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Improving efficiency, management decision-making, transparency, and customer service for the State of Kansas

SMART
Statewide Management, Accounting and Reporting Tool

FINANCE DECISIONS RELEASED

Sunflower Project Clarifies Chart of Accounts, Encumbrances, Interfunds, and Autonumbering

Finance decisions included input from agency workshops.

The Sunflower Project announced several decisions for the Statewide Management, Accounting and Reporting Tool (SMART). These include finalization of the Chart of Accounts, how agencies will use SMART to manage encumbrances and interfunds, and autonumbering of SMART transactions.

CHART OF ACCOUNTS

The Sunflower Project published the new Chart of Accounts structure for SMART in April, and posted it on the SMART website at http://da.ks.gov/smart/documents/smart_chartofaccounts_20090409.xls

The publication of this document was the culmination of a series of conversations, workgroups, surveys, Conference Room Pilots, and other meetings that started in March 2008 between project team members and agency representatives.

ENCUMBRANCES

Annette Witt, Kansas Finance Team Manager, pointed out a recent decision on handling encumbrances in SMART. Agencies will use Purchase Orders for encumbrances where the vendor is known, generally for purchases against Statewide contracts and purchases required to be processed via the Division of Purchases. These encumbrances will then be reduced or liquidated as the vendors are paid. Agencies may also record a "blanket" encumbrance at fiscal year-end using the General Ledger, where vendors are not yet identified. This process will be similar to the STARS DA118 encumbrance process currently used.

(cont., p. 7)

SHARED SERVICES CENTER PLANNED

Center Will Assist Agencies With Few Employees, Transactions

The Statewide Management, Accounting and Reporting Tool (SMART) post go-live support organization will include a "shared services center." This center will process transactions for participating agencies.

Agencies who qualify to be part of the shared services center include those with some or all of the following characteristics:

- Department of Administration currently processes transactions
- low headcounts
- low transactional volume
- an expressed desire to participate.

Connie Guerrero, Kansas Enterprise Readiness Manager, said a similar approach was adopted when SHARP originally went live.

Benefits to agencies that take advantage of the shared services center will include a lower burden of pre-implementation training. Participating agencies can also use the center for a period of time after go-live, allowing them to complete their employees' training after SMART is operational. They can then transition to use of SMART over time.

Another option agencies might choose would be to use the shared service center for a portion of their agency's transactions.

Agencies interested in the shared services center should contact the project at Sunflowerfms@da.ks.gov. The project will reach out to those agencies soon to confirm their level of participation. The project is also working to determine the shared services center rate structure.

PEGGY'S PERSPECTIVES

A Message From Sunflower Project Leadership

It hardly seems possible—the Sunflower Project is barely a year away from go-live. On July 1, 2010 we will flip the switch, and the Statewide Management, Accounting and Reporting Tool (SMART) will be up and running. If only we could blink our eyes, nod our heads, and all the work would be done! Unfortunately, it isn't going to be that easy.

As we enter the build phase, the project is using all the information we've gathered (and continue to gather!) from our Conference Room Pilots, surveys, agency tasks, and agency visits to tailor Oracle's PeopleSoft Financials system into Kansas's new financial management system, SMART.

But, we still have a lot of ground to cover before we can move into the Test & Deploy Phase in November. The pace of information transfer will increase—both information we provide to you, and information we ask you to provide us.

Our risks are manageable, and each of you plays an important part in that management.

The last Independent Verification & Validation (IV&V) report we commissioned noted that we are still on target with our scope, our budget, and our schedule. They also pointed out—as they did in their first report—that our scope is immense and represents one of the project's greatest risks.

That risk is manageable, though, and each of you plays an important part in managing it with us. As we transform PeopleSoft Financials into SMART, we need you to help us by continuing to participate in workshops, complete your tasks, and prepare to convert your agency's data from existing systems to SMART. We know it's a tall order, but in order to be ready for testing in November we have to accomplish it all.

Most importantly, if your agency is facing difficulty in completing its tasks, please let us know. Together, we will help you find solutions so we can all be successful.

Peggy Hanna is the Sunflower Project Deputy Director

SUNFLOWER PROJECT WORKSHOPS

Technical and Finance Teams Facilitate Agency Workshops and Meetings

Recent workshops and walkthroughs have been providing agencies with more information about the Statewide Management, Accounting and Reporting Tool (SMART). The Sunflower Project's Technical Team has offered workshops and walkthroughs on both interfaces and data conversions, while the Finance Team has sponsored Configuration Workshops.

"We had a list of things we wanted to provide agencies with at these workshops," Dean Arzoian, Sunflower Project Technical Manager recently said. "We wanted to provide standards for interfacing existing agency systems with SMART, standards for data conversions, file layouts for

Sunflower Project meetings exchange information between agencies and the project.

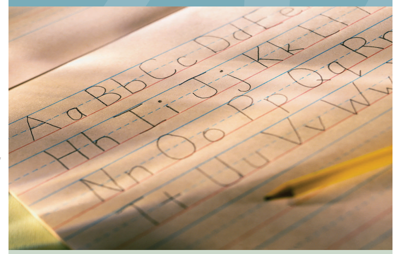
both interfaces and conversions, understanding of the project's timelines, and, perhaps most importantly, with a contact point to get the latest, most up-to-date information and decisions about the project."

In addition to the Interface and Conversion Workshops, the Technical Team sponsored a series of walkthroughs. "The walkthroughs are more casual and geared to more interaction between the agencies and the Sunflower Project Team," said Arzoian. "Where the workshops provide overviews and high-level information, the walkthroughs provide more detail-level information."

(cont., p. 4)

GLOSSARY:

This section features acronyms or specific terms you should know. Here are some, in addition to those listed here last time. Check out the full list at http://da.ks.gov/smart/



- Sunflower Project: The multi-agency effort and centralized organization designed to implement a statewide Financial Management System (FMS).
- Financial Management System (FMS): An integrated information system that can collect, process, maintain, transmit, and report data about financial events; supports financial planning or budgeting activities; accumulates and reports cost information; and/or supports the preparation of financial statements.
- SMART: The Statewide Management, Accounting and Reporting Tool. SMART is the FMS the Sunflower Project is implementing to go live on July 1, 2010.
- PeopleSoft Financials: A configurable, off-the-shelf application composed of multiple modules (such as General Ledger, Accounts Payable, etc.) that is the foundation of SMART. The Statewide Human Resource and Payroll System (SHARP) is based on the PeopleSoft Human Resource Management System.

INTERFUNDS PROCESSING IN SMART

SMART Will Be Customized to Approximate SOKI Functionality

After analysis of alternate designs, the Sunflower Project has made a decision on how SMART will support inter-agency transactions, commonly referred to as "interfunds." Agencies currently process interfunds using the SOKI system.

The SOKI interfund system is a well designed application with very user-friendly processes. Most agencies, and hundreds of agencies' fiscal staff, use it on a daily basis. In fact, last year SOKI processed over 231,000 interfund transaction lines totaling almost $3,000,000,000! Replicating SOKI capabilities in SMART is a tough act to follow…

During pre-implementation, central and agency personnel identified over 60 requirements for interfund processing. To meet these requirements, the Sunflower Project considered four alternatives:

- Use PeopleSoft's delivered accounts payable and accounts receivables modules and make no customizations
- Use the PeopleSoft general ledger module to transfer funds across agencies
- Make customizations to PeopleSoft to replicate SOKI functionality as close as possible
- Use an inter-unit transfer customization developed by the University of Kansas for their PeopleSoft financial system

After considering the impact on agency users and A&R, the cost and meeting the requirements, the project decided to customize PeopleSoft and attempt to replicate SOKI functionality.

Ultimately it came down to providing agency fiscal staff with a user-friendly solution. In support of this decision, Sunflower Project Director Kent Olson stated "With this many end users, transaction volume and dollars that flow through the interfund process this is a wise investment. The project team has done a good job of minimizing modifications to the base PeopleSoft application, but sometimes it just makes sense to modify the system. This is an investment in SMART, but it is also an investment for agencies' fiscal staff."

Generally speaking—and as shown in the figure on the right—when a business process involves a high number of transactions and a large population of users customizations make sense.

The SOKI replacement solution uses the PeopleSoft Accounts Payables (AP) and Accounts Receivables (AR) modules as well as other delivered PeopleSoft processes such as encumbrances and budget checking. However, interfund payments are different than other payments that will be made through SMART in that warrants/checks are not generated; funds are transferred within SMART from one agency to another. Some of the key custom features and functionality of the SOKI replacement solution include:

- Linking both sides of the interfund transactions and enabling agencies to view both sides of the transaction.
- Posting both sides of the interfund transaction simultaneously.
- Allowing each agency to control and approve their side of the transaction.
- Enabling eliminations, i.e. netting interagency revenues and expenditure, so as not to inflate net State financial activity.
- Providing notifications when one party in the transaction has completed their side.
- Enabling interfund transactions to be entered either on-line, through an interface or via a spreadsheet upload.

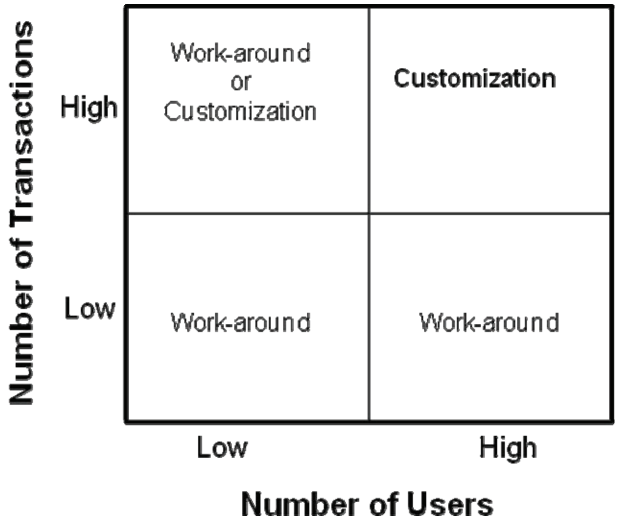


Figure 1: Customization is warranted in situations where a high number of users make a high number of transactions.

The solution will include two new pages. An interfund homepage will provide the means to initiate interfunds and to link the transactions for end-users. Also, an interfund Search page will enable agencies to identify a specific interfund and complete their side of the transaction.

The same security for AP and AR will be used by agencies to restrict access to the interfund process.

Many agencies will interface interfund transactions into SMART. For these agencies the existing interfaces (INF02 – Voucher Load) and (INF43 – Deposit Spreadsheet upload and INF44 – Deposit Interface) will be used. An additional value to denote an interfund transaction will be defined for coding an existing field on these interface layouts, i.e., Origin code on INF02 and Deposit Type on INF43 and INF44. However, this should be a minor impact to agencies' interface design and development activities. An important note: only the first side of the transaction will be able to be interfaced into SMART. Posting the other side of the transaction will require on-line entry which is similar to the way SOKI works today. Interfacing agencies stay tuned…

TRAINER RECRUITMENT

With the July 1, 2010 go-live date barely a year away, the Sunflower Project Training Team has begun recruiting the trainers that will provide Statewide Management, Accounting and Reporting Tool (SMART) users the skills they need to successfully use the system.

"26 of our 43 training courses for this implementation will be instructor-led," said Gina Vinyard, State of Kansas Training Lead. "These courses will be conducted in a computer lab with walkthroughs and activities in a training database."

Vinyard's counterpart, Accenture Training Lead Emilie Kroner, noted "the skills estimate we conducted last fall indicates we need over 13 labs running everyday for 12 weeks solid to get everyone trained. To ensure that every agency staff member who will use SMART is fully trained, we need approximately 60 trainers. Current State employees who become trainers for SMART will take the expertise they gain by conducting training back to their agencies."

> Trainers for SMART will take expertise back to their agencies.
>
> EMILIE KRONER

Vinyard and Kroner said the project is looking for trainers who are experienced speakers, whether in formal presentation settings or through conducting on-the-job training, can learn quickly, are comfortable explaining concepts, understand current business practices in their areas of expertise, and are persons their agency wants to become SMART subject matter experts.

Trainers for SMART will attend pilot training for the courses they will teach in February, 2010. They will also attend a train-the-trainer workshop and practice training part of their courses in March. The trainers will then train a minimum of 12 working days sometime between April and June 2010.

For more information on becoming a trainer for SMART, contact Gina Vinyard at gina.vinyard@da.ks.gov.

WORKSHOPS *(CONT FROM P. 2.)*

"From the project's perspective, we got a lot of feedback and questions from the agencies in these sessions. We've walked away from these sessions with a better appreciation of the agencies' concerns and needs."

One of the results of that appreciation, Arzoian said, is the addition of monthly technical meetings. "We want to continue communicating with agencies," he said. "We want to understand and address their concerns about completing their work."

> The project is getting great benefits from the workshops.
>
> BRETT BAUER

The Finance Team is also conducting workshops. The Configuration Workshops, currently underway, allow agencies to provide input into how SMART will be configured.

"In addition to providing input, agencies are getting more information on how the system works," Kathy Lewis, State of Kansas Projects and Grants Lead said. "This will let them begin planning how they can set up their projects in the system in the way that works best for them."

"Agencies are also learning more about the SMART chart of accounts, which lets them define some of the values that form the foundation necessary to meet their budgeting and reporting needs" added Brett Bauer, Kansas General Ledger Lead.

"The project is getting great benefits from the Configuration Workshops. Agencies are providing us the configuration information we need to set up the system, and we're identifying chartfield values and tree structures for Department ID and Program," Bauer said.

Agencies may receive configuration tasks in conjunction with the workshops, which they complete and return to the project. Lewis said "Completing this task should help agencies come up with ideas on how to structure their projects and project-related transactions." In addition, agencies will receive some "stand-alone" tasks that do not accompany workshops.

The Finance Team will conduct additional workshops, Bauer and Lewis said. Agency Contacts will be notified of the dates and times as they become avail-

AGENCY CHANGE AGENTS

The Sunflower Project website lists the Change Agents for each agency. Find it by pointing your browser to: http://da.ks.gov/smart/

UPCOMING DATES:

Things that will happen soon

- June through October 2009: Various Configuration Tasks
- June through August 2009: Allocation Meetings
- July 14: Monthly Interface Meeting
- July 22: Monthly Data Conversion Meeting
- August 12: Change Agent Network Meeting #4
- August 18: Monthly Interface Meeting
- August 17-October 15: Business Process Workshops
- August 26: Monthly Data Conversion Meeting
- September 30: Change Agent Network Meeting #5

MEET THE CONVERSION & INTERFACE TEAM:

Dean Arzoian, Bruce Myers, Fred Barnes, Zack Keys, Jenny Brately, Nate Hill, Ed Payne, and Kurt Meisner

Two essential activities in implementing the Statewide Management, Accounting and Reporting Tool (SMART) are conversion of data that currently exists in agency systems and STARS, and interfaces between the few systems that will continue past the go-live date on July 1, 2010. The team that will ensure these features are ready is headed by Dean Arzoian, State of Kansas Technical Team Manager, and Bruce Myers, Accenture Technical Team Manager. Also on the team are Zack Keys, Accenture Team Lead; Fred Barnes, State of Kansas Team Lead; Kurt Meisner, Jenny Brately, and Nate Hill, Accenture Team Members; and Ed Payne, State of Kansas Team Member.

Dean Arzoian and Bruce Myers

As Technical Team Managers, Arzoian and Myers share the responsibilities of balancing, juggling, and coordinating the technical architecture, security, reports, and development activies for the Sunflower Project.

The Interface & Conversion Team members are ensuring appropriate agency data will be available after go-live through data conversions and by creating interfaces between SMART and the agency systems that will remain.

These duties are not unfamiliar to them—before coming to the Project, Arzoian was the Project Manager for PeopleSoft Financials at the University of Kansas Medical Center. There, he was active in implementing PeopleSoft Financials version 6 in 1999, and participated in the 2002 upgrade to versions 7.5 and the 2008 upgrade to 8.9.

"I was attracted to the Sunflower Project as an opportunity to work on another PeopleSoft implementation. I really enjoy implementing new software. I was also attracted to this project based on its size and scope."

Myers' background is similar. "I've been working for Accenture for 12 years," he said, "implementing PeopleSoft for state and local governments, higher education institutions, and private sector businesses. Several years ago, I served as a conversion expert/technical architect for the State of Kansas' upgrade of its SHARP system from version 7 to version 8."

> The best part of my job is applying my experience while learning something new every day.
>
> BRUCE MYERS

Both managers said they enjoy the challenge of projects like Sunflower. "The best part of the job is the ability to apply my experience, while also learning something new every day. The job is many things, but rarely boring," Myers said.

Arzoian agreed. "I enjoy working through the varied challenges with a group of people attacking and overcoming the challenges we face. It's amazing how much enthusiasm and energy everyone has brought to this project."

Fred Barnes

Another team member with plenty of experience with PeopleSoft Financials—and just starting with the project the first week of June—is Fred Barnes. "I was a technical consultant on Accounts Payable and General Ledger for a large financial institution just before coming to the project," Barnes said. "Before that, I worked at Sprint for 18 years on all aspects of their system. I was a developer, then became a project lead on PeopleSoft Financials and Supply Chain Modules."

Ed Payne

Ed Payne describes his work as "coordinating the transmittal of Conversion and Interface information between the project and State agencies." Payne came to the Project from the University of Kansas, where he worked with "middle-ware" and departmental systems as a Java Programmer. Previously, Payne has worked with the Department of Revenue on its Project 2000 imaging system, on KU's PeopleSoft Financials implementation, and even was once a Technical Illustrator working on the space shuttle program. Asked about what brought him to the Sunflower Project, he said "I think I just like big projects!"

Zack Keys

Zack Keys has worked with PeopleSoft Financials both in his current role with Accenture and in previous employment with BearingPoint, a management and technology consulting company. He has led financial module teams, system test and user acceptance teams, and functional teams. "One especially satisfying project was when I got to participate in implementing a custom solution for the Energy Policy Act of 2005," said Keys. "I'm excited to be part of the Sunflower Project because of the quality of the team members here. And it's not too far from home," he added.

Keys noted that he is enjoying the local scene in Topeka, citing a fishing expedition with another Sunflower Project team member and regular trips to Bobo's Drive-In for burgers.

Kurt Meisner

Kurt Meisner came to the project after working on an implementation for the State of Ohio. He cites the challenge of implementing such a large scale, state-of-the-art system for Kansas as one of the things that attracted him to this project. "I am really enjoying working on a project where I am involved with both the functional and technical resources.

(*cont. on p. 6)*

CONVERSION & INTERFACE TEAM *(cont. from p. 5)*

"I like seeing how the system develops on both sides," Meisner said.

It is clear that Meisner has a passion for interface work. "At Ohio, I was a member of the interface team designing, building, and testing interfaces," Meisner said. "I personally liked doing the build work and participating in the overall creation of their new system."

Jenny Brately

Jenny Brately started in early June with Barnes. Like Meisner, Brately worked with the State of Ohio implementation. "I had a couple of different roles in my time on the project," she said, "but most recently there I was the Asset Management Lead. There was never a dull moment! In projects of this scope, there are always many challenges to overcome. That certainly keeps things interesting." Brately said most of her project work has occurred with large-scale PeopleSoft Financials and supply chain implementations, primarily for Federal and state government entities. She said she is glad to be with the State of Kansas Sunflower Project because "I'm looking forward to working with many of the different teams on the project and helping them to meet their conversion needs."

SMART Scope and Legacy

Each team member communicates a keen awareness of the Sunflower Project's scope. "This is a best-of-breed solution we're installing for the State of Kansas," said Keys. "Its use of the selected PeopleSoft modules combined with customizations where needed will provide long-term benefits for the State."

Payne expressed it this way: "When this project ends, we will leave behind the next generation of financial management for the State of Kansas. This will be the beginning of a whole new approach to how we do business in Kansas."

"The main system being replaced by this project, STARS, has been around for nearly 20 years," Myers pointed out. "The new system will likely be around, in one form or another, for a similar length of time. But in a short time after go-live, some things that are impossible now will become commonplace. The ability to produce an accurate inventory of assets for the State, for example. The legacy this will leave will be one of improved service to the stakeholders, and improved integration to the State's other major central system, SHARP.

"This project will change the way Kansas processes information for many years. Once we utilize the full extent of the Data Warehouse's capabilities, there will be tremendous opportunity to leverage it for improving efficiencies and making good business decisions," Arzoian added.

High-Level Project Timeline and Agency-Related Activities

Plan & Analyze Oct '08—Dec '08	Design Jan '09—Apr '09	Build May '09—Oct '09	Test & Deploy Nov '09—Jun '10	Support Jul '10—On
• Host Project Kickoff • Launch Website • Identify Agency Contacts • Conduct Conference Room Pilots • Publish Project Charter • Complete Agency Skills Assessment • Launch Project Newsletter DONE!!	• Conduct Agency Introduction Meetings • Launch Change Agent Network • Conduct Budget Structure Workshops • Conduct Interface Workshops • Distribute Initial Agency Readiness Assessment • Design Agency Interface • Create Agency Conversion Strategy • Design Training Curriculum DONE!	• Conduct Change Agent Meetings • Conduct Configuration Workshops • Conduct Conversion Workshops • Conduct Business Process Workshops • Distribute Agency Readiness Assessments • Modify System • Adjust Agency Interfaces • Clean Up Data • Build Data Conversion Processes • Build Training Courses IN PROCESS	• Conduct Change Agent Meetings • Conduct Role Mapping Workshops • Pilot Training Curriculum • Conduct Train-the-Trainer Programs • Train End-Users • Distribute Agency Readiness Assessments • Plan Cutover • Test Agency Interfaces • Test and Load Data for Conversions • Reconcile Data • Establish Help Desk • Perform User Acceptance Testing • Validate System • Cutover to New System: July 1, 2010	• Support Production • Respond to Agency Feedback • Decommission Redundant Agency Systems

FINANCE DECISIONS RELEASED

(cont from p. 1)

Agencies will reduce the General Ledger (GL) encumbrances using journal entries as the vendors are identified, create a Purchase Order (PO) encumbrance and then process the voucher. This process will require manual intervention by both the agency and the Division of Accounts and Reports. The process also allows the Division of the Budget to review all agency "blanket" encumbrances.

To identify specifically how to handle encumbrances in SMART, the project team had to consider how the new system will accommodate the needs of agencies, the Department of Administration, and the Division of the Budget. "We had to understand how PeopleSoft processes encumbrances. We needed to determine the criteria for how encumbrance documents, as we know them today, will be processed as Purchase Orders in SMART and which ones would be allowed to be recorded directly into the General Ledger," Witt said.

Outstanding encumbrances will be converted from STARS to SMART at go-live.

Agencies should note that outstanding encumbrances will be converted from STARS to SMART at go-live on July 1, 2010. Affected encumbrances will be converted in one of two ways, determined by the original document used to record the encumbrance in STARS. Encumbrances originally recorded using a DA 118 and having no known vendor will be recorded as GL encumbrances. All other STARS encumbrances will be converted to Purchase Orders in SMART.

INTERFUNDS

The project is currently working to meet specific requirements on interfund vouchers, as well. "These transactions record the financial impact of the payment and receipt without creating a warrant/check payable to another State agency," Witt said. "We are looking closely at the current functionality in SOKI that agencies are very comfortable with." Please refer to the complete article on interfund processing on page 3.

AUTONUMBERING

A frequent topic at project workshops is that of "autonumbering," a functionality PeopleSoft provides as a best practice. The benefits to using autonumbering in SMART are that it saves keystrokes and prevents a use of duplicate numbers. The numbers are unique by Business Unit and module. The search capabilities in SMART allow agencies to find transactions using other data recorded with the transaction in lieu of only the voucher number, for example.

SMART will, however, maintain the system functionality for agencies to assign their own document and transaction numbers, rather than use the autonumbering function.

"The project drafted a decision paper outlining the benefits and drawbacks both to autonumbering and to agency-assigned document numbering," Witt said. "From that paper, we selected the option that balances best practices and against the flexibility that will accommodate agencies' needs."

Agencies identified their requirements surrounding autonumbering, Witt said, providing the Project Finance and Management Teams with the information necessary to make the decision on autonumbering.

Agency representatives arrive at a workshop.

SMART WORKSTATION REQUIRE-MENTS

System End Users Will Require MS Windows, Internet Explorer, and Adobe Reader

Although still a year from go-live, some workstation requirements necessary for agency end-users to be able to use the Statewide Management, Accounting and Reporting Tool (SMART) are already known.

SMART is based on Oracle PeopleSoft Financial Management software. The Data Warehouse that will accompany it uses the Oracle Business Intelligence Enterprise Edition.

Agencies must be sure that end-user workstations are operating from with Microsoft Windows 2003 or 2007, Vista, or XP and use Internet Explorer 7 as their browser. (Workstations using XP may use Firefox 3.0 instead of IE7.) Workstations must also be equipped with Adobe Acrobat Reader 9 and either Microsoft Excel 2003 or 2007 to view reports and utilize certain processes, such as Journal, Voucher, Bid, and Payment Spreadsheet Uploads as well as to download datasets.

According to the Sunflower Project Technical Team, agencies participating in online conversion activities should have their workstations prepared before March 1, 2010. All end user stations should be ready by May 1, 2010. More information on the minimum requirements can be found on the SMART website at www.da.ks.gov/smart/documents/MinWSReqs200906.doc

Other workstation requirements will be made known as they become available.

AGENCY READINESS MEASURED

Sunflower Project responds to quarterly assessments

One recent activity by the Sunflower Project's Enterprise Readiness Team was to conduct a "baseline" readiness assessment of State of Kansas agencies.

"The Readiness Assessment gathers information about agencies' readiness to move to SMART using objective, pre-defined measures," Bryan Loudermilk, Accenture Agency Readiness Lead recently said. "We compile all the data and look for trends."

Jennifer Dennon, Kansas Agency Readiness Lead, said those measures focus on six areas: Progress on agency tasks, agency primary contacts' engagement with the project, agency overall engagement with the project, agency self-assessment of ability to achieve readiness, effectiveness of agency relationships with their Agency Readiness Liaisons, and General Comments and Concerns.

"The baseline gives us a starting point against which we can compare future measurements," Dennon said. "The results help us focus our efforts on the right areas to make sure all State agencies are ready for SMART on July 1, 2010. The results help the project identify areas where we need to pay additional attention."

Dennon and Loudermilk pointed out that, based on the baseline, the Project has already taken several steps, including clarifying and simplifying the Agency Task list, increasing the relevance of communications by targeting the correct audience, providing clearly stated and actionable next steps for work assigned to agencies, and promoting communication between Change Agents.

Summary assessment results were shared with agencies at the Change Agent Network Meeting #3 in May. Among other things, it found that agencies are completing most of their tasks on time and that 94% of primary contacts are committed to Sunflower Project goals.

Agencies can expect future assessments to be distributed in September and December this year, then again in February, April, May, and June of 2010. Dennon and Loudermilk stress the importance of honest feedback in future assessments, especially regarding issues and risks. "Accurate data helps the project focus its energy in the most important areas," says Loudermilk. "We're not looking at who's to blame for an issue. We're trying to learn about issues we may not fully understand so we can help fix them… *before* SMART goes live."

FREQUENTLY ASKED QUESTIONS

The Frequently Asked Questions section will occur regularly, including questions asked about the project. If you have specific questions you would like to recommend for this section, please e-mail them to: Sunflowerfms@da.ks.gov

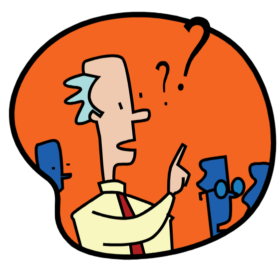
Q: *What is a parent-child relationship?*

A: A parent-child relationship is a set of assets in a hierarchical relationship. The "Parent" asset has one or more subordinate, or "child" assets, associated with it. These child assets have some logical relationship to the parent, whether functionally, physically, or some other way. For example, a computer can be regarded as a parent, with several associated child assets such as its monitor, CPU, and a printer.

A parent-child relationship is a set of assets in a hierarchical relationship.

Q: *We hear there is an Expense module available? Can we perform Travel Authorizations in this module?*

A: Expenses will be handled in the Accounts Payable module and will include Travel requests, authorizations, and expense reimbursement.



Q: *What documents can I attach in SMART?*

A: Although there are some processes in SMART that will allow documents to be attached, this system is not a document repository and imaging is out-of-scope for the Sunflower Project. Documents that can be stored under the delivered processes will include contracts and related documents such as contract amendments and documents referenced in contracts. Documents that should not be attached in SMART include invoices, packing slips, travel documentation, or expense reimbursement documentation. Agencies should continue to follow their existing document storage processes for these items to meet their policy or audit requirements.

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