



Project BISON Update

South Dakota Bureau of
Finance and Management

*Joint Committee on Appropriations
February 11, 2025*

Agenda

1

Why is Project BISON happening?

2

How did the State move Project BISON from a concept to reality?

3

Who are our Project BISON partners?

4

What is the current status of Project BISON?





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Why update now?

- The State's core financial system and "System of record," was implemented in 1988.
- BFM has discussed the need to modernize for many years.
- Fragmented financial systems.
- The critical system is at risk of failure from:
 - Lack of vendor support
 - Obsolete technology
 - Staffing challenges



What is an ERP?

An Enterprise Resource Planning (ERP) system facilitates the flow of information across multiple financial units. It allows for the seamless integration of systems and creates a comprehensive view of the enterprise to support decision making.

An ERP system...

Automates
Processes



Integrates
Multiple
Functional
Areas



Centralizes
Reporting



Project BISON

Project Goals

For Project BISON to be truly successful in achieving the business-improvement goals of the implementation, it must not merely be treated as an IT implementation project but rather treated as a business transformation effort that addresses people, processes, and technology.





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Project History	Completed
Senate Bill 64 (funding received to pursue ERP feasibility study)	2021 Session
ERP Feasibility Study (recommendation to implement modern ERP system)	January 2022
Senate Bill 60 (funding received for further ERP planning/preparation efforts)	2022 Session
Senate Bill 23 (appropriation request to implement new ERP system)	2023 Session
Project RFI/RFPs	Spring 2023 – Spring 2024
ISG Selected as Project Management Office Vendor	November 2023
BerryDunn Selected as Independent Verification & Validation Vendor	May 2024
Oracle Cloud Fusion Selected as ERP System	June 2024
Sierra-Cedar Selected as ERP System Integrator	June 2024
Project BISON Kickoff	July 2024

Project BISON Costs

- Total Appropriation of \$70.0M
 - System Implementation Services - \$26.8M
 - Software Subscriptions - \$15.8M
 - Project Management Services - \$7.0M
 - State Staffing - \$8.1M
 - Interfaces / Integrations (still unknown)
- On Schedule, On Budget

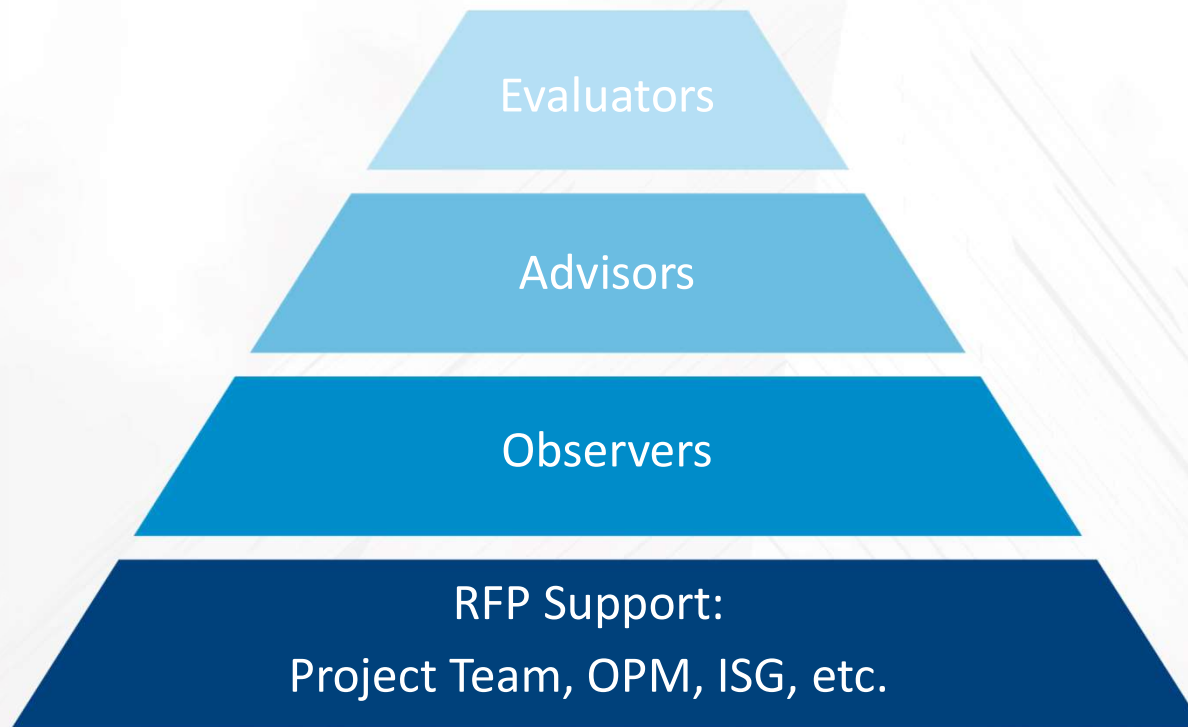
ERP Software & System Implementation

RFP Development

- Requirements Gathering Effort
 - 102 staff participated, representing 22 agencies
 - 33 workgroup meetings
 - 1,000+ system requirements identified
 - 30+ essays developed
- Vendor Demonstration Scripts
 - 55 staff, representing 12 agencies, participated in drafting 298 script scenarios that 3 RFP finalists demonstrated during in-person software demos



RFP Evaluation Process





State Government ERP Projects Comparison of Project Duration

State	Start Year	Finance / Procurement	Pre-Implementation Duration in Months	Implementation Duration in Months
South Dakota (Planned)	2023	✓	14	24
Arizona	2011	✓	21	27
Idaho	2016	✓	24	36
Kansas	2007	✓	12	22
Michigan	2013	✓	15	36
Minnesota	2009	✓	24	24
Mississippi	2008	✓	15	24
Missouri	2019	✓	39	24
West Virginia	2010	✓	30	21

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Vendor Partnerships | Leaning into ERP experience

Project Management Office (PMO)

Information Services Group (ISG) will partner with the State in advisory and functional assistance capacities. ISG is a leading research and advisory firm who has assisted 26 states implement ERP projects.



System Integrator & ERP Solution

The State selected Sierra-Cedar to implement the Oracle Cloud Fusion product. Sierra-Cedar has delivered more than 2,500 similar Oracle ERP projects for government and education clients.



Independent Verification & Validation (IV&V)

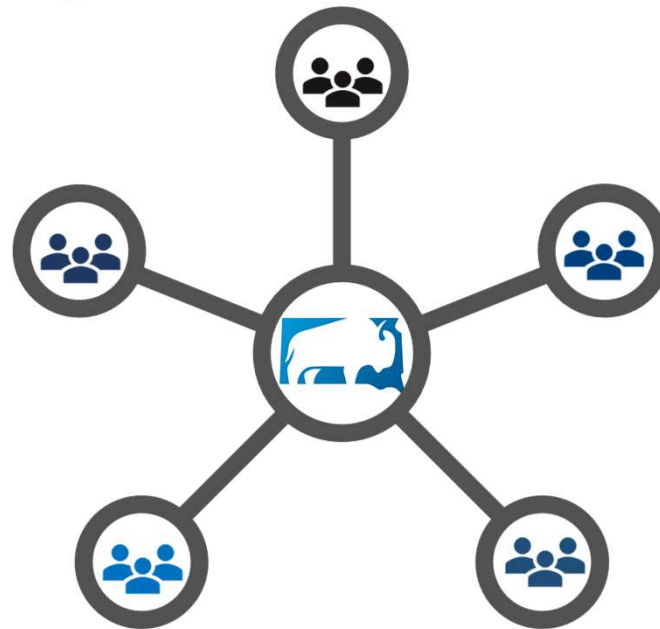
BerryDunn has been selected to provide IV&V services. BerryDunn has over 20 years of experience providing IV&V services and more than 30 years assisting with ERP implementations.





Agency Partnerships | Stronger Together

Working together toward a common goal.



**Partnerships across all agencies are imperative
for Project BISON success.**



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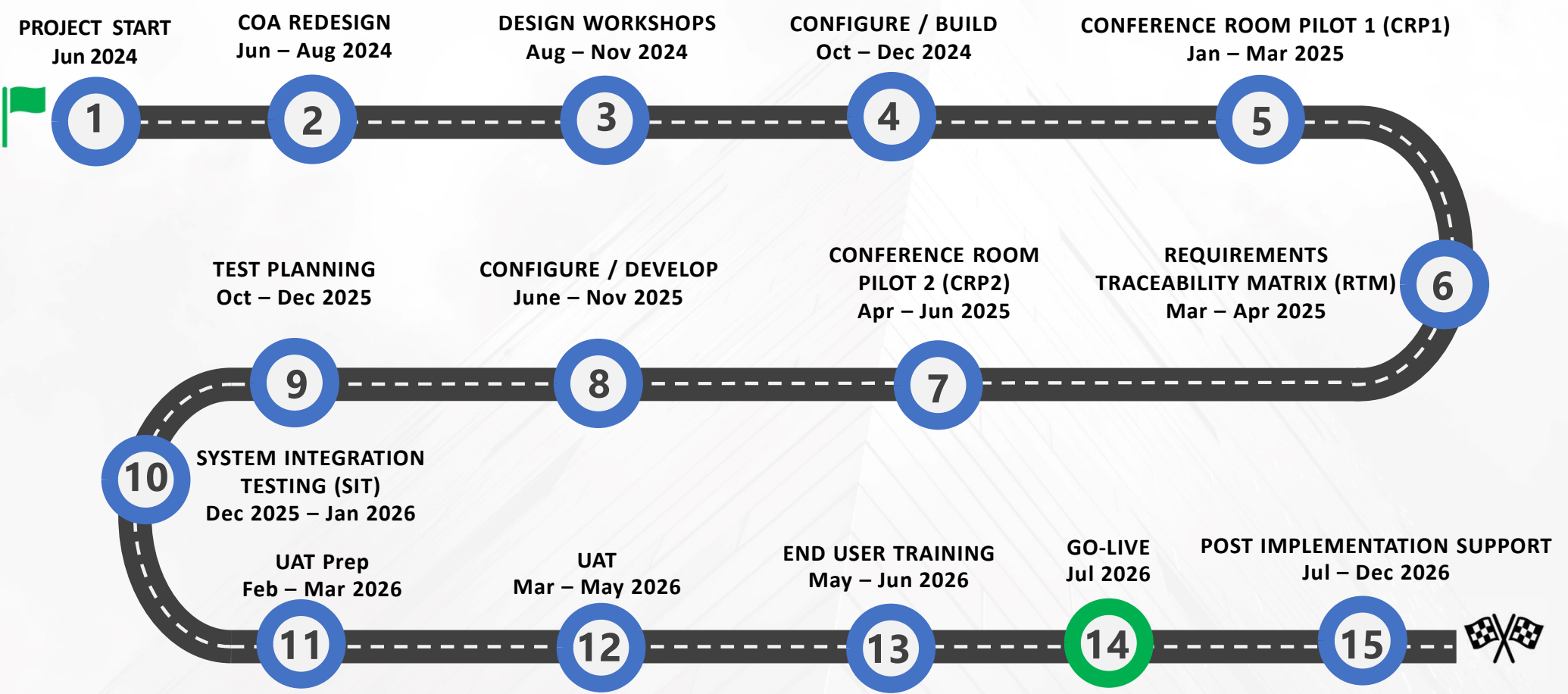
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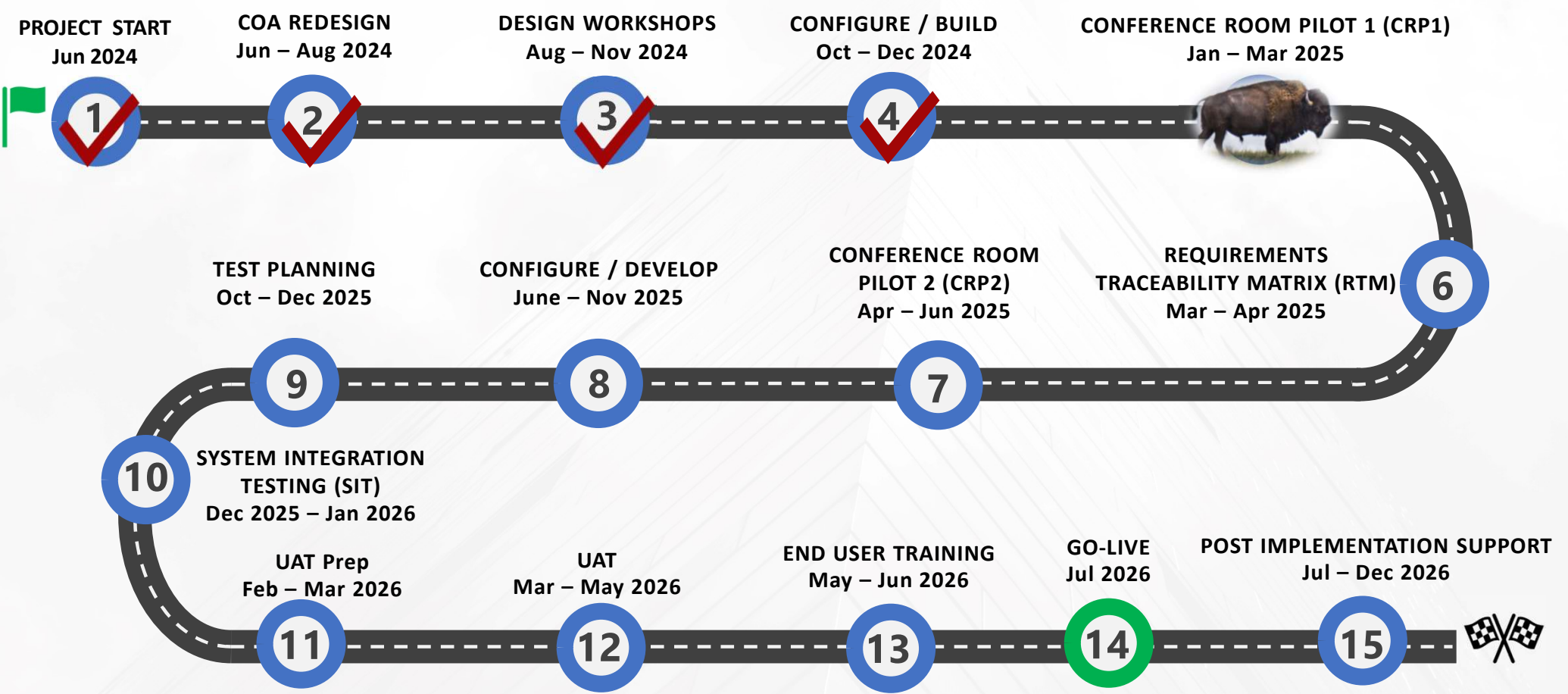
BISON Project Scope

- Finance
 - General Ledger
 - Payables
 - Cash Management
 - Receivables
 - Expenses
 - Fixed Assets
 - Purchasing Card Processing
- Procurement
 - Purchasing
 - Self-Service Procurement
 - Contract Management
 - Sourcing
 - Supplier Self-Service
- Budgeting and Reporting
 - Operational Budgeting
 - Comprehensive Financial Report
 - Capital Budgeting
- Project and Grants Management
 - Project Costing
 - Contract Billing
 - Grants Management
- Risk Management
 - Functional Security
 - Advanced Access Controls
 - Deep Segregation of Duties
- Digital Assistant Platform

Project Roadmap



Project Roadmap





Expected Benefits of BISON

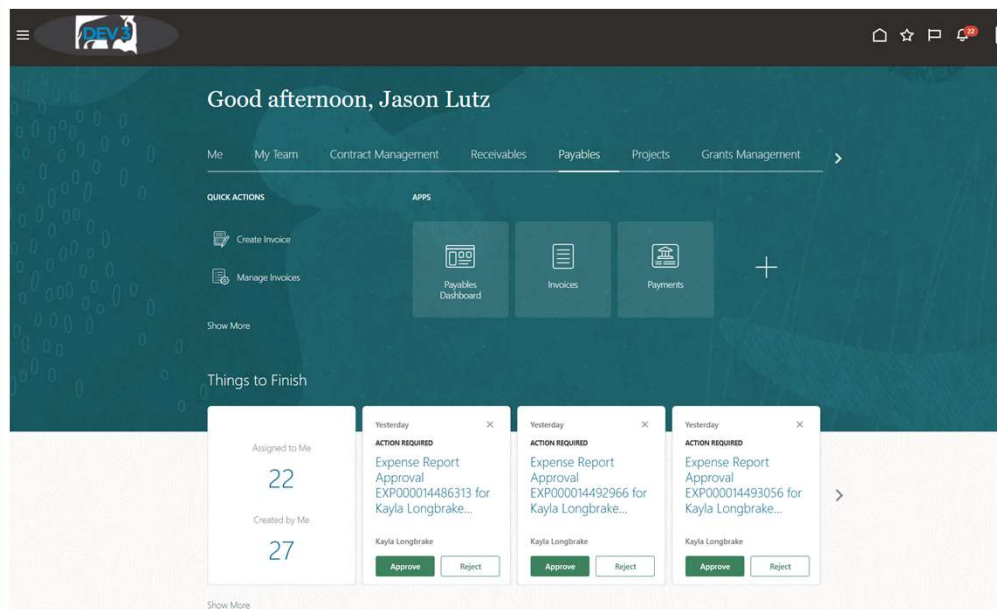
Transformational Effort Focused on Standardization and Industry Best Practices

- Elimination of agency shadow systems (decreasing dual-entry or duplicative work)
- Integration of State's procurement processes
- Modern "Supplier Portal" allowing vendors to upload and monitor invoices or RFX responses
- Centralized functionality for accounts receivable processes
- Centralized functionality for grant and project accounting processes
- Ability to leverage electronic workflow capabilities while greatly reducing reliance on paper documents



Expected Benefits of BISON

Modern Dashboard Navigation



Mobile Accessibility





Expected Benefits of BISON

Risk Management Cloud Module

Ability to implement...

- **Best-Practice Access Roles**
- **Data Security Policies**
- **Deep Segregation of Duties**
 - **Preventing Fraud and Errors**
 - **Real-time Monitoring**
 - **Proactive Risk Identification**
- **Advanced Access Controls**

“Much like the American bison, we will turn into the storm and tackle this project with strength, endurance, and determination.”

- GOVERNOR KRISTI NOEM

B **Be Bold** - The State is pursuing transformational change, not incremental improvements, in our financial business processes and systems. We will fundamentally change the way State financial business is conducted by using the Oracle Cloud solution set.

I **Inclusivity** - Project decisions will benefit the entire State of South Dakota. All aspects of the State will be accounted for, and appropriate State subject matter experts consulted, when making difficult decisions.

S **Simple** - Seek the simplest solution that aligns with best business practices inherent in the Oracle Cloud solution. Strive to eliminate manual, non-value-added tasks in business processes.

O **Operational Standard** - Business processes and the associated Oracle Cloud application configuration will operate uniformly throughout the State. Creating unique business processes for different agencies is highly discouraged.

N **No Shadow Systems** - The perpetuation of shadow systems, either through standalone applications or interfaces to third-party applications, will be minimized or eliminated. If functionality of a third-party or shadow system is achievable within the Oracle Cloud solution set, that system should be eliminated.



BISON CRP1 Agency Feedback

- **Exec Management Finance – Purchase Orders will be shorter. It will require a little more work up front, but it will result in a lot of time savings later.**
- **DSS – We really like the functionality of the mobile app.**
- **DOH – In the Procurement Module, we will be able to contact suppliers to clarify information, which will save time.**
- **DOR – Reporting capabilities will streamline the process with real-time reports right at our fingertips.**
- **GFP – The new BISON system will provide more functionality compared to the current accounting system when it comes to being able to classify, name, and describe projects. This will also help with reporting and getting to the level of detail agencies need.**
- **Tourism – We will be able to track down if a payment has been made in a simple way, instead of having to call, email, and dig for information.**
- **GFP – Because of the BISON system, we will eliminate many paper files, spreadsheets, and data being stored in various places.**



THANK YOU!