Improving Public Safety by Positively Changing Lives
CI Business Led Transformation Project
Enterprise Resource Planning System Upgrade
Briefing Update
October 2024

Department of
Corrections
WASHINGTON STATE

Summary

The Correctional Industries (CI) Business Led Transformation (BLT) Project will transition CI operations from standalone enterprise resource planning systems to a cloud-based, fully connected environment and align operations with modern technologies, increase organizational efficiencies, standardize and centralize processes, create a governance system, and comply with IT security requirements. Successful design and implementation of a new Enterprise Resource Planning (ERP) software solution are essential for the future viability of CI training programs. An upgrade from GP8 and GP10 will provide increased transparency into CI's operations and finances while enhancing customer engagement, promoting process efficiencies, and modernizing job training opportunities for incarcerated individuals.

Project Overview

Project Status

The Implementation Phase officially kicked off on October 4, 2021. The first stages were the Analyze, Design, and Build stages. These stages were dedicated to analyzing and validating previously gathered business processes and technical requirements and designing and building the new system.
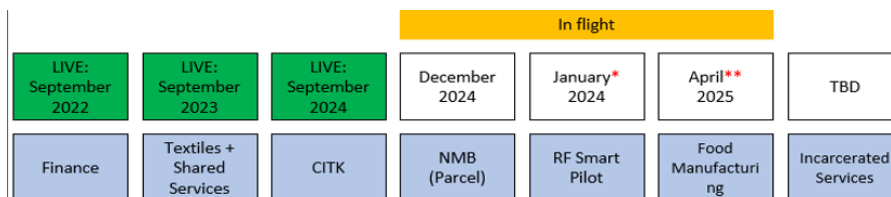
Independent Software Vendors (ISV) RF Smart Handheld Scanners at CI Headquarters integrating multiple material management workflow functionality such as receiving, picking for sales, transfer and production orders, inventory movement, and purchase order receiving with real-time data within D365 CI Textiles Production Environment. This Independent software is anticipated to be a huge milestone for the project and Correctional Industries' core mission to train and develop marketable skills and training programs for incarcerated individuals utilizing the most modern technology.

Organizational Change Management

The implementation of D365 is anticipated to result in meaningful changes to everyday business operations. As such, the project includes a significant Organizational Change Management (OCM) component. The project team maintains one full-time OCM consultant to effectively manage significant changes and impacts, with one part-time OCM consultant added in June 2022 to focus on staff training, project team health, and end-user engagement.

As the project evolves, deployment strategies are being altered to promote success, including modification to the OCM approach to readiness and adoption. These changes include:

- A scaled readiness assessment for each CI LOB. This includes stakeholder interviews, impact analysis, ADKAR assessment, and all-staff pulse survey data.
- Formal documentation and submission of a LOB Readiness Assessment Report.
- A focus on staff readiness along the project spectrum, including end-to-end testing and user acceptance tester readiness and training, future state business process support, and elevating the role of the Power User across CI.

A wide range of OCM supports is currently deployed across the organization. The OCM team is deploying on all change plans (engagement, coaching, resistance management, and training) and regularly engaging all impacted staff to varying

levels. As each LOB becomes a project team focus for deployment, specific strategies and 30-, 60-, and 90-day stakeholder interviews will be utilized to determine LOB health and initiate feedback to support staff during this stabilization period. Some of these actions include:

- Focusing on impacts on the incarcerated workers in CI industries, including an impact assessment and future state role identification and communication.
- Supporting project Conference Room Pilot and user acceptance testing and experience.

Executive Steering Committee Charter

The Executive Steering Committee (ESC) is a policy-level body responsible for the feasibility, business case, and achievement of the Enterprise Resource Planning (ERP) Upgrade Project outcomes. The ESC will routinely monitor and review the project status and oversee the project deliverables.

The ESC provides a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view. The ESC offers insight into long-term strategies in support of sustainable Correctional Industries (CI) programs. ESC Members ensure business objectives are adequately addressed, and the project remains controlled. In practice, these responsibilities are carried out by performing the following functions:

- Monitor and review the project at regularly scheduled ESC meetings;
- assist with the project when required;
- Controlling project scope as emergent issues force changes to be considered, ensuring the scope aligns with the agreed business requirements of the project sponsor and key stakeholder groups;
- Resolving project conflicts and disputes, reconciling differences of opinion and approach;
- Formal acceptance of project deliverables; and
- Risk management strategies, ensuring that strategies to address potential threats to the project's success have been identified, estimated, and approved and that the threats are regularly re-assessed.

Technology Budget and Funding

The BLT Project is primarily funded via the CI Revolving Fund (Fund 401) and operates under an amended Investment Plan and Technology Budget (TB) approved by WaTech in March 2024. The following table summarizes the project's amended TB by fiscal year and expenditure category.

Historical Expenditures	Pre-FY 2022	FY2022	FY2023	FY2024	Combined
State Employee Staffing Costs	1,245,488	687,074	951,388	1,663,237	4,547,187
Non-State Employee Staffing Costs	-	660,560	2,718,257	2,776,743	6,155,560
Contracted Professional Services	1,795,381	4,425,211	7,361,750	2,099,549	15,681,891
Software Licenses and Subscriptions	693,009	615,350	1,093,491	937,632	3,339,482
Hardware and Equipment	-	300,468			300,468
Other	-	3,191	894		4,085
TOTAL	3,733,878	6,691,854	12,125,780	7,477,161	30,028,673

For more information:

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