



Milestone 4 of the Foundation
Planning Phase of the *Roadmap*
Program

State of Washington
Office of Financial Management



Office of

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STATE OF WASHINGTON

Feasibility Study

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APPENDIX A: ERP DEPLOYMENTS BY STATE

The chart on the following page (courtesy of Accenture, ©2006) summarizes the current state of ERP adoption in various categories across the U.S state government landscape. As of 2006, there were 27 states running a full ERP suite. Another 13 states were running ERP for HR/payroll only, while 6 more states use ERP for financials only.

APPENDIX B: BUSINESS OBJECTIVES

Table 1: Prioritized business objectives related to future vision components

Priority	Objective #	Prioritized Business Objectives	Future Vision Components
General Ledger			
High	1.01	Provide chart of accounts definitions and standards to enable agency and statewide data collection and financial analysis.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
High	4.01	Record financial events consistently, accurately, and timely to ensure accountability and that the results of operations and financial position are fairly stated in compliance with professional and other regulatory standards.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
High	5.01	Ensure subsidiary accounts and agency line of business systems are in balance with the general ledger.	Collecting data one time, at the source Automating routine tasks Shared policies, processes, and data
High	6.01	Demonstrate compliance and fiscal accountability for cash and other assets, liabilities, reserves, equity, revenues, and expenses by fund and account.	Shared policies, processes, and data Shared Tools and services
High	7.01	Provide visibility and accountability in the use of public resources.	Shared tools and services Shared policies, processes, and data Easy access to relevant, consistent financial and performance information



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
High	10.01	Comply with legal provisions for the use of money.	Shared policies, processes, and data
High	11.02	Monitor and control actual expenses against the legislative budget.	Shared policies, processes, and data Standardized full costing for programs and activities
High	12.01	Monitor and control actual expenses against the original approved allotments and the agency adjusted allotments.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Standardized full costing for programs and activities
High	14.01	Support governmental, proprietary, and fiduciary operations.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities Sensible, risk based approval rules Self service business functions Shared tools and services Automating routine tasks
High	15.01	Provide flexibility to support current and evolving agency and statewide business needs and industry standards.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Standardized full costing for programs and activities



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
High	16.01	Support reporting of financial data across a multi-year time period for long-term analyses, as changes are made to the chart of accounts.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Standardized full costing for programs and activities
Medium	2.01	Give visibility to agency and statewide strategic and operational goals.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Standardized full costing for programs and activities Self service business functions Shared tools and services Automating routine tasks
Medium	8.01	Maintain fund and reserve balances according to business plan.	Shared policies, processes, and data
Medium	9.01	Capture data to assist in planning, resource allocation, budget analysis, statistical evaluation, cash control, management control, and operating and strategic decision-making at the agency and statewide levels.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities Sensible, risk based approval rules Self service business functions Shared tools and services Automating routine tasks



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Medium	11.01	Monitor actual revenues received against estimated revenues.	<p>Shared policies, processes, and data</p> <p>Easy access to relevant, consistent financial and performance information</p> <p>Collecting data one time, at the source</p> <p>Shared tools and services</p> <p>Automating routine tasks</p>
Medium	11.03	Adjust budget availability to reflect change in actual revenues received.	<p>Shared policies, processes, and data</p> <p>Easy access to relevant, consistent financial and performance information</p>
Medium	17.01	Support financial data interchange with private and public business partners	<p>Shared policies, processes, and data</p> <p>Easy access to relevant, consistent financial and performance information</p> <p>Standardized full costing for programs and activities</p>
Medium	18.01	Comply with professional standards when reporting financial results.	<p>Shared policies, processes, and data</p> <p>Easy access to relevant, consistent financial and performance information</p> <p>Collecting data one time, at the source</p> <p>Standardized full costing for programs and activities</p>
Medium	19.01	Present financial results for operations at the statewide and agency levels.	<p>Shared policies, processes, and data</p> <p>Easy access to relevant, consistent financial and performance information</p> <p>Collecting data one time, at the source</p> <p>Standardized full costing for programs and activities</p>



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Medium	21.01	Monitor and assess financial condition and activity at various agency and statewide levels.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Medium	22.01	Report on budget, actual, and projections as needed in a variety of ways at agency and statewide levels.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Medium	30.01	Determine the full cost of government activities, products, and services across agencies according to the standard framework for cost allocation.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Low	20.01	Provide information to stakeholder groups regarding the availability of resources for particular purposes and the impact on expected outcomes.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Cost Accounting			
Medium	24.01	Build a standardized framework for cost allocation.	Shared policies, processes, and data Standardized full costing for programs and activities
Medium	26.01	Report direct, indirect, or total costs in a variety of ways consistent with the chart of accounts.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Medium	32.01	Establish prices or fees for activities, products, and services based on costs, legal constraints, and/or other factors as appropriate.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Low	24.02	Build a standardized framework for cost allocation that maximizes external funding.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Low	25.01	Analyze costs against results achieved.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Low	27.01	Compare costs per unit across agencies for common activities and functions.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Low	28.01	Provide information that influences people's behavior and supports good decision making.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities
Low	28.02	Enable decisions that will optimize resources and/or outcomes.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Performance Measurement			
High	73.01	Assess, improve and communicate the effectiveness and efficiency of programs and processes.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Standardized full costing for programs and activities Shared tools and services
Purchase Order to Pay - Vendor Identification Management			
High	33.01	Maintain current and accurate information about the state's vendors and providers	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Sensible, risk based approval rules Self service business functions Shared tools and services Automating routine tasks
High	37.01	Establish the appropriate level of authentication/trust needed for vendors to submit invoices and register to accept payments electronically.	Shared policies, processes, and data Sensible, risk based approval rules Self service business functions Shared tools and services Automating routine tasks



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Purchase Order to Pay - Order Processing			
High	38.01	Capture timely, accurate, and complete information on what the state buys, from whom, and what contract was used, if any.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Sensible, risk based approval rules Self service business functions Shared tools and services Automating routine tasks
High	41.01	Electronically document goods and services received. Use risk based business rules for documentation in accordance with standardized policies and procedures.	Shared policies, processes, and data Collecting data one time, at the source Sensible, risk based approval rules Self service business functions Shared tools and services Automating routine tasks
Medium	39.01	Verify budget availability when purchases are made.	Shared policies, processes, and data Collecting data one time, at the source Sensible, risk based approval rules Self service business functions Shared tools and services Automating routine tasks



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Low	34.01	Register businesses who wish to do business with Washington State in person or through a business portal.	Shared policies, processes, and data Collecting data one time, at the source Self service business functions Automating routine tasks
Low	46.01	Enable consolidated vendor reports on basic vendor file information, purchase orders, and accounts payable information.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Shared tools and services Automating routine tasks
Purchase Order to Pay - Accounts Payable			
High	40.01	Track encumbrances, accruals, and expenditures statewide to properly state obligations, liabilities, and expenditures.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Shared tools and services Automating routine tasks
High	40.02	Maintain encumbrance and accounts payable sub-ledgers statewide.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Shared tools and services Automating routine tasks



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
High	42.01	Verify authorization and acceptance of goods and services prior to payment.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Sensible, risk based approval rules Shared tools and services Automating routine tasks
High	44.01	Manage payment dates and terms to optimize cash flow.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Shared tools and services Automating routine tasks
High	45.01	Make timely, accurate, efficient, and cost effective payments of obligations to vendors.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Shared tools and services Automating routine tasks
Medium	35.01	Receive invoices and progress billings electronically.	Shared policies, processes, and data Collecting data one time, at the source Self service business functions Shared tools and services Automating routine tasks
Medium	35.02	Remit payments electronically.	Shared policies, processes, and data Shared tools and services Automating routine tasks



Priority	Objective #	Prioritized Business Objectives	Future Vision Components
Medium	43.01	Provide timely and accurate information to stakeholders about payments, as needed and required	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Self service business functions Shared tools and services Automating routine tasks
Low	46.02	Report consolidated federal 1099's statewide.	Shared policies, processes, and data Easy access to relevant, consistent financial and performance information Collecting data one time, at the source Shared tools and services Automating routine tasks



APPENDIX C: HIGH-LEVEL REQUIREMENTS

High-level functional and non-functional business requirements are based on confirmed and prioritized business objectives. Prioritization is expressed in terms of high, medium, and low, as described in the following table:

Priority Ratings for Requirements

Priority	Description
High	Mandatory
Medium	High need
Low	Nice to have

The requirements for policies, organizational components, processes, and system to address current capabilities and the vision for the future are presented in four separate tables on the following pages.

Table A: Policy and Law – Functional Business Requirements

Table B: Organizational – Functional Business Requirements

Table C: Process and System – Functional Business Requirements

Table D: Non-functional Requirements

Functional Business Requirements

The functional business requirements are categorized by functional business areas: general ledger, cost accounting, performance measurement, and order-to-pay.

The table below illustrates the number of requirements relating to current capabilities and the number that is a component of the future vision.

Classified Requirements

Description	Total	GL	Cost Accounting	Performance Measurement	Order to Pay
Total	159	61	21	14	63
Current Capability	38	26	2	0	10
Future Vision	121	35	19	14	53

Technical (Non Functional) Business Requirements

The non-functional requirements are categorized by the following major objectives:

- Performance
- Usability
- Configurability
- Supportability



- Data Integrity
- Access Control
- Authentication
- Integration
- Quality
- Implementation

Table A: Policy and Law – Functional Business Requirements

Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
Policy and Law - Functional Business Area – General Ledger					
High	4.01	Record financial events consistently, accurately, and timely to ensure accountability and that the results of operations and financial position are fairly stated in compliance with professional and other regulatory standards.	4.01.01	Enhancement SAAM 75.10.10 [About Uniform COA] 80.30.82 [The state has adopted a Uniform Chart of Accounts], 80.30.84 [Accounting Policy]	Policy to expand the standard data and formats for recording financial events to include performance measurement data elements, and to require simultaneous, real time posting of transactions to the general ledger, subsidiary ledgers, and agency line-of-business systems.
High	1.01	Provide chart of accounts definitions and standards to enable agency and statewide data collection and financial analysis.	1.01.01	Enhancement SAAM 75.60 [Statewide Program Codes] 75.50 [Appropriation Codes], Chapter 80 [Accounting Policy] Related RCW's: 43.88[State budgeting, accounting, and reporting system] 43.88.037 [Comprehensive budgeting, accounting, and reporting system] 43.8.160 (1) [Fiscal Management] 43.88.240 [Exemption of Washington State Commodity commissions]	Policy that requires the use of standard statewide Chart of Accounts data elements based on a strategic evaluation of the state's and agency Line of Business information needs; including financial and performance measurement data elements. Elements will support financial statements such as CAFR, performance reporting elements for POG and GMAP, individual agency data needs such as Work Order Ledgers for DOT, Case Management Numbers for DSHS, and Claim Numbers for LNI



Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
High	7.01	Provide visibility and accountability in the use of public resources.	7.01.01	Enhancement SAAM 80.10.40 [Role of the Office of Financial Management] 80.10.50 [Role of State Treasurer] 80.10.70 [Role of the Joint Legislative Audit and Review Committee] 80.10.80 [Role of the Legislative Evaluation and Accountability Program Committee] 80.10.90 [Role of administering agencies] Related RCW's: 43.88.240 [Exemption of Wa. St. commodity commissions] 43.88 [EFT IAP state budgeting, accounting and reporting system] 44.28 [Legislative evaluation and accountability program committee]	Enhance policy that establishes standards for quality, quantity, timeliness, and comparability of historical and prospective financial information that is made routinely available to the public and other stakeholders, as appropriate. ^{i ii}
High	5.01	Ensure subsidiary accounts and agency line of business systems are in balance with the general ledger.	5.01.07	Current SAAM 80.10.20 {Authority for these policies} 80.10.50 [Role of the State Treasurer] 80.20 [GAAP] 80.30.05 [State accounting and reporting principles must conform with GAAP] 80.30.27 [General reporting policies] 80.30.92 [Agency fiscal activities must be organized to provide effective internal control]	Policy that requires recording of financial events in accordance with professional standards for internal controls.



Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
Medium	17.01	Support financial data interchange with private and public business partners.	17.01.01	Enhancement SAAM 40.10.20 [Authority for these policies] 40.10.20 Applicability 40.50.10 [General provisions] Related RCWs: 43.41.110 [Powers and duties of office of financial management] 43.88; 43.08.015 [Cash management duties] 43.88.160 (5d) Fiscal management – Powers and duties of officers and agencies] 43.88.020 [Definitions] 42.56.210 [Certain personal and other records exempt]	Policy to authorize exchange of transactional information with public and private business partners in order to do business efficiently as appropriate
Medium	21.01	Monitor and assess financial condition and activity at various agency and statewide levels.	21.01.01	Current/Enhancement SAAM 80.20.40 [Financial reporting requirements] 80.30.84 [Required accounting steps]	May require enterprise policies on more frequent reporting (See 7.01)
Medium	11.03	Adjust budget availability to reflect change in actual revenues received.	11.03.01	Current SAAM 80.30.90 [Budgetary data must be maintained] 85.10.20 [Budgetary accounting requirements]	Law and policy that allows for some defined level of adjustments to appropriations based on actual revenue received, if within legislative intent
			11.03.02	Current SAAM 85.10.20 [Budgetary accounting requirements]	Policy and/or law to require an efficient process for adjusting agency spending plans to reflect higher or lower revenues than expected

Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
Medium	8.01	Maintain fund and reserve balances according to business plan.	8.01.01	Current SAAM 85.10.20 [Budgetary accounting requirements] <i>Plus Budget Instructions</i>	Policy that promotes effective long range planning for funds
Policy and Law - Functional Business Area – Cost Accounting					
Medium	24.01	Build a standardized framework for cost accounting.	24.01.01	New SAAM 50.20 [Cost Allocation and Indirect Cost Recoveries 50.20.20 [Authority for these policies 50.20.30 [Applicability] 50.20.60 [The Statewide Central Services Cost Allocation Plan (SWCAP) is used to identify and assign central service costs] <i>[Chapter 50 is oriented toward federal requirements... need to add a section relating to state requirements.</i> Related RCW: 43.88.020 [Definitions]	Policy that establishes a standard statewide approach to determining the full costs of government programs, products, and/or services for federal and state requirements.
Low	24.02	Build a standardized framework for cost allocation that maximizes external funding.	24.02.01	Enhancement SAAM 50.20 [Cost Allocation and Indirect Cost Recoveries] 50.20 85 [Indirect costs in interagency situations] Related RCW: 39.34.130 [Transactions between state agencies] <i>[Chapter 50 is oriented toward federal requirements... need to add a section relating to state requirements.</i>	Provide policy/law to require the ability to maximize direct and indirect allocations to each funding source to the extent allowed by applicable rules, regulations, and state policy. ⁱⁱⁱ



Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
			24.02.02	Current SAAM 50.20.10 [The purpose of these policies]	Provide policy/law to require the ability to demonstrate compliance with federal cost allocation regulations
Low	27.01	Compare costs per unit across agencies for common activities and functions.	27.01.01	New SAAM 50.20 [Cost Allocation and Indirect Cost Recoveries] 50.20.10 [The purpose of these policies] 50.20.85 [Indirect costs in interagency situations] Related RCW : 39.34.130 [Transactions between state agencies]	Provide policy/law to require the ability to compare costs per unit across agencies for similar activities and functions
Policy and Law - Functional Business Area – Performance Measurement					
High	73.01	Assess, improve, and communicate the effectiveness and efficiency of programs and processes.	73.01.02		Policy that standardizes the data elements in the enterprise chart of accounts as needed to meet the state's performance measurement objectives



Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
			73.01.01		Provide a framework to plan, execute, and monitor performance measurement across state government including but not limited to: Data elements within the chart of accounts to support performance measurement, integration of financial information and non-financial performance information and direct links with employee performance development plans, and human resource staffing data
Policy and Law - Functional Business Area – Purchase order-to pay					
High	42.01	Verify authorization and acceptance of goods and services prior to payment.	42.01.01	New SAAM 85 [Accounting Procedures] 85.30 [Encumbrances] 85.32 [Goods and Services Expenditures] 85.32.20 [Payment authorization] 85.32.40 [Payment processing] 85.32.50 [Timing of payment] 85.32.60 [Rapid Invoice Processing] 85.36 [Disbursement Processing] 85.40 [Belated and sundry Claims] Related RCW's: 43.19.190 [State purchasing and material control director] 42.56.210 [Certain personal and other records exempt]	Policy and law that allows a risk-based approach to authorization of account payable disbursements. Law that requires certain approval process might need to be changed; rapid approval process



Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
				43.88.160 [Fiscal management] 39.87 [Interest on unpaid public contracts] 42.24.035 [Payments for postage, books and periodicals]	
High	45.01	Make timely, accurate, efficient, and cost effective payments of obligations to vendors.	45.01.02	New SAAM 85 [Accounting Procedures]	Policy that requires agency use of the enterprise accounts payable system for payment of accounts payable (concern about integration of line-of-business systems that make payments)
			45.01.09	New SAAM 85 [Account Procedures] 85.30 [Encumbrances] 85.32 [Goods and Services Expenditures]	Policy that establishes a shared service center for accounts payable management, maintenance of vendor identification records, and management of risk based approval business rule for orders, receiving and accounts payable. ^{iv}
High	33.01	Maintain current and accurate information about the state's vendors and providers.	33.01.01	Enhanced SAAM 50.10.40 [Taxpayer Information Numbers TIN are required]	Policy to define common vendor (all payees?) identification data and its use in agency and statewide systems. (protection of sensitive information) ^{v, vi}
High	38.01	Capture timely, accurate, and complete information on what the state buys, from whom, and what contract was used, if any.	38.01.01	New SAAM 85.30.10 [Encumbrances]	Policy that requires agency purchase orders to be processed through the enterprise system



Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
High	37.01	Establish the appropriate level of authentication/trust needed for vendors to submit invoices and register to accept payments electronically.	37.01.01	Enhancement SAAM 40.10 [E-Commerce: Electronic Acceptance and Disbursement of State Funds/Benefits 40.10 [General Provisions]	Establish consistent laws that govern and promote electronic commerce between the state and its payees, in accordance with Washington State law and policy
High	41.01	Electronically document goods and services received. Use risk based business rules for documentation in accordance with standardized policies and procedures.	41.01.01	Enhancement to rapid invoice SAAM 85.32.60 [Rapid invoice processing] 85.36.10 [Agency disbursement processes]	Provide policy to allow risk based acceptance, tracking, and recording of goods and services
Medium	35.02	Remit payments electronically.	35.02.01	Enhancement SAAM 40.20 [Acceptance of electronic funds by state agencies]	Policy that encourages electronic payment to payees except in instances where it is clearly not cost effective (or other lawful exceptions) to pay electronically
Medium	35.01	Receive invoices and progress billings electronically.	35.01.01	Enhancement SAAM 40.20 [Acceptance of Electronic Funds by State Agencies]	Policy that promotes electronic commerce with the state's payees and provides standards for submission
Low	34.01	Register businesses who wish to do business with Washington State in person or through a business portal.	34.01.01	Enhancement SAAM 50.10.40 [Taxpayer Information Number (TIN) are required] 50.10 [Annual US Information Returns] 85.30.10 [Encumbrances] 85.32 [Goods and services Expenditures 85.36 [Disbursement Processing]	Policy that requires a Taxpayer Identification Number and certification from the payee as a condition for doing business with Washington



Business Objectives (sorted by numeric priority ranking)			Policy and Law Requirements		
Priority	#	Description	#	New, Enhancement, Current	Description
Low	46.02	Report consolidated federal 1099's statewide.	46.02.01	New SAAM 50 [Federal Compliance] Also possible enhancements to: SAAM 50.10.40 [Taxpayer Information Number (TIN) are required] 50.10 [Annual US Information Returns] 85.30.10 [Encumbrances] 85.32 [Goods and services Expenditures] 85.36 [Disbursement Processing]	Policy that establishes a single enterprise TIN for all payments ^{vii}

Table B: Organization – Functional Business Requirements

Business Objectives (sorted by business process)				Organization Requirements	
Priority	#	Description	#	New, Enhancement, Current	Description
Organization Requirements - Functional Business Area – General Ledger					
High	1.01	Provide chart of accounts definitions and standards to enable agency and statewide data collection and financial analysis.	1.01.01	Enhancement	Assign expanded responsibility and oversight to OFM to enhance and maintain statewide chart of accounts policy as needed based on strategic evaluation of state and agency financial information objectives. (e.g. CAFR, POG, GMAP) viii
High	4.01	Record financial events consistently, accurately, and timely to ensure accountability and that the results of operations and financial position are fairly stated in compliance with professional and other regulatory standards.	4.01.02		Assign responsibility and oversight to state organization that will promote the recording of transactions at the earliest possible source of activity and simultaneously update related systems, as necessary
High	5.01	Ensure subsidiary accounts and agency line of business systems are in balance with the general ledger.	5.01.02	Law change	Assign responsibility and oversight to state organizations that will assess the ability to centralize cash and investments for the State of WA, i.e. non-treasury accounts and simultaneously post to general ledger and sub-ledgers (Encourage monitoring of special money in the accounting system rather than separate bank accounts)
Organization Requirements – Functional Business Area – Cost Accounting					
Medium	24.01	Build a standardized framework for cost accounting.	24.01.07		Provide organizational support for training of staff in the new methodology and concepts
			24.01.08		Provide organizational support for education to management and other stakeholders (including Legislature) in new cost accounting methodology and concepts

Business Objectives (sorted by business process)				Organization Requirements	
Priority	#	Description	#	New, Enhancement, Current	Description
Organization Requirements – Functional Business Area – Performance Measurement					
High	73.01	Assess, improve, and communicate the effectiveness and efficiency of programs and processes.	73.01.01		Provide a framework to plan, execute, and monitor performance measurement across state government including but not limited to: Data elements within the chart of accounts to support performance measurement, integration of financial information and non-financial performance information and direct links with employee performance development plans, and human resource staffing data
High			73.01.05		Facilitate, where necessary, the review and approval of proposed performance measure data by a reviewing entity
High			73.01.06		Provide organization support and capacity or education and training of staff in the methodology and concepts of performance measurement
Organization Requirements – Functional Business Area – Purchase Order to Pay					
High	45.01	Make timely, accurate, efficient, and cost effective payments of obligations to vendors.	45.01.01		Governance structure empowered to oversee effective transformation of account payable accounting policy and practice across agencies
			45.01.09		A shared service center for accounts payable management, maintenance of vendor identification records, and management of risk based approval business rule for orders, receiving, and accounts payable (see endnote 4)
Low	46.02	Report consolidated federal 1099's statewide.	46.02.02		Assign responsibility and oversight to state organization that will provide 1099 data for all applicable vendors

Table C: Business Process and System – Functional Business Requirements

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
Functional Business Area – General Ledger, Reporting					
High	10.01	Comply with legal provisions for the use of money.	Y	10.01.01	Provide data for making managerial decisions on legal compliance
			N	10.01.02	The ability to capture data about legislative provisos restricting the use of appropriated funds (if any) and displays it when purchase authorization is requested
High	4.01	Record financial events consistently, accurately, and timely to ensure accountability and that the results of operations and financial position are fairly stated in compliance with professional and other regulatory standards.	N	4.01.02	The ability to record transactions at the earliest possible source of activity and simultaneously update related systems, as necessary
			N	4.01.03	The ability for properly authorized staff to record routine as well as unique financial events, using pre-established or unique coding (requirements may differ from agency to agency)
			N	4.01.04	Real time posting of authorized, edited financial transactions to all ledgers and related systems
			N	4.01.05	The ability to integrate financial information, cost accounting, and allocation functionality, and financial reporting processes in a real-time environment
High	1.01	Provide chart of accounts definitions and standards to enable agency and statewide data collection and financial analysis.	Y	1.01.02	Standardize data elements at statewide and agency levels with agreed level of detail
			N	1.01.03	Evaluate the state's financial information objectives (e.g. POG, GMAP) and standardize the budgetary and accounting data elements in the enterprise chart of accounts
			N	1.01.04	Flexibility in chart of accounts to accommodate budget activity, policy strategy, and priorities of government

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			Y	1.01.05	Flexibility to meet agency financial information objectives at lower levels of detail within the enterprise chart of accounts structure
			N	1.01.07	The ability to recast or translate historical data to new or future chart of accounts
			N	1.01.08	The ability to map the current chart of accounts to the new enterprise chart of accounts (crosswalk or conversion-strategy)
			N	1.01.09	Identification and communication of the statewide and agency financial and line of business systems that will be impacted by a change to the chart of accounts
			N	1.01.10	Modify agency and statewide financial information and line of business systems as necessary to accommodate the enterprise chart of accounts
			Y	1.01.11	The ability to maintain agency chart of account elements at the agency level, to the extent the changes do not impact the enterprise chart of account elements or structure
High	6.01	Demonstrate compliance and fiscal accountability for cash and other assets, liabilities, reserves, equity, revenues and expenses by fund and account.	N	6.01.01	The ability to monitor and report detail elements for fund activity and balances across and within agencies
High	7.01	Provide visibility and accountability in the use of public resources.	N	7.01.02	The ability for authorized agency staff to compare their business data to other statewide and agency business data based on defined security and business rules
			N	7.01.03	Provide visibility for obligations for multiple years

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
High	5.01	Ensure subsidiary accounts and agency line of business systems are in balance with the general ledger.	N	5.01.01	Simultaneous, real time posting of transactions, including cash, to statewide subsidiary ledgers, the enterprise general ledger, and agency line of business systems that require the data
			Y	5.01.02	Assess the ability to centralize cash and investments for the state of WA, i.e. special funds, local accounts
			Y	5.01.03	The ability to maintain statewide account receivable subsidiary balances for accrued revenue and expected revenue and reconciling these balances to the general ledger where applicable
			Y	5.01.04	The ability to electronically reconcile cash revenue transactions to Treasury deposits on a daily basis
			Y	5.01.05	The ability to hold unidentified revenue in suspense sub ledgers within the appropriate fund
			Y	5.01.06	The ability to route suspense items to agencies for further research
High	14.01	Support governmental, proprietary, and fiduciary operations.	N	14.01.01	Comprehensive financial accounting support for government, proprietary, and fiduciary fund operations
High	15.01	Provide flexibility to support current and evolving agency and statewide business needs and industry standards.	Y	15.01.01	The flexibility to expand the statewide and agency chart of accounts and reporting capabilities as state and agency business needs and industry standards change
High	11.02	Monitor and control actual expenses against the legislative budget.	Y	11.02.01	The ability to record appropriation limits for each agency within each fund
			Y	11.02.02	The ability to record and control biennial and/or annual appropriations

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			Y	11.02.03	The ability to display and report actual encumbrances and/or expenses against the legislative budget
High	16.01	Support reporting of financial data across a multi-year time period for long-term analyses, as changes are made to the chart of accounts.	Y	16.01.01	The ability to report "recast" financial data across a minimum of 10 year time period to show the impact of proposed or actual chart of accounts changes
			Y	16.01.02	The ability to report consistent financial data across longer periods of time where required (such as for some industrial insurance funds, capital projects, construction projects)
High	12.01	Monitor and control actual expenses against the original approved allotments and the agency adjusted allotments.	N	12.01.01	The ability to record both original and adjusted agency spending plans (e.g. monthly allotments) that are developed in the statewide Budget systems at the appropriate level of detail to effectively control agency expenditures
			N	12.01.02	The ability to control expenses against either the original or the current adjusted agency spending plan based on business rules
			N	12.01.03	The ability to display actual expenses against either the original or the current adjusted agency spending plan and monitor variances to date and in total
Medium	2.01	Give visibility to agency and statewide strategic and operational goals.	N	2.01.01	A chart of accounts that is sufficiently flexible to capture and report the data needed to meet both statewide and agency financial management , and business objectives, even though each agency has a different mission, goals, management priorities, strategic plan, and organizational framework



Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
Medium	19.01	Present financial results for operations at the statewide and agency levels.	N	19.01.01	The ability to present financial results for operations at agency and statewide levels
			Y	19.01.02	The ability to allow for "simulated" period close at the agency level so agencies can prepare agency financial reports and open the new biennium with both real and nominal account balances, independently of the statewide close
			N	19.01.03	The ability to automatically synchronize agency and statewide records following the final close of the statewide reporting period
			N	19.01.04	The ability to define reporting cycles at the statewide, agency, and line of business levels
			N	19.01.05	The ability to generate financial statements in accordance with established reporting cycles or on an "as needed" basis
Medium	17.01	Support financial data interchange with private and public business partners.	Y	17.01.01	The ability to exchange financial data between the state and its private and public business partners
Medium	21.01	Monitor and assess financial condition and activity at various agency and statewide levels.	Y	21.01.01	The ability to report budgeted and actual expenditure/expenses, and revenues, and to create balance sheet and income statement information as needed to meet agency and statewide financial information objectives and management needs
			N	21.01.02	Enterprise financial systems that integrate financial information, cost accounting, and allocation functionality in a real time basis
Medium	18.01	Comply with professional standards when reporting financial results.	N	18.01.01	The ability to produce all reports required to comply with the following standards: Government Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP)

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			N	18.01.02	The ability to automatically track disclosure requirements as necessary for various funds and reports
			N	18.01.03	The ability to combine financial and text data for financial reporting
			Y	18.01.04	The ability to include graphs and charts in financial reports
Medium	11.01	Monitor actual revenues received against estimated revenues.	N	11.01.01	The ability to compare actual revenues received against budgets and forecast revenues
Medium	9.01	Capture data to assist in planning, resource allocation, budget analysis, statistical evaluation, cash control, management control, and operating and strategic decision-making at the agency and statewide levels.	N	9.01.01	The ability to capture and record financial and non-financial data needed to support financial management and cost allocation
			N	9.01.02	The ability to clearly distinguish between cash and accrued transactions in enterprise system (including allocated costs)
			N	9.01.03	The ability to view transaction activity and account balances on either a cash or an accrual basis
Medium	11.03	Adjust budget availability to reflect change in actual revenues received.	N	11.03.01	The ability to track changes to appropriations based on actual revenue received, if within legislative intent (flexibility)
			Y	11.03.02	An efficient process for adjusting agency spending plans to reflect higher or lower revenues than expected
Medium	8.01	Maintain fund and reserve balances according to business plan.	Y	8.01.02	The ability to record and report textual data in the general ledger that explains the business need and legal authority for fund reserve balances



Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
Medium	22.01	Report on budget, actual, and projections as needed in a variety of ways at agency and statewide levels.	Y	22.01.01	The ability to report budgeted, actual, and projected financial information as needed to meet agency and statewide financial information objectives
			Y	22.01.02	The ability to customize report writing by various criteria such as: project, program, time, across biennium, etc.
			N	22.01.03	The ability to drill down into source data from summary level financial reports
Low	20.01	Provide information to stakeholder groups regarding the availability of resources for particular purposes and the impact on expected outcomes.	N	20.01.01	The ability to link revenue sources to cost objectives and outcomes and report across agencies for GMAP, POG, and other popular reports
			Y	20.01.02	The ability to display information relative to revenue stream on government spending and services
			Y	20.01.03	The ability to align reporting tools, systems, interfaces, and data architecture to accommodate reporting on revenue, use of funds, objectives, and outcomes
			Y	20.01.04	The ability to include charts in financial reports
Functional Business Area – Cost Accounting					
Medium	31.01	Compare the cost of providing services with the revenue generated for the same service.	N	31.01.01	The ability to relate the cost of providing services with the revenue generated for the same service
			Y	31.01.02	The ability to prevent and/or reduce allocation to some funding sources depending on limitations in budget or revenue availability, while still reporting the full cost of the programs/service (e.g. ability to treat sufficiency of funding as a separate issue than full cost of programs/services)



Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
Medium	32.01	Establish prices or fees for activities, programs, products, and services based on costs, legal constraints, and/or other factors as appropriate.	N	32.01.01	The ability to calculate, document, and report the full cost of providing activities, products, programs, and services (as an input to price-setting decisions) as appropriate
Medium	30.01	Determine the full cost of government activities, products, and services across agencies according to the standard framework for cost accounting.	N	30.01.01	The ability to use financial and statistical data to calculate, document, and report the full cost of cost objectives such as activities, programs, products, and services, and the unit cost of results achieved according to the state's standard state cost accounting methodologies
			N	30.01.02	The ability to use the Activity Based Costing principles
			N	30.01.03	The ability to collect and distribute employee time and salary and benefit costs by activities, programs, products, and services ^{ix}
			N	30.01.04	The ability to collect statistical data from employees as part of the timesheet and labor distribution processes
			N	30.01.05	The ability to allocate employee leave costs as they are accrued rather than as leave is taken
Medium	26.01	Report either direct, indirect, or total costs in a variety of ways consistent with the chart of accounts.	N	26.01.01	The ability to report expenditures for a cost objective either including or not including allocated costs ^x
Medium	24.01	Build a standardized framework for cost accounting.	N	24.01.01	Provide a standard statewide approach to determining the full costs of government programs, products, and/or services
			N	24.01.02	A cost activity (casework, training, bill paying, etc) structure that provides agency flexibility for recording detail that rolls up to a statewide structure



Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			N	24.01.03	A statewide outcome structure that provides agency flexibility for recording detail that rolls up to statewide structures like the current POG
			N	24.01.04	A methodology to relate cost of activities to their related statewide outcomes as each changes over time
			N	24.01.05	Statewide definitions of cost accounting terms and allocation statistics
			N	24.01.06	Statewide common data for the financial and statistical data required to support cost allocation
			N	24.01.07	Training for staff in the new methodology and concepts
			N	24.01.08	Education for management and other stakeholders (including Legislature) for concepts
Low	24.02	Build a standardized framework for cost allocation that maximizes external funding.	N	24.02.01	The ability to maximize direct and indirect allocations to each funding source to the extent allowed by applicable rules, regulations, and state policy
			Y	24.02.02	The ability to demonstrate compliance with federal cost allocation regulations
Low	27.01	Compare costs per unit across agencies for common activities and functions.	N	27.01.01	The ability to compare costs per unit across agencies for similar activities and functions

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
Low	28.01	Provide information that supports performance measurement and decision making.	N	28.01.01	The ability to report relevant and reliable cost information on a timely (preferably real-time) basis
Functional Business Area – Performance Measurement					
High	73.01	Assess, improve, and communicate the effectiveness and efficiency of programs and processes.	N	73.01.03	Provide flexibility to define and update result indicators, their data sources, and their links to cost and personnel data, to multiple entities (i.e. agencies, strategic plans, budget activities, statewide results) and to multiple purposes that may change over time (i.e., budget uses, GMAP uses, strategic plan)
			N	73.01.04	Provide flexibility to define, collect, and update desired attributes of performance measures
			N	73.01.07	Enter data one time at its source and use the data for many purposes including performance measurement analysis
			N	73.01.08	Collect target and actual data for each performance measure over time at various types of intervals (i.e. monthly, quarterly)
			N	73.01.09	Ability to correlate, analyze, and disaggregate (e.g. drill-down) data from various sources over time to diagnose the root causes of problems and successes
			N	73.0110	Enable use of standard measurement units across agencies to enable comparison with other states, other agencies, and private enterprise where appropriate

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			N	73.01.11	Timely visibility into the actual costs of budget activities and related result indicators, over time
			N	73.01.12	Integrate employee and customer surveys with performance measurement data
			N	73.01.13	Ability to calculate, document, and report the full and unit costs of providing activities, products, programs, and services
			N	73.01.14	Provide the ability to compare costs per unit across agencies for similar activities and functions
			N	73.01.15	Ability to forecast and report on “what-if” scenarios
			N	73.01.16	Policy that requires clear, timely, and consistent communication of results to citizens
			N	73.01.17	Ability to quickly and easily submit performance measurement updates
			N	73.01.18	Ability to present data reports, charting, graphs, dashboard views, etc
			N	73.01.19	Ability to extract data and relate it to other data for various audiences
Functional Business Area – Purchase order-to pay					
High	42.01	Verify authorization and acceptance of goods and services prior to payment.	N	42.01.02	The ability to automatically edit electronically submitted vendor invoices against business rules and state sales tax tables
			N	42.01.03	The ability to automatically match vendor invoices to related order documents

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			N	42.01.04	The ability to automatically notify the vendor of problems with the invoice such as failure to include all required data, failure to include tax (for vendors with nexus in Washington), incorrect tax rates, mathematical errors, inclusion of items not ordered, exceeding order tolerance business rules, etc.
			Y	42.01.05	The ability to track the date an invoice is received as the date a properly completed invoice is received from vendor (to determine compliance with state timely payment policy)
High	45.01	Make timely, accurate, efficient, and cost effective payments of obligations to vendors.	N	45.01.02	Ability to process checks/warrants in enterprise accounts payable system
			N	45.01.03	Enterprise system(s) that integrate vendor information management, ordering, receiving, and accounts payable management business processes
			Y	45.01.04	The ability to validate the accuracy of sales/excise tax on each invoice according to business rules and state tax tables
			Y	45.01.05	The ability to automatically add use tax to taxable invoices from vendors without nexus in Washington State and remit the amount to the Department of Revenue with all required information
			N	45.01.06	The ability to deduct and track backup withholding as required and automatically voucher withheld amounts as appropriate
			Y	45.01.07	Ability to efficiently adjust coding after the fact
				45.01.08	The ability for "warrant wrap" to support early cash cutoff (required by DSHS) with simultaneous, real-time posting of financial and cash transactions (this should not be an issue)

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			N	45.01.09	A shared service center for accounts payable management, maintenance of vendor identification records, and management of risk based approval business rule for orders, receiving, and accounts payable (See endnote 4)
			N	45.01.10	Agency agreement with shared service organization
			N	45.01.11	Participate in centralized accounts payable activities as they become available
High	33.01	Maintain current and accurate information about the state's vendors and providers.	N	33.01.02	Define what vendor identification data will be common statewide and how it will be centrally maintained and accessed (e.g., OMWBE qualified)
			Y	33.01.03	The ability to maintain vendor information that supports targeted public policy (e.g. OMWBE, etc.)
			N	33.01.04	Integrate vendor data with agency line of business systems
			N	33.01.05	The ability to relate vendor and customer records for the same entities
			N	33.01.06	The ability to map current vendor IDs to statewide vendor IDs.(This is really "A plan to migrate to the new statewide vendor IDs")
			N	33.01.07	Agency systems updated to include or reference the statewide vendor IDs
			N	33.01.09	Processes and tools to manage vendor IDs
			Y	33.01.10	Vendor identification



Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
High	40.01	Track encumbrances, accruals, and expenditures statewide to properly state obligations, liabilities, and expenditures.	N	40.01.01	The ability to automatically record an encumbrance against budgeted funds when an order is approved in accordance with state and agency accounting policies.
			N	40.01.02	The ability to automatically record an expense and a liability and liquidate the appropriate portion of an encumbrance when an order is received in whole or in part
			N	40.01.03	The ability to clear the appropriate portion of a liability when an order is paid in whole or in part
			N	40.01.04	Full accrual accounting as automated as possible so encumbrance, accrued, and cash expense are always up-to-date
High	38.01	Capture timely, accurate, and complete information on what the state buys, from whom, and what contract was used, if any.	N	38.01.01	Policy that requires orders to be processed through the enterprise system
			N	38.01.02	The ability to manage and electronically record order data such as vendor, items, quantities, commodities, prices, descriptions, shipping and billing instructions, the contract number if any, the legal purchase authority reference, and additional details as needed
			N	38.01.03	The ability to select the vendor from the enterprise vendor list or to request a new supplier as necessary
			N	38.01.04	The ability to set up and maintain open orders for regular recurring deliveries as needed
			N	38.01.05	The ability to easily consolidate and report purchases charged to purchase cards with orders placed through the enterprise system for a complete picture of what was purchased from whom on which contracts, by purchaser, by supplier, and by account code
			N	38.01.06	The ability to fax and/or electronically transmit order data to vendors



Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
High	37.01	Establish the appropriate level of authentication/trust needed for vendors to submit invoices and register to accept payments electronically.	Some	37.01.01	The ability to conduct electronic commerce between the state and its payees, in accordance with Washington State law and policy
			N	37.01.02	Real time integration between the vendor self-service portal and the enterprise information system
High	44.01	Manage payment dates and terms to optimize cash flow.	N	44.01.01	The ability to automatically schedule payments based on the vendors' payment terms and state policy, as soon as payment details are known and authorized
			N	44.01.02	The ability to prioritize payment approval processes to assure payment discounts are earned
High	40.02	Maintain encumbrance and accounts payable sub-ledgers statewide.	Y	40.02.01	The ability to track and report encumbrances and payables as needed and across agencies
High	41.01	Electronically document goods and services received. Use risk based business rules for documentation in accordance with standardized policies and procedures.	N	41.01.01	The ability to require or not require evidence of acceptance of goods and services according to risk-based business rules and tolerances (e.g. order dollar amount, level of trust for the vendor, extent to which the purchase is routine, etc.)
			N	41.01.02	Ability to accept and track electronic notification of receipt and or electronic progress report documents from trusted vendors (e.g. electronic shipping notices and word documents)
			N	41.01.03	The ability to record full or partial receipt of an order electronically
			N	41.01.04	The ability to record receipt at either central locations and/or the order worksite
			N	41.01.05	The ability to record and track the reason for non-acceptance
			N	41.01.06	The ability to cancel an order



Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
Medium	43.01	Provide timely and accurate information to stakeholders about payments, as needed and required.	N	43.01.01	The ability to interface real time data about vendor transactions to agency line of business systems that require the data, in accordance with enterprise integration architecture and financial transaction standards
			N	43.01.02	The ability to capture data about and centrally monitor order-to-pay performance metrics such as: Number of vendor inquires by type (online, telephone, written); percent of vendors reporting excellent or very good service; percent of payments to vendors with a UBI and validated TIN; percent of on time acceptable delivery; percent of invoices received in electronic format; working capital turnover rates; number of invoices processed per accounts payable FTE; percent of available discounts earned; percent of fully compliant invoices on first receipt; percent of payments made in electronic format; percent of invoices paid timely according to state policy
Medium	39.01	Verify budget availability when purchases are made.	N	39.01.01	The ability to code orders to the purchaser's default account code(s) and for the purchaser or approver to update the coding to other valid account code(s) in accordance with business rules
			N	39.01.02	The ability to update account code(s) for some for all items as appropriate
			N	39.01.03	The ability to verify adequacy of budgeted funds before the order is processed
			N	39.01.04	The ability to override the budget edit with appropriate authority
Medium	35.02	Remit payments electronically.	Y	35.02.02	The ability to remit payments and remittance data electronically
Medium	35.01	Receive invoices and progress billings electronically.	N	35.01.02	The ability to electronically receive full and partial invoices against orders and contracts
			N	35.01.03	The ability for vendors to attach documents to their invoices

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
Low	34.01	Register businesses who wish to do business with Washington State in person or through a business portal.	Y	34.01.01	An enterprise vendor portal that can be used by vendors (or by authorized staff on behalf of the vendor) to register to do business with Washington and to update their registration data (One Stop Business Portal is enhancing system to accommodate more of this functionality)
			N	34.01.02	The ability to electronically validate vendor's name and tax identification number with the IRS during registration process
			N	34.01.03	The ability for vendors to electronically certify their W-9 or W-8 tax status
			N	34.01.04	The ability for foreign vendors to register electronically and provide required tax information in compliance with IRS rules
			N	34.01.05	The ability to automatically collect and track backup withholding status for vendors as required by IRS rules
			N	34.01.06	The ability to relate the vendor to the list of businesses registered with the Department of Revenue to determine whether they are a legitimate business and whether they have nexus in Washington State (Note: not all businesses are required to registered with DOR)
			N	34.01.07	The ability for the vendor to securely provide and update vendor bank account data during the registration process
			N	34.01.08	The ability to collect and maintain other common vendor identification data through the vendor portal with reasonable assurance the updates are valid
			Y	34.01.09	The ability for the vendor portal functionality to be expanded in the future as envisioned in the 2006 <i>Roadmap</i> Procure-to-Pay value proposition report (e.g. registration for bid notification, links to state licensing and minority/women certification systems, collection of vendor performance information, WEBS has much of this functionality)

Business Objectives (sorted by numeric priority ranking)			Business Process and System Requirements		
Priority	#	Description	Available in Current Systems (Y, N)	#	Description
			N	34.01.10	The ability for the vendor to provide and the system to track payment, order contact, and location data
			N	34.01.11	The ability to automatically and routinely survey level of vendor satisfaction
Low	46.02	Report consolidated federal 1099's statewide.	N	46.02.02	The ability to provide 1099 data for all applicable vendors
Low	46.01	Enable consolidated vendor reports on basic vendor file information, purchase orders, and accounts payable information.	N	46.01.01	Collect data to allow consolidated vendor reporting

ⁱ 7.01.01 - Policy about public disclosure vs. confidentiality, standardization of routine documents and information to be provided to the public, how often and where will information be readily available?

ⁱⁱ 7.01.01 - Make agency multi-year obligations more visible to legislator during budgeting process. (informed decisions)

ⁱⁱⁱ 24.02.01 - How does this allow for current conflicts between state and federal policy? Where is the divide between allocating the costs for cost accounting purposes and billing for the costs for reimbursement purposes?

^{iv} The requirements focus group had serious reservations about the viability of the following three proposals for Washington State. **45.01.09** – Accounts payable shared services: the group recommended that accounts payable continue to be managed by agencies except where agency resources are not available to perform this function (e.g. Small Agency Client Services clients). **60.02.13** - Revenue centers of excellence: the group recommended deferring this proposal for several years, or possibly defining where and to what extent it might be effective to pilot the concept. They also referenced the 2003 Survey of the Statewide Collection of Past Due Amounts, which recommended that 1) DOR, L&I, ESD, and DSHS continue to collect past due amounts within their current process and structure. These recoverable amounts include: taxes, industrial insurance, unemployment insurance, child support enforcement, and vendor and client overpayments; and 2) Those agencies whose primary mission is not the collection of past due amounts, may benefit from creating, and/or expanding partnerships with those larger agencies having specialized resources for the collection of past due amounts. **67.01.03** – Enterprise revenue distribution: The group recommended revenue

distributions continue to be managed by agencies except where agency systems are not available to perform this function, and that data from agency revenue distributions be imported to the enterprise system for consolidated reporting. The concerns by the working team include:

1. Difficult to get the right information – agency accounting staff have unique knowledge of agency programs and the intended accounting treatment of expenditures and revenues.
2. Collecting revenue is part of core business of agencies and allows face-time with their customers.
3. Timing:
 - a) if we wait, the efficiencies may be gained naturally over time as other improvements are made,
 - b) if other policy, process, system, organization changes are made, shared services may become irrelevant,
 - c) this is hard work and may not be the low hanging fruit.
4. This may naturally happen from other processes changing first.
5. May not need once other changes are in place (policy, process, system, organization.)
6. Too soon.
7. Not enough information about how shared services would be implemented to make an educated evaluation of its costs, benefits, and chances of success.
8. Need analysis of agency impact – Agencies don't want to get stuck with the hard work and have Shared Services group do the easy work – Pushing the button to make the payment is easy and because of agency complexity, this may be all that a Shared Service agency would be capable of doing.
9. May still have shadow systems – if part of the benefit estimates assumes all will go away this would not be reasonable
10. Union issues with shared services – any time positions are moved, redefined, or eliminated.
11. Differences between business clients and taxpayers – Shared Service Center would need the ability to treat each type of customer in a unique manner (implies Cash Receipts Management integrated with agency customer details.)
12. Integration to line of business systems – there would need to be extensive integration with dozens of line of business systems.
13. What are ground rules? (What is implementation plan for Shared Service?)

^v 33.01.01 – DSHS currently plans to use special AFRS statewide vendor numbers and do their own 1099 reporting for Provider -1 payments.

^{vi} 33.01.01 - How would the enterprise AP process and the manual and agency specific procurement process be integrated effectively?

^{vii} 46.02.01 - This is a major change and a huge responsibility for the organization that would manage enterprise 1099s. Provider -1 plans to use a special AFRS statewide vendor number and do their own 1099 reporting. This is a major change and a huge responsibility for the organization that would manage this.



viii 1.01.01 - Reference RCW43.88 – how does this requirement change the RCW?

ix 30.01.03 - Since many allocation formulas are based on staff time, there needs to be better ways to track people's time including leveraging any existing data such as feeds from line-of-business systems.

x 6.01.01 - There must be a means to distinguish direct entered costs from allocated costs. Also, in the allocated cost view the allocated costs must not be counted twice (one original and one allocated.)



Table D: Technical Requirements

Category	Priority	Technical Requirement
Reliability (Availability, dependability, etc)	Mandatory	R1 - 99.9% availability during core business hours
	High Need	R2 - Negligible impact on on-line availability due to system downtime caused by batch processing, application of patches, and upgrades, etc.
	Mandatory	R3 - Hardware and software architecture designed to be fault-tolerant, error-resistant, and self-recovering to the extent possible to minimize unanticipated downtime
	High Need	R4 - System must allow for 24/7 availability for online transaction entry and batch processing must not interfere with online availability
	Mandatory	R5 - System must support disaster recovery and business continuity plans of agencies and central system operators (DIS/OFM)
Performance (throughput, response time, scalability, etc)	Mandatory	P1 - Online response time for financial transaction entry less than N seconds for recommended desktop/network configuration
	High Need	P2 - Ability for administrator to tune system to improve performance
	Mandatory	P3 - Capacity to support efficient throughput, processing, storage, and reporting of detail activity for all agencies
	High Need	P4 - Provide real-time monitoring by system administrators of response time, system use and capacity, concurrent users, and system errors
	Mandatory	P5 - The system must support critical peak processing periods with negligible impact on users
	High Need	P6 - Ability to scale with minimal user impact
	High Need	P7 - Maximum average online response time of N seconds for all supported access methods
	Low Need	P8 - Inform users of likely elapsed time under current conditions for long-running processes
Usability (ease-of-use, efficiency, etc.)	Mandatory	U1 - Clear and concise error messages that identify corrective actions
	Mandatory	U2 - Log system and user error conditions for system administrator use and for targeting training
	High Need	U3 - Provide contextual help
	Mandatory	U4 - Integration with state standard desktop office suites



Category	Priority	Technical Requirement
	Mandatory	U5 - Conforms to the Voluntary Product Accessibility Template (VPAT) which measures a solution's compliance with ADA and Section 508
	High Need	U6 - Ease of accessing data definitions and understanding data structures for analytical processing and business intelligence
	Low Need	U7 - Provide alternate interface access methods: PDA, other mobile devices
	High Need	U8 - Provide access to information and reporting tools that are intuitive and easy to use
	High Need	U9 - Logical, easy to use system administration tools
	Mandatory	U10 - Provide vendor support for system administrators and system managers
	Mandatory	U11 - Means of accessing data for reporting and business intelligence that does not impact online transaction performance
	High Need	U12 - Efficient design for the intended business process (minimum number of screens per task, minimum or no unused fields clutter, etc.)
Configurability	High Need	C1 - Ability to tailor the application to meet the business needs with a minimum of code alterations (to ensure preservation of future version upgrade path)
Supportability (Operating environment)	Mandatory	S1 - System support, maintenance, upgrade, and other ownership costs for the state and agencies (e.g. total cost of ownership) shall be considered in any detailed cost modeling
	Mandatory	S2 - Support, maintenance, and total cost of ownership costs shall be monitored and managed (assessed for costs and benefits) over time
	Mandatory	S3 - The cost of infrastructure upgrades and increasing maintenance costs (as the licensing cost basis increases) shall be considered in any detailed cost modeling or proposal
	Mandatory	S4 - The system must conform to all ISB standards, policies, and guidelines
	Mandatory	S5 - The system must provide a licensing model easily managed across the enterprise
	Mandatory	S5.1 - The system must provide a licensing model that accommodates anticipated growth and expansion of system use over time at a reasonable incremental rate



Category	Priority	Technical Requirement
	Mandatory	S6 - An application deployment model that can be efficiently managed across agency implementations including field locations with different versions of desktop and browser configurations (might need to be limited to “supported” configurations)
	Mandatory	S7 - The system must be constructed using current but mature industry-standard application development tools, techniques, and standards (The intent is to not be bleeding edge but not be obsolete.)
	Mandatory	S9 - Run in currently-supported operating system and network environment or provide a viable (cost and time) migration strategy
	Mandatory	S10 - Compatible with state infrastructure including DIS network standards, such as virus prevention and firewall integrity (DIS, State Government Network (SGN), and agency-specific)
		S11 -
	High Need	S12 - Supports re-use of a modular architecture with clear logical boundaries
		S13 -
	High Need	S14 - Use event-driven transactions (e.g. decouples the event from what happens following the event with business rules not embedded in the logic, flexibility to change results easily).
	Mandatory	S15 - Must allow central and agency administration of business rules as appropriate
	Mandatory	S16 - Be supported by a vendor with a history of stability and a solid financial and competitive position
	Mandatory	S17 - Quality (accurate, useful, helpful, direct) documentation must be available in the various forms needed: user, technical, operational, interfaces, etc.
	Mandatory	S18 - The system shall provide administration, backup, and restore utilities that are supportable
	High Need	S19 - A viable support staffing plan and cost model that uses some combination of leveraging existing staff skills, training existing staff to add new skills, hiring new skilled staff, or outsourcing
	High Need	S20 - Software (work flow, integration bus module, reporting, etc) should be loosely coupled to allow possible independent version upgrades
	Mandatory	S21 - Provides architectural and technical documentation
	Mandatory	S22 - The effect of the agency charge back scheme shall be considered in any detailed cost and benefit modeling



Category	Priority	Technical Requirement
Data Integrity	Mandatory	D1 - Provide extensive logging capabilities (e.g. the ability to maintain a historical record of changes made within the system and report on the specific change made, type of change, the person who made the change, and the date and time the change was made for a period of time determined by business rules)
	Mandatory	D2 - The system shall provide capability for security, control, system administration, backup, and recovery that supports business continuity and disaster recovery
	Mandatory	D3 - The system shall maintain transaction integrity by validating transaction entries for logic errors or business rule violations
	Mandatory	D4 - Able to archive and retrieve data and related reference tables and retain them in accordance with record retention policy
	Mandatory	D5 - Able to validate successful delivery of transactions sent to or received from agency systems and other trusted partners
	Mandatory	D6 - Able to validate completeness of processing of transactions received as intended
	Mandatory	D7 - Able to clean up partial DB updates after suspended network sessions or after other partial failures
	Mandatory	D8 - Adequate internal controls to verify counts and amounts in interfaces or integrated processes balance
Access control / Privacy/ Confidentiality	Mandatory	AC1 - Provide an efficient, flexible way to control and administer access on an enterprise level leveraging existing enterprise data stores to the extent practical (e.g. using HR data or Active Directory for identity management)
	Mandatory	AC2 - Manage granular authority for direct transaction processing, interfacing events, and data query using role-based security
	Mandatory	AC3 - Split access control management between enterprise, agencies, and divisions as appropriate
	Mandatory	AC4 - Ability to enforce business rules that define division of duties and organization responsibility levels (e.g. separation of duties to meet internal control requirements) and the ability to log incidents of non-compliance as appropriate
	Mandatory	AC5 - Follow security standards of the ISB and provide the flexibility to follow more stringent agency standards
Authentication	Mandatory	AU1 - Access will be provided only to authorized internal and external users through enterprise authentication entry points: Active Directory and Secure Access Washington
	Mandatory	AU2 - Able to efficiently manage users (dormant, new, terminated, etc.)



Category	Priority	Technical Requirement
	Mandatory	AU3 - Provide monitoring and reporting of user access and invalid password attempts
	Mandatory	AU4 - Provide the ability to gracefully terminate users if inactivity exceeds time-out period defined by the enterprise or agencies as appropriate
Integration (Interfaces)	Mandatory	IN1 - Ability to exchange data with agencies and other trusted partners through batch or real-time interfaces following enterprise integration architecture standards
	High Need	IN2 - In cases where real time interface is needed, able to minimize transit delay and latency from source activity to processed result with minimal impact to the user environment
	Mandatory	IN3 - The system must comply with ISB/EA guidelines for inter-application integration, workflow, and communication (such as consensus open standards, message-based interfaces, and loosely coupled integration, etc.)
	High Need	IN4 - The system must provide the ability to enter data one time and precipitate it through all statewide financial management systems that require the information, and make data available to agency business systems using standard Enterprise Architecture Committee protocols (Maximize use of enterprise data throughout processing)
Quality	Mandatory	Q1 - Useful life of at least 20 years
	High Need	Q2 - Meets business requirement with minimal need for workarounds and shadow systems
Implementation (Conversion, testing, etc.)	High Need	IM1 - Ability to implement incrementally either by rolling out functions and/or rolling out agencies to meet the best implementation plan
	Mandatory	IM2 - Ability to completely and accurately convert historical data from state and agency legacy data sources and distinguish the source as necessary
	Mandatory	IM3 - Provides features and environments to facilitate development, testing, and training (e.g. capacity to have development and testing environments continuously available)
	Mandatory	IM4 - Ability to scale hardware and user licenses during initial implementation growth period (the purpose would be to save money)



APPENDIX D: AFRS FIT/GAP ASSESSMENT

Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
TBD	A	Facilitate and enable strategic alignment, collaboration and accountability in state government.	1	Provide a framework to plan, execute, and monitor performance measurement across state government including but not limited to: Data elements within the chart of accounts to support performance measurement, integration of financial information and non-financial performance information, and direct links with employee performance development plans and human resource staffing data.	Not a system issue		<p>The current statewide accounting structure has been constructed to meet both our customer agency’s needs and to meet Government Accounting standards (GASB).</p> <p>Further performance control and monitoring can be provided by adding one or more tables to those already present that would allow an agency to identify a particular measure and then establish a specific AFRS accounting structure to represent that measure. The new table can then be used both to control accounting usage for that measure and to aid reporting on the measure. The addition of this facility would require a fairly short development period.</p> <p>Additional features of the new Performance Measurement table could include data elements concerning Leg Intent, Agency Mission, Strategic Plan, etc.</p>
			2	Standardize the data elements in the enterprise chart of accounts as needed to meet the state’s performance measurement objectives.	Not a system issue		
			3	Directly align the budget and accounting charts of accounts.	Not a system issue		
			4	Enter data one time at its source and use the data for many purposes including performance measurement analysis.	N	Feasible	
		Measure	1	Define objective and consistent	Not a system		Use of the Statewide Accounting structure provides for comparison



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
	B	performance at all levels against goals, objectives, standards, and benchmarks.		criteria against which operational and strategic progress will be measured (e.g. legislative intent, agency mission and strategic plan, standard and benchmarks)	issue		<p>across agencies. Further edit controls may need to be instituted to provide for specific comparisons. Because these elements are based on GASB based rules our state can be (and has been) successfully compared to other state's performance.</p> <p>OFM budget uses the same accounting structure that AFRS does, so there is a direct connection between the two. In addition, data is kept at a detail level for agency use but can be 'rolled' up to a summary level for budget needs. This is an advantage over any replacement that requires the creation of a new accounting structure that is no longer under the state's control.</p> <p>The only non-financial data contained in AFRS is FTE. Other non-financial data for reporting purposes would need to come from other systems. The detail of payroll information is kept in the HRMS Business Warehouse.</p> <p>Costs can be compared across agencies, although elements for comparison need to be consistent across agencies and additional edit</p>
			2	Link measures (non financial and financial data) to statewide strategies and results that may change over time.	N	Feasible	
			3	Enable use of standard measurement units across agencies to enable comparison with other states, other agencies, and private enterprise where appropriate.	Not a system issue		
			4	Integrate employee and customer surveys with performance measurement data.	Not a financial system issue		
	C	Determine the extent to which government is providing quality and effective products and services at a reasonable cost.	1	The ability to calculate, document and report the full and unit costs of providing activities, products, programs, and services.	N	Feasible	
			2	Timely visibility into the actual costs of budget activities and related result indicators, over time.	N	Feasible	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			3	The ability to correlate, analyze and disaggregate data from various sources over time to diagnose the root causes of problems and successes.	Reporting function	Feasible	controls may need to be enforced to ensure that the comparisons are Fully/Configurable meaningful. City/County is available within AFRS, so costs across those elements can be generated. Again, further edit controls may be needed to ensure effectiveness across agencies. AFRS data can be readily downloaded to Excel for analysis and ‘what if’ adjustments. This same data can then be used to generate charts, etc. This function can be accomplished via Enterprise Reporting Adhoc Tool. While AFRS can provide the accounting basis for decision making, end-users must combine the data with other non-accounting systems and processes to provide final conclusions.
			4	Provide the ability to compare costs per unit across agencies for similar activities and functions.	Y	Feasible	
	D	Provide decision makers with the timely, accurate and consistent information needed to measure progress towards achieving results.	1	The ability to report inputs, outputs, and results in a variety of ways (by region, county, etc) and at a variety of levels in a real-time environment.	Y	Fully Configurable	
			2	The ability to forecast and report on “what-if” scenarios.	Reporting function	Fully Configurable	
	E	Communicate favorable and unfavorable results to all stakeholders in clear and compelling terms.	1	Ability to use clear, concise, and consistent language and charts to report inputs, outputs, and outcomes.	Reporting function	Fully Configurable	
	F	If these are requirements for	1	Flexibility and capability to capture all of the attributes of performance	Y	Partially	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
		performance measurement, which objective do they fit under?		measures; link them to all of their intended purposes; extract data and relate it to other data for various audiences and format reports professionally; easily drill down; ease of access to and portability of data for agencies.			
Medium	2.01	Give visibility to agency and statewide strategic and operational goals.	2.01.01	A chart of accounts that is sufficiently flexible to capture and report the data needed to meet both statewide and agency financial management , and business objectives, even though each agency has a different mission, goals, management priorities, strategic plan, and organizational framework.	Y	Fully Configurable	AFRS supports all GASB requirements for a chart of accounts. In addition, since the state ‘owns’ AFRS, changes to the chart of accounts can be easily accommodated by reworking the system to accept those changes.
High	1.01	Provide chart of accounts definitions and standards to enable agency and statewide data collection and financial analysis.	1.01.02	Standardize data elements at statewide and agency levels with agreed level of detail.	Not a system issue		Policy and AFRS Changes.
			1.01.03	Evaluate the state’s financial information objectives (e.g. POG, GMAP) and standardize the budgetary and accounting data elements in the enterprise chart of accounts. State needs indicated to date include: Grant, Project, Contract, Commodity Code, Order ID, Budget Activity, Geo-spatial data, Customer ID, Cost Activity, Cost Driver, Cost	N	Feasible	The current Chart of Accounts covers a very wide range of possible accounting needs, as provided by GASB. Additional elements can be added to meet all specific state requirements as needed. AFRS already supports a low level of GASB supported data. If new elements are required they can be added, but often existing fields can support more detailed needs. And,



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
				Object, Performance Measure (unit). Full state objectives still need to be analyzed and validated.			again, since we own the code we can readily expand its capabilities whenever we choose.
			1.01.04	Flexibility in chart of accounts to accommodate budget activity, policy strategy, and priorities of government.	N	Feasible	New Tables can be established in AFRS to crosswalk multiple years of history. These tables can be made available to Enterprise Reporting for further reporting and analysis.
			1.01.05	Flexibility to meet agency financial information objectives at lower levels of detail within the enterprise chart of accounts structure. Known agency needs include: Work Order Ledgers for DOT, Case Management Number for DSHS, Trusts for DNR, Docket Number for UTC, and Claim Numbers for LNI. Full state objectives still need to be analyzed and validated.	N	Feasible	
			1.01.07	The ability to recast or translate historical data to new or future chart of accounts.	N	Feasible	The split between the agency and OFM control of the chart of accounts can be changed accordingly.
			1.01.08	The ability to map the current chart of accounts to the new enterprise chart of accounts (crosswalk or conversion strategy.)	N	Feasible	Requires that agencies use Subsidiary Accounts already supported by AFRS.
			1.01.09	Identification and communication of	Not a		Purchase authorization part of new



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
				the statewide and agency financial and line of business systems that will be impacted by a change to the chart of accounts.	system issue		Purchasing system, as well. Available in Enterprise Reporting.
			1.01.10	Modify agency and statewide financial information and line of business systems as necessary to accommodate the enterprise chart of accounts.			
			1.01.11	The ability to maintain agency chart of account elements at the agency level, to the extent the changes do not impact the enterprise chart of account elements or structure.	Y	Fully Configurable	
High	4.01	Record financial events consistently, accurately, and timely to ensure accountability and that the results of operations and financial position are fairly stated in compliance with professional and other regulatory standards.	4.01.02	The ability to record transactions at the earliest possible source of activity and simultaneously update related systems, as necessary.	Not a system issue – more policy		Add new table to carry the requested textual data. Note: this appears to be in response to the Legislature’s tendency to move money that an agency thinks belongs to them; this is not likely to stop that behavior.



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
High	5.01	Ensure subsidiary accounts and agency line of business systems are in balance with the general ledger.	4.01.03	The ability for properly authorized staff to record routine as well as unique financial events, using pre-established or unique coding (requirements may differ from agency to agency.)	Y	Fully Configurable	The only non-financial data contained in AFRS is FTE. Other non-financial data for reporting purposes would need to come from other systems. The detail of payroll information is kept in the HRMS Business Warehouse.
			4.01.04	Real time posting of authorized, edited financial transactions to all ledgers and related systems.	N	Feasible	
			4.01.05	The ability to integrate financial information, cost accounting, and allocation functionality, and financial reporting processes in a real-time environment	N	Feasible	
			5.01.01	Simultaneous, real time posting of transactions, including cash, to statewide subsidiary ledgers, the enterprise general ledger, and agency line of business systems that require the data.	N	Feasible	AFRS can accommodate multiple edits in multiple tables. Purchase authorization part in new Purchase system.
High	6.01	Demonstrate compliance and fiscal accountability for cash and other assets, liabilities, reserves, equity, revenues, and expenses by fund and	5.01.02	Assess the ability to centralize cash and investments for the state of WA, i.e. special funds, local accounts	Not a system issue		New tables in Fastrack could access cross-walk. Fastrack must provide reporting aspect.
			5.01.03	The ability to maintain statewide account receivable subsidiary balances for accrued revenue and expected revenue and reconciling	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
		account.		these balances to the general ledger where applicable.			
			5.01.04	The ability to electronically reconcile cash revenue transactions to Treasury deposits on a daily basis.	Y	Fully Configurable	
			5.01.05	The ability to hold unidentified revenue in suspense sub ledgers within the appropriate fund.	Y	Fully Configurable	
			5.01.06	The ability to route suspense items to agencies for further research.	Y	Fully Configurable	
			6.01.01	The ability to monitor and report detail elements for fund activity and balances across and within agencies.	Y	Fully Configurable	
High	7.01	Provide visibility and accountability in the use of public resources.	7.01.02	The ability for authorized agency staff to compare their business data to other statewide and agency business data based on defined security and business rules.	Y	Fully Configurable	
Medium	8.01	Maintain fund and reserve balances according to business	7.01.03	Provide visibility for obligations for multiple years.	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
		plan.	8.01.02	The ability to record and report textual data in the general ledger that explains the business need and legal authority for fund reserve balances.	N	Feasible	
Medium	9.01	Capture data to assist in planning, resource allocation, budget analysis, statistical evaluation, cash control, management control, and operating and strategic decision-making at the agency and statewide levels.	9.01.01	The ability to capture and record financial and non-financial data needed to support financial management and cost allocation.	Y	Partial	
High	10.01	Comply with legal provisions for the use of money	9.01.02	The ability to clearly distinguish between cash and accrued transactions in enterprise system (including allocated costs.)	Y	Fully Configurable	
			9.01.03	The ability to view transaction activity and account balances on either a cash or an accrual basis.	Y	Fully Configurable	
			10.01.0	Provide data for making managerial	Not a financial		



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			1	decisions on legal compliance.	system problem		
Medium	11.01	Monitor actual revenues received against estimated revenues.	10.01.0 2	The ability to capture data about legislative provisos restricting the use of appropriated funds (if any) and displays it when purchase authorization is requested.	Y	Fully Configurable	
			11.01.0 1	The ability to compare actual revenues received against budgets and forecast revenues.	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – General Ledger, Reporting						How can we “Leverage AFRS” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
High	11.02	Monitor and control actual expenses against the legislative budget.	11.02.01	The ability to record appropriation limits for each agency within each fund.	Y	Fully Configurable	
			11.02.02	The ability to record and control biennial and/or annual appropriations.	Y	Fully Configurable	
			11.02.03	The ability to display and report actual encumbrances and/or expenses against the legislative budget.	Y	Fully Configurable	
Medium	11.03	Adjust budget availability to reflect change in actual revenues received.	11.03.01	The ability to track changes to appropriations based on actual revenue received, if within legislative intent. (flexibility)	Y	Fully Configurable	
			11.03.02	An efficient process for adjusting agency spending plans to reflect higher or lower revenues than expected.	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – General Ledger, Reporting						How can we “Leverage AFRS” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
High	12.01	Monitor and control actual expenses against the original approved allotments and the agency adjusted allotments.	12.01.01	The ability to record both original and adjusted agency spending plans (e.g. monthly allotments) that are developed in the statewide Budget systems at the appropriate level of detail to effectively control agency expenditures.	Y	Fully Configurable	
			12.01.02	The ability to control expenses against either the original or the current adjusted agency spending plan based on business rules.	Y	Fully Configurable	
			12.01.03	The ability to display actual expenses against either the original or the current adjusted agency spending plan and monitor variances to date and in total.	Y	Fully Configurable	
High	14.01	Support governmental, proprietary, and fiduciary operations.	14.01.01	Comprehensive financial accounting support for government, proprietary, and fiduciary fund operations.	Y	Fully Configurable	
High	15.01	Provide flexibility to support current and evolving agency and statewide business needs and industry standards.	15.01.01	The flexibility to expand the statewide and agency chart of accounts and reporting capabilities as state and agency business needs and industry standards change.	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
High	16.01	Support reporting of financial data across a multi-year time period for long-term analyses, as changes are made to the chart of accounts.	16.01.01	The ability to report "recast" financial data across a minimum of 10 year time period to show the impact of proposed or actual chart of accounts changes.	Fastrack reporting		
			16.01.02	The ability to report consistent financial data across longer periods of time where required (such as for some industrial insurance funds, capital projects, construction projects.)	N	Feasible	
Medium	17.01	Support financial data interchange with private and public business partners.	17.01.01	The ability to exchange financial data between the state and its private and public business partners.	Y	Fully Configurable	
Medium	18.01	Comply with professional standards when reporting financial results.	18.01.01	The ability to produce all reports required to comply with the following standards: Government Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP).	Reporting Function	Fully Configurable	
			18.01.02	The ability to automatically track disclosure requirements as necessary for various funds and reports.	Disclosure Form System	Fully Configurable	



Functional Requirements – Business Process and Systems – General Ledger, Reporting						How can we “Leverage AFRS” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			18.01.03	The ability to combine financial and text data for financial reporting.	Disclosure Form System	Fully Configurable	
			18.01.04	The ability to include graphs and charts in financial reports.	Reporting Function (Adhoc)	Fully Configurable	
Medium	19.01	Present financial results for operations at the statewide and agency levels.	19.01.01	The ability to present financial results for operations at agency and statewide levels.	Y	Fully Configurable	
			19.01.02	The ability to allow for "simulated" period close at the agency level so agencies can prepare agency financial reports and open the new biennium with both real and nominal account balances, independently of the statewide close.	N	Not Feasible: inter-agency receivables, payables, and Administrative Fund issues do not allow this. Procedure would need to follow GASB rules.	
			19.01.03	The ability to automatically synchronize agency and statewide records following the final close of the statewide reporting period.	N	See above	



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			19.01.04	The ability to define reporting cycles at the statewide, agency, and line of business levels.	Y	Fully Configurable – ER has business calendar capability for agencies to schedule their reports.	
			19.01.05	The ability to generate financial statements in accordance with established reporting cycles or on an "as needed" basis.	Y	Fully/Configurable	
Low	20.01	Provide information to stakeholder groups regarding the availability of resources for particular purposes and the impact on expected outcomes.	20.01.01	The ability to link revenue sources to cost objectives and outcomes, and report across agencies for GMAP, POG, and other popular reports.	See Performance Measures		
			20.01.02	The ability to display information relative to revenue stream on government spending and services.	Y	Fully Configurable	
			20.01.03	The ability to align reporting tools, systems, interfaces, and data architecture to accommodate reporting on revenue, use of funds, objectives, and outcomes.	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			20.01.04	The ability to include charts in financial reports.	Y	ER	
Medium	21.01	Monitor and assess financial condition and activity at various agency and statewide levels.	21.01.01	The ability to report budgeted and actual expenditure/expenses and revenues, and to create balance sheet and income statement information as needed to meet agency and statewide financial information objectives and management needs.	Y	Fully Configurable	
			21.01.02	Enterprise financial systems that integrate financial information, cost accounting, and allocation functionality in a real time basis.	Y	ER; Reporting available real-time will require real-time posting in AFRS and real-time warehouse update.	
Medium	22.01	Report on budget, actual, and projections as needed in a variety of ways at agency and statewide levels.	22.01.01	The ability to report budgeted, actual, and projected financial information as needed to meet agency and statewide financial information objectives.	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			22.01.02	The ability to customize report writing by various criteria such as: project, program, time, across biennium, etc.)	Y	ER	
			22.01.03	The ability to drill down into source data from summary level financial reports.	Y	ER	



Functional Requirements – Business Process and Systems – Cost Accounting						How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements			Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#					
Medium	24.01	Build a standardized framework for cost accounting.	24.01.01	Provide a standard statewide approach to determining the full costs of government programs, products, and/or services.	N	Feasible	CAS is currently supporting DSHS, can be expanded to other agencies. Would need a Requirements phase.	
			24.01.02	A cost activity (casework, training, bill paying, etc) structure that provides agency flexibility for recording detail that rolls up to a statewide structure.	Y	Fully Configurable	Fastrack reporting.	
			24.01.03	A statewide outcome structure that provides agency flexibility for recording detail that rolls up to statewide structures like the current POG.	Y	Fully Configurable	Fastrack reporting.	
			24.01.04	A methodology to relate cost of activities to their related statewide outcomes as each changes over time.	N	Feasible	Depends on the final requirements for Performance Measure tracking and COA.	
			24.01.05	Statewide definitions of cost accounting terms and allocation statistics.	Not a financial system issue		AFRS supports any definition desired.	
			24.01.06	Statewide common data for the financial and statistical data required to support cost allocation.	Not a financial system issue			

Functional Requirements – Business Process and Systems – Cost Accounting					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			24.01.07	Training for staff in the new methodology and concepts.	Not a financial system issue		See response for 24.1.1 See response for 24.1.1
			24.01.08	Education for management and other stakeholders (including Legislature) for concepts.	Not a financial system issue		
Low	24.02	Build a standardized framework for cost allocation that maximizes external funding.	24.02.01	The ability to maximize direct and indirect allocations to each funding source to the extent allowed by applicable rules, regulations, and state policy.	Y	Fully Configurable	See response for 24.1.1; plus COA standardization
			24.02.02	The ability to demonstrate compliance with federal cost allocation regulations.	N	Feasible	Fastrack reporting. Will require policy directing agencies to use a common definition.
Medium	26.01	Report either direct, indirect or total costs in a variety of ways consistent with the chart of accounts.	26.01.01	The ability to report expenditures for a cost objective either including or not including allocated costs. ^{xi}	N	Feasible	Fastrack reporting. (Real-time is policy decision).
Low	27.01	Compare costs per unit across agencies for common activities and functions.	27.01.01	The ability to compare costs per unit across agencies for similar activities and functions.	N	Feasible	State policy doesn't currently



Functional Requirements – Business Process and Systems – Cost Accounting					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
Low	28.01	Provide information that supports performance measurement and decision making.	28.01.01	The ability to report relevant and reliable cost information on a timely (preferably real-time) basis.	Y	Fully Configurable	support this need. See answers for Performance Measurement above.
Medium	30.01	Determine the full cost of government activities, products and services across agencies according to the standard framework for cost accounting.	30.01.01	The ability to use financial and statistical data to calculate, document and report the full cost of cost objectives such as activities, programs, products and services, and the unit cost of results achieved according to the state's standard state cost accounting methodologies.	Not a financial system issue		Agency line-of-business systems must supply this info. Payroll issue (HRMS).
			30.01.02	The ability to use the Activity Based Costing principles.	Not a financial system issue		Policy issue: Revenue must be recorded at the same level as Expenditures.
			30.01.03	The ability to collect and distribute employee time and salary and benefit costs by activities, programs, products and services. ^{xii}	Not a financial system issue; HRMS?		
			30.01.04	The ability to collect statistical data from employees as part of the timesheet and labor distribution processes.	N		Dependent on Cost Accounting rules and policies.



Functional Requirements – Business Process and Systems – Cost Accounting					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			30.01.05	The ability to allocate employee leave costs as they are accrued rather than as leave is taken	Not a financial system issue		
Medium	31.01	Compare the cost of providing services with the revenue generated for the same service.	31.01.01	The ability to relate the cost of providing services with the revenue generated for the same service.	Y	Fully Configurable	
			31.01.02	The ability to prevent and/or reduce allocation to some funding sources depending on limitations in budget or revenue availability, while still reporting the full cost of the programs/service (e.g. ability to treat sufficiency of funding as a separate issue than full cost of programs/services)	Y	Fully Configurable	
Medium	32.01	Establish prices or fees for activities, programs, products and services based on costs, legal constraints and/or other factors as appropriate.	32.01.01	The ability to calculate, document and report the full cost of providing activities, products, programs, and services (as an input to price-setting decisions) as appropriate.	Y	Fully Configurable	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process	
Priority	#	Description	#					
High	33.01	Maintain current and accurate information about the state's vendors and providers	33.01.02	Define what vendor identification data will be common statewide and how it will be centrally maintained and accessed (e.g., OMWBE qualified.)	N	Feasible	Requires agencies to use Statewide Vendors file only.	
			33.01.03	The ability to maintain vendor information that supports targeted public policy (e.g. OMWBE, etc.)	N	Feasible		Requires structure changes to accommodate agency line-of-business data and common statewide data. Policy changes related to data ownership and governance.
			33.01.04	Integrate vendor data with agency line of business systems.	N	Feasible		
			33.01.05	The ability to relate vendor and customer records for the same entities.	N	Feasible		
			33.01.06	The ability to map current vendor IDs to statewide vendor IDs. (This is really "A plan to migrate to the new statewide vendor IDs")	N	Feasible	Agency line-of-business systems may continue to control certain vendors, outside of statewide control, due to federal regulation.	
			33.01.07	Agency systems updated to include or reference the statewide vendor IDs.	N	Feasible		
			33.01.09	Processes and tools to manage vendor IDs.	N	Feasible		



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			33.01.10	Vendor identification.	N	Feasible	<p>Would require investments in e-signatures and imaging infrastructure (current project is in process.)</p> <p>Currently done in bulk yearly. Could invoke IRS web service (if available) to validate.</p> <p>Rumor of new IRS rule to withhold 3% from all vendor payments. Could mean complex chart changes so that the withholding liability can be accurately tracked and paid by individual agencies. Would require COA and SWV standardization.</p>
Low	34.01	Register businesses who wish to do business with Washington State in person or through a business portal.	34.01.01	An enterprise vendor portal that can be used by vendors (or by authorized staff on behalf of the vendor) to register to do business with Washington and to update their registration data. (One Stop Business Portal is enhancing system to accommodate more of this functionality.)	N	Feasible	
			34.01.02	The ability to electronically validate vendor's name and tax identification number with the IRS during registration process.	N	Feasible	
			34.01.03	The ability for vendors to electronically certify their W-9 or W-8 tax status.	N	Feasible	
			34.01.04	The ability for foreign vendors to register electronically and provide required tax information in compliance with IRS rules.	N	Feasible	
			34.01.05	The ability to automatically collect and track backup withholding status for vendors as required by IRS rules.	N	Feasible	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			34.01.06	The ability to relate the vendor to the list of businesses registered with the Department of Revenue to determine whether they are a legitimate business and whether they have nexus in Washington State. (Note: not all businesses are required to registered with DOR)	N	Feasible	Would require access to DOR data and would also require DOR to carry the SWV number. We’re assuming that the vendor portal will only carry limited common elements and links to agency line-of-business systems that will contain and control other items.
			34.01.07	The ability for the vendor to securely provide and update vendor bank account data during the registration process.	N	Feasible	
			34.01.08	The ability to collect and maintain other common vendor identification data through the vendor portal with reasonable assurance the updates are valid.	N	Feasible	
			34.01.09	The ability for the vendor portal functionality to be expanded in the future as envisioned in the 2006 <i>Roadmap</i> Procure-to-Pay value proposition report (e.g. registration for bid notification, links to state licensing and minority/women certification systems, collection of vendor performance information (Note: WEBS has some of this functionality.)	N	Feasible	
			34.01.10	The ability for the vendor to provide and the system to track payment, order contact, and location data.	N	Feasible	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage AFRS” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			34.01.11	The ability to automatically and routinely survey level of vendor satisfaction.	N	Feasible	
Medium	35.01	Receive invoices and progress billings electronically.	35.01.02	The ability to electronically receive full and partial invoices against orders and contracts.	Y	Partial	
			35.01.03	The ability for vendors to attach documents to their invoices.	N	Feasible	
Medium	35.02	Remit payments electronically.	35.02.02	The ability to remit payments and remittance data electronically.	Y	Fully Configurable	
High	37.01	Establish the appropriate level of authentication/trust needed for vendors to submit invoices and register to accept payments electronically.	37.01.01	The ability to conduct electronic commerce between the state and its payees, in accordance with Washington State law and policy.	N	Feasible	
			37.01.02	Real time integration between the vendor self-service portal and the enterprise information system.	N	No specifications, can't cost	
High	38.01	Capture timely, accurate, and complete information	38.01.01	Policy that requires orders to be processed through the enterprise system.	Not a system issue		



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
		on what the state buys, from whom, and what contract was used, if any.	38.01.02	The ability to manage and electronically record order data such as vendor, items, quantities, commodities, prices, descriptions, shipping and billing instructions, the contract number if any, the legal purchase authority reference, and additional details as needed.	N	Requires new Purchasing System	
			38.01.03	The ability to select the vendor from the enterprise vendor list or to request a new supplier as necessary.	N	Requires new Purchasing System	
			38.01.04	The ability to set up and maintain open orders, for regular recurring deliveries as needed.	N	Requires new Purchasing System	
			38.01.05	The ability to easily consolidate and report purchases charged to purchase cards with orders placed through the enterprise system for a complete picture of what was purchased from whom on which contracts, by purchaser, by supplier, and by account code.	N	Requires new Purchasing System	
			38.01.06	The ability to fax and/or electronically transmit order data to vendors.	N	Requires new Purchasing System	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
Medium	39.01	Verify budget availability when purchases are made.	39.01.01	The ability to code orders to the purchaser's default account code(s) and for the purchaser or approver to update the coding to other valid account code(s) in accordance with business rules.	N	Requires new Purchasing System	
			39.01.02	The ability to update account code(s) for some for all items as appropriate.	N	Requires new Purchasing System	
			39.01.03	The ability to verify adequacy of budgeted funds before the order is processed.	N	Requires new Purchasing System	
			39.01.04	The ability to override the budget edit with appropriate authority.	N	Requires new Purchasing System	
High	40.01	Track encumbrances, accruals, and expenditures statewide to properly state obligations, liabilities, and expenditures.	40.01.01	The ability to automatically record an encumbrance against budgeted funds when an order is approved in accordance with state and agency accounting policies.	N	Requires new Purchasing System	
			40.01.02	The ability to automatically record an expense and a liability and liquidate the appropriate portion of an encumbrance when an order is received in whole or in part.	N	Requires new Purchasing System	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			40.01.03	The ability to clear the appropriate portion of a liability when an order is paid in whole or in part.	N	Requires new Purchasing System	
			40.01.04	Full accrual accounting as automated as possible so encumbrance, accrued, and cash expense are always up-to-date.	N	Requires new Purchasing System	
High	40.02	Maintain encumbrance and accounts payable sub-ledgers statewide.	40.02.01	The ability to track and report encumbrances and payables as needed and across agencies.	Y	Fully Configurable Must create payables sub-ledger, COA standardization	
High	41.01	Electronically document goods and services received. Use risk based business rules for documentation in accordance with standardized policies and procedures.	41.01.01	The ability to require or not require evidence of acceptance of goods and services according to risk-based business rules and tolerances (e.g. order dollar amount, level of trust for the vendor, extent to which the purchase is routine, etc.)	Y	Fully Configurable	
			41.01.02	Ability to accept and track electronic notification of receipt and or electronic progress report documents from trusted vendors (e.g. electronic shipping notices and word documents.)	N	Requires new Purchasing System	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			41.01.03	The ability to record full or partial receipt of an order electronically.	N	Requires new Purchasing System	
			41.01.04	The ability to record receipt at either central locations and/or the order worksite.	N	Requires new Purchasing System	
			41.01.05	The ability to record and track the reason for non-acceptance.	N	Requires new Purchasing System	
			41.01.06	The ability to cancel an order.	N	Requires new Purchasing System	
High	42.01	Verify authorization and acceptance of goods and services prior to payment.	42.01.02	The ability to automatically edit electronically submitted vendor invoices against business rules and state sales tax tables.	N	Requires new Purchasing System	
			42.01.03	The ability to automatically match vendor invoices to related order documents.	N	Requires new Purchasing System	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			42.01.04	The ability to automatically notify the vendor of problems with the invoice such as failure to include all required data, failure to include tax (for vendors with nexus in Washington), incorrect tax rates, mathematical errors, inclusion of items not ordered, exceeding order tolerance business rules, etc.	N	Requires new Purchasing System	
			42.01.05	The ability to track the date an invoice is received as the date a properly completed invoice is received from vendor (to determine compliance with state timely payment policy.)	N	Requires new Purchasing System	
Medium	43.01	Provide timely and accurate information to stakeholders about payments, as needed and required.	43.01.01	The ability to interface real time data about vendor transactions to agency line of business systems that require the data, in accordance with enterprise integration architecture and financial transaction standards	N	Requires new Purchasing System	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#	Description			
			43.01.02	The ability to capture data about and centrally monitor order-to-pay performance metrics such as: Number of vendor inquires by type (online, telephone, written); percent of vendors reporting excellent or very good service; percent of payments to vendors with a UBI and validated TIN; percent of on time acceptable delivery; percent of invoices received in electronic format; working capital turnover rates; number of invoices processed per accounts payable FTE; percent of available discounts earned; percent of Fully/Configurable compliant invoices on first receipt; percent of payments made in electronic format; percent of invoices paid timely according to state policy.	N	Requires new Purchasing System	
High	44.01	Manage payment dates and terms to optimize cash flow.	44.01.01	The ability to automatically schedule payments based on the vendors' payment terms and state policy, as soon as payment details are known and authorized.	Y	Fully Configurable	
			44.01.02	The ability to prioritize payment approval processes to assure payment discounts are earned.	Y	Fully Configurable	
High	45.01	Make timely, accurate, efficient, and cost effective payments of	45.01.02	Ability to process checks/warrants in enterprise accounts payable system-	Not a system issue		



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
		obligations to vendors.	45.01.03	Enterprise system(s) that integrate vendor information management, ordering, receiving, and accounts payable management business processes.	N	Requires new Purchasing System	
			45.01.04	The ability to validate the accuracy of sales/excise tax on each invoice according to business rules and state tax tables.	N	Requires new Purchasing System	
			45.01.05	The ability to automatically add use tax to taxable invoices from vendors without nexus in Washington State and remit the amount to the Department of Revenue with all required information.	N	Requires new Purchasing System	
			45.01.06	The ability to deduct and track backup withholding as required and automatically voucher withheld amounts as appropriate.	N	Feasible; develop backup withholding, COA standardization SWV required.	
			45.01.07	Ability to efficiently adjust coding after the fact.	N	Requires new Purchasing System	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#				
			45.01.08	The ability for “warrant wrap” to support early cash cutoff (required by DSHS) with simultaneous, real-time posting of financial and cash transactions (this should not be an issue.)	N	Feasible; OST policy determines when cash moves. Is this a GAAP compliance issue?	
			45.01.09	A shared service center for accounts payable management, maintenance of vendor identification records, and management of risk based approval business rule for orders, receiving and accounts payable. (See endnote 4)	Not a financial system issue		
			45.01.10	Agency agreement with shared service organization.	Not a financial system issue		
			45.01.11	Participate in centralized accounts payable activities as they become available.	Not a financial system issue		
Low	46.02	Report consolidated federal 1099's statewide.	46.02.02	The ability to provide 1099 data for all applicable vendors.	Not a financial system issue		



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage AFRS” to address these requirements?		
Business Objectives			DRAFT Requirements			Available in Current Systems (Y, N)	Meets the Requirement Fully/Partially ?	Strategy for this Business Process
Priority	#	Description	#					
Low	46.01	Enable consolidated vendor reports on basic vendor file information, purchase orders and accounts payable information.	46.01.01	Collect data to allow consolidated vendor reporting.		Not a financial system issue		



Definition of Technical (Non-Functional) Requirements: Capabilities that enforce rules and protect stakeholder interests during the fulfillment of the functional requirements.

Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
Reliability (Availability, dependability, etc)	R1 - 99.9% availability during core business hours	7/10	0/0	0/0	0/0	Fully	Mainframe platform has 99.999. AFRS up from 6am to 7pm, M-F and 7am to 4pm Saturday, 7am to 1pm Sunday. Real-time posting would allow more. Conversion to real-time posting would allow 24/7 availability. Note: 90% of AFRS data is input thru batch interfaces, so ‘real-time’ will not be so. Would require agency systems to be modified to send more frequently, which may be problematic.
	R2 - Negligible impact on on-line availability due to system downtime caused by batch processing, application of patches and upgrades, etc.	4/4	3/6	0/0	0/0	Fully	
	R3 - Hardware and software architecture designed to be fault-tolerant, error-resistant, and self-recovering to the extent possible to minimize unanticipated downtime	3/6	4/4	0/0	0/0	Fully	
	R4 - System must allow for 24/7 availability for online transaction entry and batch processing must not interfere with online availability	1/3	5/4	1/1	0/2	Partially	
	R5 - System must support disaster recovery and business continuity plans of agencies and central system operators (DIS/OFM)	5/8	1/2	0/0	0/0	Fully	
Performance (throughput, response time, scalability, etc)	P1 - Online response time for financial transaction entry less than N seconds for recommended desktop/network configuration	4/7	2/3	0/0	0/0	Fully	Response time is sub-second.
	P2 - Ability for administrator to tune system to improve performance	2/5	5/5	0/0	0/0	Fully	DIS admin personnel are constantly monitoring and adjusting performance. We also tune the apps.



Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
	P3 - Capacity to support efficient throughput, processing, storage, and reporting of detail activity for all agencies	5/8	2/2	0/0	0/0	Fully	At DIS Error reports are available, but online errors are NOT captured.
	P4 - Provide real-time monitoring by system administrators of response time, system use and capacity, concurrent users, and system errors	4/2	2/8	1/0	0/0	Fully	
	P5 - The system must support critical peak processing periods with negligible impact on users	6/10	1/0	0/0	0/0	Fully	
	P6 - Ability to scale with minimal user impact	2/4	5/6	0/0	0/0	Fully	
	P7 - Maximum average online response time of N seconds for all supported access methods	2/6	5/4	0/0	0/0	Fully	
	P8 - Inform users of likely elapsed time under current conditions for long-running processes	0/0	3/1	4/4	0/5	Partially	
Usability (ease-of-use, efficiency, etc.)	U1 - Clear and concise error messages that identify corrective actions	5/6	2/3	0/0	0/1	Fully	AFRS generates error report and log file tracks changes Need state policy to define state standard. Ditto. ER solution Rewrite to web? Fastrack and BOXI
	U2 - Log system and user error conditions for system administrator use and for targeting training	4/4	1/4	2/0	0/2	Partially	
	U3 - Provide contextual help	1/1	5/7	1/1	0/1	Fully	
	U4 - Integration with state standard desktop office suites	5/8	2/2	0/0	0/0	Feasible	
	U5 - Conforms to the Voluntary Product Accessibility Template (VPAT) which measures a solution's compliance with ADA and Section 508	5/6	1/4	1/0	0/0	Feasible	
	U6 - Ease of accessing data definitions and understanding data structures for analytical processing and business intelligence	2/4	5/5	0/0	0/1	Fully	



Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
	U7 - Provide alternate interface access methods: PDA, other mobile devices	0/0	2/3	4/3	1/4	No	DIS provides admin We own it Fastrack and BOXI, would require real-time posting to warehouse
	U8 - Provide access to information and reporting tools that are intuitive and easy to use	4/4	3/6	0/0	0/0	Fully	
	U9 - Logical, easy to use system administration tools	1/4	6/5	0/0	0/1	NA	
	U10 - Provide vendor support for system administrators and system managers	6/7	1/3	0/0	0/0	NA	
	U11 - Means of accessing data for reporting and business intelligence that does not impact online transaction performance	3/8	3/2	0/0	0/0	Fully	
	U12 - Efficient design for the intended business process (minimum number of screens per task, minimum or no unused fields clutter, etc.)	2/4	4/5	0/0	0/1	Fully	
Configurability	C1 - Ability to tailor the application to meet the business needs with a minimum of code alterations (to ensure preservation of future version upgrade path)	2/6	4/4	0/0	0/0	Fully	Since we own the code we can do anything without worrying about upgrade incompatibilities
Supportability (Operating environment)	S1 - System support, maintenance, upgrade, and other ownership costs for the state and agencies (e.g. total cost of ownership) shall be considered in any detailed cost modeling	5/9	1/1	0/0	0/0	Fully	We own AFRS
	S2 - Support, maintenance, and total cost of ownership costs shall be monitored and managed (assessed for costs and benefits) over time	2/7	2/3	1/0	0/0	Fully	
	S3 - The cost of infrastructure upgrades and increasing maintenance costs (as the licensing cost basis increases) shall be considered in any detailed cost modeling or proposal	5/8	1/2	0/0	0/0	NA	



Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
	S4 - The system must conform to all ISB standards, policies and guidelines	3/7	3/2	0/0	0/0	Fully	AFRS is centralized, so there are no agency deployment issues. Cobol, CICS, DB2, and Z/OS run all of the most significant business applications across the planet Must construct an event-based front-end. 90% of interfaces are batch, not 'real-time'
	S5 - The system must provide a licensing model easily managed across the enterprise	3/6	3/4	0/0	0/0	NA	
	S5.1 - The system must provide a licensing model that accommodates anticipated growth and expansion of system use over time at a reasonable incremental rate (This is meant to discourage licensing schemes that show a false sense of costs at the entry point)	3/7	3/3	0/0	0/0	NA	
	S6 - An application deployment model that can be efficiently managed across agency implementations including field locations with different versions of desktop and browser configurations (might need to be limited to “supported” configurations)	3/8	3/2	0/0	0/0	NA	
	S7 - The system must be constructed using current but mature industry-standard application development tools, techniques and standards (The intent is to not be leading edge but not be obsolete)	3/7	3/3	0/0	0/0	Fully	
	S9 - Run in currently-supported operating system and network environment or provide a viable (cost and time) migration strategy	2/7	4/2	0/0	0/1	Fully	
	S10 - Compatible with state infrastructure including DIS network standards, such as virus prevention and firewall integrity (DIS, State Government Network (SGN), and agency-specific)	5/9	1/1	0/0	0/0	Fully	
	S12 - Supports re-use of a modular architecture with clear logical boundaries	2/4	3/5	0/1	1/0	Fully	



Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
	S14 - Use event-driven transactions (e.g. decouples the event from what happens following the event with business rules not embedded in the logic, flexibility to change results easily).	2/4	4/6	0/0	0/0	Feasible	Table driven design supports this We are the vendor
	S15 - Must allow central and agency administration of business rules as appropriate	6/8	0/2	0/0	0/0	Fully	
	S16 - Be supported by a vendor with a history of stability and a solid financial and competitive position	4/7	2/2	0/0	0/1	NA	
	S17 - Quality (accurate, useful, helpful, direct) documentation must be available in the various forms needed: user, technical, operational, interfaces, etc.	4/7	2/3	0/0	0/0	Fully	We own it
	S18 - The system shall provide administration, backup and restore utilities that are supportable	5/8	1/2	0/0	0/0	Fully	
	S19 - Available support staffing plan and cost model that uses some combination of leveraging existing staff skills, training existing staff to add new skills, hiring new skilled staff, or outsourcing.	3/3	3/7	0/0	0/0	Fully	
	S20 - Software (work flow, integration bus module, reporting, etc) should be loosely coupled to allow possible independent version upgrades (E.g. shouldn't be tightly coupled to a specific version of Crystal reports)	2/5	4/5	0/0	0/0	NA	
	S21 - Provides architectural and technical documentation	5/10	1/0	0/0	0/0	Fully	Policy issue



Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
	S22 - The effect of the agency charge back scheme shall be considered in any detailed cost and benefit modeling (Some chargeback schemes will incent agencies to summarize data stored in the enterprise system which is in conflict with the enterprise goal of collecting and storing detailed data)	3/6	3/2	0/1	0/1	NA	
Data Integrity	D1 - Provide extensive logging capabilities (e.g. the ability to maintain a historical record of changes made within the system and report on the specific change made, type of change, the person who made the change, and the date and time the change was made for a period of time determined by business rules).	6/6	0/4	0/0	0/0	Fully	According to state retention schedule.
	D2 - The system shall provide capability for security, control, system administration, backup, and recovery that supports business continuity and disaster recovery	6/10	0/0	0/0	0/0	Fully	
	D3 - The system shall maintain transaction integrity by validating transaction entries for logic errors or business rule violations	4/9	2/1	0/0	0/0	Fully	
	D4 - Able to archive and retrieve data and related reference tables and retain them in accordance with record retention policy	6/7	0/3	0/0	0/0	Fully	
	D5 - Able to validate successful delivery of transactions sent to or received from agency systems and other trusted partners	6/5	0/5	0/0	0/0	Fully	
	D6 - Able to validate completeness of processing of transactions received as intended (For some data elements this can extend up to 80 years)	6/7	0/3	0/0	0/0	Fully	



Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
	D7 - Able to clean up partial DB updates after suspended network sessions or after other partial failures	4/9	2/1	0/0	0/0	Fully	Issue with real-time posting.
	D8 - Adequate internal controls to verify counts and amounts in interfaces or integrated processes balance	6/9	0/1	0/0	0/0	Fully	
Access control / Privacy/ Confidentiality	AC1 - Provide an efficient, flexible way to control and administer access on an enterprise level leveraging existing enterprise data stores to the extent practical (e.g. using HR data or Active Directory for identity management).	1/9	5/1	0/0	0/0	Fully	AFRS security is user controllable, granular to the extent of entry/release control of batches at the Batch Type, etc. and is an enterprise security system. Current HRMS allows/requires multiple Person Ids for employees.
	AC2 - Manage granular authority for direct transaction processing, interfacing events, and data query using role-based security	5/8	1/2	0/0	0/0	Fully	
	AC3 - Split access control management between enterprise, agencies, and divisions as appropriate	4/6	2/4	0/0	0/0	Fully	
	AC4 - Ability to enforce business rules that define division of duties and organization responsibility levels (e.g. separation of duties to meet internal control requirements) and the ability to log incidents of non-compliance as appropriate	5/8	1/2	0/0	0/0	Fully	
	AC5 - Follow security standards of the ISB and provide the flexibility to follow more stringent agency standards	6/9	0/0	0/0	0/0	Fully	
Authentication (Agnes Kirk to	AU1 - Access will be provided only to authorized internal and external users through enterprise authentication entry points: Active Directory and Secure Access Washington (Need some flexibility here for small orgs.)	4/10	1/0	0/0	0/0	Fully	



Run-Time Technical Requirements							
Category review)	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
	AU2 - Able to efficiently manage users (dormant, new, terminated, etc.) Encryption to protect data if stolen	5/8	0/2	0/0	0/0	Fully	
	AU3 - Provide monitoring and reporting of user access and invalid password attempts (Authentication is “I know who you are and I’ll let you in”)	4/7	1/2	0/0	0/1	Fully	
	AU4 - Provide the ability to gracefully terminate users if inactivity exceeds time-out period defined by the enterprise or agencies as appropriate	5/5	0/4	0/1	0/0	Fully	
Integration (Interfaces)	IN1 - Ability to exchange data with agencies and other trusted partners through batch or real-time interfaces following enterprise integration architecture standards	6/8	0/2	0/0	0/0	Fully	Agency systems need to be prepared to accept real-time interfaces.
	IN2 - In cases where real time interface is needed, able to minimize transit delay and latency from source activity to processed result with minimal impact to the user environment	3/2	3/8	0/0	0/0	Fully	
	IN3 - The system must comply with ISB/EA guidelines for inter-application integration, workflow, and communication (such as consensus open standards, message-based interfaces, and loosely coupled integration, etc.)	5/8	1/2	0/0	0/0	Fully	
	IN4 - The system must provide the ability to enter data one time and precipitate it through all statewide financial management systems that require the information, and make data available to agency business systems using standard Enterprise Architecture Committee protocols (Maximize use of enterprise data throughout processing)	2/4	3/6	0/0	1/0	Fully	



Run-Time Technical Requirements							
Category	Requirement	Mandatory ^{xiii}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?	
						Meets Fully /Partially?	Strategy for this Category
Quality	Q1 - Useful life of at least N years	4/7	2/3	0/0	0/0	Fully	
	Q2 - Meets business requirement with minimal need for workarounds and shadow systems	2/5	4/5	0/0	0/0	Fully	
Implementation (Conversion, testing, etc.)	IM1 - Ability to implement incrementally either by rolling out functions and/or rolling out agencies to meet the best implementation plan	3/4	3/6	0/0	0/0	Fully	
	IM2 - Ability to completely and accurately convert historical data from state and agency legacy data sources and distinguish the source as necessary	6/5	0/5	0/0	0/0	Fully	
	IM3 - Provides features and environments to facilitate development, testing, and training (e.g. capacity to have development and testing environments continuously available)	4/6	2/4	0/0	0/0	Fully	
	IM4 - Ability to scale hardware and user licenses during initial implementation growth period	3/6	2/3	0/1	1/0	Fully	

Development-Time Technical Requirements								
Category	Requirement	Mandatory ^{xiv}	High Need	Low Need	Nice to Have	How can we “Leverage AFRS” to address these requirements?		
						Meets Fully /Partially?	Strategy for this Category	Long Term Value to Customers
Reusability - ability to reuse in future systems	RE1 - Ability to reuse and leverage system functions and data for additional enterprise systems and uses. For example, ability to reuse the security hierarchy and workflow mechanism for other enterprise needs	3/4	1/5	1/1	1/0	Partially	AFRS has no workflow	
Extensibility - ability to add future functionality	EX1 - Ability to add features and functions integrated into the core system either by purchase of third-party software or development of custom features	3/4	2/5	0/0	1/1	Fully		

^{xi} 6.01.01 - There must be a means to distinguish direct entered costs from allocated costs. Also, in the allocated cost view the allocated costs must not be counted twice (one original and one allocated).

^{xii} 30.01.03 - Since many allocation formulas are based on staff time, there need to be better ways to track people's time including leveraging any existing data such as feeds from line-of-business systems.

^{xiii} Business responses (7 total) / Technical responses (10 total)

^{xiv} Business responses (7 total)/technical responses (10 total)

APPENDIX E: SAP FIT/GAP ASSESSMENT

Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#	Description			
TBD	A	Facilitate and enable strategic alignment, collaboration and accountability in state government.	1	Provide a framework to plan, execute, and monitor performance measurement across state government including but not limited to: Data elements within the chart of accounts to support performance measurement, integration of financial information and non-financial performance information, and direct links with employee performance development plans and human resource staffing data.	Y	F	
			2	Standardize the data elements in the enterprise chart of accounts as needed to meet the state’s performance measurement objectives.	Y	F	
			3	Directly align the budget and accounting charts of accounts.	Y	F	
			4	Enter data one time at its source and use the data for many purposes including performance measurement analysis.	Y	F	
	B	Measure performance at all	1	Define objective and consistent criteria against which operational and	Y	F	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
		levels against goals, objectives, standards, and benchmarks.		strategic progress will be measured (e.g. legislative intent, agency mission and strategic plan, standard and benchmarks)			
			2	Link measures (non financial and financial data) to statewide strategies and results that may change over time.	Y	F	
			3	Enable use of standard measurement units across agencies to enable comparison with other states, other agencies, and private enterprise where appropriate.	Y	F	
			4	Integrate employee and customer surveys with performance measurement data.	Y	F	Data from multiple sources can be loaded into the Business Warehouse database and used in performance scoring and reporting.
	C	Determine the extent to which government is providing quality and effective products and services at a reasonable cost.	1	The ability to calculate, document and report the full and unit costs of providing activities, products, programs, and services.	Y	F	
			2	Timely visibility into the actual costs of budget activities and related result indicators, over time.	Y	F	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
			3	The ability to correlate, analyze and disaggregate data from various sources over time to diagnose the root causes of problems and successes.	Y	F	
			4	Provide the ability to compare costs per unit across agencies for similar activities and functions.	Y	F	
	D	Provide decision makers with the timely, accurate and consistent information needed to measure progress towards achieving results.	1	The ability to report inputs, outputs, and results in a variety of ways (by region, county, etc) and at a variety of levels in a real-time environment.	Y	F	BI provides a flexible data model that allows you to dynamically view information for the elements you include i.e. region, county.
			2	The ability to forecast and report on “what-if” scenarios.	Y	F	
	E	Communicate favorable and unfavorable results to all stakeholders in clear and compelling terms.	1	Ability to use clear, concise, and consistent language and charts to report inputs, outputs, and outcomes.	Y	F	
	F	If these are requirements for	1	Flexibility and capability to capture all of the attributes of performance	Y	Partially	Professional publishing capabilities are provided using third party



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
		performance measurement, which objective do they fit under?		measures; link them to all of their intended purposes; extract data and relate it to other data for various audiences and format reports professionally; easily drill down; ease of access to and portability of data for agencies.			publishing tools.
Medium	2.01	Give visibility to agency and statewide strategic and operational goals.	2.01.01	A chart of accounts that is sufficiently flexible to capture and report the data needed to meet both statewide and agency financial management , and business objectives, even though each agency has a different mission, goals, management priorities, strategic plan, and organizational framework.	Y	F	
High	1.01	Provide chart of accounts definitions and standards to enable agency and statewide data collection and financial analysis.	1.01.02	Standardize data elements at statewide and agency levels with agreed level of detail.	Y	F	
			1.01.03	Evaluate the state’s financial information objectives (e.g. POG, GMAP) and standardize the budgetary and accounting data elements in the enterprise chart of accounts. State needs indicated to date include: Grant, Project, Contract, Commodity Code, Order ID, Budget Activity, Geo-spatial data, Customer ID, Cost Activity, Cost Driver, Cost Object, Performance Measure (unit).	Y	F	Evaluation and standardization of the chart of accounts is usually included within the blue print phase of a project.



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
				Full state objectives still need to be analyzed and validated.			
			1.01.04	Flexibility in chart of accounts to accommodate budget activity, policy strategy, and priorities of government.	Y	F	
			1.01.05	Flexibility to meet agency financial information objectives at lower levels of detail within the enterprise chart of accounts structure. Known agency needs include: Work Order Ledgers for DOT, Case Management Number for DSHS, Trusts for DNR, Docket Number for UTC, and Claim Numbers for LNI. Full state objectives still need to be analyzed and validated.	Y	??	Need to explore these requirements in detail to determine the best mapping to system functionality.
			1.01.07	The ability to recast or translate historical data to new or future chart of accounts.	Y	F	Data cleansing and conversion is usually done as part of the implementation.
			1.01.08	The ability to map the current chart of accounts to the new enterprise chart of accounts (crosswalk or conversion strategy.)	Y	F	Data cleansing and conversion is usually done as part of the implementation.
			1.01.09	Identification and communication of			Change Management Process- System supports – done during



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
				the statewide and agency financial and line of business systems that will be impacted by a change to the chart of accounts.			implementation
			1.01.10	Modify agency and statewide financial information and line of business systems as necessary to accommodate the enterprise chart of accounts.	Y		System supports – done during implementation
			1.01.11	The ability to maintain agency chart of account elements at the agency level, to the extent the changes do not impact the enterprise chart of account elements or structure.	Y	F	
High	4.01	Record financial events consistently, accurately, and timely to ensure accountability and that the results of operations and financial position are fairly stated in compliance with professional and other regulatory standards.	4.01.02	The ability to record transactions at the earliest possible source of activity and simultaneously update related systems, as necessary.	Y	F	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
High	5.01	Ensure subsidiary accounts and agency line of business systems are in balance with the general ledger.	4.01.03	The ability for properly authorized staff to record routine as well as unique financial events, using pre-established or unique coding (requirements may differ from agency to agency.)	Y	F	
			4.01.04	Real time posting of authorized, edited financial transactions to all ledgers and related systems.	Y	F	
			4.01.05	The ability to integrate financial information, cost accounting, and allocation functionality, and financial reporting processes in a real-time environment	Y	F	
			5.01.01	Simultaneous, real time posting of transactions, including cash, to statewide subsidiary ledgers, the enterprise general ledger, and agency line of business systems that require the data.	Y	F	System Supports- This is done during implementation- and configuring interfaces
High	6.01	Demonstrate compliance and fiscal accountability for cash and other assets, liabilities, reserves, equity, revenues, and expenses by fund and	5.01.02	Assess the ability to centralize cash and investments for the state of WA, i.e. special funds, local accounts	Y	F	
			5.01.03	The ability to maintain statewide account receivable subsidiary balances for accrued revenue and expected revenue and reconciling	Y	F	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
		account.		these balances to the general ledger where applicable.			
			5.01.04	The ability to electronically reconcile cash revenue transactions to Treasury deposits on a daily basis.	Y	F	
			5.01.05	The ability to hold unidentified revenue in suspense sub ledgers within the appropriate fund.	Y	F	
			5.01.06	The ability to route suspense items to agencies for further research.	Y	F	
			6.01.01	The ability to monitor and report detail elements for fund activity and balances across and within agencies.	Y	F	
High	7.01	Provide visibility and accountability in the use of public resources.	7.01.02	The ability for authorized agency staff to compare their business data to other statewide and agency business data based on defined security and business rules.	Y	F	
Medium	8.01	Maintain fund and reserve balances according to business plan.	7.01.03	Provide visibility for obligations for multiple years.	Y	F	
			8.01.02	The ability to record and report textual data in the general ledger that	Y	F	



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
				explains the business need and legal authority for fund reserve balances.			
Medium	9.01	Capture data to assist in planning, resource allocation, budget analysis, statistical evaluation, cash control, management control, and operating and strategic decision-making at the agency and statewide levels.	9.01.01	The ability to capture and record financial and non-financial data needed to support financial management and cost allocation.	Y	F	
High	10.01	Comply with legal provisions for the use of money	9.01.02	The ability to clearly distinguish between cash and accrued transactions in enterprise system (including allocated costs.)	Y	F	
			9.01.03	The ability to view transaction activity and account balances on either a cash or an accrual basis.	Y	F	
			10.01.01	Provide data for making managerial decisions on legal compliance.			Need more information on what type of data they use for determining legal compliance.



Functional Requirements – Business Process and Systems – Performance Measurement					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy/Comments for this Category
Priority	#	Description	#				
Medium	11.01	Monitor actual revenues received against estimated revenues.	10.01.02	The ability to capture data about legislative provisos restricting the use of appropriated funds (if any) and displays it when purchase authorization is requested.	Y	F	
			11.01.01	The ability to compare actual revenues received against budgets and forecast revenues.	Y	F	



Functional Requirements – Business Process and Systems – General Ledger, Reporting						How can we “Leverage HRMS (SAP)” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
High	11.02	Monitor and control actual expenses against the legislative budget.	11.02.01	The ability to record appropriation limits for each agency within each fund.	Y	F	
			11.02.02	The ability to record and control biennial and/or annual appropriations.			More information is needed to answer correctly
			11.02.03	The ability to display and report actual encumbrances and/or expenses against the legislative budget.	Y	F	
Medium	11.03	Adjust budget availability to reflect change in actual revenues received.	11.03.01	The ability to track changes to appropriations based on actual revenue received, if within legislative intent. (flexibility)	Y	F	
			11.03.02	An efficient process for adjusting agency spending plans to reflect higher or lower revenues than expected.	Y	F	
High	12.01	Monitor and control actual expenses against the original approved allotments and the agency adjusted allotments.	12.01.01	The ability to record both original and adjusted agency spending plans (e.g. monthly allotments) that are developed in the statewide Budget systems at the appropriate level of detail to effectively control agency expenditures.	Y		System Supports- This is done during implementation



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
			12.01.02	The ability to control expenses against either the original or the current adjusted agency spending plan based on business rules.	Y	F	
			12.01.03	The ability to display actual expenses against either the original or the current adjusted agency spending plan and monitor variances to date and in total.	Y	F	
High	14.01	Support governmental, proprietary, and fiduciary operations.	14.01.01	Comprehensive financial accounting support for government, proprietary, and fiduciary fund operations.	Y	F	
High	15.01	Provide flexibility to support current and evolving agency and statewide business needs and industry standards.	15.01.01	The flexibility to expand the statewide and agency chart of accounts and reporting capabilities as state and agency business needs and industry standards change.	Y	F	
High	16.01	Support reporting of financial data across a multi-year time period for long-term analyses, as changes	16.01.01	The ability to report "recast" financial data across a minimum of 10 year time period to show the impact of proposed or actual chart of accounts changes.	Y	F	Business Intelligence- Flexible Planning



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
		are made to the chart of accounts.	16.01.02	The ability to report consistent financial data across longer periods of time where required (such as for some industrial insurance funds, capital projects, construction projects.)	Y	F	
Medium	17.01	Support financial data interchange with private and public business partners.	17.01.01	The ability to exchange financial data between the state and its private and public business partners.	Y	F	
Medium	18.01	Comply with professional standards when reporting financial results.	18.01.01	The ability to produce all reports required to comply with the following standards: Government Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP).	Y	F	
			18.01.02	The ability to automatically track disclosure requirements as necessary for various funds and reports.	Y		System Supports- This is done during implementation
			18.01.03	The ability to combine financial and text data for financial reporting.	Y	Partially	Professional publishing is provided using third party publishing tools.
			18.01.04	The ability to include graphs and charts in financial reports.	Y	F	



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
Medium	19.01	Present financial results for operations at the statewide and agency levels.	19.01.01	The ability to present financial results for operations at agency and statewide levels.	Y	F	
			19.01.02	The ability to allow for "simulated" period close at the agency level so agencies can prepare agency financial reports and open the new biennium with both real and nominal account balances, independently of the statewide close.	Y	F	
			19.01.03	The ability to automatically synchronize agency and statewide records following the final close of the statewide reporting period.	Y	F	
			19.01.04	The ability to define reporting cycles at the statewide, agency, and line of business levels.	Y	F	
			19.01.05	The ability to generate financial statements in accordance with established reporting cycles or on an "as needed" basis.	Y	F	
Low	20.01	Provide information to stakeholder groups regarding the availability of	20.01.01	The ability to link revenue sources to cost objectives and outcomes, and report across agencies for GMAP, POG, and other popular reports.	Y		The system supports this requirement- this is done during implementation



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
		resources for particular purposes and the impact on expected outcomes.	20.01.02	The ability to display information relative to revenue stream on government spending and services.	Y	F	
			20.01.03	The ability to align reporting tools, systems, interfaces, and data architecture to accommodate reporting on revenue, use of funds, objectives, and outcomes.	Y	F	
			20.01.04	The ability to include charts in financial reports.	Y	F	
Medium	21.01	Monitor and assess financial condition and activity at various agency and statewide levels.	21.01.01	The ability to report budgeted and actual expenditure/expenses and revenues, and to create balance sheet and income statement information as needed to meet agency and statewide financial information objectives and management needs.	Y	F	
			21.01.02	Enterprise financial systems that integrate financial information, cost accounting, and allocation functionality in a real time basis.	Y	F	
Medium	22.01	Report on budget, actual, and projections as needed in a variety of ways at agency and statewide levels.	22.01.01	The ability to report budgeted, actual, and projected financial information as needed to meet agency and statewide financial information objectives.	Y	F	



Functional Requirements – Business Process and Systems – General Ledger, Reporting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			22.01.02	The ability to customize report writing by various criteria such as: project, program, time, across biennium, etc.)	Y	F	
			22.01.03	The ability to drill down into source data from summary level financial reports.	Y	F	



Functional Requirements – Business Process and Systems – Cost Accounting					How can we “Leverage HRMS (SAP)” to address these requirements?			
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process	
Priority	#	Description	#	Description				
Medium	24.01	Build a standardized framework for cost accounting.	24.01.01	Provide a standard statewide approach to determining the full costs of government programs, products, and/or services.	Y		The system can be configured according to statewide policy rules for determining and calculating full cost.	
			24.01.02	A cost activity (casework, training, bill paying, etc) structure that provides agency flexibility for recording detail that rolls up to a statewide structure.	Y	F		
			24.01.03	A statewide outcome structure that provides agency flexibility for recording detail that rolls up to statewide structures like the current POG.	Y	F		
			24.01.04	A methodology to relate cost of activities to their related statewide outcomes as each changes over time.	Y	F		
			24.01.05	Statewide definitions of cost accounting terms and allocation statistics.	Y	F		
			24.01.06	Statewide common data for the financial and statistical data required to support cost allocation.	Y	F		
			24.01.07	Training for staff in the new methodology and concepts.	Y			System supports- This is done during implementation
			24.01.08	Education for management and other stakeholders (including Legislature) for concepts.	Y			System Supports this is done during implementation



Functional Requirements – Business Process and Systems – Cost Accounting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
Low	24.02	Build a standardized framework for cost allocation that maximizes external funding.	24.02.01	The ability to maximize direct and indirect allocations to each funding source to the extent allowed by applicable rules, regulations, and state policy.	Y	F	
			24.02.02	The ability to demonstrate compliance with federal cost allocation regulations.	Y	F	
Medium	26.01	Report either direct, indirect or total costs in a variety of ways consistent with the chart of accounts.	26.01.01	The ability to report expenditures for a cost objective either including or not including allocated costs.	Y	F	
Low	27.01	Compare costs per unit across agencies for common activities and functions.	27.01.01	The ability to compare costs per unit across agencies for similar activities and functions.	Y	F	
Low	28.01	Provide information that supports performance measurement and decision making.	28.01.01	The ability to report relevant and reliable cost information on a timely (preferably real-time) basis.	Y	F	
Medium	30.01	Determine the full cost of government activities, products and services across agencies according to the standard framework for cost	30.01.01	The ability to use financial and statistical data to calculate, document and report the full cost of cost objectives such as activities, programs, products and services, and the unit cost of results achieved according to the state's standard state cost accounting methodologies.	Y	F	



Functional Requirements – Business Process and Systems – Cost Accounting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#	Description			
		accounting.	30.01.02	The ability to use the Activity Based Costing principles.	Y	F	
			30.01.03	The ability to collect and distribute employee time and salary and benefit costs by activities, programs, products and services.	Y	F	
			30.01.04	The ability to collect statistical data from employees as part of the timesheet and labor distribution processes.	Y	F	
			30.01.05	The ability to allocate employee leave costs as they are accrued rather than as leave is taken	Y	F	
Medium	31.01	Compare the cost of providing services with the revenue generated for the same service.	31.01.01	The ability to relate the cost of providing services with the revenue generated for the same service.	Y	F	
			31.01.02	The ability to prevent and/or reduce allocation to some funding sources depending on limitations in budget or revenue availability, while still reporting the full cost of the programs/service (e.g. ability to treat sufficiency of funding as a separate issue than full cost of programs/services)			Need to understand more about how this would post i.e. do these transactions update the cost accounting ledgers, but not the budget ledgers?



Functional Requirements – Business Process and Systems – Cost Accounting					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
Medium	32.01	Establish prices or fees for activities, programs, products and services based on costs, legal constraints and/or other factors as appropriate.	32.01.01	The ability to calculate, document and report the full cost of providing activities, products, programs, and services (as an input to price-setting decisions) as appropriate.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage HRMS (SAP)” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
High	33.01	Maintain current and accurate information about the state's vendors and providers	33.01.02	Define what vendor identification data will be common statewide and how it will be centrally maintained and accessed (e.g., OMWBE qualified.)	Y		System Supports- This is done during implementation
			33.01.03	The ability to maintain vendor information that supports targeted public policy (e.g. OMWBE, etc.)	Y	F	
			33.01.04	Integrate vendor data with agency line of business systems.	Y		This is done during implementation
			33.01.05	The ability to relate vendor and customer records for the same entities.	Y	F	
			33.01.06	The ability to map current vendor IDs to statewide vendor IDs. (This is really "A plan to migrate to the new statewide vendor IDs")	Y		Susie Supports Data Conversion- Done during Implementation
			33.01.07	Agency systems updated to include or reference the statewide vendor IDs.	Y		System Supports- This is done during implementation
			33.01.09	Processes and tools to manage vendor IDs.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage HRMS (SAP)” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			33.01.10	Vendor identification.	Y	F	Vendor identification information can be recorded in the system including Tax ID, etc.
Low	34.01	Register businesses who wish to do business with Washington State in person or through a business portal.	34.01.01	An enterprise vendor portal that can be used by vendors (or by authorized staff on behalf of the vendor) to register to do business with Washington and to update their registration data. (One Stop Business Portal is enhancing system to accommodate more of this functionality.)	Y	F	Supplier Relationship Management
			34.01.02	The ability to electronically validate vendor's name and tax identification number with the IRS during registration process.	Y		System Supports- This is done during implementation
			34.01.03	The ability for vendors to electronically certify their W-9 or W-8 tax status.	Y	F	
			34.01.04	The ability for foreign vendors to register electronically and provide required tax information in compliance with IRS rules.	Y	F	
			34.01.05	The ability to automatically collect and track backup withholding status for vendors as required by IRS rules.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			34.01.06	The ability to relate the vendor to the list of businesses registered with the Department of Revenue to determine whether they are a legitimate business and whether they have nexus in Washington State. (Note: not all businesses are required to registered with DOR)	Y		System Supports- This is done during implementation
			34.01.07	The ability for the vendor to securely provide and update vendor bank account data during the registration process.	Y	F	
			34.01.08	The ability to collect and maintain other common vendor identification data through the vendor portal with reasonable assurance the updates are valid.	Y	F	
			34.01.09	The ability for the vendor portal functionality to be expanded in the future as envisioned in the 2006 Roadmap Procure-to-Pay value proposition report (e.g. registration for bid notification, links to state licensing and minority/women certification systems, collection of vendor performance information (Note: WEBS has some of this functionality.)	Y	F	
			34.01.10	The ability for the vendor to provide and the system to track payment, order contact, and location data.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage HRMS (SAP)” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			34.01.11	The ability to automatically and routinely survey level of vendor satisfaction.	Y		System Supports- This is done during implementation
System Supports- This is done during implementation Medium	35.01	Receive invoices and progress billings electronically.	35.01.02	The ability to electronically receive full and partial invoices against orders and contracts.	Y	F	
			35.01.03	The ability for vendors to attach documents to their invoices.	Y	F	
Medium	35.02	Remit payments electronically.	35.02.02	The ability to remit payments and remittance data electronically.	Y	F	
High	37.01	Establish the appropriate level of authentication/trust needed for vendors to submit invoices and register to accept payments electronically.	37.01.01	The ability to conduct electronic commerce between the state and its payees, in accordance with Washington State law and policy.	Y	F	
			37.01.02	Real time integration between the vendor self-service portal and the enterprise information system.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage HRMS (SAP)” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
High	38.01	Capture timely, accurate, and complete information on what the state buys, from whom, and what contract was used, if any.	38.01.01	Policy that requires orders to be processed through the enterprise system.	Y		System supports- Policy decision
			38.01.02	The ability to manage and electronically record order data such as vendor, items, quantities, commodities, prices, descriptions, shipping and billing instructions, the contract number if any, the legal purchase authority reference, and additional details as needed.	Y	F	
			38.01.03	The ability to select the vendor from the enterprise vendor list or to request a new supplier as necessary.	Y	F	
			38.01.04	The ability to set up and maintain open orders, for regular recurring deliveries as needed.	Y	F	
			38.01.05	The ability to easily consolidate and report purchases charged to purchase cards with orders placed through the enterprise system for a complete picture of what was purchased from whom on which contracts, by purchaser, by supplier, and by account code.	Y	F	
			38.01.06	The ability to fax and/or electronically transmit order data to vendors.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay						How can we “Leverage HRMS (SAP)” to address these requirements?	
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
Medium	39.01	Verify budget availability when purchases are made.	39.01.01	The ability to code orders to the purchaser's default account code(s) and for the purchaser or approver to update the coding to other valid account code(s) in accordance with business rules.	Y	F	
			39.01.02	The ability to update account code(s) for some for all items as appropriate.	Y	F	
			39.01.03	The ability to verify adequacy of budgeted funds before the order is processed.	Y	F	
			39.01.04	The ability to override the budget edit with appropriate authority.	Y	F	
High	40.01	Track encumbrances, accruals, and expenditures statewide to properly state obligations, liabilities, and expenditures.	40.01.01	The ability to automatically record an encumbrance against budgeted funds when an order is approved in accordance with state and agency accounting policies.	Y	F	
			40.01.02	The ability to automatically record an expense and a liability and liquidate the appropriate portion of an encumbrance when an order is received in whole or in part.	Y	F	
			40.01.03	The ability to clear the appropriate portion of a liability when an order is paid in whole or in part.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			40.01.04	Full accrual accounting as automated as possible so encumbrance, accrued, and cash expense are always up-to-date.	Y	F	
High	40.02	Maintain encumbrance and accounts payable sub-ledgers statewide.	40.02.01	The ability to track and report encumbrances and payables as needed and across agencies.	Y	F	
High	41.01	Electronically document goods and services received. Use risk based business rules for documentation in accordance with standardized policies and procedures.	41.01.01	The ability to require or not require evidence of acceptance of goods and services according to risk-based business rules and tolerances (e.g. order dollar amount, level of trust for the vendor, extent to which the purchase is routine, etc.)	Y		System Supports- This is done during implementation and policy
			41.01.02	Ability to accept and track electronic notification of receipt and or electronic progress report documents from trusted vendors (e.g. electronic shipping notices and word documents.)	Y	F	
			41.01.03	The ability to record full or partial receipt of an order electronically.	Y	F	
			41.01.04	The ability to record receipt at either central locations and/or the order worksite.	Y	F	
			41.01.05	The ability to record and track the reason for non-acceptance.	Y	F	
			41.01.06	The ability to cancel an order.	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
High	42.01	Verify authorization and acceptance of goods and services prior to payment.	42.01.02	The ability to automatically edit electronically submitted vendor invoices against business rules and state sales tax tables.	Y	F	
			42.01.03	The ability to automatically match vendor invoices to related order documents.	Y	F	
			42.01.04	The ability to automatically notify the vendor of problems with the invoice such as failure to include all required data, failure to include tax (for vendors with nexus in Washington), incorrect tax rates, mathematical errors, inclusion of items not ordered, exceeding order tolerance business rules, etc.	Y	F	Supplier Relationship Management
			42.01.05	The ability to track the date an invoice is received as the date a properly completed invoice is received from vendor (to determine compliance with state timely payment policy.)	Y	F	
Medium	43.01	Provide timely and accurate information to stakeholders about payments, as needed and required.	43.01.01	The ability to interface real time data about vendor transactions to agency line of business systems that require the data, in accordance with enterprise integration architecture and financial transaction standards	Y		System Supports- This is done during implementation and interface configuration



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			43.01.02	The ability to capture data about and centrally monitor order-to-pay performance metrics such as: Number of vendor inquires by type (online, telephone, written); percent of vendors reporting excellent or very good service; percent of payments to vendors with a UBI and validated TIN; percent of on time acceptable delivery; percent of invoices received in electronic format; working capital turnover rates; number of invoices processed per accounts payable FTE; percent of available discounts earned; percent of Fully/Configurable compliant invoices on first receipt; percent of payments made in electronic format; percent of invoices paid timely according to state policy.	Y	F	
High	44.01	Manage payment dates and terms to optimize cash flow.	44.01.01	The ability to automatically schedule payments based on the vendors' payment terms and state policy, as soon as payment details are known and authorized.	Y	F	
			44.01.02	The ability to prioritize payment approval processes to assure payment discounts are earned.	Y	F	
High	45.01	Make timely, accurate, efficient, and cost	45.01.02	Ability to process checks/warrants in enterprise accounts payable system-	Y	F	



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
		effective payments of obligations to vendors.	45.01.03	Enterprise system(s) that integrate vendor information management, ordering, receiving, and accounts payable management business processes.	Y	F	
			45.01.04	The ability to validate the accuracy of sales/excise tax on each invoice according to business rules and state tax tables.	Y	F	
			45.01.05	The ability to automatically add use tax to taxable invoices from vendors without nexus in Washington State and remit the amount to the Department of Revenue with all required information.	Y	F	
			45.01.06	The ability to deduct and track backup withholding as required and automatically voucher withheld amounts as appropriate.	Y	F	
			45.01.07	Ability to efficiently adjust coding after the fact.			More information is needed about this requirement
			45.01.08	The ability for “warrant wrap” to support early cash cutoff (required by DSHS) with simultaneous, real-time posting of financial and cash transactions (this should not be an issue.)	Y		



Functional Requirements – Business Process and Systems – Purchase Order-to-Pay					How can we “Leverage HRMS (SAP)” to address these requirements?		
Business Objectives			DRAFT Requirements		Available in Current Release ? Y/N	Meets the Requirement Fully/Partially	Strategy for this Business Process
Priority	#	Description	#				
			45.01.09	A shared service center for accounts payable management, maintenance of vendor identification records, and management of risk based approval business rule for orders, receiving and accounts payable. (See endnote 4)	Y	F	
			45.01.10	Agency agreement with shared service organization.	Y	F	
			45.01.11	Participate in centralized accounts payable activities as they become available.	Y	F	
Low	46.02	Report consolidated federal 1099's statewide.	46.02.02	The ability to provide 1099 data for all applicable vendors.	Y	F	
Low	46.01	Enable consolidated vendor reports on basic vendor file information, purchase orders and accounts payable information.	46.01.01	Collect data to allow consolidated vendor reporting.	Y	F	



Definition of Technical (Non-Functional) Requirements: Capabilities that enforce rules and protect stakeholder interests during the fulfillment of the functional requirements.

Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
Reliability (Availability, dependability, etc)	R1 - 99.9% availability during core business hours	7/10	0/0	0/0	0/0	F	Hardware needs to be sized correctly.
	R2 - Negligible impact on on-line availability due to system downtime caused by batch processing, application of patches and upgrades, etc.	4/4	3/6	0/0	0/0	F	
	R3 - Hardware and software architecture designed to be fault-tolerant, error-resistant, and self-recovering to the extent possible to minimize unanticipated downtime	3/6	4/4	0/0	0/0	F	System supports-This is done as part of blue print and implementation
	R4 - System must allow for 24/7 availability for online transaction entry and batch processing must not interfere with online availability	1/3	5/4	1/1	0/2	F	
	R5 - System must support disaster recovery and business continuity plans of agencies and central system operators (DIS/OFM)	5/8	1/2	0/0	0/0	F	System supports-This is done as part of implementation disaster recovery plan
Performance (throughput, response time, scalability, etc)	P1 - Online response time for financial transaction entry less than N seconds for recommended desktop/network configuration	4/7	2/3	0/0	0/0		System supports- Technical, Networks and Hardware Review to determine response time is acceptable
	P2 - Ability for administrator to tune system to improve performance	2/5	5/5	0/0	0/0	P	System supports- Technical, Network and Hardware are part of performance



Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
	P3 - Capacity to support efficient throughput, processing, storage, and reporting of detail activity for all agencies	5/8	2/2	0/0	0/0	P	Technical, Network and Hardware are part of performance
	P4 - Provide real-time monitoring by system administrators of response time, system use and capacity, concurrent users, and system errors	4/2	2/8	1/0	0/0	P	Software supports, this also a Hardware function
	P5 - The system must support critical peak processing periods with negligible impact on users	6/10	1/0	0/0	0/0	F	System supports- Technical, Network and Hardware are part of performance
	P6 - Ability to scale with minimal user impact	2/4	5/6	0/0	0/0	F	System supports- Technical, Network and Hardware are part of this requirement
	P7 - Maximum average online response time of N seconds for all supported access methods	2/6	5/4	0/0	0/0	P	System supports- Technical, Network and Hardware are part of this requirement
	P8 - Inform users of likely elapsed time under current conditions for long-running processes	0/0	3/1	4/4	0/5	P	System supports- Technical, Network and Hardware are part of this requirement
Usability (ease-of-use, efficiency, etc.)	U1 - Clear and concise error messages that identify corrective actions	5/6	2/3	0/0	0/1	F	
	U2 - Log system and user error conditions for system administrator use and for targeting training	4/4	1/4	2/0	0/2	F	
	U3 - Provide contextual help	1/1	5/7	1/1	0/1	F	
	U4 - Integration with state standard desktop office suites	5/8	2/2	0/0	0/0	F	System supports- Technical, Network and Hardware are part of this requirement
	U5 - Conforms to the Voluntary Product Accessibility Template (VPAT) which measures a solution's compliance with ADA and Section 508	5/6	1/4	1/0	0/0		SAP has a VPAT and can provide to OFM
	U6 - Ease of accessing data definitions and understanding data structures for analytical processing and business intelligence	2/4	5/5	0/0	0/1	F	



Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
	U7 - Provide alternate interface access methods: PDA, other mobile devices	0/0	2/3	4/3	1/4	F	Supports Blackberry, PDA's, voice interface etc .
	U8 - Provide access to information and reporting tools that are intuitive and easy to use	4/4	3/6	0/0	0/0	F	
	U9 - Logical, easy to use system administration tools	1/4	6/5	0/0	0/1	F	
	U10 - Provide vendor support for system administrators and system managers	6/7	1/3	0/0	0/0	F	System supports- Technical, Network and Hardware are part of this requirement
	U11 - Means of accessing data for reporting and business intelligence that does not impact online transaction performance	3/8	3/2	0/0	0/0	F	
	U12 - Efficient design for the intended business process (minimum number of screens per task, minimum or no unused fields clutter, etc.)	2/4	4/5	0/0	0/1	F	
Configurability	C1 - Ability to tailor the application to meet the business needs with a minimum of code alterations (to ensure preservation of future version upgrade path)	2/6	4/4	0/0	0/0	F	
Supportability (Operating environment)	S1 - System support, maintenance, upgrade, and other ownership costs for the state and agencies (e.g. total cost of ownership) shall be considered in any detailed cost modeling	5/9	1/1	0/0	0/0	F	
	S2 - Support, maintenance, and total cost of ownership costs shall be monitored and managed (assessed for costs and benefits) over time	2/7	2/3	1/0	0/0	F	VE studies
	S3 - The cost of infrastructure upgrades and increasing maintenance costs (as the licensing cost basis increases) shall be considered in any detailed cost modeling or proposal	5/8	1/2	0/0	0/0	F	Will work with the State to provide



Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
	S4 - The system must conform to all ISB standards, policies and guidelines	3/7	3/2	0/0	0/0		Need to review all ISB standards to fully understand requirement
	S5 - The system must provide a licensing model easily managed across the enterprise	3/6	3/4	0/0	0/0	F	
	S5.1 - The system must provide a licensing model that accommodates anticipated growth and expansion of system use over time at a reasonable incremental rate (This is meant to discourage licensing schemes that show a false sense of costs at the entry point)	3/7	3/3	0/0	0/0	F	
	S6 - An application deployment model that can be efficiently managed across agency implementations including field locations with different versions of desktop and browser configurations (might need to be limited to “supported” configurations)	3/8	3/2	0/0	0/0		System supports- This is detailed during Blueprint and implementation
	S7 - The system must be constructed using current but mature industry-standard application development tools, techniques and standards (The intent is to not be leading edge but not be obsolete)	3/7	3/3	0/0	0/0	F	
	S9 - Run in currently-supported operating system and network environment or provide a viable (cost and time) migration strategy	2/7	4/2	0/0	0/1	F	
	S10 - Compatible with state infrastructure including DIS network standards, such as virus prevention and firewall integrity (DIS, State Government Network (SGN), and agency-specific)	5/9	1/1	0/0	0/0		Need to review all ISB standards to fully understand requirement
	S12 - Supports re-use of a modular architecture with clear logical boundaries	2/4	3/5	0/1	1/0	F	



Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
	S14 - Use event-driven transactions (e.g. decouples the event from what happens following the event with business rules not embedded in the logic, flexibility to change results easily).	2/4	4/6	0/0	0/0	F	
	S15 - Must allow central and agency administration of business rules as appropriate	6/8	0/2	0/0	0/0	F	
	S16 - Be supported by a vendor with a history of stability and a solid financial and competitive position	4/7	2/2	0/0	0/1	F	
	S17 - Quality (accurate, useful, helpful, direct) documentation must be available in the various forms needed: user, technical, operational, interfaces, etc.	4/7	2/3	0/0	0/0	F	
	S18 - The system shall provide administration, backup and restore utilities that are supportable	5/8	1/2	0/0	0/0	P	System supports- Technical, Network and Hardware are part of this requirement
	S19 - Available support staffing plan and cost model that uses some combination of leveraging existing staff skills, training existing staff to add new skills, hiring new skilled staff, or outsourcing.	3/3	3/7	0/0	0/0	F	
	S20 - Software (work flow, integration bus module, reporting, etc) should be loosely coupled to allow possible independent version upgrades (E.g. shouldn't be tightly coupled to a specific version of Crystal reports)	2/5	4/5	0/0	0/0		This requirement needs to be further defined to fully answer requirement
	S21 - Provides architectural and technical documentation	5/10	1/0	0/0	0/0	F	



Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
	S22 - The effect of the agency charge back scheme shall be considered in any detailed cost and benefit modeling (Some chargeback schemes will incent agencies to summarize data stored in the enterprise system which is in conflict with the enterprise goal of collecting and storing detailed data)	3/6	3/2	0/1	0/1		Chargebacks will be done by the customer
Data Integrity	D1 - Provide extensive logging capabilities (e.g. the ability to maintain a historical record of changes made within the system and report on the specific change made, type of change, the person who made the change, and the date and time the change was made for a period of time determined by business rules).	6/6	0/4	0/0	0/0	F	
	D2 - The system shall provide capability for security, control, system administration, backup, and recovery that supports business continuity and disaster recovery	6/10	0/0	0/0	0/0		System supports- Technical, Network and Hardware are part of this requirement
	D3 - The system shall maintain transaction integrity by validating transaction entries for logic errors or business rule violations	4/9	2/1	0/0	0/0	F	
	D4 - Able to archive and retrieve data and related reference tables and retain them in accordance with record retention policy	6/7	0/3	0/0	0/0	F	System supports- Technical, Network and Hardware are part of this requirement
	D5 - Able to validate successful delivery of transactions sent to or received from agency systems and other trusted partners	6/5	0/5	0/0	0/0	F	
	D6 - Able to validate completeness of processing of transactions received as intended (For some data elements this can extend up to 80 years)	6/7	0/3	0/0	0/0	F	



Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
	D7 - Able to clean up partial DB updates after suspended network sessions or after other partial failures	4/9	2/1	0/0	0/0	F	System supports- Technical, Network and Hardware are part of this requirement
	D8 - Adequate internal controls to verify counts and amounts in interfaces or integrated processes balance	6/9	0/1	0/0	0/0	P	This is also part of interface and implementation strategy
Access control / Privacy/ Confidentiality	AC1 - Provide an efficient, flexible way to control and administer access on an enterprise level leveraging existing enterprise data stores to the extent practical (e.g. using HR data or Active Directory for identity management).	1/9	5/1	0/0	0/0	F	
	AC2 - Manage granular authority for direct transaction processing, interfacing events, and data query using role-based security	5/8	1/2	0/0	0/0	F	
	AC3 - Split access control management between enterprise, agencies, and divisions as appropriate	4/6	2/4	0/0	0/0	F	
	AC4 - Ability to enforce business rules that define division of duties and organization responsibility levels (e.g. separation of duties to meet internal control requirements) and the ability to log incidents of non-compliance as appropriate	5/8	1/2	0/0	0/0	F	
	AC5 - Follow security standards of the ISB and provide the flexibility to follow more stringent agency standards	6/9	0/0	0/0	0/0		Need more detail to respond to this requirement
Authentication (Agnes Kirk to	AU1 - Access will be provided only to authorized internal and external users through enterprise authentication entry points: Active Directory and Secure Access Washington (Need some flexibility here for small orgs.)	4/10	1/0	0/0	0/0	F	



Run-Time Technical (Non-Functional) Requirements							
Category review)	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
	AU2 - Able to efficiently manage users (dormant, new, terminated, etc.) Encryption to protect data if stolen	5/8	0/2	0/0	0/0	P	Data Encryption may be handled by other applications as well
	AU3 - Provide monitoring and reporting of user access and invalid password attempts (Authentication is “I know who you are and I’ll let you in”)	4/7	1/2	0/0	0/1	F	
	AU4 - Provide the ability to gracefully terminate users if inactivity exceeds time-out period defined by the enterprise or agencies as appropriate	5/5	0/4	0/1	0/0	P	System supports- Technical, Network and Hardware are part of this requirement
Integration (Interfaces)	IN1 - Ability to exchange data with agencies and other trusted partners through batch or real-time interfaces following enterprise integration architecture standards	6/8	0/2	0/0	0/0	F	
	IN2 - In cases where real time interface is needed, able to minimize transit delay and latency from source activity to processed result with minimal impact to the user environment	3/2	3/8	0/0	0/0	F	Interface Strategy is critical to the success of this requirement
	IN3 - The system must comply with ISB/EA guidelines for inter-application integration, workflow, and communication (such as consensus open standards, message-based interfaces, and loosely coupled integration, etc.)	5/8	1/2	0/0	0/0		System Supports- Need more detail to respond to this requirement
	IN4 - The system must provide the ability to enter data one time and precipitate it through all statewide financial management systems that require the information, and make data available to agency business systems using standard Enterprise Architecture Committee protocols (Maximize use of enterprise data throughout processing)	2/4	3/6	0/0	1/0	F	



Run-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
Quality	Q1 - Useful life of at least N years	4/7	2/3	0/0	0/0	F	System Supports- Archival process is part of State Archival Strategy
	Q2 - Meets business requirement with minimal need for workarounds and shadow systems	2/5	4/5	0/0	0/0		Need to fully understand the scope of this requirement
Implementation (Conversion, testing, etc.)	IM1 - Ability to implement incrementally either by rolling out functions and/or rolling out agencies to meet the best implementation plan	3/4	3/6	0/0	0/0	F	Systems Supports- Implementation Strategy
	IM2 - Ability to completely and accurately convert historical data from state and agency legacy data sources and distinguish the source as necessary	6/5	0/5	0/0	0/0	F	Systems Supports- Implementation Strategy
	IM3 - Provides features and environments to facilitate development, testing, and training (e.g. capacity to have development and testing environments continuously available)	4/6	2/4	0/0	0/0	F	Systems Supports- Implementation Strategy
	IM4 - Ability to scale hardware and user licenses during initial implementation growth period	3/6	2/3	0/1	1/0	F	



Development-Time Technical (Non-Functional) Requirements							
Category	Requirement	Mandatory	High Need	Low Need	Nice to Have	How can we “Leverage HRMS (SAP)” to address these requirements?	
						Meets Fully /Partially?	Strategy/Comments for this Category
Reusability - ability to reuse in future systems	RE1 - Ability to reuse and leverage system functions and data for additional enterprise systems and uses. For example, ability to reuse the security hierarchy and workflow mechanism for other enterprise needs	3/4	1/5	1/1	1/0	F	
Extensibility - ability to add future functionality	EX1 - Ability to add features and functions integrated into the core system either by purchase of third-party software or development of custom features	3/4	2/5	0/0	1/1	F	



APPENDIX F: BEST PRACTICE REFERENCES

The best practices listed in the following table are recommended for the public sector in Government Finance Officers Association materials available on the GFOA website. The right hand column indicates the *Roadmap* team's assessment of whether the best practice is fully, partially, or not supported by Washington State's enterprise policies and systems.



Module/ Function	Major Best Practice	Implications for Government	Supported By Enterprise Policies/ Systems?
ACCOUNTS PAYABLE	Implementing electronic funds transfer (EFT)	EFT payments reduce processing time, lower cost and reduce errors associated with paper mailings.	Yes – <i>AFRS (optional)</i>
	Decentralized on-line receiving	Reduces paper flow, accommodates systematic match of documents.	No
	Electronic three-way match of goods received (purchase order, invoice receiving report)	Reduces paper flow and cycle time results in fewer processing errors, redirects staff time from manual matching to exception processing.	No
	Web-based invoice management	Reduced invoice processing time and operational costs through electronic approval and validity checking.	No
	Decentralized payment approval with online central review	Reduced paper flow, improves cycle time for approval, and provides security control over proper approval authority.	No
	Automated vendor access to payment information through automated telephone systems or the Internet	Reduces accounts payable staff time devoted to answering vendor inquires for more value-added tasks.	No
	Shared accounts payable services	Higher productivity, lower costs, better customer service, and greater opportunities for staff, but the potential workforce challenges are considerable.	No
ACCOUNTS RECEIVABLE	Integrated or interfaced point-of-sale cash registers	Ensures that general ledger is updated on a timely basis and reduces duplicate entry of data.	No
	Use of lockbox processing.	Timelier processing of receipts, possibility of document management and reconciliation services.	<i>Partial - State Contract available</i>
	Integrated billing/ receivables with decentralized bill creation and centralized receipts collection.	Reduces data entry, results in timelier update of financial information in the general ledger.	<i>Partial – Solomon AR (for 8 customer agencies only)</i>
BUDGET DEVELOP- MENT	Budget consolidations are executed automatically through a single common tool.	Facilitates consistency and ease in consolidating individual department budgets.	Yes - <i>BASS</i>



Module/ Function	Major Best Practice	Implications for Government	Supported By Enterprise Policies/ Systems?
	Modeling tools support using multiple “what-if” scenarios and developing sensitivity analyses.	Robust analysis/”slice, [splice] and dice” tools allow budget analysts and department managers to make better decisions.	No
	Ability to perform real-time budget to actual reporting	Accommodates appropriation funds checking and better managerial decision-making capabilities.	No (AFRS is batch, not real time)
FIXED ASSETS	Update of fiscal assets balance each month.	Eliminates the need for lengthy, arduous year-end reconciliation.	Yes - CAMS
	Link with accounts payable module to ensure capture of fixed assets, based on cost threshold.	Reduces the chance of capital purchases going unrecorded.	Yes – AFRS/ CAMS (optional feature)
	\$5,000 threshold for tracking assets and department level control of non-capitalized assets.	Ensures centralized account and reporting of capitalized assets but allows tracking and management of non-capitalized assets to be tailored to specific department needs.	Yes – CAMS
GRANTS ACCOUNTING	Tracking of grants from application to final reporting upon closure.	Ensures that reporting is done on time; permits grant data to be accessed at all times by those with proper authority.	No
HUMAN RESOURCES (Travel)	Self-auditing Web-based expense reporting system.	Allows employee access anytime, anywhere; reduces turnaround time for reimbursement through electronic workflow and approval.	Yes - TVS
INVENTORY	Central inventory management through bar-coding or radio frequency technology.	Increased efficiency in the form of reduced time to process orders and better inventory tracking.	No
	Just-in-time purchasing as a substitute for warehousing (also known as “virtual inventory”).	Allows government to limit inventory to critical or hard-to-get items.	Partial – GA process support
	Perpetual inventory systems that are constantly updated.	Enables direct access throughout year to reliable information on current balances and eliminates the need for an annual inventory.	No



Module/ Function	Major Best Practice	Implications for Government	Supported By Enterprise Policies/ Systems?
PROJECT/ COST ACCOUNTING	Integrated cost accounting system drawing financial and non-financial data from other modules.	Eliminated duplicated entry and facilitates decision-making and analysis; enables department to monitor project revenues and expenses at a detailed level.	No
PURCHASING	Supplier catalogs available on-line for all purchasers across the government.	Facilitates use of approved suppliers only and verification of current pricing.	Partial – Central Stores and Printer
	Centralized strategic procurement/sourcing.	Consistent, authorized purchases and business rules across the government.	Partial
	Distributed requisitioning and automated workflow/approvals	Elimination of paper documents, security control ensures appropriate access to employees, consistent application of business rules.	No
	Maintenance of a single vendor maintenance file	Reduction of duplicate effort, consistent entry of vendor information.	No
	Web-based bidding on contracts and large procurements; use of electronic marketplaces for some transactions.	Allows centralized, automated procurement functions, such as sourcing, approval, routing and payments.	Partial - GA WEBS
Availability of RFPs, contract terms, prices and instructions for purchase on-line	Increased access to information prevents purchases from unauthorized vendors and other procurement errors by decentralized buyers.	Partial - GA	



APPENDIX G: PROJECT TEAM COMPOSITION



Phase	Role	Area ^{xv}	Total Staff	Dedicated Staff	Central Service	Line Agencies	Vendor	Roll-out Agencies
Policy Development Phase	Project Manager	PMO	1	1				
	Business Analyst	PMO	3	1	1	1		
	Administrative Support Manager	PMO	1	1				
	Business Analyst Manager	Pol	1		1			
	Business Analyst Manager	InB	2	1	1			
	Business Analyst Manager	InB	1		1			
	Business Analyst Manager	InT	1		1			
	Systems Analyst Manager	InT	1		1			
	Business Analyst Manager	Chg	1	1				
	Business Analyst	Chg	1				1	
	Policy Development Phase Total			14.00	6.00	6.00	2.00	
Solution Design	Manager	QA - PMO	1					1
	Performance Analyst Manager	QA - PMO	2					2
	Performance Analyst Manager	QA - Pol	.5					.5
	Performance Analyst Manager	QA - Pol	1					1
	Performance Analyst Manager	QA – Integr	1					1
	Performance Analyst Manager	QA – Integr	1					1
	Performance Analyst Manager	QA - Chg	1					1
	Performance Analyst Manager	QA - Chg	.5					.5
	Project Manager	PMO	3	1				2
	Business Analyst	PMO	5	1	1	1		2
	Administrative Support Manager	PMO	5	1	1	1		2
	Business Analyst Manager	Pol	2	1				1
	Business Analyst Manager	Pol	7		1	3		3
	Business Analyst Manager	InB	5	1	1	1		2
	Business Analyst Manager	InB	17		5	5		7
	Business Analyst Manager	InT	3		1	1		1
	Systems Analyst	InT	24		5	5		14



Phase	Role	Area ^{xv}	Total Staff	Dedicated Staff	Central Service	Line Agencies	Vendor	Roll-out Agencies
	Manager	Chg	6	1	1	1	3	
	Business Analyst	Chg	20		6	6	8	
	Systems Analyst	Chg	2		1		1	
Solution Design Total			107.00	6.00	23.00	24.00	54.00	
Solution Build/Configure	Manager	QA - PMO	1				1	
	Performance Analyst	QA - PMO	2				2	
	Manager	QA - Pol	.5				.5	
	Performance Analyst	QA - Pol	.5				.5	
	Manager	QA – Integr	1				1	
	Performance Analyst	QA – Integr	2				2	
	Manager	QA - Chg	1				1	
	Performance Analyst	QA - Chg	1				1	
	Project Manager	PMO	3	1			2	
	Business Analyst	PMO	3	1			2	
	Administrative Support	PMO	5	1	1	1	2	
	Manager	Pol	2	1			1	
	Business Analyst	Pol	7		1	3	3	
	Manager	InB	5	1	1	1	2	
	Business Analyst	InB	17		5	5	7	
	Manager	InT	3		1	1	1	
	Systems Analyst	InT	24		5	5	14	
	Manager	Chg	6	1	1	1	3	
	Business Analyst	Chg	20		6	6	8	
	Systems Analyst	Chg	2		1		1	
Solution Configure/Build Total			106.00	6.00	22.00	23.00	55.00	
Solution Initial Rollout	Manager	QA - PMO	1				1	
	Performance Analyst	QA - PMO	2				2	
	Manager	QA - Pol	.5				.5	
	Performance Analyst	QA - Pol	.5				.5	



Phase	Role	Area ^{xv}	Total Staff	Dedicated Staff	Central Service	Line Agencies	Vendor	Roll-out Agencies
	Manager	QA – Integr	1				1	
	Performance Analyst	QA – Integr	2				2	
	Manager	QA - Chg	1				1	
	Performance Analyst	QA - Chg	1				1	
	Project Manager	PMO	6	1			2	3
	Business Analyst	PMO	6	1			2	3
	Administrative Support	PMO	7	1	1	1	2	2
	Manager	Pol	2	1				1
	Business Analyst	Pol	3		1	1		1
	Manager	InB	9	1	1	1	3	3
	Business Analyst	InB	26		5	5	10	6
	Manager	InT	6		1	1	1	3
	Systems Analyst	InT	36		5	5	14	12
	Manager	Chg	9	1	1	1	3	3
	Business Analyst	Chg	26		6	6	8	6
	Systems Analyst	Chg	3		1		1	1
Solution Initial Total			148.00	6.00	22.00	21.00	55.00	44.00
Subsequent Rollout	Manager	QA - PMO	1				1	
	Performance Analyst	QA - PMO	1				1	
	Manager	QA – Integr	.5				.5	
	Performance Analyst	QA – Integr	1				1	
	Manager	QA - Chg	.5				.5	
	Performance Analyst	QA - Chg	1				1	
	Project Manager	PMO	4	1			1	2
	Business Analyst	PMO	4	1			1	2
	Administrative Support	PMO	4	1			1	2
	Manager	Pol	2	1				1
	Business Analyst	Pol	3					3
	Manager	InB	3	1			1	1



Phase	Role	Area ^{xv}	Total Staff	Dedicated Staff	Central Service	Line Agencies	Vendor	Roll-out Agencies
	Business Analyst	InB	17				3	14
	Manager	InT	2				1	1
	Systems Analyst	InT	18				4	14
	Manager	Chg	3	1			1	1
	Business Analyst	Chg	9				2	7
	Systems Analyst	Chg	3				1	2
Subsequent Rollout Total			77.00	6.00	0	0	21.00	50.00
Maintenance Mode	Manager	QA - PMO	1				1	
	Performance Analyst	QA - PMO	1				1	
	Project Manager	PMO	1.5	1			.5	
	Business Analyst	PMO	1	1				
	Administrative Support	PMO	2	1				1
	Manager	Pol	1	1				
	Business Analyst	Pol	1					1
	Manager	InB	1	1				
	Business Analyst	InB	3				1	2
	Manager	InT	1					1
	Systems Analyst	InT	6				2	4
	Manager	Chg	1	1				
	Business Analyst	Chg	3				1	2
	Systems Analyst	Chg	1					1
Maintenance Mode Total			24.50	6.00	0	0	6.50	12.00

^{xv} Definitions:

- PMO = Project Management Office
- Pol = Policy Development
- InB = Integration Business Focus
- InT = Integration Technical Focus
- Chg = Change Management, Communication

APPENDIX H: DETAILED PROJECT TASKS

WBS	Task Name	Start	Finish
1	Project Setup	6/4/07	10/8/07
1.1	Project Organization Staffing	6/4/07	10/8/07
1.1.2	Put Project Management Structures In Place	7/9/07	8/17/07
1.1.3	Form Project Team	8/14/07	10/8/07
1.1.4	Hire or assign state staff	8/14/07	9/10/07
1.1.5	Train staff	9/11/07	10/8/07
2	Phase 1 -- Positioning Activities	7/2/07	6/26/09
2.1	Stabilize HRMS/AFRS Interfaces	7/2/07	4/18/08
2.1.1	Assess situation	7/2/07	9/21/07
2.1.2	Design and Pilot Improvements	9/24/07	12/14/07
2.1.3	Test and Adjust	12/17/07	3/7/08
2.1.4	Implement Improvements	3/10/08	4/18/08
2.2	Define/Clarify State Direction	7/2/07	12/14/07
2.2.1	Confirm statewide law and policy changes required	7/2/07	7/27/07
2.2.2	Develop initial new law and policy language	7/30/07	8/24/07
2.2.3	Work with legislative sponsor to refine law and policy language	8/27/07	9/21/07
2.2.4	Submit legislative package	9/24/07	10/19/07
2.2.5	Review proposed policy changes with State Auditor	10/22/07	11/16/07
2.2.6	Publish new and revised statewide policies	10/22/07	11/16/07
2.2.7	Survey citizens, legislators, agency program managers, et al about financial, managerial, and performance reporting information needs	11/19/07	12/14/07
2.3	Expand Existing Governance Structure	12/17/07	5/30/08
2.3.1	Review Existing Structure	12/17/07	1/25/08
2.3.2	Propose Alternatives	1/28/08	4/18/08
2.3.3	Implement and Fine Tune	4/21/08	5/30/08
2.3.4	Establish EPO	5/30/08	5/30/08
2.4	Review and Refine COA/Data Definitions	8/13/07	5/1/09



2.4.1	Gather detailed best practice information regarding chart of accounts	8/13/07	8/24/07
2.4.2	Gather detailed best practice information regarding full cost public sector cost accounting	8/27/07	9/7/07
2.4.3	Select enterprise cost accounting methodology	9/10/07	11/30/07
2.4.4	Design enterprise cost allocation approach	12/3/07	2/22/08
2.4.5	Prepare State Cost Allocation Plan for the Federal Government	2/25/08	5/16/08
2.4.6	Submit State Cost Allocation Plan to the Federal Government for review and approval	5/19/08	5/30/08
2.4.7	Design the enterprise chart of accounts	6/2/08	11/14/08
2.4.8	Establish vendor information standards	11/17/08	2/6/09
2.4.9	Design and Plan Shared Services	2/9/09	5/1/09
2.5	Review/Refine Procurement rules	9/10/07	6/27/08
2.5.1	Review current rules	9/10/07	10/19/07
2.5.2	Determine needed changes	10/22/07	1/11/08
2.5.3	Propose changes	1/14/08	4/4/08
2.5.4	Approve changes	4/7/08	6/27/08
2.6	Review Agency LOB Plans	9/10/07	1/11/08
2.6.1	Survey agencies	9/10/07	11/30/07
2.6.2	Establish and review portfolio	12/3/07	1/11/08
2.7	Transition Agency policies and processes	12/17/07	4/18/08
2.7.1	Review existing policies and processes	12/17/07	3/7/08
2.7.2	Establish and maintain common standards	3/10/08	4/18/08
2.8	Analyze and Document existing interfaces/integrations	4/21/08	8/22/08
2.8.1	Survey agencies	4/21/08	7/11/08
2.8.2	Establish interface portfolio	7/14/08	8/22/08
2.9	Prepare for Change Management	4/21/08	7/11/08
2.9.1	Establish goals and objectives	4/21/08	5/30/08
2.9.2	Create initial CM draft plan	6/2/08	7/11/08
2.10	Begin Agency Readiness Assessment	7/14/08	11/14/08
2.10.1	Survey agencies	7/14/08	10/3/08
2.10.2	Create initial assessment	10/6/08	11/14/08



2.11	Research and Incorporate Lessons Learned	11/17/08	4/3/09
2.11.1	Survey other states	11/17/08	2/6/09
2.11.2	Review HRMS	2/9/09	3/20/09
2.11.3	Incorporate key lessons into plans	3/23/09	4/3/09
2.12	Establish Enterprise Program Office (EPO)	4/6/09	6/26/09
2.12.1	Review governance plans	4/6/09	5/1/09
2.12.2	Set roles and responsibilities	5/4/09	5/29/09
2.12.3	Develop EPO roll-out plan	6/1/09	6/26/09
2.12.4	Implement EPO	6/26/09	6/26/09
2.13	Develop Detailed Requirements	1/7/08	5/1/09
2.13.1	Functional Analysis	1/7/08	1/16/09
2.13.1.1	Refine AS-IS business process maps	1/7/08	3/28/08
2.13.1.2	Document AS-IS data flows	3/31/08	5/9/08
2.13.1.3	Develop TO-BE business process maps	5/12/08	9/12/08
2.13.1.4	Develop TO-Be data flows	9/15/08	1/16/09
2.13.2	Technical Analysis	6/2/08	5/1/09
2.13.2.1	Document system landscape	6/2/08	8/22/08
2.13.2.2	Assess Infrastructure	8/25/08	11/14/08
2.13.2.3	Document Conceptual infrastructure	11/17/08	12/26/08
2.13.2.4	Document Enterprise integration approach	12/29/08	3/20/09
2.13.2.5	Document Agency integration approach	3/23/09	5/1/09
3	Phase 2 -- Design and Configuration Activities	7/6/09	12/31/10
3.1	Blueprint the System	7/6/09	5/7/10
3.1.1	Confirm TO-BE business process maps	7/6/09	7/31/09
3.1.2	Confirm TO-Be data flows	8/3/09	8/28/09
3.1.3	Confirm technical integration and landscape	8/31/09	9/25/09
3.1.4	Design business processes	8/31/09	10/23/09
3.1.5	Design integration architecture	8/31/09	9/25/09
3.1.6	Create system security design	9/28/09	10/23/09
3.1.7	Design Pilot	10/26/09	11/20/09



3.1.8	Demonstrate Pilot	11/23/09	1/1/10
3.1.9	Create testing plan	1/4/10	2/12/10
3.1.10	Create conversion plan \ strategy	2/15/10	3/26/10
3.1.11	Create integration plan \ strategy	3/29/10	5/7/10
3.1.12	Create requirements traceability matrix	1/4/10	2/12/10
3.2	Conduct Fit/Gap Analysis with interfaces	11/23/09	2/12/10
3.2.1	Review requirements	11/23/09	12/4/09
3.2.2	Review pilot system capabilities	12/7/09	12/18/09
3.2.3	Review interface requirements	12/21/09	1/15/10
3.2.4	Review pilot system interface design	12/21/09	1/15/10
3.2.5	Conduct gap analysis	1/18/10	2/12/10
3.2.6	Review gaps and revise pilot configuration	1/18/10	2/12/10
3.3	Continue Policy and Process Re-engineering	11/23/09	3/12/10
3.3.1	Review status of changes	11/23/09	1/15/10
3.3.2	Identify priority changes	1/18/10	2/12/10
3.3.3	Implement with appropriate agencies	2/15/10	3/12/10
3.4	Continue program development, change mgt and imp planning	3/15/10	7/2/10
3.4.1	Identify status of plans	3/15/10	5/7/10
3.4.2	Identify priority needs to address	5/10/10	6/4/10
3.4.3	Address needs	6/7/10	7/2/10
3.5	Design and Implement integration w/ other systems	12/7/09	11/5/10
3.5.1	Enterprise integration	12/7/09	8/13/10
3.5.1.1	Design Payroll integration	12/7/09	1/15/10
3.5.1.2	Design Treasury/Cash Integration	1/18/10	2/26/10
3.5.1.3	Construct and Unit Enterprise Integration Elements	3/1/10	5/21/10
3.5.1.4	System Test Enterprise Integration Elements	5/24/10	8/13/10
3.5.2	Agency Integration	1/18/10	11/5/10
3.5.2.1	Design agency integration architecture	1/18/10	2/26/10
3.5.2.2	Design Agency Integration components	3/1/10	5/21/10
3.5.2.3	Construct and Unit Agency Integration Elements	5/24/10	8/13/10



3.5.2.4	System Test Agency Integration Elements	8/16/10	11/5/10
3.6	Identify Data Conversion Needs	3/29/10	7/16/10
3.6.1	Review pilot system logical data model	3/29/10	5/21/10
3.6.2	Identify needs for existing data	5/24/10	6/18/10
3.6.3	Create inventory of data to be converted	6/21/10	7/16/10
3.7	Conversion Design and Development	7/19/10	11/5/10
3.7.1	Design Conversion Process	7/19/10	8/13/10
3.7.2	Design conversion programs	8/16/10	9/24/10
3.7.3	Construct and Unit Test Conversion Programs	9/27/10	11/5/10
3.7.4	System Test Conversion process	9/27/10	11/5/10
3.7.5	Complete Pilot Data Conversion	11/5/10	11/5/10
3.8	Configure, Pilot and Test new System	8/16/10	12/31/10
3.8.1	Design business processes	8/16/10	9/10/10
3.8.2	Design integration architecture	9/13/10	10/8/10
3.8.3	Create system security design	10/11/10	11/5/10
3.8.4	Configure Pilot	11/8/10	11/19/10
3.8.5	Demonstrate Pilot	11/22/10	12/31/10
4	Phase 3 -- Agency Migration Activities	1/3/11	1/6/12
4.1	Establish Target ERP Environment	1/3/11	3/25/11
4.1.1	Network Hardware upgrades	1/3/11	2/25/11
4.1.2	Server Infrastructure upgrades	1/3/11	2/25/11
4.1.3	System Software (database, operating systems, integration)	1/3/11	2/25/11
4.1.4	Negotiate additional SAP licenses	1/3/11	3/25/11
4.2	Build\Realize Solution	2/25/11	6/3/11
4.2.1	Freeze ERP design and Legacy Changes	2/25/11	2/25/11
4.2.2	Implement new COA design	2/28/11	3/11/11
4.2.3	Configure / develop security	3/14/11	3/25/11
4.2.4	Configure / develop ERP components	3/28/11	4/8/11
4.2.5	Load master table / system test data	4/11/11	4/22/11
4.2.6	Unit test / validate ERP components & security	4/25/11	5/6/11



4.2.7	Train business and technical master users	5/9/11	6/3/11
4.3	Test the Solution	6/6/11	6/24/11
4.3.1	Test Payroll integration	6/6/11	6/24/11
4.3.2	Test Treasury/Cash Integration	6/6/11	6/24/11
4.3.3	Test Enterprise Integration Elements	6/6/11	6/24/11
4.3.4	Test Agency Integration Elements	6/6/11	6/24/11
4.3.5	System Test All Elements	6/6/11	6/24/11
4.4	Bring up Target Environment	6/24/11	8/12/11
4.4.1	Establish Target Productive Environment	6/24/11	6/24/11
4.4.2	Bring up bridge interfaces to AFRS, HRMS	6/27/11	7/8/11
4.4.3	Turn on Agency Batch interfaces	6/27/11	7/8/11
4.4.4	Begin processing w/ interfaces	7/11/11	7/15/11
4.4.5	Test Payroll processing	7/18/11	8/12/11
4.4.6	Test Financial reports	7/18/11	8/12/11
4.5	Move Payroll to new Environment	8/15/11	10/21/11
4.5.1	Run/Test Production Payroll	8/15/11	9/9/11
4.5.2	Train Payroll Users	9/12/11	10/7/11
4.5.3	Transition Payroll Users to new Environment	10/10/11	10/21/11
4.5.4	Produce First Payroll on New Environment	10/21/11	10/21/11
4.6	Move Financials to new Environment	8/15/11	11/11/11
4.6.1	Run/Test Production Financial Reports	8/15/11	9/9/11
4.6.2	Train AFRS Users	9/12/11	10/21/11
4.6.3	Transition Financial Users to new Environment	10/24/11	11/11/11
4.6.4	Produce first production reports	11/11/11	11/11/11
4.7	Transition to Live on New System	11/14/11	1/6/12
4.7.1	Renew HRMS Platform	11/14/11	12/9/11
4.7.2	Re-deploy New Environment on HRMS servers	12/12/11	12/30/11
4.7.3	Retire Old HRMS	1/2/12	1/6/12
4.7.4	Archive AFRS Data/Retire AFRS	1/2/12	1/6/12
5	Stabilize new ERP environment	11/14/11	3/16/12



6 Post-Implementation Review

3/19/12

4/27/12



APPENDIX I: BASELINE COST SUMMARY

Overall, the 2006 Baseline Cost Model represents the annual statewide costs of *Roadmap* in-scope financial and performance measurement processes for 69 agencies and/or major divisions, as follows:

- 24 individual agencies surveyed in 2006;
- 7 divisions of DSHS surveyed in 2006;
- 38 small agencies and the Governor's Office, included in OFM's cost survey.

The 2006 Baseline Cost Model is summarized on the following page.¹

¹ All but one of the 2006 surveyed agencies provided a response.



2006 Annual Baseline Cost Model for In-Scope Business Processes

Results from 2006 Baseline Cost Survey:

1. Department of Agriculture
2. Department of Corrections
3. Department of Ecology
4. Department of Employment Security
5. Department of Fish and Wildlife
6. Dept of General Administration
7. Department of Information Services
8. Department of Labor and Industries
9. Department of Licensing
10. Department of Natural Resources
11. Department of Personnel [1]
12. Department of Retirement Systems
13. Department of Revenue
14. Department of Social & Health Services:
 - Aging & Disability Services
 - Children's Administration
 - Economic Services Administration
 - Financial Services Administration
 - FSA - Administrative Services
 - Health & Recovery Services
 - Juvenile Rehabilitation Administration
15. Department of Transportation
16. Office of Financial Management, et al [2]
17. Office of the Attorney General
18. Office of the State Treasurer
19. Public Printer
20. State Lottery
21. State Parks and Recreation Commission
22. WA State Health Care Authority
23. WA State Liquor Control Board
24. Washington State Patrol

No. of Systems Supporting Business Processes	Estimated Annual Costs			
	Internal IT Staff Support	External Contractor Support	Other Hardware & Software	Business Process Staff
3.0	\$65,200	\$65,200	\$65,200	\$1,880,000
4.0	\$200,000	\$165,000	\$100,000	\$7,481,300
13.4	\$84,900	\$37,400	\$0	\$1,452,000
6.4	\$896,500	\$314,500	\$61,400	\$5,584,000
3.6	\$133,700	\$92,700	\$10,000	\$2,320,000
8.3	\$136,200	\$50,000	\$1,900	\$1,220,000
6.0	\$120,000	\$0	\$56,500	\$680,000
6.0	\$32,300	\$16,200	\$69,600	\$1,280,000
4.3	\$34,300	\$142,700	\$3,500	\$1,120,000
1.0	\$50,000	\$0	\$23,300	\$5,280,000
1.0	\$950,000	\$2,250,000	\$0	\$400,000
4.0	\$201,200	\$150,800	\$0	\$1,640,000
5.0	\$450,000	\$1,000	\$22,000	\$1,120,000
0.0	\$0	\$0	\$0	\$4,696,000
0.0	\$0	\$0	\$0	\$4,068,800
0.0	\$741,800	\$190,400	\$2,655,600	\$4,480,000
3.7	\$271,400	\$0	\$81,000	\$20,916,000
0.0	\$2,340,000	\$0	\$7,110,000	\$3,520,000
0.5	\$33,000	\$0	\$4,300	\$8,024,000
0.0	\$0	\$0	\$0	\$796,000
14.5	\$785,500	\$69,200	\$138,900	\$8,000,000
8.0	\$3,350,000	\$737,900	\$520,200	\$2,120,000
1.6	\$37,500	\$0	\$7,600	\$140,000
0.1	\$75,000	\$0	\$2,900	\$200,000
1.6	\$119,900	\$0	\$46,900	\$800,000
1.2	\$59,400	\$0	\$10,800	\$560,000
0.4	\$20,000	\$0	\$2,200	\$1,280,000
6.8	\$142,900	\$0	\$589,700	\$1,008,000
2.7	\$134,100	\$703,700	\$621,400	\$2,000,000
2.4	\$500,000	\$78,800	\$78,100	\$1,480,000
110.6				
		\$29.3		
				\$95.5
			\$124.9	

Estimated Total Systems

Estimated Total IT costs

Estimated Total Business Costs

Estimated Statewide Business Process Costs

[1] State Human Resource Management System

[2] Includes statewide accounting, statewide systems and business process services for OFM, the Governor's Office and 38 small agencies.





APPENDIX J: COST BENEFIT WORKSHEETS

The ISB's Feasibility Study Guidelines for information Technology Investments contain a set of Cost Benefit Analysis Forms for use in comparing the costs and tangible benefits among IT project alternatives. The forms are included in this appendix separated as:

- Leverage AFRS
- Leverage HRMS

Leverage AFRS – Cost Benefit and Cash Flow Analysis (Form 1)

Form 1/ Summary, Cost Benefit and Cash Flow Analysis
 05-Jan-07

Agency Office of Financial Management

Leverage
 AFRS

	FY 2007	FY 2,008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	GRAND TOTAL
TOTAL OUTFLOWS	0	0	14,170,280	16,442,703	18,048,149	19,168,063	17,324,594	10,537,131	241,796	249,049	96,181,764
TOTAL INFLOWS	0	0	0	0	0	0	0	0	0	0	0
NET CASH FLOW	0	0	(14,170,280)	(16,442,703)	(18,048,149)	(19,168,063)	(17,324,594)	(10,537,131)	(241,796)	(249,049)	
INCREMENTAL NPV	NA	0	(11,813,854)	(24,715,867)	(38,044,572)	(51,367,651)	(62,701,058)	(69,188,759)	(69,328,876)	(69,464,706)	
Cumulative Costs	NA	0	14,170,280	30,612,983	48,661,131	67,829,194	85,153,788	95,690,919	95,932,715	96,181,764	
Cumulative Benefits	NA	0	0	0	0	0	0	0	0	0	

Cost of Capital	Breakeven Period - yrs.*		NPV \$	IRR %
	Non- Discounted	Discounted		
6.25%			(69,464,706)	N/A

* - "Non-Discounted" represents breakeven period for cumulative costs and benefits (no consideration of time value of money).
 * - "Discounted" considers effect of time value of money through incremental Net Present Value.

Leverage AFRS – Fiscal Costs, Project Development, (Form 2)

Form 2/ Project Detail Cost Flow Analysis		Agency		Office of Financial Management		Project Option		Leverage AFRS					
05-Jan-07													
FISCAL COSTS, PROJECT DEVELOPMENT	OFM Object Codes	FY 2007	FY 2008	FY 2009	DEVELOPMENT PHASES						FY 2015	FY 2016	GRAND TOTAL
					FY 2010	FY 2011	FY 2012	FY 2013	FY 2014				
Salaries and Wages	(A)	0	0	2,041,600	2,864,224	2,950,151	3,038,655	2,178,985	2,244,355	0	0	15,317,970	
Employee Benefits	(B)	0	0	278,400	390,576	402,293	414,362	297,134	306,048	0	0	2,088,814	
Personal Service Contracts	(CA)	0	0	9,600,000	9,888,000	10,184,640	10,490,179	10,804,885	5,564,516	0	0	56,532,219	
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0	
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0	
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0	
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0	
Software Maintenance & Upgrade	(EE)	0	0	0	0	0	0	0	0	0	0	0	
DP Goods/Services	(EL)	0	0	283,000	404,715	404,407	437,476	422,910	344,548	0	0	2,297,056	
Goods/Services Not Listed	(E)	0	0	445,780	445,780	891,560	891,560	445,780	445,780	0	0	3,566,240	
Travel	(G)	0	0	96,000	98,880	101,846	104,902	108,049	55,645	0	0	565,322	
Hardware Purchase Capitalized	(JC)	0	0	70,000	216,300	222,789	76,491	0	0	0	0	585,580	
Software Purchase Capitalized	(JC)	0	0	1,125,000	1,738,125	2,387,025	3,073,295	2,532,395	1,304,183	0	0	12,160,023	
Hardware Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0	
Software Purchase - Non. Cap	(KA)	0	0	202,500	312,863	429,665	553,193	455,831	234,753	241,796	249,049	2,679,649	
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0	
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0	
Other (Specify)	()	0	0	28,000	83,240	73,773	87,950	78,625	37,302	0	0	388,891	
TOTAL DEVELOPMENT		0	0	14,170,280	16,442,703	18,048,149	19,168,063	17,324,594	10,537,131	241,796	249,049	96,181,764	

Leverage AFRS – Summary, Operations Incremental Cost of Project (Form 3)

Form 3/ Summary, Operations Incremental Cost of Project
 05-Jan-07

Agency Office of Financial Management Project Option

Leverage AFRS

		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	GRAND TOTAL
OPERATIONS INCREMENTAL COSTS OF PROJECT (Per Form 4 - Column C)												
Salaries and Wages	(A)	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits	(B)	0	0	0	0	0	0	0	0	0	0	0
Personal Service Contracts	(CA)	0	0	0	0	0	0	0	0	0	0	0
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrad	(EE)	0	0	0	0	0	0	0	0	0	0	0
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	()	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATIONS		0	0	0	0	0	0	0	0	0	0	0
TOTAL OUTFLOWS		0	0	14,170,280	16,442,703	18,048,149	19,168,063	17,324,594	10,537,131	241,796	249,049	96,181,764
CUMULATIVE COSTS			0	14,170,280	30,612,983	48,661,131	67,829,194	85,153,788	95,690,919	95,932,715	96,181,764	

(1) Total Outflows the sum of Fiscal Total Operations and Total Development from Form2.
 (2) Total Outflows carried to Form1

Leverage AFRS – Benefits Cash Flow Analysis (Form 5)

Form 5/ Benefits Cash Flow Analysis 05-Jan-07		Agency Office of Financial Management						Project Option		Leverage AFRS			
TANGIBLE BENEFITS	OFM Object Codes	FY 2007	FY 2008	FY 2009	BENEFITS FY 2010		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
Hard \$ Revenues (specify)	(revenue codes)	0	0	0	0	0	0	0					0
Reimbursements (specify)	(object codes)	0	0	0	0	0	0	0					0
Cost Reduction (specify) (1) Reduced IT systems cost Reduced IT system support	(object codes)	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Other (specify)	(object codes)	0	0	0	0	0	0	0					0
Soft \$ Cost Avoidance (specify)	(object codes)	0	0	0	0	0	0	0					0
Other (specify)	(object codes)	0	0	0	0	0	0	0					0
TOTAL INFLOWS		0	0	0	0	0	0	0	0	0	0	0	0
CUMULATIVE BENEFITS			0	0	0	0	0	0	0	0	0	0	0

(1) Reflect all Cost Reduction Benefits except Operations reductions (which are reflected in Cost of Operations).
 (2) Total Inflows carries to Form 1



Leverage HRMS – Cost Benefit and Cash Flow Analysis (Form 1)

Form 1/ Summary, Cost Benefit and Cash Flow Analysis
 05-Jan-07

Agency Office of Financial Management

Leverage
 HRMS

	FY 2007	FY 2,008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	GRAND TOTAL
TOTAL OUTFLOWS	0	0	31,565,350	36,055,082	21,181,819	22,982,723	22,121,842	12,911,458	537,324	553,443	147,909,041
TOTAL INFLOWS	0	0	0	0	0	0	0	0	0	0	0
NET CASH FLOW	0	0	(31,565,350)	(36,055,082)	(21,181,819)	(22,982,723)	(22,121,842)	(12,911,458)	(537,324)	(553,443)	
INCREMENTAL NPV	NA	0	(26,316,237)	(54,607,395)	(70,250,342)	(86,224,863)	(100,696,535)	(108,646,108)	(108,957,477)	(109,259,322)	
Cumulative Costs	NA	0	31,565,350	67,620,432	88,802,251	111,784,973	133,906,816	146,818,274	147,355,598	147,909,041	
Cumulative Benefits	NA	0	0	0	0	0	0	0	0	0	

Cost of Capital	Breakeven Period - yrs.*		NPV \$	IRR %
	Non- Discounted	Discounted		
6.25%			(109,259,322)	N/A

* - "Non-Discounted" represents breakeven period for cumulative costs and benefits (no consideration of time value of money).
 * - "Discounted" considers effect of time value of money through incremental Net Present Value.



Leverage HRMS – Fiscal Costs, Project Development (Form 2)

Form 2/ Project Detail Cost Flow Analysis
 05-Jan-07

Agency Office of Financial Management

Project Option

Leverage HRMS

FISCAL COSTS, PROJECT DEVELOPMENT	OFM Object Codes	FY 2007	FY 2008	FY 2009	DEVELOPMENT PHASES							GRAND TOTAL
					FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Salaries and Wages	(A)	0	0	4,928,000	6,779,872	4,294,523	4,423,359	4,556,060	3,060,484	0	0	28,042,297
Employee Benefits	(B)	0	0	672,000	924,528	585,617	603,185	621,281	417,339	0	0	3,823,950
Personal Service Contracts	(CA)	0	0	21,600,000	22,660,000	8,911,560	9,178,907	9,454,274	5,564,516	0	0	77,369,256
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrade	(EE)	0	0	0	0	0	0	0	0	0	0	0
DP Goods/Services	(EL)	0	0	747,350	485,012	567,820	484,409	568,791	389,934	0	0	3,243,314
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	216,000	226,600	89,116	91,789	94,543	55,645	0	0	773,693
Hardware Purchase Capitalized	(JC)	0	0	210,000	360,500	371,315	76,491	78,786	0	0	0	1,097,092
Software Purchase Capitalized	(JC)	0	0	2,500,000	3,862,500	5,304,500	6,829,544	5,627,544	2,898,185	0	0	27,022,273
Hardware Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Non. Cap	(KA)	0	0	450,000	695,250	954,810	1,229,318	1,012,958	521,673	537,324	553,443	5,954,776
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (Specify)	()	0	0	242,000	60,820	102,559	65,721	107,607	3,683	0	0	582,390
TOTAL DEVELOPMENT		0	0	31,565,350	36,055,082	21,181,819	22,982,723	22,121,842	12,911,458	537,324	553,443	147,909,041

Leverage HRMS – Summary, Operations Incremental Cost of Project (Form 3)

Form 3/ Summary, Operations Incremental Cost of Project 05-Jan-07		Agency		Office of Financial Management		Project Option		Leverage HRMS				
		FY	FY	FY	FY	FY	FY	FY	FY	FY	GRAND	
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL
OPERATIONS INCREMENTAL COSTS OF PROJECT (Per Form 4 - Column C)												
Salaries and Wages	(A)	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits	(B)	0	0	0	0	0	0	0	0	0	0	0
Personal Service Contracts	(CA)	0	0	0	0	0	0	0	0	0	0	0
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	0	0	0	0	0	0	0	0	0	0	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrad	(EE)	0	0	0	0	0	0	0	0	0	0	0
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	()	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATIONS		0	0	0	0	0	0	0	0	0	0	0
TOTAL OUTFLOWS		0	0	31,565,350	36,055,082	21,181,819	22,982,723	22,121,842	12,911,458	537,324	553,443	147,909,041
CUMULATIVE COSTS		0	0	31,565,350	67,620,432	88,802,251	111,784,973	133,906,816	146,818,274	147,355,598	147,909,041	

(1) Total Outflows the sum of Fiscal Total Operations and Total Development from Form2.
 (2) Total Outflows carried to Form1

Leverage HRMS – Current versus Proposed Method Operations (Form 4)

Form 4/ Current versus Proposed Method Operations Costs
 05-Jan-07

Agency Office of Financial Management Project Option Leverage HRMS

OPERATIONS COSTS	Obj. Codes	FY 2007			FY 2008			FY 2009			FY 2010			FY 2011		
		(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)
Salaries and Wages	(A)	105,293,300	105,293,300	0	108,452,000	108,452,000	0	111,705,600	111,705,600	0	115,056,800	115,056,800	0	118,508,500	118,508,500	0
Employee Benefits	(B)	15,443,000	15,443,000	0	15,906,300	15,906,300	0	16,383,500	16,383,500	0	16,875,000	16,875,000	0	17,381,200	17,381,200	0
Personal Service Contracts	(CA)	8,423,500	8,423,500	0	8,676,200	8,676,200	0	8,936,400	8,936,400	0	9,204,500	9,204,500	0	9,480,700	9,480,700	0
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	4,211,700	4,211,700	0	4,338,100	4,338,100	0	4,468,200	4,468,200	0	4,602,300	4,602,300	0	4,740,300	4,740,300	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrade	(EE)	7,019,600	7,019,600	0	7,230,100	7,230,100	0	7,447,000	7,447,000	0	7,670,500	7,670,500	0	7,900,600	7,900,600	0
DP Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	()	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATION COSTS		140,391,100	140,391,100	0	144,602,700	144,602,700	0	148,940,700	148,940,700	0	153,409,100	153,409,100	0	158,011,300	158,011,300	0
FTE'S																

OPERATIONS COSTS	Obj. Codes	FY 2012			FY 2013			FY 2014			FY 2015			FY 2016		
		(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)	(a) Current	(b) Project	(c) = (b)-(a) Incremental Effect of Project (to summary)
Salaries and Wages	(A)	122,063,700	122,063,700	0	125,725,700	125,725,700	0	129,497,400	129,497,400	0	133,382,300	133,382,300	0	137,383,800	137,383,800	0
Employee Benefits	(B)	17,902,700	17,902,700	0	18,439,800	18,439,800	0	18,993,000	18,993,000	0	19,562,700	19,562,700	0	20,149,600	20,149,600	0
Personal Service Contracts	(CA)	9,765,100	9,765,100	0	10,058,100	10,058,100	0	10,359,800	10,359,800	0	10,670,600	10,670,600	0	10,990,700	10,990,700	0
Communications	(EB)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Maintenance	(EE)	4,882,500	4,882,500	0	5,029,000	5,029,000	0	5,179,900	5,179,900	0	5,335,300	5,335,300	0	5,495,400	5,495,400	0
Software Rent/Lease	(ED)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Maintenance & Upgrade	(EE)	8,137,600	8,137,600	0	8,381,700	8,381,700	0	8,633,200	8,633,200	0	8,892,200	8,892,200	0	9,158,900	9,158,900	0
DIS Goods/Services	(EL)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Goods/Services Not Listed	(E)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Travel	(G)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Purchase Capitalized	(JC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Purchase - Non. Cap	(KA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hardware Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software Lease/Purchase	(P)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	()	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATION COSTS		162,751,600	162,751,600	0	167,634,300	167,634,300	0	172,663,300	172,663,300	0	177,843,100	177,843,100	0	183,178,400	183,178,400	0
FTE'S																

(1) FY__ Column (c) for each Cost Code carried to Form3

Leverage HRMS – Benefits Cash Flow Analysis (Form 5)



Form 5/ Benefits Cash Flow Analysis		Agency <u>Office of Financial Management</u>					Project Option <u>Leverage HRMS</u>					
05-Jan-07												
TANGIBLE BENEFITS	OFM Object Codes	FY 2007	FY 2008	FY 2009	BENEFITS		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
					FY 2010	FY 2011						
Hard \$												
Revenues (specify)	(revenue codes)	0	0	0	0	0	0	0	0	0	0	0
Reimbursements (specify)	(object codes)	0	0	0	0	0	0	0	0	0	0	0
Cost Reduction (specify) (1)	(object codes)											
Reduced IT systems cost		0	0	0	0	0	0	0	0	0	0	0
Reduced IT system support		0	0	0	0	0	0	0	0	0	0	0
Other (specify)	(object codes)	0	0	0	0	0	0	0	0	0	0	0
Soft \$												
Cost Avoidance (specify)	(object codes)	0	0	0	0	0	0	0	0	0	0	0
Other (specify)	(object codes)	0	0	0	0	0	0	0	0	0	0	0
TOTAL INFLOWS		0	0	0	0	0	0	0	0	0	0	0
CUMULATIVE BENEFITS		0	0	0	0	0	0	0	0	0	0	0

(1) Reflect all Cost Reduction Benefits except Operations reductions (which are reflected in Cost of Operations).
 (2) Total Inflows carries to Form1



APPENDIX K: SEVERITY AND RISK MATRICES

Risk & Severity Assessment

The proposed solution has been assessed using the DIS guidelines to evaluate the risk criteria and severity. This assessment resulted in a recommendation for a Level 3 oversight for the project, based on a high risk and high-to-medium severity. The factors contributing to this recommendation are:

Risk Assessment – High

Functional impact on business processes or rules – High

Development effort and resources – High

Technology – Medium

Capability & management – High

Severity Assessment – High

Impact on other agencies and the public – High

Visibility – High

Impact on state operations – High

Failure or nil consequences – High

A. Oversight Severity-Risk Assessment		
Investment Analysis: Leverage SAP	Budget: \$147M	Oversight Rating: Level 3
Priority / Initiative: This package supports the following priorities of government: <ul style="list-style-type: none"> Improve the economic vitality of business and individuals Strengthen government's ability to achieve results efficiently and effectively 		Governor's Program Manager
Description: Upgrade SAP for the Human Resource Management System (HRMS) and activate general ledger, cost accounting, order management, and accounts payable components; purchase business intelligence licenses for SAP to support financial reporting, decision support, and performance measurement; update agency line of business systems to reflect additional cost accounting and performance measurement fields; Integrate agency line of business systems with SAP.		
General Comments: An Oversight Rating of Level 3 has been selected. OFM therefore proposes extensive oversight and management by the Governor's Program Manager for this Investment. The Governor's Program Manager will be utilizing structured and well-established project management and quality assurance techniques. The investment will employ technology		



A. Oversight Severity-Risk Assessment

that is mature and stabilized.

Total budget is \$147M during implementation, which is over the agency's delegated authority.

B. Severity

Supporting Score Information

Rating	Severity Categories
High	Impact on Clients: The proposed solution has a direct impact on citizens through automation of purchase order to pay functions and centralizing account payable bill paying to vendors and qualified beneficiaries.
High	Visibility: Highly visible to citizens and the Legislature – stakeholders seek information contained in the system to investigate/validate governmental performance. Federal and state laws, policies, and mandates apply. Much of the data contained in the proposed solution is considered sensitive and may include information covered by privacy laws and regulations.
High	Impact on State Operations: This project will impact multiple agencies throughout the State, for fulfillment of core financial operations, performance measurement, business and automated process change, and system interface requirements.
High	Failure or Nil Consequences: Potentially, inability to complete this project would result in the loss of an opportunity to improve financial operations at present, increase responsiveness to agency, state, federal and legislative requirements, reduce flexibility to meet future state requirements, and service delivery and communication within state government as a whole. Existing state-wide reporting and performance measurement challenges would continue and be exacerbated by the pace of government, the increasing emphasis on performance measurement as a tool for accountability in government, and the existing systems inability to support that need.

Severity = High



C. Risk	
Supporting Score Information	
Rating	Risk Categories
High	Functional Impact on Business Process or Rules: The solution will require significant changes to process and rules used throughout the state. Multiple existing systems will be replaced and certain changes to law, policy, codes, terminology and nomenclature, and possible business process re-engineering are expected. Agencies may be reluctant to give up control over their independent shadow systems. Interface requirements for agency operations support systems will be extensive. Extensive training on the use of the new system will be required.
High	Development Effort and Resources: The State will leverage an existing technology. The bulk of the effort required for development and implementation will involve extension of the current HRMS SAP software, acquisition of SAP Business Intelligence software, and activation of existing software modules. It is anticipated that the system will be customized and deployed over multiple phases, across multiple state agencies. It is anticipated that law and policy changes, business process modifications, design, customization, and data conversion will take up to two years.
Medium	Technology: The technology will adhere to DIS, OFM, and state standards. The SAP software is currently in use and is based on a mature platform.
High	Capability: This will be the first project of this scope to be attempted by the state. The project team will be extensive and require hiring of dedicated project management and technology professionals, along with dedication of operations staff from multiple state agencies, removing those individuals from their normal duties for protracted periods of time. Strong executive sponsorship exists for the project – a key indicator of success for a project of this magnitude.
Risk = High	

A **Level 3** Oversight Assessment Rating has been selected for this Investment.