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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

SPONSORS' MESSAGE

Sunflower Project Sponsors Observe One Year Milestone, Scope Requirements Are Set

This is the full text of a message the Sunflower Project Sponsors, Kansas Secretary of Administration Duane Goossen, Deputy Secretary of Administration Carol Foreman, and Executive Branch Chief Information Officer Joe Hennes sent to state agencies on July 29.

As of July 1, 2009, the Sunflower Project and its many agency partners reached an important milestone: we are one year from go-live of the Statewide Management, Accounting and Reporting Tool, SMART. The Project is currently in a critical part of implementation, known as the Build Phase. To prepare for this phase, the Project team created a Requirements Traceability Matrix to document central and agency specific requirements. During the Build Phase the Project team is building approved modifications, configuring the software, and creating test scripts and test conditions to verify that all of the requirements identified by the State of Kansas are met as expected when SMART goes live next year.

In order for the Sunflower Project team to stay on budget and schedule we have reached a point where we need to curtail adding any additional requirements to the project scope. We feel confident that the Project Team has identified and documented a comprehensive set of requirements from agencies and/or central agencies so that all of us can be successful next year.

We also want to take this opportunity to thank each of you for your continued support and cooperation. We look forward to a successful go-live one short year away on July 1, 2010!

Please email the Sunflower Project at Sunflowerfms@da.ks.gov anytime you have questions or concerns related to the implementation of SMART.

KDHE EXPECTS TO GAIN EFFICIENCIES

State Agency Streamlining Processes in Conjunction With SMART Launch

Kansas' transition to the new Statewide Management, Accounting and Reporting Tool (SMART) will result in agencies changing how they do business. The Kansas Department of Health & Environment (KDHE) is using this opportunity to help reengineer its purchasing and procurement processes to create efficiencies and cost savings. KDHE is transitioning the number of staff involved with purchasing and payment programs from 89, (whose involvement varied from 1% to 100% of their job duties) to 8 full-time, centralized staff. This change will allow program staff to focus on KDHE's core missions of protecting the health and environment of Kansans.

> KDHE is reengineering purchasing and procurement processes in conjunction with the launch of SMART

"The biggest factors in restructuring our processes were budget cuts and reductions in force," says Pat Kuester, Chief Fiscal Officer for KDHE. "We were making large cuts to the Central Administration budget, and we needed to be able to run the division with fewer staff. Also, the thought of training 89 staff on SMART was overwhelming!"

(cont., p. 3)

INTERFACE, CONVERSION ACTIVITIES CONTINUE

Interface and Conversion Testing Will Begin in September

The Sunflower Project's Interface and Conversion activities are in full swing. The Team Leads for those areas agreed to discuss some of those activities.

INTERFACE

Zack Keys, Accenture Lead for the Interface Team, points out that interface testing begins soon. "On September 1, we will start interface testing. This activity will help validate that the interfaces we have been building provide the functionality they need, as described in the interface design documents. The SMART interfaces integrate with almost every PeopleSoft module the State of Kansas is implementing, and are used by more than 30 agencies."

Fred Barnes updates agency technical and project manager contacts on Sunflower Project activities at the August Interface Meeting.

Fred Barnes, State of Kansas Lead, explains that the Interface Layout Mapping Documents are the key for agencies preparing to interface with SMART.

"These are essentially the technical specifications for SMART interfaces," says Barnes . "To be ready for interface testing on September 1, agencies must develop their system interfaces. But before that can begin, agencies must go through the interface data mapping step. This will allow interfacing agencies to map the SMART fields to their system's fields."

"A good number of agencies have already completed their connectivity testing, which confirms that agency users can send and receive SMART files to and from the Division of Information Systems and Communications (DISC) mainframe," Barnes says.

"This is a critical time for agencies to be completing their Interface Layout Mapping Documents," says Keys. "It is equally important to complete the connectivity test, to be sure your system and the DISC mainframe can share information appropriately. If agencies need to enhance their systems to support SMART interfaces, now is the time to be doing that."

> "Agency Technical Contacts, Project Managers, and Primary Contacts should know which conversions and interfaces they will perform, and the methodology they will use."
>
> FRED BARNES

CONVERSION

In addition to interface testing, the Sunflower Project will begin conversion testing. Jenny Brately, the Accenture Conversion Team Lead, says that to be ready for conversion testing, agencies should have determined which conversions they will participate in, the methodology for that conversion, and have shared that information with the project in accordance with Agency Task 215. Those methodologies may be a flat file upload, an Excel file upload, or online entry, depending on the options available for the conversion in question. Additionally, agencies that are performing a flat file upload or Excel file upload conversion should have submitted their conversion data maps to the project. Agencies that have completed these steps should currently be planning the processes for extracting data from their current systems and preparing it into the format required to convert the data to SMART.

> "This is a critical time for agencies to be completing their Interface Layout Mapping Documents."
>
> ZACK KEYS

Agency Task 215, the data conversion survey, was previously due and although most agencies completed it, the task is still outstanding for some. "The things we really need to know from those agencies are: one, which conversions your agency plans to participate in; two, what methods you plan to use for those conversions; and three, how many transactions you plan to convert for each of those conversions you'll participate in," Brately says. "If your agency did not complete the data conversion survey, your Primary Contact should send an email to SunflowerFMS@da.ks.gov containing this information. Additionally, if your agency is performing a flat file or Excel file upload conversion, we need you to submit a data map."

Brately says that more information on conversion tasks and testing will be shared at the next Monthly Conversion Meeting on August 26.

AGENCY COORDINATION

Keys, Barnes, and Brately agree that coordination between agencies' Technical, Project Management, and Primary Contacts is the key to successfully preparing for converting and interfacing data to SMART.

"The most important thing is for all three of these people in an agency to know exactly which conversions and interfaces they plan to perform, as well as the method the agency will use for each conversion," Barnes says. "All three contacts should be on the same page with regards to these plans," agrees Keys.

KDHE CONSOLIDATING PURCHASING, PAYABLES *(cont.)*

(cont. from p. 1)

Kuester explains that KDHE's new structure consolidates all purchasing and payment functions to a core staff of eight, referred to as the Centralized Accounts Payables/ Purchasing Staff, or CAPS. Each position is dedicated to supporting the purchasing and accounts payable needs for assigned KDHE bureaus. KDHE houses each of these positions near their assigned bureaus to facilitate access and communication between the CAPS and their bureaus.

KDHE will take advantage of a new imaging system to route payment vouchers electronically for approval, audit, and release. KDHE will use this system, part of an internal initiative that is separate from the Sunflower Project, to electronically store its vouchers and invoices electronically, freeing up staff time previously used to physically route and file paper copies of these documents. Kuester said she expects KDHE's paperless process for these documents to be in place within the next few months.

Pat Kuester explains that KDHE's new structure consolidates all purchasing and payment functions to a core staff of eight Centralized Accounts Payable/ Purchasing Staff

"In addition, we are using the imaging system for contract and grant approval routing. The CAPS will scan the contract and grant documents using the imaging software and start the electronic concurrence process," Kuester says. She adds, "No more lost documents!"

Kuester points out, though, that not all KDHE's financial processes will change. "We have not centralized the accounts receivable process. Most of these transactions must be tracked at the program level. The receipts are collected at the program level and then given to the central cashier for processing. Also, the Migrant Farmworker, Cancer, Underground Storage Tank programs, and the District Offices operations were not included in our restructuring. These programs and offices will continue to operate and conduct business as usual until such time that the centralization of all other functions has been achieved," she says.

Between budget cuts and a continuing need to process transactions in a timely manner, KDHE knew it could not continue to do business its old way.

KDHE knew it could not continue to do business its old way. "The agency was faced with budget cuts but we still needed to process all the business transactions in a timely manner," Kuester says.

Kuester says that the specialization of the CAPS on purchasing, accounts payable, and travel functions will create a higher quality work product through specialized training and guidance for those employees. Related to that is the reduction of required training on these processes from 89 employees to 8. Reduced errors will create faster payment processing. "The majority of the vouchers that were processed required some form of corrective action before the document completed the process. Although the majority of the errors were non-critical in nature and did not prevent the voucher from processing successfully, they had to be corrected so as not to jeopardize the agency's delegated authority in the yearly audit. The time and resources spent by both Quality Control and bureau staff correcting these errors was substantial and slowed down the process."

"Although the CAPS positions fall under our Division of Management and Budget, they will continue to be funded by the bureaus to which they are assigned," Kuester said. "This will allow federal funding to be utilized to reduce the use of State General Funds, creating a savings in our SGF allocations."

Kuester also points out that this restructure helps KDHE prepare for SMART's go-live on July 1, 2010. "Under the former decentralization structure, a massive training effort would be required. Centralizing the purchasing and accounts payable functions has substantially minimized our training requirements and the number of staff to be familiarized with SMART prior to the system going live."

KDHE is being proactive in preparing its staff for these changes. "We publish an article called "Fiscal Feature" in our monthly newsletter to give staff updates on what we are doing. We hold meetings to communicate the changes, receive input on what is working, and what needs work. We ask the staff to tell us how these changes affect the way they do business, and we make adjustments as necessary," says Kuester.

Asked what advice she would give other agencies considering similar restructuring, Kuester says, "There is always a level of resistance. Communicate as best you can, and be on the lookout for unintended consequences. Hold a clear goal in mind, but be flexible in how you approach it. Don't be afraid to make adjustments as you go along."

MEET THE FINANCE TEAM MANAGERS

Annette Witt and Matt Cole

The Sunflower Project's Finance Team is located on the eleventh floor of the Docking State Office Building. At the helm of that team are two seasoned financial professionals.

Annette Witt is the State of Kansas Finance Team Manager. Matt Cole is her Accenture counterpart. Together with their team of approximately thirty other financial professionals, they are ensuring that the functional aspects of the PeopleSoft modules the State of Kansas is including in the new Statewide Management, Accounting and Reporting Tool (SMART) are ready for the July 1, 2010 go-live date.

When asked what her job entails, Witt says "I attend meetings, then I attend meetings, then I attend more meetings…!" Witt then provides details on the activities that she and Cole are responsible for coordinating on the Sunflower Project.

"Matt and I oversee and manage the implementation of the General Ledger, Accounts Payable, Purchasing, Accounts Receivable, Asset Management, and Projects and Grants modules. Because SMART will replace STARS, SOKI, and many legacy systems, we are responsible to make sure the system functionality meets agencies' needs and utilizes best practices. SMART will require us to implement business process changes and use a new system that looks and operates differently from STARS and SOKI, which we're all used to using," she notes.

The Sunflower Project Finance Team is located on the 11th floor of the Docking State Office Building. Annette Witt and Matt Cole manage the Finance Team.

"We provide direction, coaching, and support to the Finance Team," Cole adds. "We also interact with the Sunflower Project's Project Management Office, Enterprise Readiness, and Technical Teams to coordinate activities across the entire project."

"From an Accenture perspective, I am responsible to make sure Accenture has the right consulting staff at the right times doing the right work to help the project be successful."

Cole's last Accenture project was bringing a new Financial Management System to the State of Ohio in the same role he plays for Kansas.

Witt previously worked with the Kansas Department of Administration in the Division of Accounts & Reports. There, she was the Team Lead for Appropriations/Master Lease Team. "This team is responsible for appropriations, the chart of accounts which are the STARS table values, statutory fund transfers, 1099 processing, Legislation review, and the State Master Lease Purchase Program, which is an equipment purchase financing program for State agencies," she says. "I enjoyed the variety in the work there, and the ability to interact with agencies and other central offices. There is a statewide perspective that is very gratifying. And I really liked working with the staff there," she adds.

Witt worked with the team for the STARS implementation 20 years ago. "My position on the Sunflower Project for implementation of SMART is very different from my involvement with the STARS implementation. This is a very large financial system implementation of a very flexible and complex product: PeopleSoft Financials V9.0. It's truly a once in a lifetime opportunity for me."

"I was attracted to this project because of the opportunity to be a part of a major system change that will allow the State to improve its processes and the ways we record financial transactions. This system will provide Kansas with improved reporting capabilities, better information to our users, and overall will allow us to better manage State resources at all levels," she says.

Cole's resume reflects a wealth of project experience with public sector entities. In addition to his work with the State of Ohio,

(cont., p. 5)

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

- August 17-October 15: Business Process Workshops
- August 26: Monthly Conversion Meeting
- September 8: Monthly Interface Meeting
- September 23: Monthly Conversion Meeting
- September 30: Change Agent Network Meeting #5
- October 13: Monthly Interface Meeting
- October 21: Monthly Conversion Meeting
- October 28: Change Agent Network Meeting #6

AGENCIES TO ANALYZE GO-LIVE INFORMATION NEEDS

Agencies Will Be Asked to Describe Their Needs for Reports

To meet the State of Kansas information needs, the Statewide Management, Accounting and Reporting Tool (SMART) will provide reports and on-line inquiries that will be available for agency use at go-live. While the reports and inquiries that will be delivered are extensive, agencies may have some reports or data feeds they currently use that satisfy unique business requirements and may not be fully replaced by the new system. To address this, agencies will be completing a Reporting Needs Analysis (RNA) to identify information needs that may not be met by reporting solutions available in SMART.

Soon, agencies will be given a spreadsheet template to create a list of information needs that are required to perform their day-to-day business processes. The RNA should include reports and data feeds that are run from any data source that SMART will replace. Examples include STARS, SOKI, internal systems that are being decommissioned, MS Excel, MS Access, and external data feeds.

This fall, agencies will be sent a compilation of the reports that will be available in SMART. This list will include all of the reports that will be available in SMART at go-live, and will define the information each report will provide. It would also contain a cross-walk to the legacy reports being replaced. The list will include on-line inquiry screens used in SMART and the data that is available. Using their RNA, agencies will complete their cross-walks to the SMART reports and inquiry screens. When the cross-walk has been completed, agencies should have a clear picture of any reporting gaps. Agencies then would prioritize the gaps as to their criticality.

During the fall, the Project Team will review each agency's high priority reporting gaps to determine if:

- A SMART report or inquiry will satisfy the reporting needs, or
- The report can be built by the agency in the Data Warehouse, or
- The project will build the report and when it would be available.

Agencies that have priority reports identified to be built by the agency in the Data Warehouse will need to identify one or more Agency Report Writers. These resources will build and test these high-priority reports prior to go-live and would build the less critical reports at a future time. During the spring of 2010 these resources will be trained on the Data Warehouse and the BI Answers reporting tool. Before go-live the project will host report development labs. Agency Report Writers will have access to a test production environment in order to enter report data and access to a development Data Warehouse environment in order to create and test their new reports.

Agency Primary Contacts and Technical Contacts should expect an email from the Sunflower Project soon with the RNA and detailed task instructions.

FINANCE MANAGEMENT TEAM *(cont.)*

(cont. from p. 4)

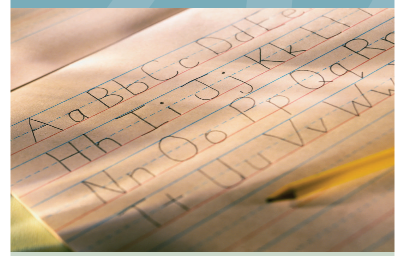
Cole has been involved with PeopleSoft Financial implementation projects at the Ohio State University, the University of Massachusetts, the City of Boston, Massachusetts, and the State of Florida.

Cole's excitement for the Sunflower Project in Kansas is clear. "I came here because I wanted to work on another statewide PeopleSoft Financials implementation," he says. "And when I got here, I found that the people I get to work with are absolutely great. I enjoy working with our team because of the high level of enthusiasm and dedication they bring, every day."

"At the end of this project, we'll have built and implemented a financial system that will be used for years to come," he points out. "Years from now, the system implementation will no longer be a topic for discussion. The system will just be part of the day-to-day operations of the State."

GLOSSARY:

This section features acronyms or specific terms you should know. Here are some, in addition to those listed here last time. Watch here for more next time!



- Asset: A tangible or intangible item that has value (e.g., software) and is purchased or held by the state through a purchase, lease, donation, construction, grant, or sub-grant. Assets are used in state operations, have an estimated useful life of one year or more, and are not consumed or expended when in use.
- Buy Event: The process of purchasing goods or services, most typically associated with a request for a quote, or proposal.
- Capitalized Asset: An asset with associated cost and depreciation.
- Depreciation: The systematic and rational distribution of cost of a tangible capital asset (less salvage value) over its estimated useful life.
- Location: The SMART field that is an identifier of where an asset or vendor may be found or where an employee resides and enables you to differentiate vendor locations when more than one exists.
- RTV: Return to Vendor—the process of recording items sent back to a vendor (defective items, too many items, items shipped in error, or items you no longer require).

BUSINESS PROCESS WORKSHOPS UNDER WAY

Interactive Workshops Designed to Help Pinpoint Agencies' Internal Process Changes

The Sunflower Project's Agency Readiness Team members have been putting the final touches on the Business Process Workshops (BPWs) that started this week, and will continue through mid-October. These workshops are designed to prepare agencies for the transition to the Statewide Management, Accounting and Reporting Tool (SMART) by helping them to map their current processes to new processes. (See last month's article on BPWs.)

Bryan Loudermilk, Accenture Agency Readiness Team Lead, shared more information on the upcoming workshops. "The workshop materials will contain as-is and to-be flows. Using these side-by-side to pinpoint impacts of the new SMART system on agency processes will be a very effective tool for agencies. In addition, the materials will contain key agency impacts that highlight important differences, as the project views them. Finally, the materials contain agency considerations to help kick-start the thought processes around what changes might impact agencies."

Agency representatives discuss impacts to their agencies in the August 17 Asset Management BPW.

Jennifer Dennon, State of Kansas Agency Readiness Lead, suggests some things agency representatives attending the BPWs can use to maximize the workshop benefits. "First, make sure the right agency staff attend," she says. "BPW participants should include staff who can influence changes to business processes if necessary, and staff who understand the agency's current business processes. Second, set the expectations for the staff who attend. Let them know we will not show SMART or discuss system functions in detail, but we will discuss business process changes that will help agencies adapt their practices to be effective in SMART. Third, ask them to come prepared to challenge the status quo of how their agency currently does business. SMART brings a change in technology, which is a golden opportunity to consider changes in business processes. The workshops are designed to help your agency identify the business process changes, so send your representatives ready to consider new ideas."

> "BPW participants should include staff who understand the agency's current business processes and can influence changes if necessary."
>
> JENNIFER DENNON

The BPW schedule has Agency Readiness Team members packing their bags for some quick trips across Kansas, taking the workshops to the end users outside Topeka as well as those in the Topeka area.

"We recognized that some agencies have attended many events remotely or by travelling to Topeka frequently. We wanted to give those agencies the opportunity for their contacts to attend an event closer to home. We also wanted to make it easier for all agencies to attend the BPWs, since they are so important to our overall success after go-live," says Loudermilk.

(cont., p. 7)

BPW Topic	*Location*	*Dates (*Remote Participation Possible)*
Asset Management	Topeka Great Bend	August 17, August 31*, October 8
Accounts Payable/Travel & Expense	Topeka Hutchinson	August 19, September 2*, October 7
Purchasing	Topeka Hutchinson	August 19, September 2*, October 7
Deposit and Interfund	Topeka Wichita	August 25, October 14* September 9
General Ledger and Commitment Control	Topeka Hutchinson	August 26, October 12*, October 6
Projects and Grants	Topeka (only)	August 24, September 3*, September 15

Business Process Workshops will be held on several dates and at several locations.

VENDOR PROCESSING

Agencies Will Share Common Vendor Table

One core function of the Statewide Management, Accounting and Reporting Tool will be Vendor Processing. SMART's Vendor Table functionality will be substantially different from what agencies are currently used to, according to Annette Witt, State of Kansas Finance Manager.

"First, all agencies will share a single vendor table in SMART and agencies will use common vendors but will select the appropriate location or address for that vendor," Witt says. "Second, the Purchasing Module uses the SMART Vendor Table records when creating requisitions and issuing Purchase Orders. This is a change to our current process in which the vendor is required in STARS in order to record a Division of Purchases Purchase Order encumbrance or at the time of payment. SMART will now require the vendor to be added before a Purchase Order is issued when a requisition is created."

> "The Purchasing Module uses the SMART Vendor Table records when creating requisitions and issuing Purchase Orders. SMART will require the vendor to be added before a Purchase Order is issued when a requisition is created."
>
> ANNETTE WITT

The STARS Vendor File will be converted to SMART, but there will be some differences. Where STARS uses the vendor's TaxID as its vendor number, SMART will assign a sequenced number for the Vendor Identification Number or VendorID. TaxID will be a required field whenever a new vendor record is added which follows best practice. Another highly recommended practice for agencies to follow is to obtain a W9 form from each vendor prior to adding a new record.

> Agencies will be able to add new vendors using either on-line entry or the INF04 Vendor File Update interface.

Witt points out that after go-live, the Department of Administration's Division of Accounts & Reports will process the needed updates to existing vendor records. The Sunflower Project made this decision due to the additional fields and integrated functionality of SMART's Vendor Table.

Handling this functionality centrally will allow agencies to focus on learning other areas of the new system and core agency tasks. Agencies will be able to add new vendors using either on-line entry or the INF04 Vendor File Update interface. This change in process will require agencies to work closely with A&R, and will require A&R in turn to review and approve new vendors and make the agency requested updates on a timely basis. After go-live, consideration will be given to allowing agency access to make updates to the Vendor table records.

In SMART, agencies will be able to search for vendors in many ways, including name, address, location, tax ID #, and vendor ID.

"Agencies will see not only that the Vendor Records structure in SMART is different from STARS," says Witt, "but also that the records contain more information than STARS. In SMART, a single vendor may have multiple addresses and/or locations assigned to it."

BUSINESS PROCESS WORKSHOPS, *(cont.)*

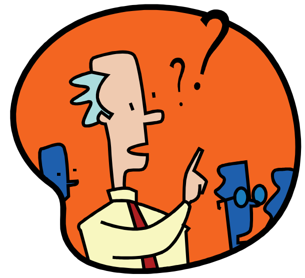
(cont. from p. 6)

"These workshops will be interactive," adds Dennon. "That interactive nature makes attending in person much more beneficial than participating remotely, since it will allow the participants to discuss complicated changes with presenters and other participants. We're still giving people the option of remote participation if they absolutely cannot attend in person."

> "The follow-up impact assessment task helps agencies work through their own agency-specific impacts and the associated mitigation plans."
>
> BRYAN LOUDERMILK

Loudermilk notes that the BPWs will also kick off an agency impact analysis task. "The follow-up task from BPWs includes an impact assessment tool, which lists impacts and helps the agency work through their own agency-specific impacts and the associated mitigation plans. We realize that, for some agencies, this task may take a significant amount of time. However, the time spent on this task will pay dividends by helping your agency better integrate with SMART business processes."

FREQUENTLY ASKED QUESTIONS



The Frequently Asked Questions section occurs regularly. It features questions asked about the Project. If you have specific questions to recommend for this section, please e-mail them to: Sunflowerfms@da.ks.gov

Q: *I sent configuration values to the Sunflower Project for a task, but due to some process changes our agency needs to change those values. How can I do that?*

A: First, keep track of those changes. In Spring 2010, the project will issue a series of tasks that will validate select configuration values the agencies identified. The updates should be sent to the project as part of those tasks.

> How can our agency change configuration values it turned in to the Sunflower Project?

Q: *When we create queries in the data warehouse, will we be able to save them so we can run them again?*

A: Yes, you will have the ability to create requests (queries) in the data warehouse and save them to run again.

Q: *Will the vendor file download be able to distinguish between vendors that can perform interfund transactions and vendors that cannot?*

A: The vendor file download does not contain any indicator that a vendor is a state agency or interfund vendor. On the customer side, the customer "type" will be saved as "state customer" which will identify the transaction as an interfund when that customer is used.

Q: *When do assets have to be converted?*

A: Assets must be converted prior to SMART's go-live date of July 1, 2010.

SUNFLOWER PROJECT Contacts:

SMART
STATEWIDE MANAGEMENT, ACCOUNTING AND REPORTING TOOL

E-mail: Sunflowerfms@da.ks.gov
URL: http://da.ks.gov/smart/
Phone: 785-291-0582
Fax: 785-291-3151

Publishing Editor:
Les Lauber, FMS
les.lauber@da.ks.gov
Contributing Editors:
Connie Guerrero, FMS
connie.guerrero@da.ks.gov
Donna Harold, Accenture
donna.harold@da.ks.gov

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 Interface Workshops • Conduct Business Process Workshops • Distribute Agency Readiness Assessments • Modify System • Adjust Agency Interfaces • Clean Up Data • Build Data Conversion Processes • Build Training Courses	• 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