Meeting Agenda

Date: June 4, 2014, 3:00 PM – 4:00 PM
Location: Insurance Building, Conference Room 440

| Meeting Purpose:	Review current status and collect input on deployment and change readiness
Attendees	• Denise Doty (Project Director, from Department of Corrections) • Tracy Guerin (Office of Financial Management) • Heide Cassidy (Project Manager, from Point B) • Tom Jensen (Legislative Evaluation and Accountability Program Committee) • Lynne McGuire (Department of Enterprise Services) • Wolfgang Opitz (Office of the State Treasurer) • Shad Pruitt (Office of the State Treasurer) • Vikki Smith (Department of Revenue) • Joe Stohr (Department of Fish and Wildlife) • Kelly Wicker (Office of the Governor) • Peter Hutchinson (Accenture) • Ben Peavy (Accenture) • Pari Sabety (Accenture) • Lauren Berry (Accenture)

Discussion

Denise Doty welcomed attending members at 3:02pm and opened the meeting with a review of the agenda.

The overall program status and timeline was reviewed
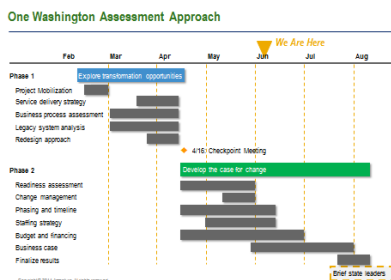
Denise reviewed the three scenarios that are included in the Accenture Business Case Analysis:

1. **ERP**: All finance and procurement functionality will be provided from a single ERP system.
2. **Best-of-Breed eProcurement with ERP Financials**: Procurement functionality will be provided from a Best-of-Breed eProcurement solution, with the remainder of in-scope functionality being supported by an ERP.
3. **Best-of-Breed eProcurement with Software-as-a-Service (SaaS) ERP Financials:** Procurement functionality will be provided from a Best-of-Breed eProcurement solution, with the remainder of in-scope functionality being supported by a Software-as-a-Service (SaaS) ERP.

Finalizing the scenarios was complex. There were many unforeseen variables and considerations.

Denise reviewed the definition of SaaS:
- "Multi-tenant" software where the system is the same for everyone that uses it
- These systems are configurable but not customizable

Ben Peavy walked the group through a discussion on Deployment strategy
- There is no one, single way to deploy software
- There are pros and cons of approaches that should be considered
- Choices will impact duration, cost, resources, functionality, and expectations
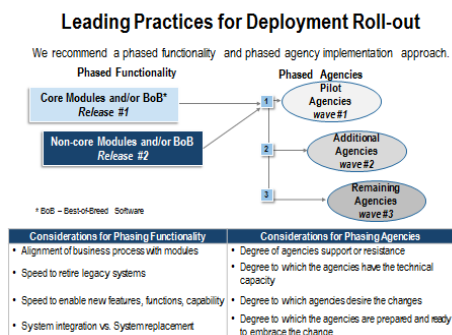
Guiding Principles Discussion

Deployment Strategy Principles & Considerations

Guiding Principles
- Desire to minimize Agency interim processes & integration
- Desire to minimize Financial ERP interim/throw-away development
- Desire to maximize One Washington resource continuity

Deployment Considerations
- Lowest total cost of implementing new system vs. highest benefit realization (speed to benefits and total benefits realized)
- Speed to delivery vs. retirement of legacy systems
- Speed to delivery vs. deployment risk and costs
- Acceptable amount of sustained change for users

- The group agreed that it should be a priority to minimize throw away development
- There was discussion of the need to acknowledge limited agency capacity for change – the deployment approach should take this into account
- Agency capacity and integration remediation needs to be a consideration
- The core team needs to be dedicated and Agency backfill provided
- The roll out needs to align with business cycle considerations

Leading Practices & Discussion

Leading Practices for Deployment Roll-out

We recommend a phased functionality and phased agency implementation approach.

Considerations for Phasing Functionality	Considerations for Phasing Agencies
Alignment of business process with modules	Degree of agencies support or resistance
Speed to retire legacy systems	Degree to which the agencies have the technical capacity
Speed to enable new features, functions, capability	Degree to which agencies desire the changes
System integration vs. System replacement	Degree to which the agencies are prepared and ready to embrace the change

- There was robust discussion about options/considerations and impacts
- Risk of an approach other than big-bang brings sustainability into question
- Ben: Best practice is for the majority of functionality should be in place after Wave 2
- Everyone agreed that a key driver has to be the resource needs at the project and agency. Concern was expressed about resource overlapping
- Concern was expressed about Agencies facing large projects internally as well as enterprise change

The meeting adjourned at 4:20pm. Next Meeting: July 2nd