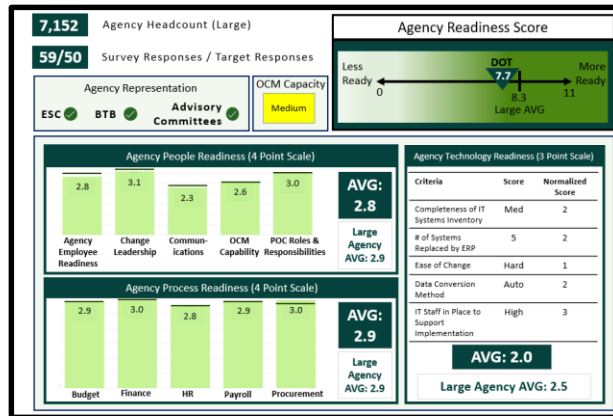
Survey Data & Analysis



IT Systems Inventory

Agency Name | System Name | Date Conversion | ...

Agency Readiness Scorecards



Baseline Readiness Measurement

AGENCY	AGENCY SIZE	REPORTING HEAD	PEOPLE	PROCESSES	TECHNOLOGY	TOTAL
Department of Corrections	Medium	10	3.0	2.5	3.0	2.8
Department of Health Services	Medium	10	2.5	3.0	2.5	2.7
Office of the State Auditor	Small	10	3.0	2.5	2.5	2.7
Department of the State	Small	10	2.5	3.0	2.5	2.7
Health Care Authority	Large	10	3.0	2.5	2.5	2.7
Department of Social and Behavioral Sciences	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health Services	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health and Substance Abuse Control	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health and Substance Abuse	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health and Substance Abuse Control	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health and Substance Abuse	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health and Substance Abuse	Medium	10	2.5	2.5	2.5	2.5
Department of Behavioral Health and Substance Abuse	Medium	10	2.5	2.5	2.5	2.5

Engagement & Readiness Meetings

Pain Points & Readiness Challenges

- Large and diverse population of stakeholders to manage**
 - All staff agencies OCM projects will be used to support during transformation.
 - Agencies are used to autonomy within their functional areas, and might not want to conform.
 - Agencies with the highest number of contracts and vendors (Department of Corrections, Arts Commission, etc.) will need the most procurement attention.
- Questions about procurement changes and impacts**
 - People in the procurement user communities are eager for information and updates.
 - Agencies are accustomed to purchasing authority delegated to them by OCS, will this change?
 - Will there be changes to how master contracts and related are managed?
- Adapting to new technology**
 - There is a general desire to move towards a new system and further on further innovation.
 - Agencies are not clear on what the new system will do and system requirements.
 - Data standardization will be an issue. Centralized management systems. Lack of consistent terminology.
 - What changes are coming to the current MIBS system for vendor management?

Agency Needs for Readiness Support

Desired Future State Agency OCM Capabilities DRAFT

In the desired future state, we recommend the following OCM capabilities for agencies to prepare for OneWa

CAPABILITY	AGENCY SIZE	
	SMALL	LARGE
Identify single Agency POC		
Identify Agency Sponsor		
Establish an active OCM Committee (personnel with defined roles and responsibilities)		
Establish an active Community of Practice (subject matter experts with defined roles and responsibilities)		
Establish roles and POC for each OCM (communications, training, leadership and guidance, readiness)		
Create clear communication channels between Agency, POC, Readiness Leaders, and OneWa		
Establish readiness assessment/OCM program		
Define OCM plans, programs, or policies (especially with support from OneWa)		
Execute on plan (OCM activities)		
Highly experienced OCM activities with agency employees (readiness, knowledge, etc.)		
Create a central data repository for OCM assessments within each agency (OneWa will use this OneWa design and approach) and to OCS supported agencies for the entire state OneWa use		
The capability to manage the OCM process		
The capability to coordinate with agencies at the local or state level		
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The capability to coordinate with agencies at the local or state level		

Note: The Baseline Readiness Assessment Report also includes analysis from Business Owner/SME interviews and focus groups, and will include feedback from the Engagement & Readiness meetings.

Example Scorecard – Agency X

2,480

Agency Headcount (Large)

48/50

Survey Responses / Target Responses

Agency Representation

ESC

BTB

Advisory Committees

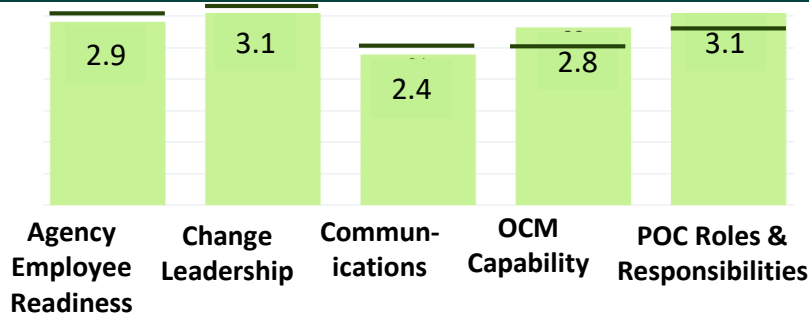
OCM Capacity

Medium

Agency Readiness Score



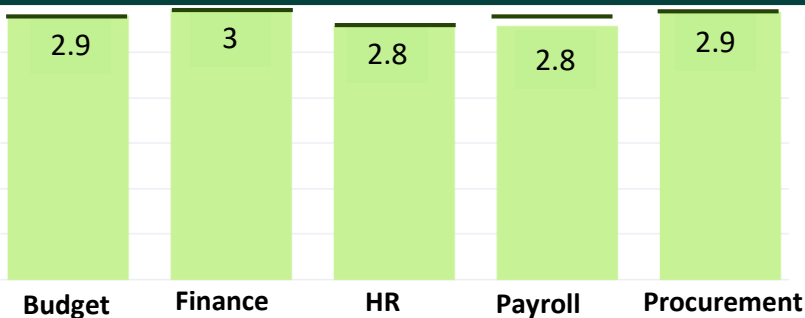
Agency People Readiness



**AVG:
2.9**

Large Agency
AVG: 2.9

Agency Process Readiness



**AVG:
2.9**

Large Agency
AVG: 2.9

Agency Technology Readiness

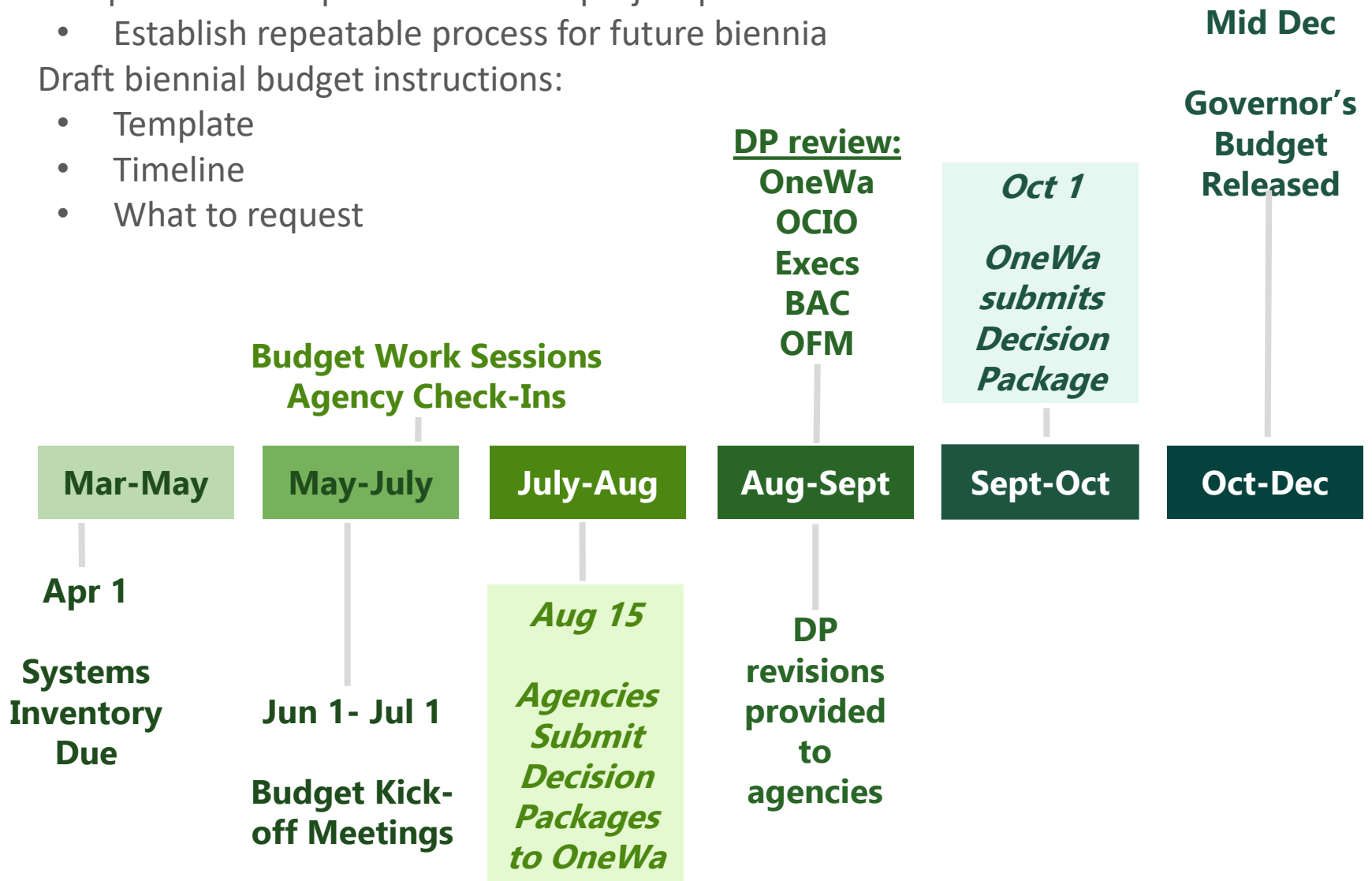
Criteria	Score	Normalized Score
Completeness of IT Systems Inventory	High	3
# of Systems Replaced by ERP	1	3
Ease of Change	Med	2
Data Conversion Method	Not Needed	3
IT Staff in Place to Support Implementation	High	3

AVG: 2.8

Large Agency AVG: 2.5

2021-23 Budget Timeline

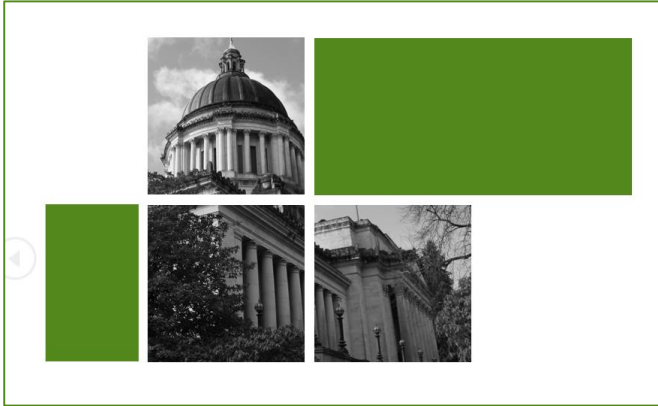
- Establish Budget Advisory Committee (BAC)
- Complete build of process and sub-project plan
 - Establish repeatable process for future biennia
- Draft biennial budget instructions:
 - Template
 - Timeline
 - What to request



Key Takeaways

- Supplemental funding implications
 - Focus on AFRS replacement first
 - Purchase to pay transitions to Phase 1b - go-live July 2023
- Software solution discussions continue
- Systems Integrator RFP to follow announcement of software solution
- Initial agency readiness assessments are starting point to customize address to agency need
- OneWa agency budget process currently under development





FOR MORE INFORMATION:

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TO PROVIDE FEEDBACK:

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