State of Kansas

Project Charter

Sunflower Project
Kansas Financial Management System

December 22, 2008

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Project Rationale and Overview

Purpose

The Sunflower Project will provide the State of Kansas a new, state-of-the-art, integrated Financial Management System (FMS). The FMS will replace STARS, SOKI^{3+}, and Procurement Manager Plus in addition to a number of other systems. The FMS will consolidate the functionalities of approximately 65 agency systems into a single platform. Approximately 50 additional agency systems will interface with the FMS. The project scope is to deploy commercial, off-the-shelf enterprise resource-planning software that includes the following functionality: General Ledger (including Grant Accounting and Cost Allocation), Accounts Payable, Procurement, Asset Management, Accounts Receivable and Billing, Expenses and Reporting/Data Warehouse.

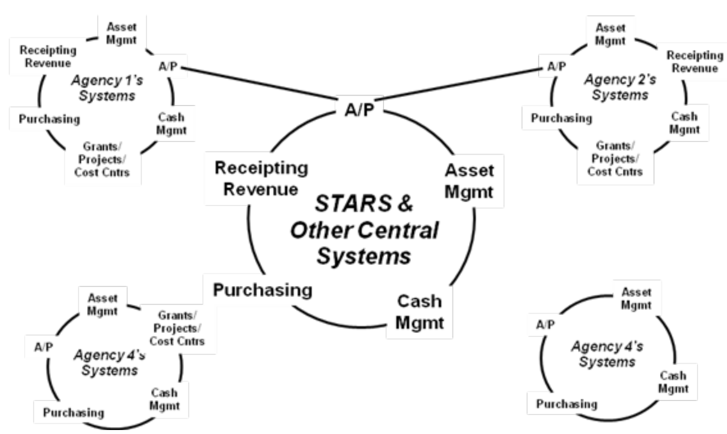

Figure 1: Kansas' current financial management processes include multiple redundant systems.

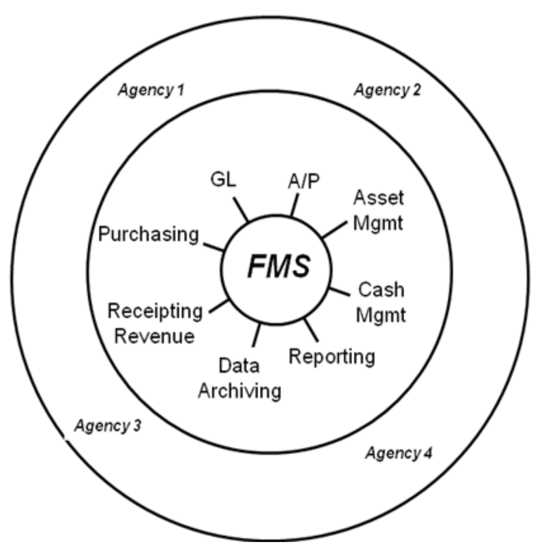

Figure 2: Using PeopleSoft 9.0, the new FMS will provide a single, integrated system to work across all agencies.

Software

PeopleSoft Financial Management Suite v9.0 is the software selected for the FMS. This configurable, off-the-shelf (COTS) application is used by a large majority of State governments for statewide financial management. The State Human Resource and Payroll system (SHARP) is a PeopleSoft product that will integrate tightly with the new FMS.

Project Activities

The Sunflower Project consists of all planning, designing, development, testing, and implementation activities necessary to launch a statewide FMS.

Business Need and Authority

A Needs Assessment project conducted in the fall of 2006 reported that the current STARS accounting system does not meet a number of State agency business needs and identified multiple agency "shadow" systems that result in duplication of effort and cost, fragmented data, and numerous manual or low value-added processes over what could be achieved through implementation of a modern financial management system. The study found the potential for continued proliferation of these problems and associated costs unless a new centralized system was implemented. The study also found that the benefits exceeded the costs of implementation. The existing system is more than 16 years old and is not supported by the vendor. A conservative calculation of cost benefit for the overall Sunflower Project developed as part of that study estimated that the financial breakeven/payback would occur in Year 12 (the 13th year of the initiative when planning/pre-implementation is included).

Governor Sebelius tasked the Secretary of Administration to implement the Sunflower Project in fall 2007. The Joint Committee on Information Technology has repeatedly expressed its support for the project and its desire that all State agencies actively participate and use this tool.

KANSAS
OFFICE OF THE GOVERNOR

Kathleen Sebelius, Governor

www.governor.ks.gov

September 20, 2007

To: All State Agencies

Last fall, over 200 individuals representing 50 state agencies participated in a study to evaluate the feasibility, costs, and benefits of implementing a new statewide financial management system. In January 2007, the project steering committee approved the study's recommendation that the State move forward with a project to acquire and implement a new system. During its most recent session, the Kansas Legislature authorized funding to undertake the preparations necessary to begin an implementation project in October 2008. The effort to design, test, and implement the system is estimated to last about 21 months, with rollout anticipated in July 2010.

I am writing to request your support for this project, and ask that you would share this request with affected managers and staff in your agency. A new financial management system has the potential to improve the efficiency of the state's financial practices and to increase the quality and timeliness of information provided to decision makers and the public.

To achieve these objectives, the project will need leaders from the state's technical and financial communities to visibly champion the effort and contribute the resources and support needed to ensure its success. Change is always difficult, and resistance is relatively easy. So your leadership will be critical in promoting the spirit of cooperation and compromise necessary to adopt common financial processes and to eliminate costs associated with internal systems whose functionality can be replaced by the new system.

Activities to prepare for next fall's implementation project will begin later this month. While this effort is designed to benefit the enterprise as a whole, the project will be led by the Department of Administration under the sponsorship of Secretary Duane Goossen and will be guided by a steering committee composed of representatives from state agencies and all branches of government. The director for the financial management system project is Duncan Friend. If you have questions about the effort or would like further information, please feel free to contact him at duncan.friend@da.ks.gov, or visit the project web site at: http://da.ks.gov/ar/fms/.

This project provides a unique opportunity to take advantage of the state's deep financial and technical expertise to implement a modern, centralized financial system that will benefit all of state government. I appreciate your active support of both the project team and the Department of Administration in this significant endeavor.

Sincerely,

Kathleen Sebelius

Kathleen Sebelius
Governor

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Project Vision, Objectives, Boundaries and Stakeholders

Project Vision

Working together, the Sunflower Project will improve efficiency, management decision-making, transparency and customer service for the State of Kansas through the purchase and implementation of a new financial management system that will integrate the State's workforce, business processes and technology investment.

Project Objectives

The success of the Sunflower Project will be measured by the degree to which the following objectives are achieved:

- Implement purchasing, accounting, asset management, data warehousing and reporting functions using a single integrated platform that will streamline core administrative functions.

- Strike a balance between central policies, business process standardization, best practices and decentralization – enabling agencies to configure some elements of the system specifically for their agencies, i.e. workflow routing, budget thresholds, and attempt to address the concerns and needs of large and small agencies alike.

- Move as many financial and administrative functions onto a single software platform and de-commission legacy systems, as appropriate, so that agencies can focus resources on the specialized systems and business processes that are germane to agencies' missions.

- Gain efficiencies in central and programmatic agencies by:
    - Eliminating dual entry of data and the need for manual reconciliation;
    - Re-designing and automating business processes as appropriate;
    - Consolidating the number of central and agency systems.

- Provide the data and analysis tools for agencies to measure and improve internal performance, to improve management decision-making and to improve customer service.

- Minimize customizations to the software to reduce software lifecycle costs.

- Invest in the workforce by ensuring adequate training and two-way communication to generate acceptance of change in the workplace resulting from the Sunflower Project.

- Build upon the core financial system, in future phases, to integrate budget development and other functionality as needed to support agencies' missions.

Project Boundaries

All state agencies, boards and commissions currently using STARS and/or SOKI will integrate and use the new Financial Management System where possible. State universities will fully interface with the State's financial system for reporting and transparency purposes, but the new State Financial Management System will not be the production system for the state universities.

Project Stakeholders

The Sunflower Project will utilize Stakeholders to assist with establishing and communicating the business context and rationale of the Project, demonstrating their commitment to the change and providing the reinforcements required to assure the overall success of the project. Stakeholders are individuals or groups, whether part of the Sunflower Project Team or affected agencies, which provide vision and direction to the organization. They have an investment, or "stake," in the project's outcome. Their actions and words demonstrate the priorities for the organization. Effective and committed Stakeholders increase organizational acceptance of the project and associated changes.

Project Scope

Scope of Modules

The Sunflower Project will implement these PeopleSoft Financial Management modules as part of its scope:

- **Asset Management:** The Asset Management module contains a suite of products primarily for managing fixed assets but also includes: IT Asset Management, Maintenance Management, and PeopleSoft Enterprise Real Estate Management. Asset Management will be used to meet the State's fixed asset management and reporting requirements. It will allow the State to leverage the value of its fixed asset inventory and minimize the cost of tracking physical assets. The system extends beyond adding, transferring, depreciating and retiring assets. Major features include: flexible depreciation, comprehensive asset information, asset adjustment, retirement and transfer functionality, capital acquisition planning, insurance, licensing and regulation management and extensive asset inventory tools. Asset management will replace most agencies' standalone asset management tracking systems. Asset Management is tightly integrated with many other Financials modules and integrates with Project Costing by sharing information about assets associated with ongoing projects.
- **Billing:** The Billing module manages information to create invoices. Charge Codes will identify the billing items, units of measure, and unit prices to automate the invoice calculation. Billing will calculate and produce invoices based on this billing information. This module provides for the standardization, automation and optimization of billing activities so that all invoices receive proper review, validation and accounting treatment. Standard functionality also includes the following:
  - Create bills
  - Create inter- and intraunit bills
  - Create installment bills
  - Create recurring bills
  - Consolidate multiple bills on a single invoice
  - Review and validate bills
  - Calculate sales and use tax
  - Print invoices in detail or summarized format, transmit EDI (electronic data interchange) invoices, and present invoices online
  - Adjust invoices
  - Accrue unbilled revenue
  - Deferred revenue accounting

  The Billing module will be tightly integrated with most other Financials modules including, but not limited to: Accounts Receivable, General Ledger, Project Costing, Grant Management, Contracts and Strategic Sourcing (e.g. billing for an auction). When an agency invoices a bill, the module will create and manage an accounts receivable item in Accounts Receivable.

- **Cash Management:** The Cash Management module will deliver an extensive treasury management solution to provide cash tracking, management, and control functionality.

  Major Features include:

  - Bank Account Manager: define as many banks and bank accounts in the system as you need to manage your funds;
  - Reconciliation Manager: choose from several ways to reconcile balances, from a fully automated approach to one where you compare transactions manually;
  - Settlement Manager: review pending cash transactions from a central location;
  - Position Manager: calculate cash positions based on statewide data or on specific bank accounts or group of accounts.

  PeopleSoft Cash Management is integrated with many other Financials modules, including Payables, Receivables, and General Ledger.

- **Catalog Management:** Catalog Management is a web-based solution for integrating and managing catalog content to automate a critical function in the source-to-settlement process. Catalog Management will provide the State a complete, easy-to-use solution to access, transform, and integrate catalog content. This will allow the State to share a simple, flexible view of catalog-based content with customers, suppliers, partners, and employees and benefit from collaborative commerce. Catalog Management allows organizations to build and maintain taxonomies, define transformation and cleansing rules, import and update supplier content, automatically categorize products, manage catalog versions, and syndicate catalog content.

  Catalog Management allows users to search for purchasing items via integrations with e-Procurement and Purchasing modules. External integration with suppliers can automate catalog creation and maintenance for use in the procurement process.

- **Contracts:** The Contracts module provides the mechanism to automate the billing process by establishing revenue contract agreements, terms and conditions. The State may establish contracts according to terms and conditions, and specify the items to be billed that will generate revenue. Contracts supports governmental billing primarily for project- and grant-related activities. Transactions that are eligible for reimbursement are identified in Contracts, and then billed by contract ID and associated project(s). Contracts supports Letter of Credit draw-downs as well as multi-funded contractual agreements for projects and grants.

  Contracts integrates with most other Financials modules, including, but not limited to: General Ledger, Project Costing, Grants, Billing and Accounts Receivable. Contracts serves as the conduit to automate the billing of reimbursable activities for projects and grants.

  e-Procurement: e-Procurement (e-Pro) is the end user interface into the entire procurement life cycle. End users use e-Procurement to find, request, approve, receive, and manage purchases. Major features include internal or external (punch out) catalogs, defaults to reduce errors, and a delivered workflow approval process. End users can order material, account for it, check and update budget information received, and return goods. E-Pro helps manage contract purchasing as well as capture spending information for future analysis.

e-Pro integrates with most other Financials modules, including, but not limited to: Purchasing, Payables, Inventory, General Ledger, Project Costing and Inventory. Purchase requisitions may pre-encumber amounts against a budget in the General Ledger.

- **Expenses:** The Expenses module will allow State employees to capture and submit expenses in online, disconnected or wireless mode. With Expenses, the State can manage reimbursements and reporting, set automated spending limits, enforce workflow-based approval processes and automatically update budgets with actual expense data. Expenses provides a 'My Wallet' features to easily create expense reports from State credit cards and offers flexible reimbursement to employees and suppliers by check or direct deposits through either Accounts Payable (Payables) or Payroll (i.e. SHARP). Additionally, Expenses provides the ability to automate travel policies providing complete authorization, approval and reimburses processes and automatically managing the State's policies concerning expense rules, preferred vendors and other controls.

  Expenses integrates with many PeopleSoft modules, including Human Resources, Payroll, Payables, Project Costing and General Ledger. In Expenses, you can designate whether you want employee reimbursements processed by Payables or by Payroll. The Expense module sends data for payment processing to either Payables or Payroll once expense reports and cash advances are approved for payment. The Expense module also supports charging costs to specific projects when you create expense documents.

- **General Ledger, including Global Consolidations:** The General Ledger module serves as the heart of PeopleSoft Financials Management System. General Ledger is the application where the State will configure the overall infrastructure for all of the supporting Financials modules. Using General Ledger, the State will define Accounting Calendars, Business Units (Agencies), define and map the Chart of Account elements using ChartField Configurator, and establish Commitment Control (i.e., budgetary control) structures. General Ledger will serve as the 'control panel' for other modules, controlling such functions as open and closed periods and annual close procedures. While most transactions are integrated into the General Ledger from the supporting Financials modules, authorized users can create and enter journal entries as required. Using data posted from the various modules into General Ledger, the State can obtain both detail and summary accounting information through online inquiries and produce numerous financial reports.

  General Ledger integrates with most other Financials modules, including, but not limited to: e-Pro, Purchasing, Payables, Project Costing, Billing, Receivables, Contracts, Inventory, Asset Management, and Payroll. General Ledger provides controls for the other Financials modules for overarching system functions such as accounting calendars, open and closed periods, annual close processing, and budgetary control setup. In addition to the control mechanisms that General Ledger provides, accounting entries generated by the other subsidiary Financials modules are integrated to the General Ledger.

- **Grants:** The Grants module supports key business processes associated with the administration of grant life cycles from application to award and analysis. Major functions include:

  - Proposal Preparation - Grants supports the proposal preparation process, including the statement of work and proposal budget and administrative, personnel, and submission information that is required by funding agencies.

  - Proposal Submission - The proposal submission process provides user-defined parameters for submitting proposals. The Grants module also supports Grants.gov electronic submission functionality.

- Letter of Credit Processing - Grants supports Federal Government letter-of-credit draws as well as the three most prevalent cost reimbursable invoicing formats.
- Award Administration - Grants supports the full range of post-award processing, including tracking and managing the award, maintaining projects and activities in association with the award.
- Budget Administration - Grants enables the user to define budget information, establish budget periods, and enter detailed budget information.
- Award Funding - The award-generation process that is delivered with Grants prepares awards for post-award management. This includes creating the contract, billing plans, and revenue recognition plans that need to be in place for processing transactions for awards.

Integration is a key component of Grants functionality. The Grants module utilizes all of the integrations available with Project Costing allowing the management and analysis of grant post-award activities in Project Costing. The activities include employee assignment and salary, position, and benefit budgeting. Project Costing is the repository for any and all detailed transactions for grant-related projects. Other integrations include Contracts (for automated reimbursement requests) and with Human Resources.

- **Accounts Payable:** The Payables module will allow the State to manage disbursements efficiently while keeping strong controls over approval processes and payments. Payables setup will allow the State to configure the module to meet unique business processes. For example, Agencies or Departments can control the entry and processing of vouchers, while disbursements can be processed centrally. Payables provides extensive vendor maintenance and tracks vendor management information, as well as supporting unlimited vendor location and contact information. The Payables module will give the State the capacity to manage transaction processing and maintain vendor relationships from invoice to payment.

  Payables integrates with many Financial Management modules including, but not limited to, Asset Management, Billing, e-Settlements, Expenses, General Ledger, Inventory, Payroll, Project Costing, Purchasing, Real Estate Management, Receivables and Treasury. The Payables module is fully integrated with Purchasing. The interaction of Purchasing and Payables data and processing enables the State to match vouchers with all purchase order and receiver details. Purchase Order Contracts and Payables Vouchers will combine in one place within the system to provide full contract functionality through a single user interface. The Payables module also integrates with Asset Management. The interface between the modules eliminates the need for dual maintenance of receipts and vouchers and their corresponding asset data and ensures that all asset information including asset additions, adjustments and retirements are received in a consistent manner.

- **Project Costing:** The Project Costing module will enable the State to obtain an accurate picture of its project costs by capturing detailed project costing information and the associated transactions. Project Costing captures costing information such as activities, resource types, resource categories, employee costs, transaction types and indirect charges. This information will allow the State to analyze, inquire and report on this project costing detail.

  Project Costing also provides budgeting options for projects that include expenditure and revenue budgeting plans. Budget plans may be broken down into more budgeting detail such as by activity, resource type, or resource category. The project budget items may also have financial budgeting elements such as fund, department and account. The analysis tools alert project managers and accountants of possible financial problems and prevent potential project cost overruns. Online analytics provide immediate access to project costing details without requiring the writing of queries or drilling into the module one project or transaction at a time.

Integration is a key component of Project Costing functionality, since Project Costing is the repository for any and all detailed transactions for projects. Integrations include, but are not limited to: Time and Labor, e-Procurement, Purchasing, Payables, Contracts, Billing/Accounts Receivable, Program Management, Assets and General Ledger. When transactions pass into Project Costing for cost accounting and analysis, all details are retained and the transaction type is also identified. Another key integration is with Grants Management. Project Costing is tightly linked with the grant award process, whereby project(s) are created and the grant post-award activities are managed and analyzed in Project Costing.

- **Purchasing:** The Purchasing module provides the core processes for purchasing goods and services from vendors, as well as subsequent management and receipt of these goods and services. Purchasing Items are established for users to select. Users may store these items in on-line catalogs or as inventory items. The items may also be associated with a purchasing contractual agreement, and the system manages vendor pricing and contractual terms. End users use e-Pro to create Purchase Requisitions. Requisitions may be automatically sourced into Purchase Orders based on the State's rules. Purchasing provides reconciliation workbenches for managing requisitions and purchase orders, as well as backorder and return to vendor processing. Receiving and inspection are also available to track vendor performance and to enhance internal controls for proper payment. In addition, the purchasing process provides for use of procurement cards. The Purchasing module provides for the defaulting of certain data to minimize user data entry, such as vendor and item information, accounting, and ship to locations.

  Purchasing integrates with most other Financials modules, including, but not limited to: e-Pro, Payables, Inventory, General Ledger, Project Costing, Inventory, and Asset Management. Purchase orders create an encumbrance in the General Ledger, and liquidate any associated pre-encumbrance from a purchase requisition. Another key integration point is the ability to attach asset profile identifiers to purchasing items to automatically create a new asset in the Asset Management module.

- **Real Estate Management:** The Real Estate Management module supports lease administration and space management. Real Estate Management automates the generation, review, and approval processes for recurring rents, including percent rent, operating expenses, security deposits, taxes, and maintenance fees. Industry standard practices like straight-lining, proration, and escalation are also automated. This allows the State to manage lease information like duration, property and area details, and administrators of the lease. Additional lease information like clauses, notes, and contacts concerned with a particular lease is also trackable. The module also records details of financial terms like type of charge, start and end dates, currency, schedule, payee/payor. Additionally, critical dates can be set up to manage options that are triggered by date and notify the stakeholders so that decisions are taken on time.

  Real Estate Management integrates with other Financial Management modules to ensure that leases are managed according to terms. The module captures cost and space utilization for performance management and financial process and control compliance. Real Estate Management is designed to fully integrate with Asset Management, Payables, Billing and the General Ledger. Recurring rent, security deposits, operating expense reconciliations, percent rent sales reports, and manual fees are sent from Real Estate Management to Payables for payment. The Payables module then generates vouchers for the payments and sends information regarding the payments back to Real Estate Management. Similarly, on the customer side, recurring rent, security deposits, operating expense audits, percent rent sales reports, and manual fees are sent from Real

Estate Management to Billing. Billing then generates invoices for these payments and provides information regarding the invoices to Real Estate Management.

- **Accounts Receivables:** The Receivables module manages customer account balances and payments, and provides tools to more closely monitor receivable activities to enhance customer relationships and to improve revenue management. This module can produce customer statements for any customer or group of customers. Tracked customer activities include invoices, credit memos, debits memos, payments, early payment discounts, and overdue charges for past-due amounts. The Receivables module also supports aging analysis and user-defined dunning letters and methods. Receivables accepts payments from customers that may be associated with a receivable or that may just be a miscellaneous receipt, and also supports electronic and credit card receipts. The State may automate the application of payments to receivable balances using Payment Predictor.

  Receivables integrates with most other Financials modules including, but not limited to: Billing, General Ledger, Project Costing, Contracts, Cash Management and Payables. Customers may also be vendors to process refunds in Payables.

- **Strategic Sourcing:** The Strategic Sourcing module manages RFx (request for quote, request for proposal, etc.) processes, conducts real-time bid events, and strategically awards contracts and purchase orders. By leveraging the power of the Internet, Strategic Sourcing will help the State reduce procurement costs through competitive and effective bidding. Strategic Sourcing would allow the State to automate, control, and optimize the RFx and auction process both inside and outside the enterprise. Strategic Sourcing will allow the State to:

  - Manage Vendor/Bidders;
  - Track Bids;
  - Develop Bids;
  - Analyze Bids;
  - Review Vendor Performance.

  Strategic Sourcing integrates with most other Financials modules including, but not limited to: e-Pro, Purchasing, Supplier Contract Management, Asset Management and Billing. Users can create Sourcing Events from purchase requisitions or from existing procurement contracts that need to be re-bid. Events can include contractual clauses, such as warranty information, to be included in the contractual document in Supplier Contract Management. Users can also create auctions from an asset that was retired in Asset Management, and upon award, Strategic Sourcing can bill a customer for the sale in the Billing module.

- **Supplier Contract Management:** Supplier Contract Management provides both the framework to manage transactional procurement contracts used for executing purchases, and document management authoring capabilities to create and manage the written contract document using Microsoft Word. Supplier Contract Management also provides a structured method to develop and manage the contract clause library and the life cycle and approval processing for documents. Major capabilities include:

  - Contract Document Authoring ;
  - Contract Document Change Control/Versioning;
  - Central Repository and Monitoring

Supplier Contract Management integrates with several other Financials modules including e-Pro, Purchasing and Strategic Sourcing. In Purchasing, Supplier Contract Management complements transactional procurement contract information by linking the physical contract document directly to the Purchasing contract enabling online document management. Lastly, users may generate contracts, along with contractual clauses, from the award of a Strategic Sourcing event (e.g. request for proposal).

- **Supplier Rating:** The Supplier Rating System collects critical data from across the State to provide a complete view of suppliers' performances. With this information, the State can select the best suppliers, reduce supply variability and disruption, negotiate better contracts, and confidently modify sourcing strategies, as business needs change.

- **Time and Labor:** The Time and Labor module is an integrated solution designed to support the time reporting needs of a wide range of business functions, including payroll, financial and cost accounting, project management, employee benefits, and organizational administration. It will allow agencies control over all aspects of time and labor tracking and reporting. The module will allow reporting by task, project, activity or other desired groupings. A scheduling system can create automatic time for salaried employees or track attendance discrepancies for hourly employees. This module also includes time approval processes and a variety of common rule templates such as overtime over 40 hours per week are delivered with the product. The Time and Labor module automates the processing of payable time and is part of PeopleSoft's Human Capital Management, i.e. SHARP.

  Time and Labor provides delivered integration to SHARP. The Time & Labor module interfaces to allow payroll calculation. It provides online time reporting using pre-populated timesheets. Users may report time in many different ways to create complex punch, elapsed, or flexible timecards and the rules that drive them. The Time and Labor module is automatically integrated with PeopleSoft Financials to send labor costs to the GL and Project accounting. After payroll is completed, the data is sent back to Time & Labor for distribution of the dollars against projects, tasks, etc. This information can then be published to the Projects module. Data is also collected from both Time & Labor and Payroll to send the Labor Distribution to the General Ledger. In addition, when Time & Labor is integrated with the Projects module, then project data can automatically be sent to Time & Labor to include projects, tasks, and the employee resources assigned to these projects.

- **Portal:** The Portal will bring relevant information from both PeopleSoft and non-PeopleSoft systems to the user, based on security, as the user logs into the system.

  The Portal will have a content registry, taxonomy, navigation, a personalized home page, search capability, content management, Web publishing, rules based roles, personalization, and collaboration. The Portal will be completely open and can serve as a platform to manage any browser-based content, for example HTML, JavaScript, Java clients, Flash and Shockwave media, as well as ASP and JSP pages.

  The Portal will integrate with the existing State of Kansas HR application (SHARP) and the Financials application. The portal will launch user transactions for both applications. The module includes single location security administration, synchronized with the HR and Financials applications.

- **Portal Pack:** The Enterprise Performance Management, Financials and Supply Chain Portal Packs provide a collection of portal pagelets that users will be able to individually select to appear on a their intranet or extranet homepages. The individual pagelets provide information from various PeopleSoft Financials applications. The portal packs contain pagelets that provide at-aglance access to key financial and operational data. They supplement the Financials applications and other portal applications with content-rich pagelets.

The Portal Packs have native integration with the Financials application and reside in the Financials database.

- **User Productivity Kit (UPK):** The User Productivity Kit (UPK) is a collaborative content development platform that will allow the State to drive user productivity and mitigate risk throughout all phases of the software ownership lifecycle. UPK is a tool for documenting system user process steps, ensuring a consistent approach to system processes across the State. With UPK the State can generate business process documents, test scripts, simulations, training manuals, quick reference guides and performance support materials without duplication of effort.

  With UPK, users can choose between watching a simulation, practicing in a simulated environment, and/or testing their knowledge to ensure that they know how to use the application. The UPK "Know It" mode provides end-users with feedback letting them know where a mistake was made and how to correct it.

- **Performance Management Warehouse:** Performance Management Warehouse (PMW) is a pre-packaged modular data warehouse for operational and multidimensional business intelligence reporting. PMW consolidates and enriches data from any source across multiple subject areas and will provide insight into State operations to identify trends and discover opportunities to improve usage of internal resources. Six functional warehouses provide the state with the prepackaged maps, analytic data models, and derived business metrics. The delivered data warehouses include:

  - Maintain Fiscal Governance and Control
  - Manage Human Capital Management (SHARP

- **Scorecard:** Scorecard enables performance measurement and provides the means for agencies to capture and clearly articulate the State's strategy, align all stakeholders and employees toward their goals, and help measure and manage the State's progress toward those objectives. Using Scorecard, the State can orchestrate its planning and performance management process in a collaborative manner. The module provides pre-packaged Key Performance Indicators and Scorecards are available for functional and best practice metrics. The scorecards available include:

  - Workforce Scorecard;
  - Government CFO Scorecard;
  - Citizen Scorecard;
  - Project Portfolio Management;
  - Supplier Rating System.

  Scorecard is part of Enterprise Performance Management (EPM) suite, an integrated suite of analytic applications that enables organizations to drive state-wide performance by aligning the right information and resources with strategic objectives. Enterprise Performance Management infrastructure with built-in ETL (Extract-Transform and Load) technology allows users to integrate information from any source for KPI calculation purposes. The pre-packaged scorecard solutions also include pre-packaged ETL maps to PeopleSoft source systems includes PeopleSoft HCM (SHARP) and PeopleSoft Financials.

- **BI Enterprise Edition Plus:** **Optimize Procure-to-Pay Processes:** The Supply Chain Warehouse provides a single integrated view of enterprise procurement spending, aggregate inventory availability, billing, and provide supplier analysis. Oracle Business Intelligence Suite Enterprise Edition (EE) offers an integrated, comprehensive, standards-based BI platform that provides the best foundation for building enterprise-wide BI solutions. The Oracle BI Suite consists of several products that can be used together or independently:
    - Oracle BI Server ;
    - Oracle BI Answers;
    - Oracle BI Interactive Dashboards;
    - Oracle BI Publisher;
    - Oracle BI Briefing Books;
    - Oracle BI Disconnected Analytics
    - Oracle BI Office Plug-In;
    - Oracle BI Delivers.

  The Enterprise Performance Management infrastructure has built-in ETL (Extract-Transform and Load) technology which will permit integration of information from PeopleSoft and non-PeopleSoft sources. There are over 6000+ ETL mappings delivered to all PeopleSoft modules for populating the delivered 23 data marts covering all PeopleSoft Financial and HCM (SHARP) applications.

Project Enablers

There are four primary project enablers of the Sunflower Project. These are the critical supporting roles and associated activities required for successful implementation of the new Statewide FMS. The bulleted lists below summarize elements of each enabler.

Project Controls

- **Role Description:**
  - Monitor the health of the project with respect to scope, cost and schedule and provide status information to the Sunflower Project Leadership Team and the Kansas Information Technology Office(KITO)
- **Responsibilities:**
  - Assist Accenture in development and modifications of the project plan
  - Monitor the project plan and review weekly and monthly status reports
  - Identify issues and elevate to management for resolution
  - Manage administrative aspects of deliverables
  - Administer the change control process
  - Provide guidance to agencies developing project plans for agency-related project activities
  - Prepare quarterly KITO submittals

Change Management

- **Role Description:**
  - Assist agencies with implementation support including training and ensure agencies are completing their required work on time and in accordance with the overall Quality Assurance (QA) standards
- **Responsibilities:**
  - Assist in defining and resolving requirements to support the State of Kansas' business processes from a change management perspective
  - Prepare and manage communication approach and plan
  - Prepare and manage training approach and plan
  - Prepare and distribute communications
  - Design and develop training materials
  - Plan, manage, and execute end user training
  - Participate in assessing deployment readiness
  - Prepare, execute, and compile surveys and results

Quality Assurance

- **Role Description:**
  - Participate in defining the QA standards for the Sunflower Project including measuring agency QA capabilities, developing testing methodologies, and tracking and report defects
- **Responsibilities:**
  - Participate in Analyze sessions to understand requirements

- Participate in design of solutions and to-be process flows
- Review deliverables
- Assist with preparation of testing materials
- Test application functionality and assist project team and agencies with unit and integration testing
- Test training materials and analyze feedback from end-user training

Technical Infrastructure

- **Role Description:**
    - Provide infrastructure support for the Sunflower Project in accordance with project timelines and milestones
    - Provide development support for the Sunflower Project in accordance with project timelines and milestones
- **Responsibilities:**
    - Prepare technical architecture blueprint
    - Prepare development, execution, and operation architecture designs
    - Prepare physical networking and computing design
    - Prepare PeopleSoft Financials 9.0 environments as needed for development, testing, configuration, and production
    - Provide input in the conversion decision Provides support for migrations, batch processing, environment preparation, and Database Administrator (DBA) tasks during testing
    - Perform performance testing and tuning
    - Create batch processing routines
    - Ensure connectivity to all workstations
    - Participate in assessing deployment readiness
    - Perform cutover tasks including preparation of environment, migrations, execution of scripts, batch processing, and DBA tasks
    - Participate in Analyze sessions to define and resolve requirements to support the Sunflower Project
    - Calculate estimates for development resource needs
    - Complete technical design and build of reports, interfaces, conversions, customizations, and work-flows and work with functional team in process
    - Provide technical support to prepare and test the PeopleSoft application for testing and deployment and work with functional team in resolution of issues
    - Perform security set-up and validations

Overview of major phases, roles and responsibilities in implementing the financial management system key roles and responsibilities

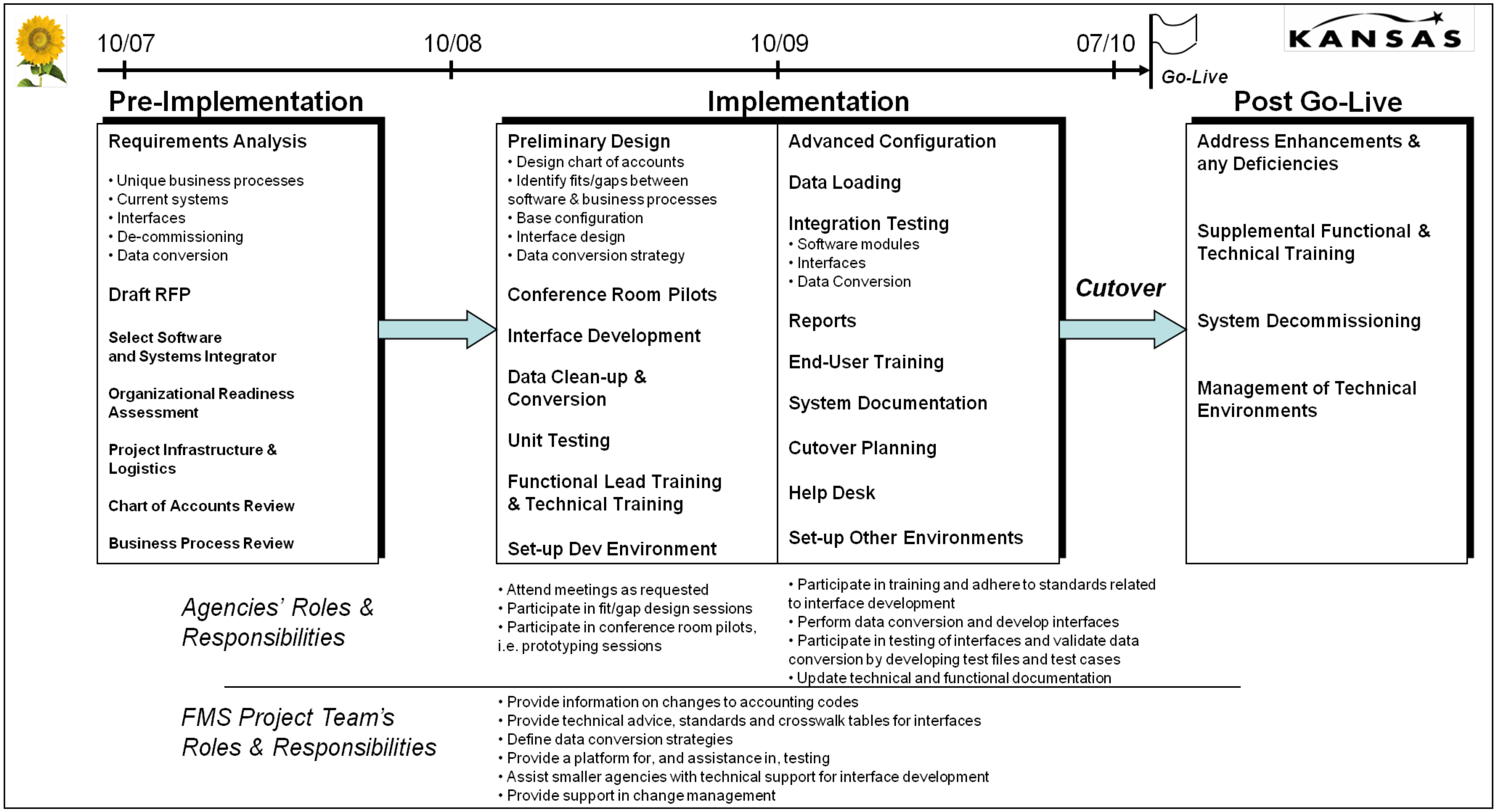

Figure 3: A high-level overview of phases and activities.

Project Governance

Three Executive Sponsors and a Steering Committee govern the project.

Figure 4: **This figure shows the governance structure for the Sunflower Project.**

Executive Sponsors

The Executive Sponsors are responsible to secure the budget, resolve inter-agency issues, and assist with changes to statutes and policies necessary to assure the success of the project. The Executive Sponsors are:

- Duane Goossen, Secretary of Administration
- Carol Foreman, Deputy Secretary of Administration
- Denise Moore, Executive Branch Chief Information Technology Officer

Steering Committee

The Steering Committee consists of senior executives from various State agencies and the three Executive Sponsors. Its members define and control the high-level project scope, provide guidance on cross-agency issues, and champion the Sunflower Project within their agencies. Steering Committee members are:

- Chair – Duane Goossen, Secretary of Administration
- Mary Blubaugh, Executive Administrator, Board of Nursing
- Alan Conroy, Director, Legislative Research Department
- Carol Foreman, Deputy Secretary of Administration
- Elaine Frisbie, Department of Administration; Deputy Director, Division of Budget
- Kathy Greenlee, Secretary on Aging
- Mike Hayden, Secretary of Wildlife and Parks
- Chris Howe, Department of Administration; Director, Division of Purchases
- Dennis McKinney, State Treasurer
- Don Jordan, Secretary of Social & Rehabilitation Services
- Deb Miller, Secretary of Transportation
- Denise Moore, Executive Branch Chief Information Technology Officer, Director of DISC
- Kent Olson, Department of Administration; Director, Division of Accounts and Reports/Kansas Sunflower Project Director
- Reginald Robinson, President and CEO, Board of Regents
- Howard Schwartz, Judicial Administrator
- Joan Wagnon, Secretary of Revenue
- Roger Werholz, Secretary of Corrections

Sunflower Project Leadership Team

The Sunflower Project Leadership Team oversees daily operation of the project. The Project Director and Deputy Project Director secure necessary project resources, address agency issues, and propose changes to statutes and policies. The Implementation Manager identifies and manages strategic issues at a 3- to 6-month timeframe, assists managers and team leads in both tactical and strategic problem resolution, resolves cross-team issues when needed, provides overall control of scope, schedule, cost, and quality, and manages contractual issues with Accenture. The Sunflower Project Leadership Team is:

- Kent Olson, Project Director and Director of Accounts and Reports
- Peggy Hanna, Deputy Project Director
- Gary Schneider, Implementation Manager

Recommended Process to Resolve Implementation Conflicts and Make Decisions

When dealing with conflicts to be resolved, and decisions to be made, the governance structure generally follows these processes:

1. The Project Leadership Team frames the decision:
    - States the issue and provides the business case for why a scope change is requested
    - Develops decision criteria (impact on scope, cost, funding source, schedule, risk, IT/DISC, agency operations, statutes and central or agency policies)
    - Analyzes the request and provides alternatives if applicable
    - Provides pros and cons for the request, alternatives and recommendation
    - Develops recommendation
    - Presents recommendation to affected agency(s)
    - Incorporates agency feedback
2. The Project Leadership Team presents recommendation and basis for recommendation to the Steering Committee at monthly meeting.

    Note: Prior to monthly meeting an information packet will be sent to Steering Committee members. This packet will contain at a minimum:

    a) project status (scope, schedule, cost)

    b) pending Steering Committee decisions/recommendations and supporting analysis

    c) a log of lower level decisions made by the Project Leadership Team since the last Steering Committee meeting
3. The Steering Committee will discuss the merits of the recommendation and the basis for the recommendation.
4. The Steering Committee strives to reach a consensus-based decision; if additional information is needed or additional alternatives are proposed, the Project Leadership Team will go back to Step #1.
5. If a consensus-based decision cannot be reached, the decision will be elevated to the Executive Sponsors for a decision.

    A definitive set of rules for what type of issues should be brought before the Steering Committee will evolve.

The Project Leadership Team will use its judgment to:

- Resolve issues that are at a lower level than Steering Committee concerns and document these issues/decisions in the monthly informational packet described above. If the Steering Committee believes specific issues should be decided by the Steering Committee, it will be noted so that in the future this type of issue will be brought forward for deliberation.

- Err on the side of conservatism. Bring issues that **may** be considered significant to the Steering Committee. If the Steering Committee believes the specific issue/decision does not need to be elevated to the Steering Committee, it will be noted by the Project Leadership Team so that in the future this type of issue will not be brought forward for deliberation.

By using this approach, the "decision rights" of the Project Leadership Team, the Steering Committee and the Executive Sponsors will evolve and will be defined as issues are encountered and resolved.

Governance Authority

The authority associated with each level of project governance is delineated below:

Level 4 – State Sunflower Project Team Managers (Finance, Technical, Enterprise Readiness) are authorized to approve minor changes in project scope.

Level 3 – State Sunflower Project Leadership Team are authorized to approve moderate scope changes and all code changes to the delivered software.

Level 2 – Steering Committee is authorized to approve significant scope changes and make recommendations on policies and issues affecting agencies.

Level 1 – Executive Sponsors provide the Statewide leadership and the mandate for the Sunflower Project.

KANSAS

Draft Authority for Change Requests

Change Request	Authority	Cost Impact	Scope Impact	Impact on PS Code Base	Schedule Impact	Agency Impact	Law, Reg, Policy Impact
Level 1	Executive Sponsors	TBD	TBD		Any change affecting the "Go-Live" date	TBD	Any changes affecting laws, regulations, or other non-A&R policies
Level 2	Steering Committee	Changes over $50K	"Significant" impact on project scope (+/-)			TBD	Recommends changes to Executive sponsors?
Level 3	Sunflower Project Leadership Team (CCB)	Changes under $50K	"Moderate" impact on project scope (+/-)	All mods approved by FMS Mgmt Team	Any change affecting KITO milestones or other key (internal management) milestones	Any decisions/ changes "adversely" affecting agencies	Any changes affecting A&R policies and procedures
Level 4	Sunflower Project Team Managers	All changes affecting cost (+/-) approved by FMS Mgmt Team	"Minor impact" on project scope		"Minor impact" on project activities that do not adversely impact a KITO milestone	Configuration decisions benefiting agencies that do not impact cost or do not impact a KITO milestone	

Figure 5: This table describes the levels at which various change requests must be authorized. Rev 1/16/09

Project Phases and Timeline

Project Phases

The Project will be implemented in seven distinct phases, beginning in October 2008:

- Planning Phase - The Planning Phase will last approximately one (1) month. During the Planning Phase, the project schedule and workplan will be refined, resources will be planned and acquired, project governance will be established, and processes covering risk/issue and quality management will be created.

- Analyze Phase - The Analyze Phase will last approximately three (3) months. Activities will include business process assessment and development of organizational readiness, training, and technology strategies. Conference Room Pilot (CRP) sessions conducted during this phase will confirm Kansas' business requirements to complete the gap analysis. At the end of this phase, a detailed project plan, Implementation Rollout strategy and Enterprise Readiness strategy will be defined.

- Design Phase – The Design phase will last approximately three (3) months. Activities will include fit-gap analyses, and functional design of Reports, Interfaces, Customizations, Extensions, Forms and Workflow (RICEFW).

- Build Phase - The Build Phase will last approximately six (6) months. Activities will include technical design, configuration and build of Reports, Interfaces, Customizations, Extensions, Forms and Workflow (RICEFW).

- Test Phase - The Test Phase will last approximately six (6) months. Activities will include product and user acceptance testing and training.

- Deploy Phase - The Deploy Phase will last approximately two (2) months. Activities will include deployment of the application to the in-scope State sites.

- Post Implementation Support Phase - The Post Implementation Support Phase will last approximately five (5) months. Activities will include functional, technical, and help desk support during production operations. Other activities during this phase will include:

    - 2010 Calendar Year-end Support

    - FY11 Fiscal Year-end Support

    - FY11 Comprehensive Annual Financial Report Production Support

Deliverables by Phase

Planning Phase

Deliverable Name	Estimated Due Date
Microsoft Project Plan	09/30/08
Monthly Status Report	11/05/08
FMS Project Management Procedures	11/10/08

Analyze Phase

Deliverable Name	Estimated Due Date
Communication Plan	11/28/08
Knowledge Transfer Plan	11/28/08
Monthly Status Report	12/03/08
Data Conversion Plan	01/05/09
Enterprise Readiness Plan	01/05/09
Interface Plan	01/05/09
eGrants Decision Document	01/05/09
Functional Fit/Gap Analysis	01/05/09
Requirements Traceability Matrix	01/05/09
Design Phase Environment Set-up	01/05/09
Hosted CRP Environment (3 months)	01/05/09
Technical Fit/Gap Analysis	01/05/09
Training Plan	01/05/09
Monthly Status Report	01/07/09

Design Phase

Deliverable Name	Estimated Due Date
Central Cashier Analysis Document	01/15/09
FARMS Analysis Document	01/15/09
KDOT Analysis Document	01/15/09
Labor Distribution Analysis Document	01/15/09
System Test Plan	01/15/09
SHARP Integration Solution Design	01/15/09
Performance Test Approach	01/15/09
Technical Blueprint	01/15/09
Treasury Analysis Document	01/15/09
Monthly Status Report	02/04/09
Interface Standards	02/13/09
Data Warehouse and Report Design	02/13/09
Conference Room Pilot	02/13/09
Monthly Status Report	03/04/09
Enterprise Readiness Outreach and Support - Design Phase	03/13/09
Interface Design	03/13/09
Knowledge Transfer Scorecard - Design Phase	03/13/09
Configuration Design	03/13/09
Monthly Status Report	04/08/09
Central Cashier Solution Design	04/15/09
Data Conversion Design	04/15/09
FARMS Solution Design	04/15/09
KDOT Solution Design	04/15/09
Labor Distribution Solution Design	04/15/09
CAFR Reports Design	04/15/09
Development Phase Environment Set-up	04/15/09
Oracle-certified Training	04/15/09
Training Design	04/15/09
Treasury Solution Design	04/15/09
Security Configuration Design	04/16/09
Monthly Status Report	05/06/09

Build Phase

Deliverable Name	Estimated Due Date
Data Conversion Technical Design	05/15/09
Data Warehouse and Report Technical Design	05/15/09
System Test Scripts - Cycle 0	05/15/09
Monthly Status Report	06/03/09
Enterprise Readiness Outreach and Support - Build Phase (1)	06/15/09
Interface Technical Design	06/15/09
System Test Scripts - Cycle 1	06/15/09
System Test Scripts - Cycle 2	06/15/09
Training Build	06/15/09
Monthly Status Report	07/08/09
System Test Scripts - Cycle 3	07/15/09
System Test Scripts - Cycle 4	07/15/09
Monthly Status Report	08/05/09
System Test Scripts - Cycle 5	08/14/09
System Test Scripts - Cycle 6	08/14/09
Training Build	08/14/09
Monthly Status Report	09/09/09
Data Conversion Build/Unit Test	09/10/09
Enterprise Readiness Outreach and Support - Build Phase (2)	09/15/09
Interface Build/Unit Test	09/15/09
System Test Scripts - Cycle 7	09/15/09
System Test Scripts - Cycle 8	09/15/09
CAFR Reports Build/Unit Test	10/02/09
Contingency Reports	10/02/09
Monthly Status Report	10/07/09
Central Cashier Build/Unit Test	10/15/09
Enhancements and Modifications	10/15/09
FARMS Build/Unit Test	10/15/09
Contingency Interfaces	10/15/09
KDOT Build/Unit Test	10/15/09
Knowledge Transfer Scorecard - Build Phase	10/15/09
Labor Distribution Build/Unit Test	10/15/09
Data Warehouse and Report Build/Unit Test	10/15/09
System Test Scripts - Cycle 10	10/15/09
System Test Scripts - Cycle 9	10/15/09
Security Configuration Build	10/15/09
Test Phase Environment Set-up	10/15/09
Treasury Build/Unit Test	10/15/09
Contingency Workflows	10/15/09
Monthly Status Report	11/04/09

Test Phase

Deliverable Name	Estimated Due Date
System Test Results - Cycle 0	11/16/09
Performance Test Scripts	11/16/09
Monthly Status Report	12/09/09
Enterprise Readiness Outreach and Support - Test Phase (1)	12/15/09
System Test Results - Cycle 1	12/15/09
System Test Results - Cycle 2	12/15/09
Monthly Status Report	01/06/10
System Test Results - Cycle 3	01/15/10
System Test Results - Cycle 4	01/15/10
Training Pilot	01/15/10
Monthly Status Report	02/03/10
System Test Results - Cycle 5	02/16/10
System Test Results - Cycle 6	02/16/10
Monthly Status Report	03/03/10
Enterprise Readiness Outreach and Support - Test Phase(2)	03/15/10
Knowledge Transfer Scorecard - Test Phase	03/15/10
System Test Results - Cycle 7	03/15/10
System Test Results - Cycle 8	03/15/10
Disaster Recovery Test Scripts	03/15/10
Monthly Status Report	04/07/10
Central Cashier System Test	04/16/10
Central Cashier Training Materials	04/16/10
FARMS System Test	04/16/10
FARMS Training Materials	04/16/10
KDOT System Test	04/16/10
Labor Distribution System Test	04/16/10
Labor Distribution Training Materials	04/16/10
System Test Results - Cycle 10	04/16/10
System Test Results - Cycle 9	04/16/10
Disaster Recovery Test Results	04/16/10
Performance Test Results	04/16/10
Training Pilot	04/16/10
Treasury System Test	04/16/10
Monthly Status Report	05/05/10

Deploy Phase

Deliverable Name	Estimated Due Date
Production Deployment Go-Live Plan	05/31/10
Production Phase Environment Set-up	05/31/10
Monthly Status Report	06/09/10
Operations Readiness Test	06/11/10

Deliverable Name	Estimated Due Date
Enterprise Readiness Outreach and Support - Deploy	06/15/10
Knowledge Transfer Scorecard - Deploy Phase	06/15/10
Mock Conversions Results	06/25/10
Training Delivery	06/30/10
Monthly Status Report	07/07/10

Post-Go-Live Phase

Deliverable Name	Estimated Due Date
Post Implementation Support - July, 2010	07/30/10
Post Implementation Support - August, 2010	08/31/10
Knowledge Transfer Scorecard - PSS Phase	09/15/10
Post Implementation Support - September, 2010	09/30/10
Post Implementation Support - October, 2010	10/29/10
Post Implementation Support - November, 2010	11/30/10
Calendar Year-end Support - 2010	01/28/11
Fiscal Year-end Support - FY11	07/29/11
CAFR Production Support - FY11	11/30/11

Timeline

The high-level Gantt chart below illustrates the sequencing, interaction, and integration of the different phases. The Sunflower Project started on October 13, 2008 and will go-live on July 1, 2010.

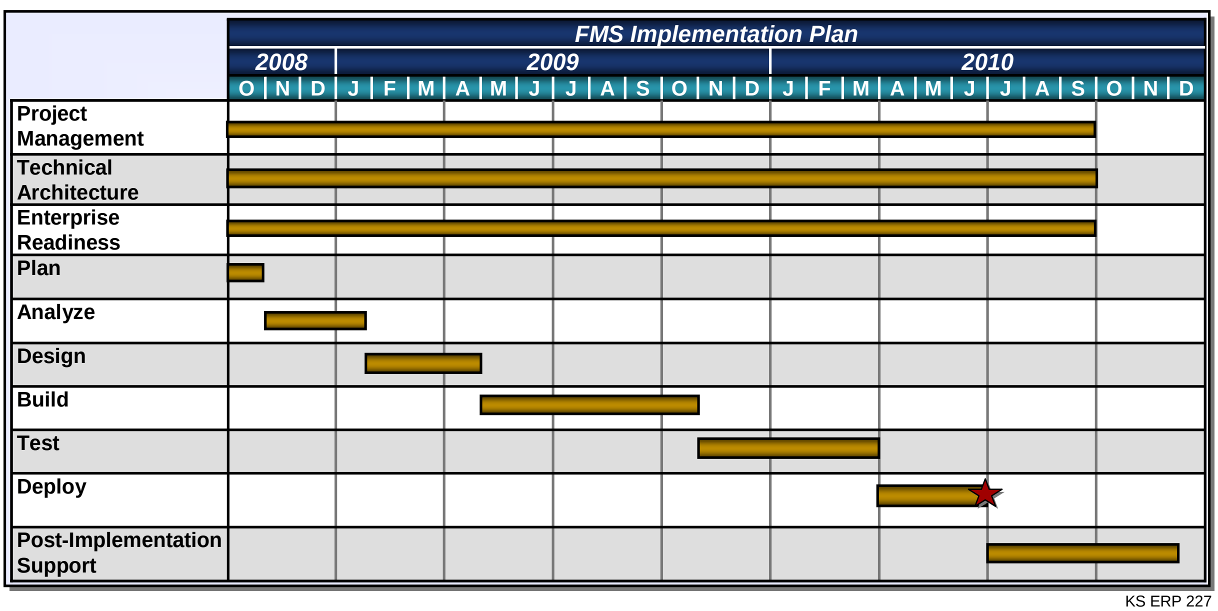

Figure 6: Implementation begins in October 2008. Work will occur in several distinct phases until "Go-Live" on July 1, 2010

Project Controls and Key Processes

Acceptance of Deliverables and Services & Quality Assurance Review Process

Accenture is responsible to complete all Deliverables and perform all Services required in the contract. The State will accept all Deliverables and Services according to a defined Quality Assurance Review Process (QARP). The process applies to any acceptance and payment process. The State notifies Accenture of deficiencies or errors found in any Deliverables, giving Accenture the opportunity to cure them.

Deliverable Expectations Document.

The project contract requires Accenture and the State to create a Deliverable Expectations Document ("DED") outlining the specifications for each Deliverable or Service. A State Team Manager is the sponsor of the DED and signs off on the document. The Sunflower Project Director (or designee – normally the Deputy Project Director) reviews and approves the DED within (3) business days of its submission. Accenture is responsible to ensure that the Sunflower Project Director or designee and the Accenture Project Manager sign the DED prior to beginning work on the Deliverable or Service.

Contractor's Completed Deliverable or Service.

Once Accenture completes a Deliverable or Service, or a Task Order, required by the contract, it is signed off on by the State sponsor and Accenture submits it to the Sunflower Project Director or designee(normally the Project Management Officer) for approval. The approval submission includes both a Deliverable/Service Acceptance Form and a signed copy of the agreed-upon DED. Accenture will submit both a paper hardcopy (if the Deliverable is a document) and a copy in editable electronic format on CD, unless otherwise agreed to.

State's Receipt of Completed Deliverable or Service.

The Sunflower Project Director or designee must complete the QARP within ten working days following the receipt of each Deliverable or Service. Deliverables received after 10:00 A.M. Central Time will be considered delivered the next working day.

Acceptance.

Upon verifying that the Deliverable is or is not in conformity with the DED, the State shall complete an Acceptance Form which provides the State the opportunity to:

(a) Accept the Deliverable

(b) Accept the Deliverable with changes noted

(c) Reject the Deliverable.

Accepted Deliverable.

If the Sunflower Project Director or designee accepts the Deliverable, he or she notifies Accenture by signing and returning the Acceptance Form within ten working days of receipt. This time period is subject to negotiation as necessary.

Notice of Deficiency.

If a Deliverable, or part of one, does not meet the standards agreed to in the QARP, the Sunflower Project Director or designee notifies the Contractor in writing within ten working days of receiving it from Accenture. The State shall return the Acceptance Form with a written explanation explaining the deficiencies.

Resubmission of Deliverable.

Upon correcting a deficiency, Accenture will re-submit the Deliverable to the Sunflower Project Director or designee to be approved. The Sunflower Project Director or designee will determine whether the deficiency has been corrected within five working days. This subsequent review will be limited to the original deficiencies and the portions of the Deliverable that were dependent on the deficiencies.

If the Deliverable is again found to be unacceptable, the process will be repeated until:

- The Deliverable is Accepted; or
- The State elects to terminate the Agreement or Task Order for cause; or
- The Project Director or designee grants Accenture additional time or a waiver in writing; or
- The State and Accenture mutually agree to issue a Change Control Request, or agree to amend the Agreement, including its Exhibits, or a Task Order created under the Agreement.

Payment for Accepted Deliverables.

Accenture will submit a written invoice for all QARP-accepted Deliverables according to the Payment Schedule under the Agreement. The State will honor invoices only for Deliverables properly approved through the QARP process.

Deliverable/Service

Acceptance Form

Deliverable #: _________

Deliverable/Service Name: ______________________________

Deliverable/Service Value: $__________

DED:

Date Submitted: ___________________ State Approver: ________________

Acceptance Status

☐ Accept that the Deliverable/Service is in conformance with the approved DED

☐ Accept with changes noted

☐ Reject

Reason for Rejection, if Applicable:

Remarks:

State Signature:

Signature: _______________________________

Contractor Signature:

Signature: ___________________________________

Deliverable Expectations Document (required for each Deliverable)

Deliverable #:	Deliverable Name:	
Description from SOW:		
Specific Component of Deliverable	**Clarifying Description of Component**	**State Check-off of Specific Elements (for use during review)**
		☐ Yes ☐ No
		☐ Yes ☐ No
		☐ Yes ☐ No
		☐ Yes ☐ No
		☐ Yes ☐ No

Change Control Process

The Sunflower Project uses this process for all scope, schedule or cost changes.

The Change Control Board

The Project Director, Deputy Project Director and the Implementation Manager comprise the CCB, with the State's PMO manager serving as Secretary. The Sunflower Project Team Manager must receive authorization from the CCB to proceed with the CR.

Using a template, the Team Manager will develop the CR. Analysis will include impacts to business requirements, cost, schedule and State and Accenture resources. The submitting Team Manager will present the CR to the CCB, who will discuss the merits of the CR collaboratively between the CCB, the sponsor, Accenture, and affected stakeholders.

Initiating Change Requests

A State Sunflower Project Team Manager (i.e. Finance, Technical and Change Management) will sponsor each Change Request (CR). The State Team Manager initiates the CR by sending an email request to the Change Control Board (CCB). The request should include a priority designation.

- Priority 1 – Urgent and Major Impact
- Priority 2 – Urgent and Minor Impact
- Priority 3 – Not Urgent and Major Impact
- Priority 4 – Not Urgent and Minor Impact

Major Change Requests: Change Orders

Accenture will not bill the State for developing CRs requiring less than eight hours analysis. CRs requiring more than eight hours of analysis are designated "major" CRs. Major CRs are considered change orders, and are developed according to a template. Accenture will submit and receive approval for a CR before developing a major CR. A major CR shall be designated as a deliverable for which Accenture will be compensated at the agreed-to price/rate.

Within five days the CCB will:

- Approve the CR
- Disapprove the CR
- Request additional information

- Present the CR to the Steering Committee

Change Control Log

A Change Control Log will track all CRs and their dispositions. The State PMO will create and maintain the Change Control Log. Approved CRs become change orders to the Statement of Work (SOW). The CCB will designate approved change orders as:

1) a fixed-price change order,

2) a trade-off of hours from scope reduction,

3) a “time and materials” change order,

4) a reduction in scope change, or

5) a schedule impact change order (e.g. a time extension for a deliverable).

Funding for CRs

The CCB will designate the sources of funding source for approved change orders. In most cases, change orders requiring funding will come from a designated pool of hours reserved for modifications and enhancements. After the change has been implemented and accepted, the CR shall be closed.

Changes to Statement of Work

The nature of this sort of project requires that periodic changes to the Statement of Work will be necessary during execution. Either party may propose changes; however, changes to the Statement of Work must be mutually agreeable. The State PMO will make changes to the Statement of Work. A log of changes will be maintained.

Change Request (CR)	
Change Request #: ______	Priority: _______________
Date Requested: _________________________ Requested by: _________________________ Assigned to: _________________________	Priority 1 – Urgent and Major Impact Priority 2 – Urgent and Minor Impact Priority 3 – Not Urgent and Major Impact Priority 4 – Not Urgent and Minor Impact
Description of Change and High-level Requirements:	
Reason for Change:	
Implications of Not Making Change:	

Change Request (CR)
Analysis of Change Analyst: ________________________ Time to Complete Analysis: ______ hrs Est. Cost Impact: _________________ Date Completed: _________________ Est. Schedule Impact: _____________ Milestones/Deliverables Impacted: ____ Teams Impacted: ☐ Financials ☐ Change Management ☐ Central Systems ☐ Data Warehouse ☐ Technical/Infrastructure Systems Impacted: ____ Deliverables Impacted: ____
Preferred Resolution and Assumptions: (Describe the best solution for the project while addressing functional, technical, usability and customer/stakeholder impacts)
Alternate Solutions (if applicable): (Describe alternative solutions while addressing functional, technical, usability and customer/stakeholder impacts)

Change Request (CR)					
Level of Effort					
Team	**Design Hours**	**Development Hours**	**Testing Hours**	**Documentation Hours**	**Training Hours**
Contractor					
State					

Resource Estimate					
Team Member	**Name**	**Hours**	**Rate**	**Start Date**	**End Date**
Contractor					
Contractor					
Contractor					
State			**N/A**		
State			**N/A**		
State			**N/A**		

Schedule Impact		
Design Expected Complete	**Development Expected Complete**	**System Test Expected Complete**
MM/DD/YY	MM/DD/YY	MM/DD/YY

Fixed-Price Change Order
Total Fixed Price: $

Detailed Fixed-Price Cost Breakdown by Phase (includes labor, travel, etc.)			
Design Phase	**Development Phase**	**System Test Phase**	**Training Material & Documentation**

Time and Materials Change Order
Price Not to Exceed: $ Actual expenses shall be reimbursed at the agreed to labor rate and shall include travel, etc

Detailed Cost Estimate by Phase			
Design Phase	**Development Phase**	**System Test Phase**	**Training Material & Documentation**

Deliverable(s)

Risks and Issues
(Identify impact to existing project risks and issues)

Supporting Documentation
(Provide information relative to any documentation supporting this change request such as documents/files names, links, screen shots of applicable PeopleSoft pages, mock-ups, process flow diagrams, etc.)

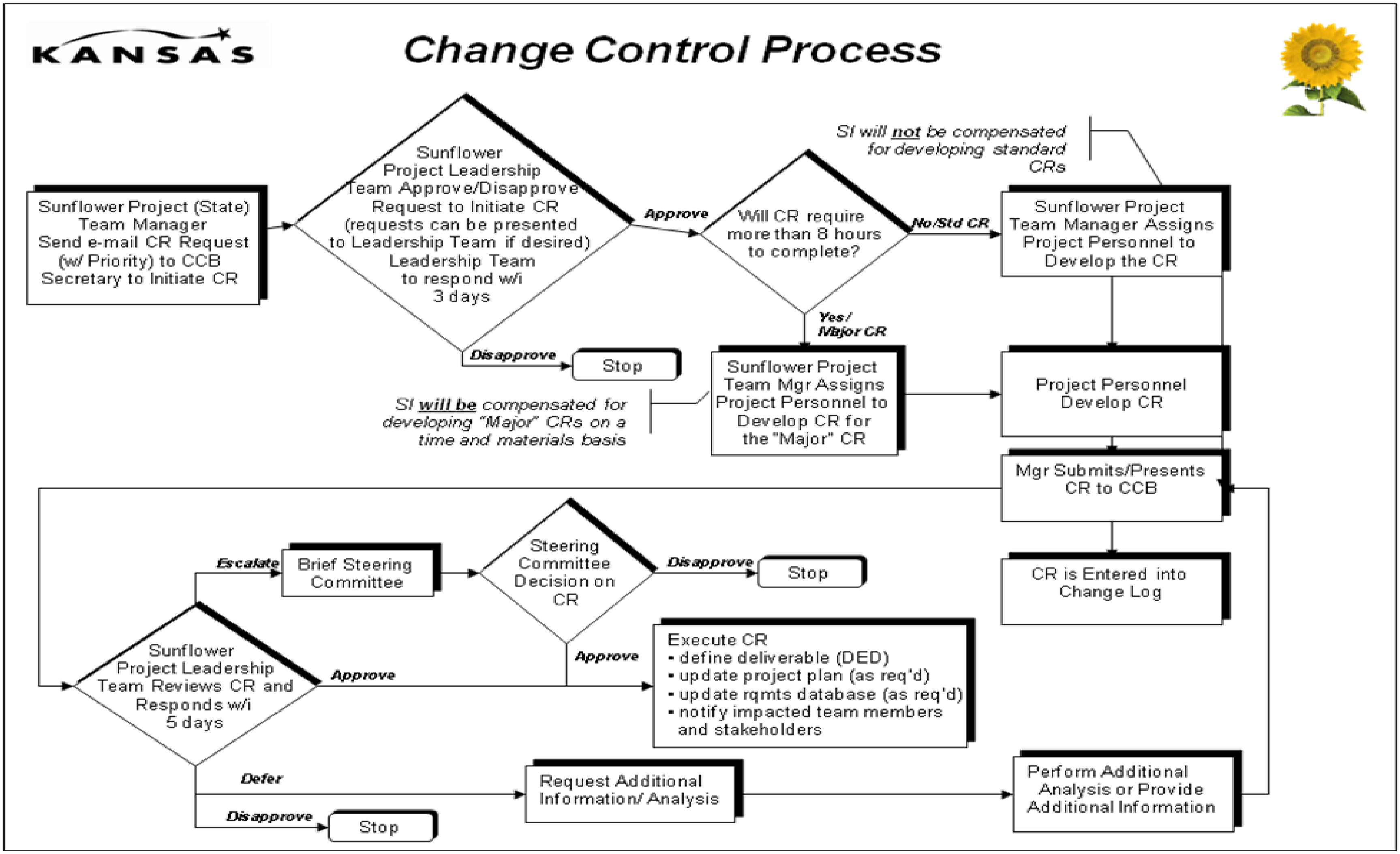

Figure 7: This flowchart illustrates the Change Control Process described on the earlier pages.

Agencies and Systems Impacted

Implementation of the new financial management system (FMS) will impact agencies' business processes and financial systems. As shown in the figure below, after system design, interface and data conversion standards will be published to agencies. Agencies will have approximately 8-10 months to modify systems that must exchange data with the FMS prior to integration and system testing.

Agencies were required to complete and impact assessment surveys to communicate how implementation of the FMS would impact their agency systems. Since KITO has approved the overall project plan, agencies must develop detailed project plans to meet the given timeline using this impact assessment to define their project scope. Agencies will also monitor these plans and report their progress and any issues to the Sunflower Project PMO on a monthly basis.

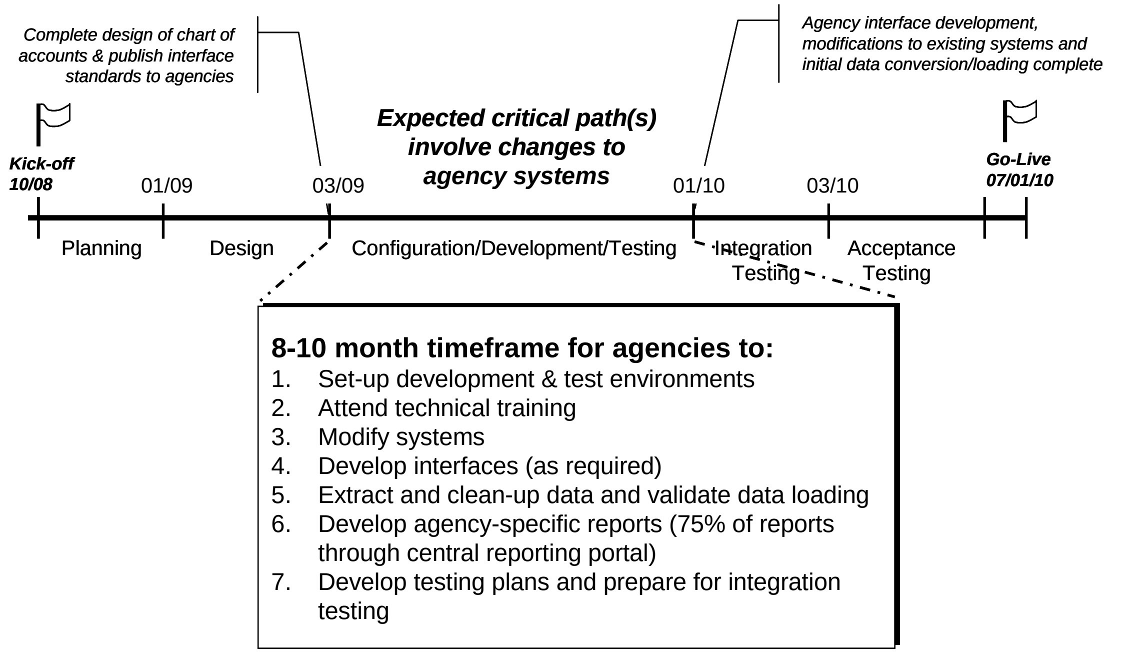

Figure 8: With KITO approval to the Sunflower Project plan, State of Kansas agencies will set up their own plans to meet this timeline.

Project Team

State Staff

The Staffing Plan assumes that the State will provide 52 full-time resources to the Sunflower Project, and includes time for agency resources to perform user acceptance testing and training delivery This approach utilizes the State's capabilities and resources to design and build the system to maximize knowledge transfer and minimize contractor costs.

State/Accenture Division of Labor

The Staffing Plan assumes that the State team members will accomplish 55% of the overall work effort, and the Accenture team resources will accomplish 45% of the overall work effort. The work tasks are divided into approximately 17 categories.

	Hours			Percent		
Project Management	15,360	11,616	26,976	57%	43%	100%
Technical Architecture/Infrastructure Design	4,630	10,016	14,646	32%	68%	100%
Rqmts Validation/Bus Process Design/Software Config	22,086	16,576	38,662	57%	43%	100%
Data Warehouse, Reports Analysis and Development	6,278	6,288	12,566	50%	50%	100%
Enhancements and Modifications	7,510	18,536	26,046	29%	71%	100%
Interface Development	5,670	3,576	9,246	61%	39%	100%
Data Conversion	1,568	2,352	3,920	40%	60%	100%
Custom Workflow Configuration	1,540	5,144	6,684	23%	77%	100%
Security Configuration	1,888	1,920	3,808	50%	50%	100%
Testing	55,305	33,984	89,289	62%	38%	100%
Training	22,029	16,400	38,429	57%	43%	100%
Documentation	-	-	-	0%	0%	0%
Knowledge Transfer	3,824	3,024	6,848	56%	44%	100%
Enterprise Readiness (Change Management)	15,789	8,432	24,221	65%	35%	100%
Deployment (Roll-out) Support	9,159	4,560	13,719	67%	33%	100%
Post-Implementation Support	11,379	8,336	19,715	58%	42%	100%
Quality Assurance	3,195	982	4,177	76%	24%	100%
Total	187,210	151,742	338,952	55%	45%	100%

Figure 9: 55% of the Sunflower Project workload will be accomplished by State of Kansas employees, with the balance accomplished by Accenture employees.

Staffing Comparisons

Accenture and State of Kansas employees will work side-by-side to accomplish the project objectives. The number of employees contributed by each partner will vary from month-to-month, depending on the project phase, tasks to be accomplished, skills available and required, etc. Note that the number of State FTE's required from February 2010 - June 2010 exceeds 52 due to agency personnel participating in training delivery and user acceptance testing activities.

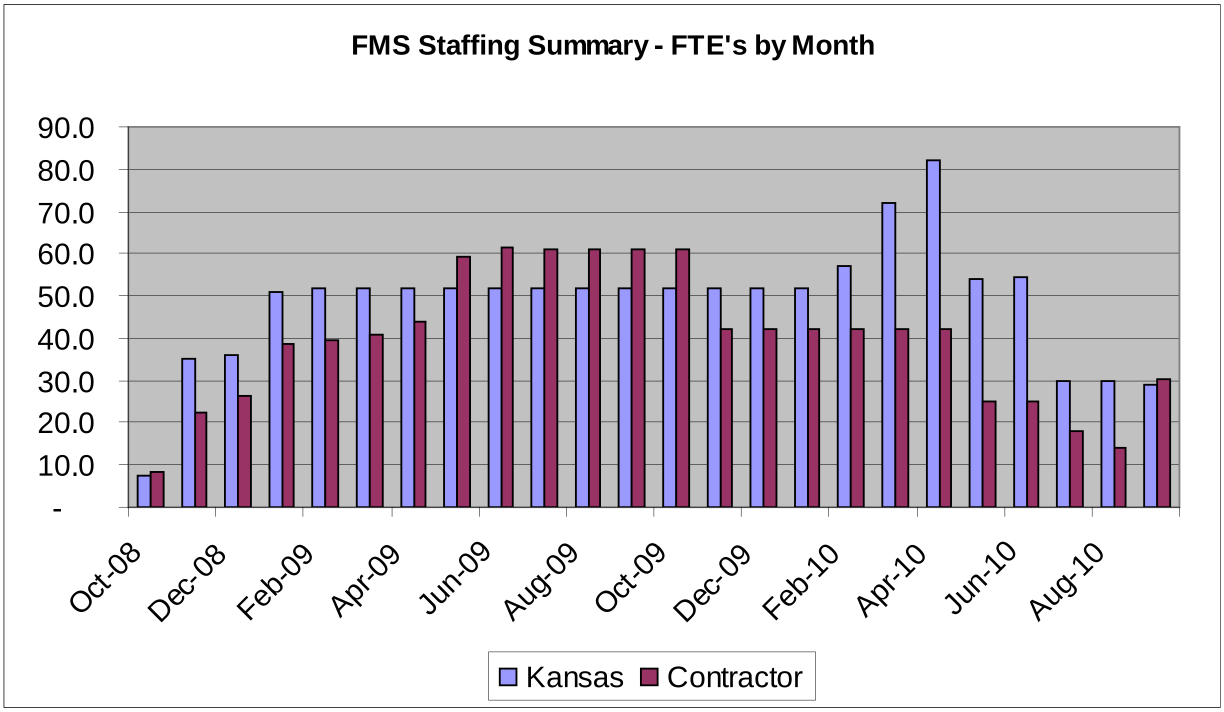

Figure 10: Side-by-side comparison of State of Kansas and Accenture personnel employed on the Sunflower Project.

Sunflower Project Organizational Structure

The Project Director, Deputy Director and Implementation Manager, as well as the Accenture Project Manager, report to the Steering Committee and the Executive Sponsors. Finance, Technical, and Enterprise Readiness teams each have responsibilities to support the implementation. Those responsibilities are described in the Statement of Work.

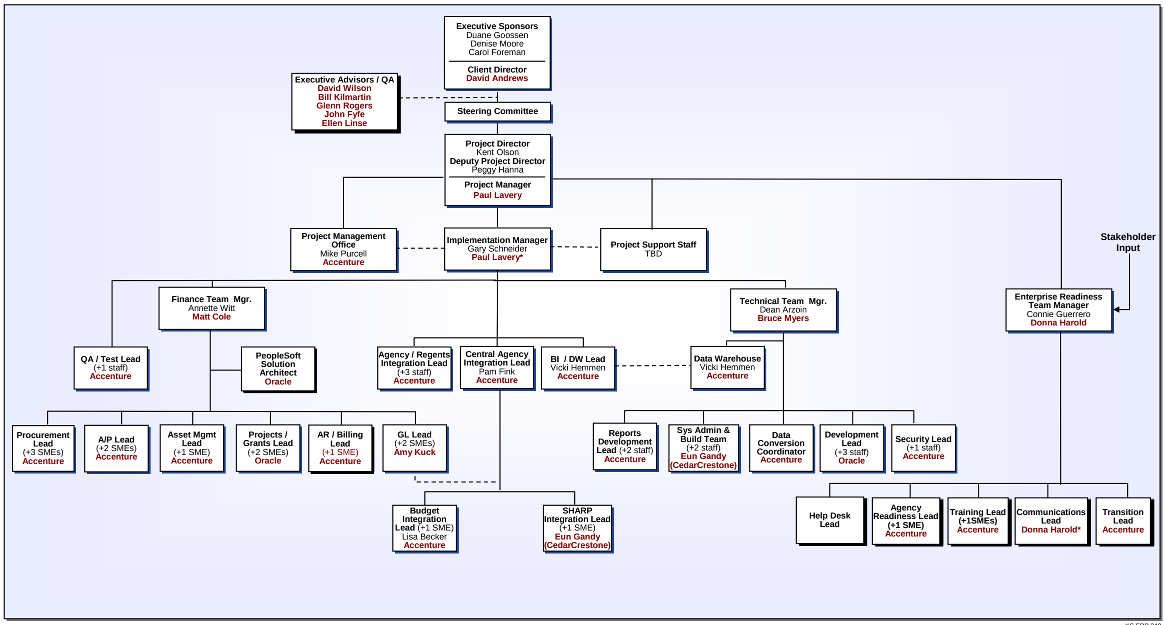

Figure 11: The organizational structure for the Sunflower Project.

Roles and Responsibilities

The Sunflower Project Team and all State agencies share responsibility for a successful project implementation. This section outlines the key responsibilities of the Sunflower Project Team and of State agencies.

Sunflower Project Team

Comprised of State of Kansas employees representing a variety of agencies and consultants from Accenture, Oracle, and Salvaggio, Teal & Associates, the Sunflower Project Team will lead the State's implementation project. The Sunflower Project team's responsibilities include providing information and support to the agencies necessary for their successful transition to the PeopleSoft Financial Management v9.0 product.

Project Planning

The Sunflower Project Team will manage the overall project through the Project Management Office (PMO). The PMO will maintain the master Project Plan. Throughout the Analysis and Planning phases, the Project team will provide agencies opportunities to discuss their needs and expectations for the FMS via Business Process Workshops (BPWs), Conference Room Pilots (CRPs), and the like. The Sunflower Project team is responsible to analyze and develop business processes.

Quality Assurance

The Sunflower Project team is responsible to configure the FMS and modify those configurations as necessary. The Project team will create and provide platforms and technical support for agency Quality Assurance Activities.

Interface Development

The Sunflower Project team is responsible for the design, configuration, and testing of the central and agency system interfaces. This includes requirements validation, functional and technical design processes, build and unit test, and system test. The Sunflower Project team will develop the platform for testing interfaces. The Project team will also provide agencies with technical advice, standards, and tools for interfaces. As required, especially by smaller agencies, the team will offer technical support for interface development.

Data Conversion

The Sunflower Project team is responsible to design, configure, and test the central and agency system data conversion programs. This includes requirements validation, functional and technical design processes, build and unit test, and mock conversion testing. The Project team will develop the platform for testing conversion. The Project team will also provide agencies with technical advice, standards, and tools for conversion. As required, especially by smaller agencies, the team will offer technical support for data conversion.

Report Development

The Sunflower Project team will design, configure, and test the data warehouse and reports. Their tasks include requirements validation, functional and technical design, build and unit test, and system testing.

State Agencies

Project Planning

The Project Plan includes summary level activities for agencies. Specifically, those agencies that will interface with the FMS will develop detailed project plans and appoint a project manager. These plans should tie into the overall project plan at several points, such as assuring the interface and data conversion standards. The request for agency plans and key milestones will come from the Project Management Office (PMO) in November 2008 and plans should be returned to the PMO in early December 2008. Agencies will submit monthly status reports, detailing their progress.

Quality Assurance

Agency CIOs, in coordination with the Quality Assurance team, ensure the minimum level of QA for data entered into the FMS and the data warehouse. The QA team will assist agencies that need support through test script templates, test plan outlines, and training. Agencies should make appropriate personnel available for training as it becomes available.

Agencies will overview their processes for requirement tracking, testing procedures and tools, defect tracking tools, and testing resources. They will also share best practices with each other.

Interface Development

Within two weeks of the publishing of interface standards—perhaps in early March 2009—agencies will be able to use an interface testing environment to develop and test their interfaces. Agencies' project plans will include interface development and testing. They should make the appropriate personnel available to attend workshops on topics such as interface development and using the test environment.

Data Conversion

Also as part of the agencies' project plans, agencies may begin the data mapping process within 3 weeks of the publication of data conversion standards. Agencies will have access to data conversion environments within 3 weeks of the publication of data conversion standards. They may attend workshops on data conversion standards, processes for providing files for loading, and reviewing converted and cleansed data.

Inconsistency in usage of the index chart field in STARS among or even within agencies may make this process laborious for some agencies. The process will require the use of the agencies' functional Subject Matter Experts to conduct any required data cleanup and ensure the accuracy of converted data. Agencies may access technical and functional support from Sunflower Project Team members. They should also make the appropriate personnel available for relevant workshops on data conversion standards and processes.

Report Development

Agencies will develop any agency-specific reports for needs that cannot be met using the global reports or reusable queries. They will use a development environment made available to them for the purpose of developing and testing reports. Any agency reports needed for user acceptance testing should be included in the agency project plans. They should make appropriate personnel available to attend workshops on reporting tools and on specifics of the data warehouse.

Quality Control and Quality Assurance

The Sunflower Project will develop a Quality Assurance Plan (QAP) to provide a broad overall framework for implementing quality management on the Sunflower Project to ensure successful project execution. The audience of the QAP is the project stakeholders and the project team members. The plan will cover the complete life cycle of the Sunflower Project.

The Quality Assurance team will ensure that the system is configured and developed with all functional and technical requirements. The Quality Assurance Team's role is to develop, establish, and enforce quality assurance standards and measures for the Sunflower Project while applying established metrics to determine readiness, quality, and operability of the FMS. The QA team will help validate Sunflower Project performance by enforcing quality assurance measures and testing standards for the Sunflower Project as well as overseeing testing activities across the project.

This QAP will outline the quality control (QC), quality assurance (QA) and continuous process improvement for the Sunflower Project to provide a foundation on which the project deliverables will be built to meet the expectations and needs of the project. The QAP will outline the various roles and responsibilities of the team in managing the project's quality processes and ensuring they are implemented and followed. In addition, the QAP will list the quality planning tools and techniques to be used on the Sunflower Project and the process for ensuring the project adheres to the Project Standards and Controls, Issue Tracking, Risk Management and Change Control procedures.

Quality Assurance

Our project approach to Quality Assurance includes:

Planning for Quality:

The best approach to quality is Prevention, which on the Sunflower Project will be accomplished by combining leading industry practices with internal proprietary practices that provide standard quality methodologies and performance metrics. Tools to evaluate quality and monitor performance with processes that help to provide an early warning/detection system to identify and address issues, along with quality reviews through the lifecycle of the project. Our approach includes layers of quality review, compliance with CMMI Maturity Level 4, client satisfaction surveys and adherence to quality guidelines and standards.

Establishing the Quality Assurance Framework:

The Quality Assurance Plan (QAP) used by the Sunflower Project will ensure that appropriate methodologies, standards, procedures, and guidelines are implemented, with full management support, and that the Sunflower Project team is made aware of their importance and trained in their use. This QAP, along with the other project standards, controls and process work products and deliverables establish and document the framework for quality assurance. The Project Leadership Team and Quality Assurance Team will perform the quality assurance activities described later in this document and ensure the project team adheres to the framework.

Perform Quality Control Activities:

The Sunflower Project Quality Assurance Plan will ensure that quality is measured, monitored and defects identified, along with performing appropriate corrective actions. The Sunflower Project Issue Resolution process identified in the Project Decision Making document will measure and track issues, defects and resolutions. Project risk management is another important quality control activity. Accenture shall, in consultation with the State Management Team, develop and maintain a Risk Management Plan which shall include a Risk Tracking Document. The Risk Management Plan shall identify key risk elements and rank these risks based on probability of occurrence and impact should the risk element be realized. The Plan shall also include mitigation measures to monitor identified risks. Using these measures, Accenture shall update the Risk Tracking Document to report on the status of identified risks and any proposed or implemented risk mitigation activities. The updated Risk Tracking Document shall be included as a subsection of the monthly status report, unless a risk element occurs, in which case it shall be reflected in the updated risk tracking document which shall be provided as part of the weekly status report. A Risk Management Strategy is included as Appendix A in this document to supplement the State's initial risk analysis as a way of tracking and managing risks during the project.

Implementing Corrective Actions & Process Improvement:

The Sunflower Project Quality Assurance Plan will ensure that identified faults are rectified, and that the chance of recurrence is minimized. Corrective actions address the root cause of the identified fault to design quality into the process, and may include updating the quality control activities when appropriate to better identify faults. Where faults are found in design approaches, specifications or final developments and configurations they will be corrected and the root cause researched to ensure a complete resolution. As part of an ongoing philosophy of process improvement, where appropriate, processes and procedures will be modified to prevent future faults of a similar nature. Corrective actions may include document templates, training activities, communications to users, and other non-system related activities and should not be assumed to simply include correcting system code defects.

The activities identified in the Planning for Quality and the Establishing the Quality Assurance Framework sections of this document need to be performed on a regular basis, and the performance of these activities monitored and managed by the Project Management team. To ensure the Quality Control Activities are being performed, and are resulting in reduced defects and work products that better satisfy the identified needs of the project, the metrics gathered in the performance of the activities need to be tracked and monitored.

The open issues log in the FMS Monthly Status Report will be a key project quality measurement. The number of open issues will be monitored, as well as the rate at which the issues are resolved. The number of open issues is a gauge to how much work is outstanding in the implementation that is not accounted for in the project schedule. The rate at which the issues are resolved gauges the efficiency of the team at working the issues. If the resolution rate decreases, or the total number of issues increases or stays at a high level, then possibly additional resources will be needed to address the issues and keep the project on schedule. The priority level of the issues will also be monitored as a high number of high priority issues might signal the need for risk mitigation activities as high priority issues by definition impact the success of the project.

Another metric which will be used and tracked during the Build Phase are the System Investigation Requests (SIRs) completed and outstanding, a measure of how well the project is progressing through the identified development requirements for Reports, Conversions and Interfaces. During the Build Phase response time and throughput metrics will be reviewed during Performance Testing to ensure the systems are performing satisfactorily.

During the test phase, the QA team will execute the test scripts based on the test conditions and cycles. Test cycles will build upon each other in functionality and complexity. During test execution, SIRs will be identified and assigned a priority with the goal being that the high priority SIRs be corrected prior to the next test cycle.

To ensure the project's quality processes are implemented and followed, roles and responsibilities have been defined and assigned to project team members. While everyone plays an important role in ensuring the project and the products and services delivered are of the highest quality, the Project Manager and the Sunflower Project Team Managers are responsible for designing, maintaining and managing the project quality processes.

Independent Verification and Validation (IV&V)

Beginning in February 2009, an Independent Verification and Validation (IV&V) Vendor will perform five quarterly assessments of Project status and present an objective assessment of project "health" and key findings to the project's KITO Office and Project Director. During each quarterly assessment the IV&V Vendor will be on-site at the project for three or four days to gather information.

IV&V Sources of Information

The IV&V Vendor will gather and analyze information from the following sources:

- Interviews with Executive Sponsors, project management, other project team members, agency personnel and the Systems Integrator.
- Review of project documentation including project schedules and updates, status reports, decision documents, deliverables, change logs, risk assessments, etc.

IV&V Deliverables

Within five business days following each quarterly site visit, the IV&V Vendor will submit to the Director of the Kansas Information Technology Office (KITO) and the Kansas Sunflower Project Director an assessment report that identifies issues that currently have, or may have, an adverse affect on the Project's scope, cost, schedule, quality or resources. The report will also identify positive aspects of the Project's progress. Within five business days following receipt of these reports, the Kansas Sunflower Project Director will submit comments to the Director of KITO and to the IV&V Vendor. Such comments will be incorporated into the assessment report.

Risks, Assumptions, and Constraints

Every large project undertaken has associated risks and the Sunflower Project is no exception. Project risks are uncertainties, liabilities or vulnerabilities that may cause a system implementation project to deviate from the defined plan and affect scope, cost, schedule and quality. The combined project team (State and Accenture) will develop and maintain a Risk Management Plan as outlined in the *Project Management Procedures* (Deliverable #3). The Plan will identify key risk elements and rank these risks based on probability of occurrence and impact should the risk element be realized. The Plan shall also include mitigation measures to monitor identified risks. Using these measures, the Accenture shall update the status of identified risks and any proposed or implemented risk mitigation activities in their weekly and monthly project status reports.

Project risks identified at the beginning of the Sunflower Project, and associated mitigation and monitoring activities, are presented in the table below.

Assumption	Potential Risk if Assumption Proves True/False	Impact if Risk is Realized
Agencies say they are "on-board" – lacking leadership, participation (e.g. CRPs), resources, follow-through, willing to retire their systems, etc.	Systems do not get retired; Staff does receive adequate training	Agencies are not "ready" for go-live which prevents them from executing business processes and impacts productivity and mission accomplishment
Accenture staff has the necessary expertise to make this project successful	Accenture's consulting staff are inexperienced in PeopleSoft and/or have weak consulting or communication skills	State team members (who will be the majority of the post go-live support organization) will not acquire the requisite knowledge to support system users across the State
Sufficient and appropriate training will be available to State team members to gain sufficient knowledge of PS	Limits participation in an contribution to CRPs, requirements analysis and foundation design decisions	State team members may not feel comfortable with their contribution to, and role on, the project
State project team members will see the project through to completion	Turnover in State project staff will result in loss of the investment in training and knowledge transfer	Inefficiencies and possible delays in completing tasks and possibly meeting key deliverables and milestones
Accenture project team members will see the project through to completion	Turnover in Accenture project staff will result in loss of knowledge gained about KS, the project, team relationships, etc.	Inefficiencies and possible delays in completing tasks and possibly meeting key deliverables and milestones
There will be adequate project staff to address all	Need for other team members to work longer hours per	Could result in fatigue/ burnout which could impact turnover

Assumption	Potential Risk if Assumption Proves True/False	Impact if Risk is Realized
project scope	week	which could impact quality and the schedule
State will be able to replace team members that leave the project	Positions do not get filled on-time	Discontinuity in staff; inadequate resources causes delays or impacts quality
Steering Committee and Executive Sponsors will support and enforce the use of the system and retiring of shadow systems	Requests for agency-specific customizations and non-standard use of the system	Project scope or complexity increases by SC and/or Sponsors caving into agency requests
There will be adequate support to change KSAs and KARs	If statutes, regulations, policies and procedures cannot be changed then alternative approaches to meet these requirements will have to be identified, vetted and implemented	Non value-added work-arounds or software customizations may be needed to execute business processes in compliance with KSAs and KARs
The project team will have done "homework" to understand agency needs and interests	Agency requirements are more extensive and specialized than expected	Standard best business practices embodied in the software will not meet agency requirements requiring specialized configuration or customization
CIOs and CFOs will communicate about this project to their entire organization	Lack of "trickle down" communication	Agency personnel will have inadequate knowledge of the project and their roles and responsibilities
Sufficient agency staff will volunteer to train end-users	Inadequate number of training instructors for the volume of training	Insufficient number of training classes results in agency personnel with inadequate knowledge of the system and how to perform their jobs using the new FMS
Project team members will provide each other what they need to do their work	Decisions made with insufficient knowledge	Wrong decisions are made resulting in sub-standard solution which cannot be changed or re-work is required which could impact the project schedule
Funding for the project will be adequate	This is a constraint, i.e. it is beyond the control of project team members	
Customizations are "guilty" until proven "innocent"	Too many requests for customizations cause inordinate amount of time to	Time spent evaluating many customizations will impact resources and time available to

Assumption	Potential Risk if Assumption Proves True/False	Impact if Risk is Realized
	be spent evaluating customizations	implement core functionality via standard configuration
The project infrastructure will be stable and IT support will be available w/o delays	Project team will experience significant downtime (network access, PCs)	Significant downtime will have to be made-up via additional working hours; this could affect productivity, morale and impact the schedule
With all of the team training and holidays teams will be able to complete their January deliverables	Inadequate time for State team members to contribute to key deliverables	Lack of "ownership" of key deliverables early in the project may lead to disenfranchisement

Communications

Website

The Sunflower Project website at www.da.ks.gov/ar/fms/ details current, historical, and forecasted information about the Sunflower Project. Meeting agendae and minutes are available, as are presentations from various meetings and newsletters.

Listserv

Persons wishing to participate in the Sunflower Project Listserv can subscribe at www.da.ks.gov/ar/fms/ This listserv will discuss topics relevant to the Sunflower Project**.**

E-mail

The Sunflower Project created a project e-mail inbox. The email address sunflowerfms@da.ks.gov is checked daily, and is a place all Sunflower Project stakeholders can use to contact the Project team with questions or to receive help.

Change Agent Network

Agencies have named primary contacts for the Sunflower Project as well as contacts for training, technical areas, and subject matter experts for various activities such as grants, accounts receivable, general ledger, etc. These individuals comprise a "Change Agent Network" that the Project uses to communicate critical information to agencies and their users.

Newsletter

The Sunflower Project Team will produce a bi-monthly newsletter to keep end users and other interested parties up-to-date on the latest news and activities surrounding the Sunflower Project. The newsletter will include the following consistent content areas:

- Key Milestones – Provides a snapshot of the most recent project activities and successes
- Agency Readiness – A section devoted to communicating and ensuring agency readiness
- Glossary – Utilized to introduce new or updated terminology
- Training / Testing Update – A consistent article used to share the latest training/testing efforts
- Talking Points – Concise statements explaining project decisions and process changes that may affect agency policies and/or procedures