

---

**Project Management Office**

---

**Charter for  
Enterprise Data Definitions and  
Chart of Accounts Project (EDD/COA)**

---

Office of Financial Management

---

## TABLE OF CONTENTS

---

<b>1</b>	<b>PROJECT STATEMENT</b> .....	<b>1</b>
<b>2</b>	<b>BACKGROUND</b> .....	<b>1</b>
<b>3</b>	<b>BUSINESS DRIVERS</b> .....	<b>2</b>
<b>4</b>	<b>VISION</b> .....	<b>2</b>
<b>5</b>	<b>GOAL STATEMENT</b> .....	<b>2</b>
<b>6</b>	<b>OBJECTIVES</b> .....	<b>3</b>
<b>7</b>	<b>SCOPE</b> .....	<b>4</b>
7.1	IN SCOPE: .....	4
	<i>Business Processes scope.</i> .....	4
7.2	OUT OF SCOPE:.....	4
<b>8</b>	<b>SCHEDULE</b> .....	<b>4</b>
<b>9</b>	<b>COST PROJECTION</b> .....	<b>5</b>
	<b>FISCAL DETAIL FROM GOVERNOR’S 2007-09 PROPOSED BUDGET</b> .....	<b>5</b>
<b>10</b>	<b>HIGH LEVEL DELIVERABLES</b> .....	<b>6</b>
<b>11</b>	<b>PROJECT ORGANIZATION FOR EDD/COA</b> .....	<b>7</b>
<b>12</b>	<b>APPROACH</b> .....	<b>12</b>
<b>13</b>	<b>ASSUMPTIONS AND CONSTRAINTS</b> .....	<b>13</b>
13.1	ASSUMPTIONS .....	13
13.2	CONSTRAINTS .....	13
<b>14</b>	<b>PERFORMANCE MEASURES/OUTCOMES</b> .....	<b>13</b>
<b>15</b>	<b>RISK ANALYSIS</b> .....	<b>14</b>
<b>16</b>	<b>EXPECTED IMPACT TO THE OFM IT ENVIRONMENT</b> .....	<b>14</b>
<b>17</b>	<b>ACCEPTANCE</b> .....	<b>14</b>

# 1 PROJECT STATEMENT

The purpose of the Enterprise Data Definitions / Chart of Accounts (EDD/COA) project is the following:

- Determine if there are unmet enterprise information needs that can be addressed through common data definitions and the COA
- Determine the business value of unmet enterprise information needs, and the cost vs. benefit of addressing them
- Determine the business value of establishing more consistent application of data elements across the enterprise
- Determine how addressing unmet information needs would affect the existing enterprise data definitions lists and the Chart of Accounts
- Determine common data definitions to be used throughout state government

In this document, the term “Enterprise” refers to state-wide data that is common across all state agencies.

“Enterprise data definitions” is a glossary of state-wide common data terms and standards which future systems and major modifications of current systems will uniformly use.

The term “Chart of Accounts” is a listing of elements tracked in a single accounting system. The state of Washington Uniform Chart of Accounts includes not only assets, liabilities, equity, income and expense accounts, but also includes codes for account, agency, program and other detailed accounts.

# 2 BACKGROUND

In 2004, the Washington State central services agencies began the *Roadmap* for Washington State Financial and Administrative Policies, Processes, Systems and Data (*Roadmap*). The *Roadmap* was originally a collaborative effort among state agencies to create a comprehensive plan to meet the Governor and Legislature’s demands for better information, improved management systems and streamlined business processes and policies. This has been expanded to meet the public’s demands for increased transparency into the cost of government services.

In February 2007 the project published the *Roadmap Core Financial Systems Feasibility Study*. The study recommends twelve “positioning activities” (p. 62) to help reduce risk and increase the usefulness of whatever future financial and administrative solution approach the state may select. The Enterprise Data Definitions / Chart of Accounts (EDD/COA) project is one of the “positioning activities” that will provide a foundation to prepare the state for future change. To the extent possible and to be better prepared for change, the

positioning activities should be completed prior to moving forward with any new financial and administrative solution.

### 3 BUSINESS DRIVERS

Several challenges have been identified in state-wide data management. These challenges have included difficulty in retrieving data across agencies, lack of integration of similar data, and questions on the reliability of data from multiple applications. Administrative and performance information is also needed to: manage programs; help with performance measurement reporting; report on activities specifically funded in the budget; and report by Priorities of Government Result Area.

Enterprise data has been requested for the following initiatives:

- Strategic Sourcing
- Priorities of Government
- Government Management Accountability and Performance (GMAP)
- Performance Audits
- Washington State Quality Award (WSQA)

This project will help support the Roadmap vision by evaluating the completeness and availability of the State's enterprise data to help determine if there is a compelling business case to modify the COA. If the COA needs to be modified, the project will analyze two possible approaches: either modifying the current suite of financial, administrative and performance measurement systems, or replacing them.

### 4 VISION

The Vision of this project is to provide stakeholders with consistent and standard data definitions that will help streamline enterprise processes, improve quality of data and result in more timely accurate decisions.

### 5 GOAL STATEMENT

Identifying enterprise data definitions by working collaboratively with stakeholders to analyze unmet business needs.

## 6 OBJECTIVES

Working with stakeholders, the EDD/COA team will:

1. Identify core information, accountability and management needs not being met or captured by the current chart of accounts;
2. Identify common definitions for current and proposed core enterprise data elements;
3. Validate the state's need for new enterprise financial and performance measurement data, including a critical review to determine if changes are needed to the state's current chart of accounts;

The course of action determined from the results and recommendations of objectives 1-3 above may result in the need to revise the current state systems or migrate to the SAP system. If necessary, next steps are to:

4. As necessary, map the proposed enterprise changes into both the state's existing systems and into the SAP Public Sector Financial modules;
  - 4.1 Evaluate whether either current state systems or SAP will meet the proposed needs from objectives 1-3.
  - 4.2 Determine what the gaps are and document them.
5. Map the existing enterprise data elements from AFRS to SAP to determine and document the gaps in major business functionality;
6. Determine the high level impact on state agencies of implementing the proposed changes to the current state systems or to the SAP Public Sector Financial modules including:
  - Estimate the costs and time at a high level, including change management, for state government to revise current enterprise state systems or to implement SAP to enhance performance management and financial decision-making.
  - Analyze how well the proposed data elements in the current state systems or the SAP Public Sector Financial modules would align with the Department of Personnel's SAP Human Resource Management System (HRMS), the Health Care Authority's SAP Benefits Administration and Insurance Accounting System (BAIAS), and the Department of Natural Resources' SAP Revenue, Timber, and Asset (RTA) System.
7. Whether steps 4-6 are conducted or not, provide documentation to the Roadmap Executive Sponsors to help them make a decision on revising current state government financial and performance systems or migrating to the SAP Public Sector Financial modules.

## 7 SCOPE

### 7.1 In Scope:

#### **Business Cycle scope**

The following business cycles are within scope of this project to address unmet enterprise business needs:

- Performance Management and Budget
- Cost Accounting
- Asset Management
- Procure to Pay
- Reporting and General Ledger
- Revenue Cycle
- Human Resources for the following processes only:
  - Time and attendance
  - Labor distribution
  - Benefits administration

### 7.2 Out of Scope:

Agency line of business systems that do not include enterprise functionality identified above.

## 8 SCHEDULE

Project Start Date January 2, 2008

Project Planning January 2008

High Level Training February 2008

Data Definitions (to-date) June 2008

Proposed COA June 2008

Recommendation to Roadmap Executive Committee July 2008

**GO – NO/GO Decision July 2008**

Expert Training August 2008

Mapping of COA August 2008

Fit/Gap analysis August 2008

Impact analysis September 2008

Updated business case for Risk, Value and Cost October 2008

Recommendation to Roadmap Executive Committee October 2008

Continued data modeling and data definitions document June 2009

## 9 COST PROJECTION

### FISCAL DETAIL FROM GOVERNOR'S 2007-09 BUDGET

<u>Operating Expenditures</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
419-6 Data Processing Revolving Account non appropriated	\$1,217,803	\$727,147	\$1,944,950
<b>Total Cost</b>			<b>\$1,944,950</b>

<u>Staffing</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Annual Average</u>
FTEs	8.0	5.0	6.5

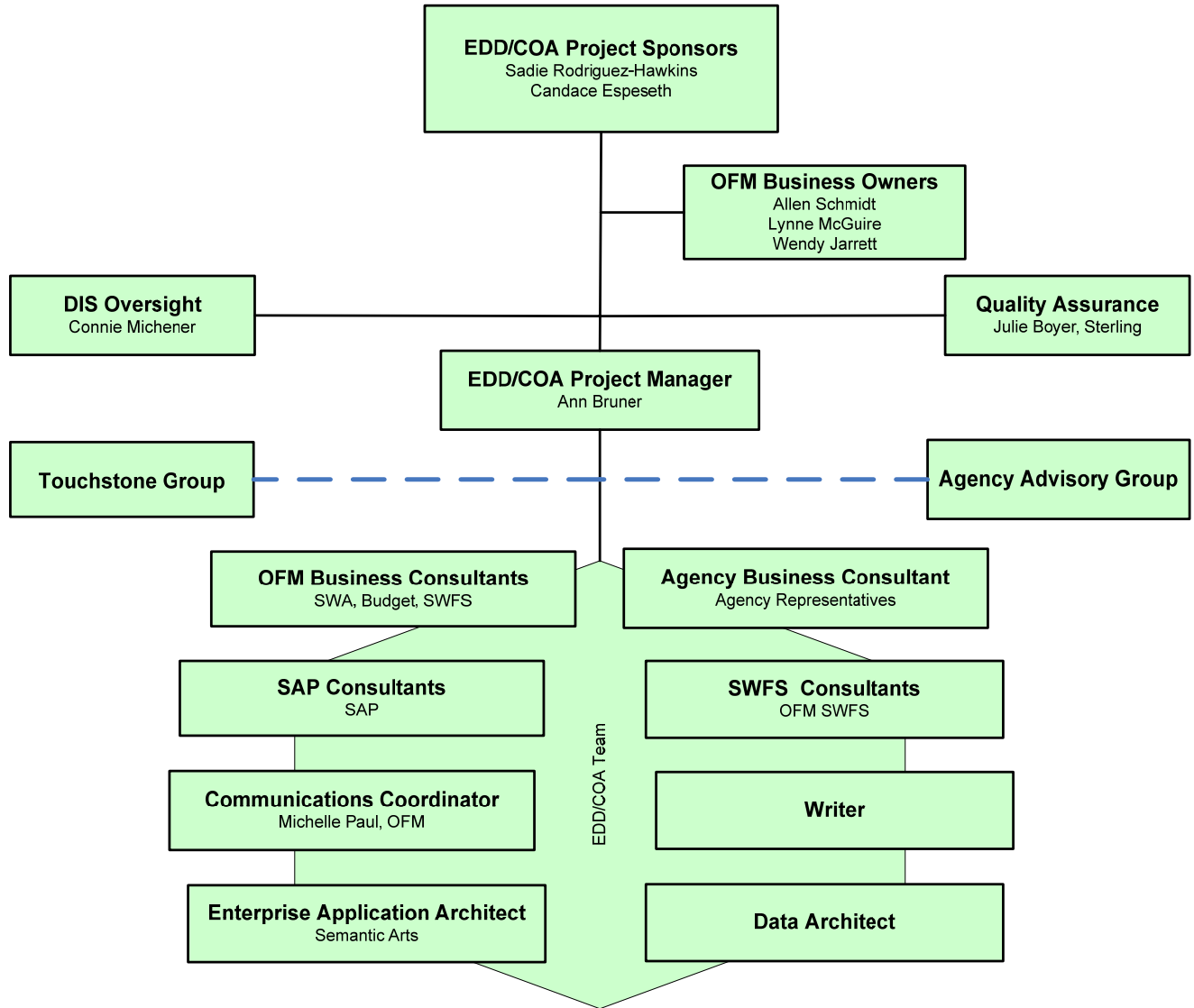
Note – the FTEs include 6 agency subject matter experts (SMEs) on temporary 18 month assignment to OFM for the project and two new OFM FTEs – a *Roadmap* product manager and an enterprise data analyst.

<u>Object Detail</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Total</u>
A Salaries and Wages	\$554,400	\$346,500	\$900,900
B Employee Benefits	165,600	103,500	269,100
C Personal Service Contracts	408,350	241,650	650,000
E Goods & Services	64,203	32,997	97,200
G Travel	2,500	2,500	5,000
J Equipment	22,750	-	22,750
<b>Total Objects</b>	<b>\$1,217,803</b>	<b>\$727,147</b>	<b>\$1,944,950</b>

## 10 HIGH LEVEL DELIVERABLES

<i>Deliverable</i>	<i>Description</i>
<p>1<sup>st</sup> Reporting to the Roadmap Program Office</p>	<p>The first report to the Roadmap Program Office will summarize the following:</p> <ul style="list-style-type: none"> <li>• What core information, accountability, and management needs are <b>not</b> currently being met (unmet needs)</li> <li>• What is the Business Value (not cost) of meeting the unmet enterprise needs?</li> <li>• High level discussion of the Enterprise Data Definitions process, including a business approach for data management.</li> </ul> <p>Roadmap Program Office, working with the Executive Sponsors, then advise EDD/COA team whether to:</p> <ol style="list-style-type: none"> <li>(1) compare impacts, costs, risks of <u>both</u> (a) upgrading current suite of systems and (b) SAP, or</li> <li>(2) proceed with planning revisions that can be done in the current suite of systems.</li> </ol>
<p>State of Washington “Enterprise Data Definitions” (EDD) document to be provided to the Roadmap Program Office for consideration for adoption.</p>	<p>This document will include enterprise categories, definitions, data characteristics, sources, business owner, system of record, etc.</p>
<p>2<sup>nd</sup> Reporting to the Roadmap Program Office – A Recommendation on an updated business case</p>	<p>A recommendation to the Roadmap Program Office will address the following:</p> <ul style="list-style-type: none"> <li>• Retaining the current suite of financial, administrative and performance systems, or migrating to SAP.</li> <li>• Outcomes from both statements of work done by SWFS and by SAP (fit gap and impact analysis)</li> <li>• What is the business case and recommendation for implementing SAP or modifying our existing suite of systems?</li> </ul>

# 11 PROJECT ORGANIZATION FOR EDD/COA



**Roles and Responsibilities:**

**Executive Project Sponsors:** Candace Espeseth & Sadie Rodriguez-Hawkins

***Management***

- Establish and maintain business case
- Develop and embrace the vision statement
- Provides strategic advice on prioritization and risk

- Provides direction and guidance for key business strategies and initiatives
- Link between the project team and decision makers
- Works through the Project Manager to express project or management concerns to the project team
- Advises the Project Manager of any changes in business direction or policy, which may have an effect on the project
- Advises the Project Manager of protocols, political issues, potential sensitivities, etc
- Fosters teamwork
- Assists in identifying project critical success factors
- Supports the Project Manager in conflict resolution

### ***Project***

- Champions the project
- Reviews and approves major deliverables
- Reviews project progress on a regular basis
- Encourages stakeholder involvement and builds and maintains their ongoing commitment through effective communication strategies
- Gains consensus among stakeholders when differences of opinion occur
- Assists in identifying and quantifying business benefits to be achieved by successful implementation of the project
- Approves major deliverables such as the Project Charter, Project Plan, Staffing Plan, Risk Management Plan, Issue Management Plan, and Communications Plan.
- Reviews and approves changes to plans, priorities, deliverables, schedule, etc
- Evaluates the project's success on completion

### ***Prioritizing***

- Makes major project decisions

### ***Issues***

- Acts as an arbiter in conflict situations
- Removes business-related roadblocks for the Project Manager

## **DIS Oversight: Connie Michener**

### ***Project***

- Project oversight
- Interface with Information Services Board
- Communicate with ISB members to identify concerns, provide accurate project status and issues
- Assist the project in compliance with State and ISB requirements
- Identify possible common service areas
- Attend Project Sponsor meetings and review documentation as needed to provide advice, evaluate project risks, and help develop solutions and mitigation strategies
- Assist in the identification of multi-agency IT projects
- Function as a liaison within DIS
- Provide additional project management expertise
- Work with external quality assurance (QA) in areas of concern

**Quality Assurance:** Julie Boyer, Sterling

***Project***

- Provides reports to the Project Sponsors, the OFM Business Owners, Project Manager, and Roadmap Positioning Activities Coordinator
- Reports on:
  - Communications and relationships with State Agencies
  - Completeness of Vision and Scope definition
  - Adequacy of risks assessments and mitigation plans
  - Adequacy of staffing and role definition
  - Adequacy of work / task planning
  - Adequacy of project control procedures
  - Constructive involvement of customers/advisory group
  - Adequacy of product design
  - Work product assessment

**OFM Business Owners**

**Allen Schmidt**, *Manager, Accounting Division, Statewide Financial Systems,, OFM*

**Wendy Jarrett**, *Manager, Accounting Division, Statewide Accounting, OFM*

**Lynne McGuire**, *Senior Budget Assistant, Budget Division, OFM*

***Management***

- Works with the Project Manager to express project or management concerns to the project team
- Advises the Project Manager of protocols, political issues, potential sensitivities, etc
- Fosters teamwork
- Supports the Project Manager in conflict resolution

***Project***

- Validates project plans and project impacts
- Ensures consistency with enterprise architecture principles and data standards
- Ensures appropriate cross-agency communication and participation
- Approves major project expenditures

**Project Manager:** Ann Bruner

***Management***

- Performs a key communication role with core team, consultants, contractors, Project Sponsors, and Advisory Group and Touchstone Group
- Manages resource allocation
- Coordinates the team's daily activities and assign tasks
- Drives critical decisions

- Drives risk and change management processes
- Defines funding strategy

### ***Project***

- Oversees planning and analysis process
- Implements change control in regarding the requirements gathered
- Creates, manages, and monitors the master schedule
- Tracks project progress and manages status reporting
- Ensures the delivery of a quality product
- Gauges and monitors organization readiness
- Performs cost control by monitoring expenses against the budget
- Ensures stakeholders and sponsors are adequately involved

### ***Communications***

- Manages communications with all affected stakeholders

### ***Prioritizing***

- Makes major project decisions

### ***Issues***

- Manages issues and risks through risk monitoring and control and issues monitoring and control

## **Project Team Members:**

- OFM Business Consultants: SWA (Lee Hall), SWFS (TBD), Budget (TBD)
- Communications Coordinator, Michelle Paul
- Agency Business Consultants, TBD
- Enterprise Application Architect, Semantic Arts
- Data Architecture Consultant, Melissa Cook
- Writer, TBD

### ***Project***

- Embrace the vision statement
- Ensure that the entire business process is taken into consideration
- Understand how project/system is integrated with the complete business process
- Look for ways to maximize business analysis capacity for the available resources
- Strive to improve business processes
- Assist in documenting analysis and recommendations
- Make process-related policy recommendations and decisions that affect the project
- Clarifies policy and statutory requirements
- Ensure the delivery of a quality product

### ***Communications***

- Manage communications with all affected stakeholders
- Ensure business expectations are articulated and understood by the project team
- Communicate both business and user requirements to the team and stakeholders

### ***Requirements***

- Develop agency baseline documentation
- Work with other Business Consultants and Agency program staff to analyze business requirements
- Perform business and system analysis
- Gather and prioritize business requirements

### ***Prioritizing***

- Ensure that the needs of all customers are met, to the extent possible within project scope, schedule and resource constraints

## **SAP and SWFS consultants**

### ***User Education and Training***

- Organize and conduct demonstrations to customer groups
- Develop user aids such as quick reference cards and tutorials
- Create training plan
- Develop training materials
- Conduct training

### ***Communications***

- Ensures business expectations are articulated and understood by the project team
- Communicates both business and user requirements to the team and stakeholders

### ***Requirements***

- Map proposed COA requirements through the respective systems
- Clarify any additional needs for the COA and gaps
- Analyze business and system requirements

### ***Prioritizing***

- Ensures that the needs of all customers are considered and met, to the extent possible within project scope, schedule and resource constraints

**Agency Advisory Group**: All agency budget staff, agency quality consultants, OFM budget analysts, agency system users, and performance management staff

### ***Project***

- Participate in the agency focus group sessions
- Validates requirements, functionality, usability, and quality
- Provide advice on impact of potential recommendations to agency business processes

## **Touchstone Group**

### ***Project***

- Provide advice on impact to agency business processes

## 12 APPROACH

Information for the project approach was drawn from a variety of sources including:

- Milestone 4 of the Foundation Planning Phase of the Roadmap Program - Feasibility Study February 16, 2007.
- Various reports on the Enterprise Business Process and Data Modeling for the Roadmap for Financial and Administrative Policies, Processes, Systems and Data.
- Office of Financial Management, Chart of Accounts Project Final Recommendations, February 9, 2006.

The project initiation will ensure that expectations are clear and that a course is set to deliver the desired results. OFM will move quickly to establish the project team structure and operations with staff assigned to this initiative. The project team will gather project objectives and expectations from a variety of sources and review them. The project team will work to refine and detail the project plan. The project team will document the key expectations, objectives, plan, risk and change management, deliverable acceptance criteria, and other key elements in a project plan.

The project will review past materials and validate the findings with the agency business and operations staff, executive leadership and stakeholders. Other investigative processes will be implemented to gain a further understanding of any new needs not previously recognized. Analysis of the identified needs will be measured against the current chart of accounts to detect if additional changes should be recommended. In parallel efforts the project team will review the core data needs to support a new chart of accounts and the emerging needs. These data elements and definitions will be compiled and submitted to the Roadmap Program Office.

The project team will work under the guidance of the Roadmap Program Executive Sponsors and report to them the findings of the first phase of the project for approval to move forward.

Further investigation of implementing a new chart of accounts will be mapped into Statewide Financial Systems and into SAP. The business case will be updated as to the risk, value and cost to implement a solution for the State of Washington government programs and systems.

## 13 ASSUMPTIONS AND CONSTRAINTS

### 13.1 Assumptions

- All agencies, including higher education, will be provided the opportunity to be involved in any data standard setting process that will affect them.
- Allocated resources will be able to spend the projected time on this project.
- Requested resources will be provided to the project, as budgeted, or project scope will be adjusted to accommodate resource availability.
- The Roadmap Program Office will provide guidance for this project.
- The EDD/COA project will work collaboratively with the Roadmap Program Office
- Agency staff will participate as needed in workshops and presentations to solidify development of the enterprise data definitions and chart of accounts.
- There are multiple ongoing projects that may identify enterprise data; the EDD/COA project team will need to coordinate with some of these other projects.

### 13.2 Constraints

- Initial project objectives are to be completed from January 2008 through November 2008 for inclusion in the Governor's budget.
- Preparing information for the decision package to go forward for the 2009-2011 budget.
- Agency staffing to participate on the project.
- Ability of SAP for consulting and training.
- Ability of SAP and SWFS to map the requirements timely.
- Competing for scarce state resources during legislative, accounting, and budget cycles.

## 14 PERFORMANCE MEASURES/OUTCOMES

1. The EDD/COA project will be recognized and well understood by stakeholders.
2. Stakeholders will have had opportunity to participate and give feedback.
3. Stakeholders will understand enterprise business needs and how the state will be working toward addressing unmet enterprise needs.
4. A report to the Roadmap Program Office will provide:
  - A prioritized list of unmet business data needs
  - A prioritized list of gaps that cannot be met by either SAP or AFRS.
  - Elements of a business case to address the unmet business data needs: what is the value for making changes and what are the impacts on agencies of making the changes.
  - Recommendations for next steps to proceed with addressing unmet needs with the most value.

## 15 RISK ANALYSIS

The risk analysis is the assessment of what could go wrong (risks), determination of which risks warrant preventive or contingency actions, and development of strategies to deal with those risks. The stakeholders involved in preparing the Charter, should identify the business, political, and general risks, as well as any technical risks, to the project.

*Risk analysis information will be provided in the Risk Management Plan document.*

## 16 EXPECTED IMPACT TO THE OFM IT ENVIRONMENT

Identify impacts to the OFM IT Environment including changes required to current Human Resources, Policies and Procedures, Technology, or Business Relationships.

## 17 ACCEPTANCE

We, the undersigned project members, have reviewed this document and approve its contents:

Name and Title	Signature	Date
Candace Espeseth Executive Sponsor		
Sadie Hawkins Executive Sponsor		
Ann Bruner Project Manager		