



Project BISON Update

South Dakota Bureau of
Finance and Management

*SD AGA Professional Development Conference
April 16, 2026*

Agenda

1

What is an ERP?

2

Project BISON History and Scope

3

Project Progress and Major Initiatives

4

Organizational Change

5

OGL Demo



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



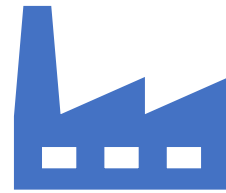
Integrates
Multiple
Functional
Areas



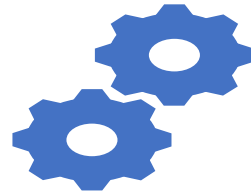
Centralizes
Reporting



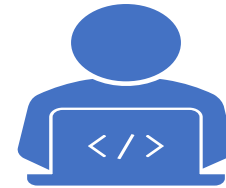
Evolution to Cloud ERP



1960s-70s:
Inventory
control
systems



1980s: MRP
(Material
Requirements
Planning)



1990s: ERP
emerges
(enterprise-
wide
integration)



2000s: Web-
based ERP



2010s-
Present:
Cloud ERP,
analytics, AI
integration

Why Governments Implement ERP



REPLACE
LEGACY, SILOED
SYSTEMS



IMPROVE
FINANCIAL
TRANSPARENCY
AND COMPLIANCE



STANDARDIZE
PROCESSES
ACROSS
DEPARTMENTS



ENHANCE
REPORTING
FOR
STAKEHOLDERS



SUPPORT
DIGITAL
GOVERNMENT
INITIATIVES

Key ERP Modules in Government

**Financial
Management
(GL, AP/AR)**

**Budgeting &
Planning**

**Procurement &
Contract
Management**

**Asset &
Infrastructure
Management**

**Human
Resources &
Payroll**

Expected ERP Benefits

General

- Single source of truth
- Improved efficiency & automation
- Better decision-making with real-time data
- Enhanced collaboration

Public Organizations

- Increased transparency & accountability
- Stronger regulatory compliance
- Increased budget control
- Better service delivery to citizens
- Audit readiness

ERP Implementation Realities

- ERP integrates people, processes, and data
- Process standardization
- Data migration
- Requires strong planning and change management
 - Training and adoption drive success
 - Long-term value requires commitment

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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



Project History	Completed
Senate Bill 64 (funding received to pursue ERP feasibility study)	2021 Session
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
Oracle Cloud Fusion and Sierra-Cedar Selected as ERP System and System Integrator	June 2024
Project BISON Kickoff	July 2024

ERP Software & System Integrator

RFP Development

- Requirements Gathering Effort
 - 102 staff participated, representing 22 agencies
 - 33 workgroup meetings
 - 1,063 system requirements identified
 - 298 vendor script scenarios
- Vendor Finalist Demos
 - 125 State staff participated
- RFP Selection Committee
 - Consisted of five agencies



ORACLE®



Sierra-Cedar

ISG™**

imagine your future®

b Berry
Dunn

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 project, but rather as a business transformation initiative focused on people, processes, and technology.



“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.



Image by Travel South Dakota



BISON Project Scope

ERP (Enterprise Resource Planning)

Finance

- General Ledger
- Accounts Payable
- *Cash Management*
- *Receivables*
- Fixed Assets
- Purchasing Card
- *Employee Expenses*
- Lease Accounting
- *Allocations/InterComp Transactions*

Procurement

- Requisitions/Purchasing
- *Self-Service Procurement*
- *Contract Management*
- Sourcing
- *Supplier Self-Service*

Project Portfolio Management

- *Projects Costing*
- *Contract Billing*
- *Grants Management*

EPM (Performance Management)

Budget

Annual Financial Report

Other

Risk Management

- *Financial Reporting Compliance*
- *Advanced Access Controls (SoD)*
- *Advanced Access Requests*

Expected Benefits of BISON

Transformational Effort Focused on Standardization and Industry

Best Practices

- Ability to leverage electronic workflow capabilities while greatly reducing reliance on paper documents
- Digital signatures instead of printing, signing, and scanning
- 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
- Improvements to document retention and recall
- Customizable status dashboards and access to near real-time financial reports.

EPM (Enterprise Performance Mgmt)

EPM is focused on planning, budgeting, and financial reporting across the State.

- **Real-Time Performance Tracking**
- **Enhanced Performance Tracking**
- **Enhanced Reporting**
- **Data-Driven Decision Making**
- **Scenario Modeling and Forecasting**
- **Standardization Across Agencies**

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Finance/Procurement Project Milestones	Completed
Design Workshops	Aug-Nov 2024
Conference Room Pilot 1 (CRP1)	Jan-Feb 2025
Conference Room Pilot 2 (CRP2)	April-July 2025
Pre-E2E (End to End) Module Testing	Oct-Dec 2025

Statewide Agency Participation

- Design Workshops
 - 98 staff, representing 18 agencies
 - 78 meetings
- CRP1
 - 175 staff, representing 28 agencies
 - 75 meetings
- CRP2
 - 175 staff, representing 25 agencies
 - 66 meetings
- Pre-E2E Module Testing
 - 195 staff, representing 25 agencies
 - 73 meetings



Planning/Budgeting Project Milestones	Completed
Design Workshops	May-June 2025
Conference Room Pilot 1 (CRP1)	September 2025
Conference Room Pilot 2 (CRP2)	Nov-Dec 2025

Major Initiatives

Interfaces

82 Interfaces are required for Go-Live.

All interfaces flow through 5 distinct steps for completion.

1. Specifications
2. Code Development
3. Technical Testing
4. BIT & BFM Development
5. Functional Testing

Coordination with BIT is crucial for this effort.

Oracle Fusion Cloud data structure is new for the State, taking time, effort, and patience.

Fusion interfaces require precision to ensure data integrity and preserve audit trails.

The BISON Team has completed 83% of this effort.

Major Initiatives

Chart of Accounts

- Though a significant undertaking, COA updates are critical to the success of BISON.
- The COA is the backbone of how the State tracks and reports funds. It ensures appropriations, expenditures, and reporting categories accurately reflect how programs operate.
- The COA has an enterprise-wide impact, touching budgets, payroll, procurement, grants, and reporting across all agencies.
- Updates must be carefully designed, tested, and coordinated. Every state agency has been involved with this effort.

Major Initiatives

Project Portfolio Management (PPM)

25 State agencies will utilize PPM in BISON.

- Significant lift for agencies as State moves toward a standardized system.
- Agencies learning new processes, terminology, and roles.
- Converting data into a new format for Oracle Fusion platform is complex and takes a substantial amount of time.
- Configuration necessary to support State-specific requirements.
- Once established, PPM will reduce manual work and improve long-term reporting and oversight.

Upcoming Milestones

- **E2E System Integration Testing (SIT)**
- **User Acceptance Testing (UAT)**
- **End-User Training (EUT)**

Completion of these three Milestones must be done with integrity and confidence to ensure successful implementation of the BISON system.

System Integration Testing

System Integration Testing (SIT) is the formal phase where selected testers use specific scripts and pre-defined data to validate system outcomes.

- SIT confirms that all BISON functionality performs as expected considering system configuration changes, additions, removals, etc. since CRP2 testing.
- SIT confirms that all components will function together in the production environment and there are no gaps in the data flow.
- SIT includes test scripts executed separately as well as groupings of test scripts to confirm the end-to-end business processes are working as expected.

System Integration Testing

Key Focus Areas:

- Validation of system configuration changes
- Verification that interfaces and integrations function correctly
- Error remediation

Outcome:

- By completing SIT successfully, we gain confidence that BISON is functioning as a fully integrated system.

User Acceptance Testing

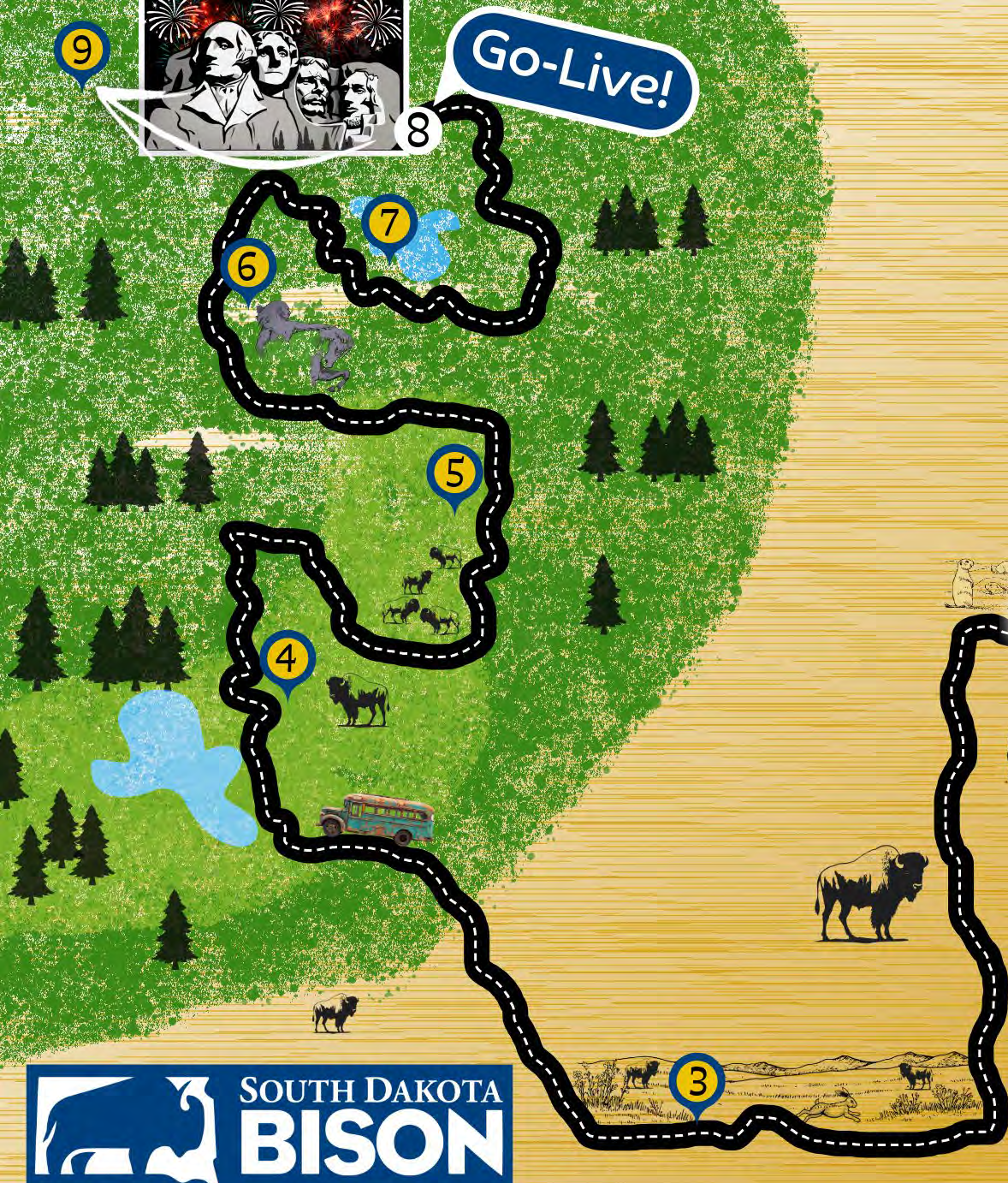
User Acceptance Testing (UAT) is the phase where end users validate that the system meets business requirements and works correctly in real-world scenarios before going live.

- Agency end-users validate the system supports daily operations.
- UAT tests end-to-end processes, including cross-agency workflows and approvals.
- UAT supports training and adoption, as users gain hands-on experience with the system.

End-User Training

End-user training prepares staff to effectively use the new system, perform their daily tasks, and adopt standardized processes before go-live.

- Provides hands-on experience
- Reinforces standardized processes and statewide procedures
- Supports adoption and change management across agencies
- Builds confidence and proficiency



Project Timeline

Start - Project Kickoff	2024
1 - Design & Configuration	2025
2 - Foundational Elements	Nov 25 - Jun 26
3 - SIT: System Integration Testing	Jun 26 - Nov 26
4 - UAT: User Acceptance Testing	Nov 26 - Apr 27
5 - MC: Mock Cutover	Apr 27 - May 27
6 - EUT: End-User Training	May 27 - Jul 27
7 - PC: Project Cutover	May 27 - Jul 27
8 - Go-Live	July 2027
9 - Post Production Support	Jul 27 - TBD

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BRAIN BREAK



Organizational Change Management



Communications

SOUTH DAKOTA BISON November 2025 **KDSR**

What to KNOW
 Project BISON is currently in the System Integration Testing (SIT) phase. SIT is a critical stage in the implementation process where individual modules and components of the ERP system are tested together to ensure they work seamlessly as a unified system. During this phase, the project team is also conducting End-to-End (E2E) scenario testing, which simulates real-world business processes from start to finish. This ensures that the system supports the full range of operational workflows and meets the needs of all stakeholders.

What to DO
 Project BISON is progressing steadily toward its scheduled Go-Live date of July 1, 2026. This milestone will mark the official transition to the new ERP system, ushering in a new era of digital capability and operational excellence for the State of South Dakota.

What to SHARE
 The BISON Team appreciates the hard work from all agencies involved in this project. Your dedication has not gone unnoticed, and we value the time and commitment you've invested in bringing BISON to this stage. While our journey continues, we want to commend each of you for your remarkable contributions. Together, we can ensure the success of this implementation. As the holiday season approaches, cherish time with loved ones. Thank you!

What to REPORT BACK
 If you or your team have questions or concerns, share them with the Project BISON team. Use the link below to contact us. Stay informed using the BISON website.

BISON@state.sd.us
www.bison.sd.gov
[BISON SharePoint](#)

SOUTH DAKOTA BISON April 2026 **KDSR**

What to KNOW
 Project BISON is currently at the halfway point of Conference Room Pilot 2 (CRP2). At this phase, State personnel are gaining insights into the BISON system's functionality through practical examples of its operation. The objectives of CRP2 include confirming requirements and configuration choices, aiding in the finalization of the setup, testing process flows within a more cohesive and realistic environment, showcasing how requirements integrate with the system, and identifying any outstanding issues or needs prior to transitioning to System Integrations Testing (SIT) this fall.

What to DO
 The BISON Team is currently working on Chart Of Accounts (COA), Project Portfolio Management (PPM), & Integration efforts. While the COA and PPM efforts are underway, the BISON team is also continuing efforts to prepare for SIT which is tentatively scheduled to begin in July 2026.

What to SHARE
 The BISON team is actively gathering updated terminology and refined definitions from CRP2 sessions. These changes will enhance clarity and consistency in our discussions moving forward. Here is a link to terms that you can start sharing with your agency. [\(CLICK HERE\)](#)

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SOUTH DAKOTA BISON March 2026 **KDSR**

What to KNOW
 Jim Terwilliger (BFM Commissioner) said this about BISON:
 "The Project BISON Go-Live timeline has been re-baselined from July 2026 to July 2027. This adjustment provides the time necessary to finalize configuration, complete integrations, conduct comprehensive testing, and prepare agencies for adoption—ultimately strengthening the system and reducing risk as we move toward launch."

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What to SHARE

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BISON Bites



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SOUTH DAKOTA BISON

About Timeline Updates Contact

Updates & Information

view all updates & information

Who is affected by Project BISON? View Article	Project BISON Groundbreaking View Article	What is the timeline for Project BISON? View Article
From Spreadsheets to Strategic Insights: South Dakota's Leap into... View Article	Who is leading Project BISON View Article	Who supports moving Project BISON forward? View Article

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How can we help you today?

BISON - Business Information System for Operational Needs

more about Project BISON

Project BISON Go-Live

Project BISON's Go-Live date has been updated to July 2027 to allow additional time for system configuration, integrations, and comprehensive testing. This extension positions the project for greater long-term success by ensuring a high-quality, stable solution that meets the needs of agencies across the State of South Dakota. Importantly, this schedule adjustment is being managed within the existing project budget, and no additional funding has been requested.

Why is Project BISON needed?

The State of South Dakota has discussed the need to modernize the State's financial operations for many years. The dated nature of key systems presents the State with limited vendor support and minimal staff who are knowledgeable about maintaining these systems. The State's core financial system and "system of record," was implemented in 1988. The lives of critical systems infrastructure have been extended numerous times through ongoing investments; however, the systems have reached the end of their useful lives and need to be replaced.

Updates & Information

view all updates & information

Who is affected by Project BISON? View Article	Project BISON Groundbreaking View Article	What is the timeline for Project BISON? View Article
From Spreadsheets to Strategic Insights: South Dakota's Leap into... View Article	Who is leading Project BISON View Article	Who supports moving Project BISON forward? View Article

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Project Timeline

view full project progress info

- Mar 2023: SB 23 Signed by Gov. Noem
- Nov 2023: BerryDunn Selected as TV&V Vendor
- Nov 2023: ISG Selected as Project Management Office
- Jun 2024: Oracle & Sierra-Cantor Selected as Software & Implementation Services
- Jul 2024: Project BISON Kickoff
- Aug - Dec 2024: Project BISON Design Sessions
- Mar 2025: BISON Configuration & Testing Sessions
- May - Jun 2027: BISON User Training
- Jun 2027: BISON Go Live Fiscal Year 2028



Gathering and Analyzing Change Impacts



Sharepoint



SOUTH DAKOTA BISON

Welcome to Project BISON!

We are thrilled to have you on board as we take this transformative journey to revolutionize the financial...



BISON Glossary



BISON SANDBOX Info



KDSR



BISON Bites



BISON Word Puzzles

OCTOBER 2025
BISON Monthly Word Puzzle

- New puzzle released on the first of the month
- Complete the word puzzle
- Submit your puzzle to bison@state.sd.us by the end of the month
- Your name is entered into a drawing for a prize
- Winners are selected on the first day of the month

New puzzles & winners also announced on the BISON SharePoint Puzzle Page

Use the link below to access the monthly word puzzle.
MONTHLY PUZZLE

Use the link below to access last month's answer key.
ANSWER KEY

This month's prize is a BISON Notebook!

September's WINNER!
Amy Juso

SOUTH DAKOTA BISON

Name: _____ Date: _____ Agency: _____

August Crossword

Across

3. Business Units receiving an invoice from other Business Units
6. Module used to report and track employee reimbursements and purchasing cards
8. Revenue that is restricted by law for a specific use
15. Business Unit providing a service to other Business Units
16. Know, Do, Share, Report
17. Chart of Accounts
18. Term in PPM used to fund project-related activities
19. Governmental Accounting Standards Board

Down

1. An organization with one or more legal entities under common control
2. An appropriation that does not require annual approval
4. A unit of activity or a group of employees used to assign costs for accounting purposes
5. Project Portfolio Management
7. Term used to group Projects
9. The date when a specific task or entry becomes disabled or inactive
10. Another word for environment
11. Receipt of Goods
12. The person in an agency who receives all communication and disseminates it
13. An independent fiscal entity comprising a sum of money set aside for the purpose of carrying on specific activities
14. formalized documents ready for disbursement to internal or external organizations



SOUTH DAKOTA
BISON **CHANGE** *Champion*

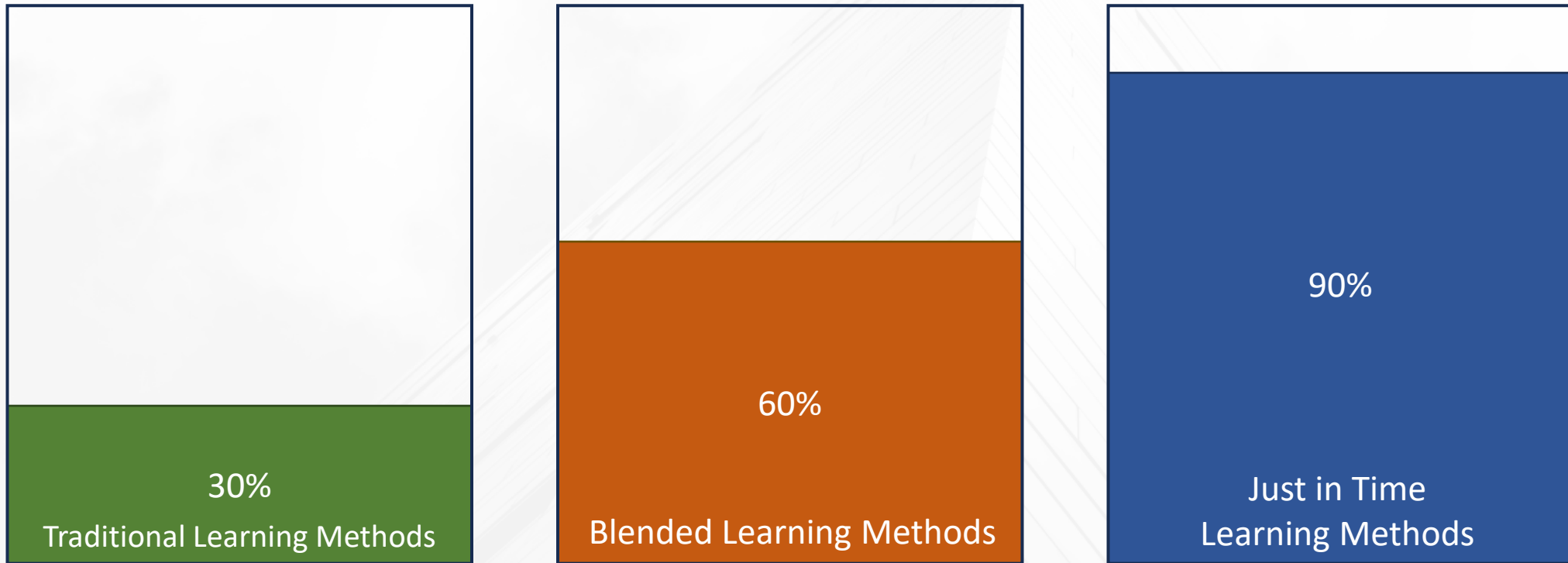


ACTIVITY

From Searching to Doing



BISON Training



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DEMO of OGL in SANDBOX

181



Guides Engaged

57.5%



Guides Used

8,600



Active Users

98%



User Engagement

230.6K



Guide Runs

3.9



Avg Feedback

GUIDE RUNS BY TYPE

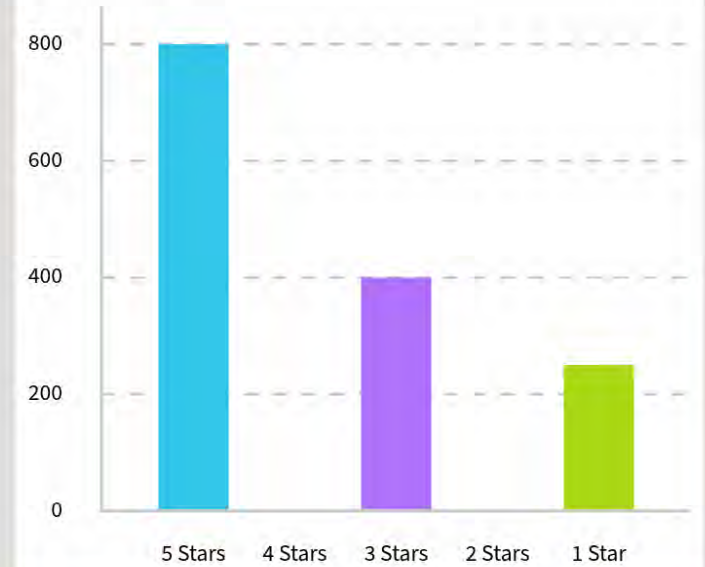


- Message (52.35)
- Smart Tip (26.78)
- Beacon (6.37)
- Process (2.92)
- Survey (1.02)
- Link (0.05)
- Task List (0.02)

TOP 5 GUIDES

Guide	Runs
	13,243
	12,254
	11,772
	10,657
	10,230

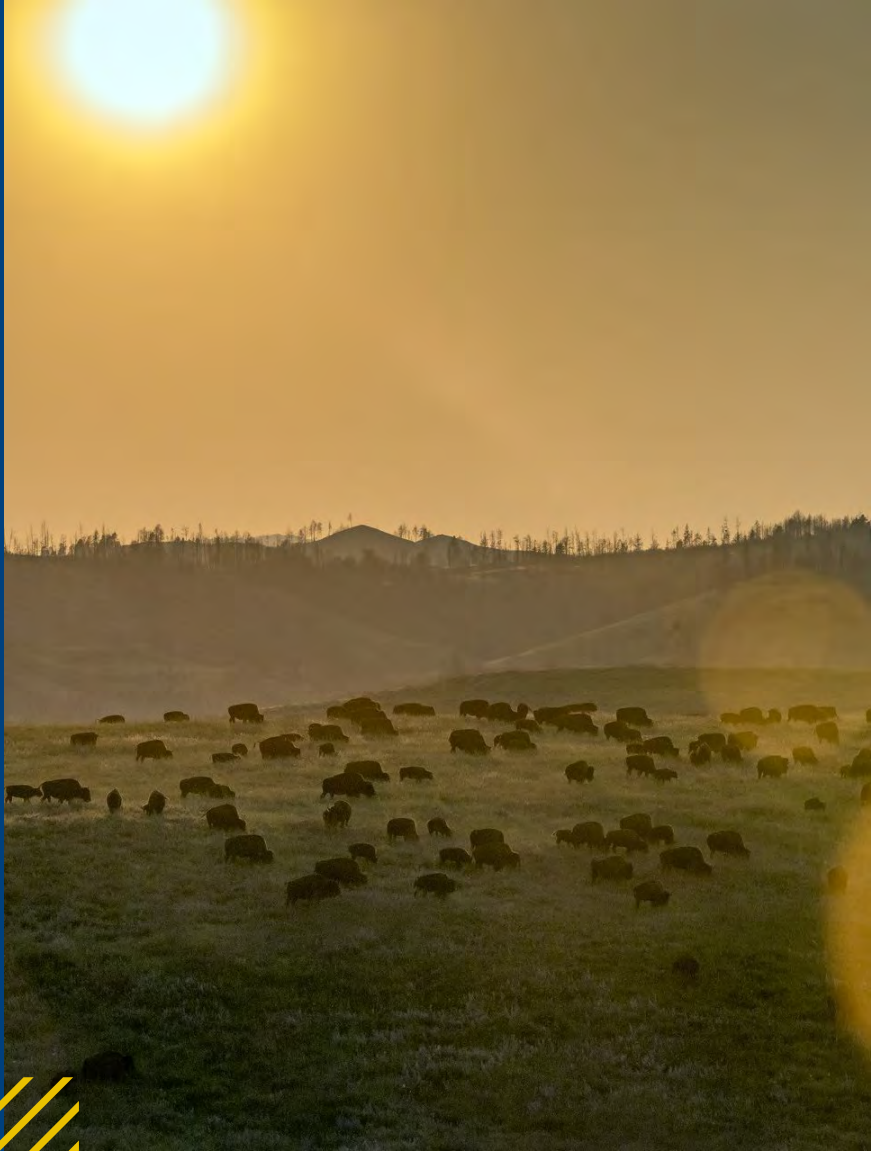
FEEDBACK



GUIDE RUNS

VIEW - Days





Questions