Solution Analysis and Design Strategy (D18)

Florida PALM
Planning, Accounting, and Ledger Management

Department of Financial Services

Date: 11/29/2018
Revision: 1.0

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Revision History

Version	Date	Revision Notes
1.0	11/29/2018	Accepted Version

Executive Summary

The Solution Analysis and Design Strategy (Strategy) describes the overall approach of the Adopt stage activities for establishing the Florida Planning, Accounting, and Ledger Management (Florida PALM) Solution foundation through iterative design, review, and update activities. The Adopt stage will be made up of segments, which contain the activities used to complete the iterative process. This Strategy documents the detailed activities contained in each segment, which will develop the Florida PALM Solution, and their relationship to the deliverables and work products produced during the Adopt stage. During the segments, the Project Team will develop and refine the overall Florida PALM Solution for the State iteratively, by presenting and incorporating feedback from stakeholders. After the Solution design has undergone the iterative review process and Project and Executive Steering Committee approval, it will be presented to all agencies and the Project will move into the Adapt stage. This deliverable documents the approach to developing the Solution design including processes, tools, and timeline planned for all Waves and Phases.

1 Introduction

The Strategy provides the structure and road map to execute the Adopt stage delivery concepts, supporting a focus on the Project goals to design the Florida PALM Solution with standardized Statewide business processes and minimal customization by engaging with stakeholders frequently throughout design. This deliverable establishes the foundational framework to facilitate the development and refinement of the Florida PALM Solution by the Project Team through segments.

The segments represent a series of activities performed by the Project Team in conjunction with the other stakeholders that facilitate the development of the Florida PALM Solution design from draft through final approval. During these segments, the Project Team will discuss the Solution design, including Business Requirements and Business Process Models, with the stakeholders and incorporate any changes based on feedback gathered during meetings or received in written form. The Project Team will use prototype environments to support design activities. Prototype 1 is the PeopleSoft environment based on Accenture Enterprise Services for Government (AESG). Accenture created this environment from information the Department previously published and Accenture information gathered through the negotiation process. The activities will start with the Business Process Standardization (BPS) and Systems and Data Strategy (SDS) Teams in the first segment and will increase in participation with each segment, culminating with the Executive Steering Committee's review and followed by presentation to all agencies.

This Strategy documents the planned timeline for the Adopt stage across each Phase and Wave of the Project implementation. Figure 1 indicates where the Solution Analysis and Design activities will occur for the life of the Project. During Design, Development, and Implementation (DDI) Phase 1 (Phase 1) Pilot Adopt, the Project Team will develop the Solution design, which will be rolled out to the Pilot agencies. During Agency Solution Confirmation, additional Solution design activities will be conducted for the Wave 1 and 2 agencies through Business Requirements confirmation activities to update the Requirements Traceability Matrix (RTM), the Gap Inventory, and the Reports, Interfaces, Conversions, Extensions, Forms, and Workflows (RICEFW) Inventory. The Adopt stage will then be repeated during both Wave 3 and DDI Phase 2 (Phase 2).

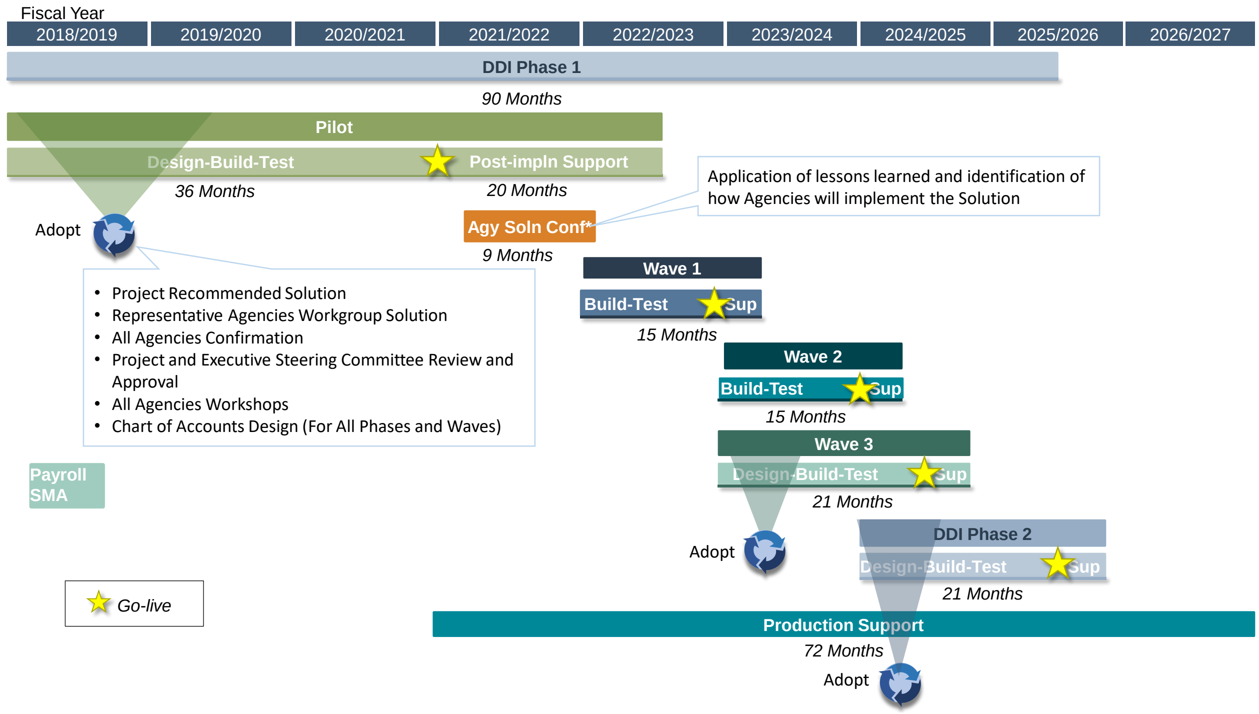

Figure 1: Adopt Stage Segments
**Agy Soln Conf – Agency Solution Confirmation*

The Solution design will be documented through the Standardized Business Process Models and supported by the RTM, the Gap Inventory, the RICEFW Inventory, Process and Transaction Mapping Analysis, and the Chart of Accounts (COA) Design deliverables. The following details will be included in these deliverables:

- Standardized Business Process Models will document the roles, activities, timing, and relationships among the State's financial management processes
- RTM will document the Business Requirements of the Solution
- Gap Inventory will document gaps in the delivered software between the Business Requirements and delivered functionality and the resolution of those gaps
- RICEFW Inventory will document the reports, interfaces, conversions, extensions, forms, and workflows that must be built by the Project Team to meet the Business Requirements
- Process and Transaction Mapping Analysis will document the mapping of legacy transactions to the Solution transactions
- COA Design will document the design for the ChartFields, the PeopleSoft term for the chart of accounts (e.g., fund, account) used to record accounting activities, and budget structures

2 Solution Analysis and Design Approach and Timeline

The Solution Analysis and Design activities occur primarily during the Adopt stage. These activities establish the Solution foundation through the iterative design, review, and update activities. This section documents the approach and planned timeline.

2.1 Approach

The Adopt stage is made up of six segments, including Chart of Accounts Design, which support the activities to create and refine the Solution. Figure 2 below depicts the segments comprising the Adopt stage, the overall inputs to the first segment, and the outputs from each segment.

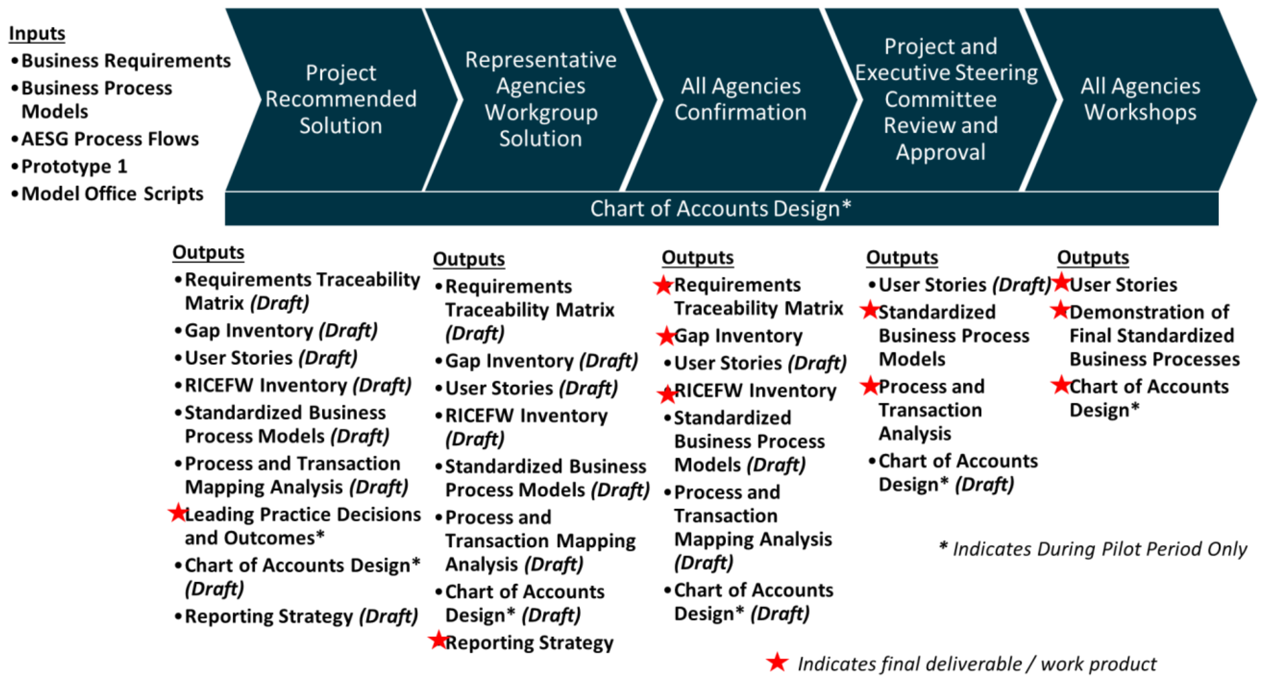

Figure 1: Solution Analysis and Design Segments

During Project Recommended Solution, the Project Team will develop the Solution collaboratively with input from the Project Sponsor, and Business Sponsors, and subject matter experts (SMEs) from Department of Financial Services (DFS) Divisions of Accounting & Auditing and Treasury and Office of Information Technology (Divisions/Offices). Representative Agencies Workgroups will facilitate the first iteration of the Solution by presenting the Solution to the participants from a group of select agencies. Feedback obtained will be incorporated and the Solution will be refined prior to All Agencies Confirmation sessions, which will be convened to present the Solution to representatives from all agencies. To produce the second iteration, feedback from the All Agencies Confirmation sessions will be gathered and incorporated prior to Project and Executive Steering Committee Approval. During the fourth segment, the Solution will be presented to the Executive Steering Committee for approval. Once approved, the Solution will be presented to all agencies during All Agencies Workshops. Chart of Accounts Design begins with the Project Recommended Solution and continues through each of the segments, with a focus on desiging the ChartFields and budget structures. As appropriate, through each of these segments, the deliverables and work products will be updated based on refinements to the Solution.

The Adopt stage will occur in Pilot, Wave 3, and Phase 2. Agency Solution Confirmation will include Solution design deliverables and work products, to facilitate the roll out of the Solution to Wave 1 and 2 agencies, but will not have an Adopt stage. Figure 1 above shows the relationship between the overall planned Project timeline and the occurrences of the Adopt stage.

Each segment within Adopt is comprised of activities that generally focus on defining/refining the Solution design and communicating the Solution to the impacted stakeholders for feedback or input. During each segment, the Project Team will update Prototype 1 and Solution design documentation. Table 1 below depicts the relationship between the Adopt segments and their corresponding activities.

Table 1: Adopt Stage Segments and Activities

	Segments	Activities
Adopt Stage Segments / Activities	Project Recommended Solution	• Define Solution • Conduct Strategic Design Sessions *(During Pilot Only)*
	Representative Agencies Workgroup Solution	• Conduct Conference Room Pilot (CRP) • Refine Solution
	All Agencies Confirmation	• Conduct Feedback Workshops with All Agencies • Refine Solution
	Project and Executive Steering Committee Review and Approval	• Conduct Review Sessions • Finalize and Approve Solution
	All Agencies Workshops	• Conduct All Agencies Workshops • Finalize Solution Design Documents
	COA Design *(During Pilot Only)*	• Design COA

2.1.1 Applicability to Phase and Wave

2.1.1.1 Pilot

During Phase 1 Pilot Adopt, all segments will be conducted. Figure 9, in section 2.2 below, depicts the planned timeline for Pilot. The Pilot Solution design activities will focus on establishing Florida PALM as the system of record for Enterprise-wide accounting, cash management, and reporting for all agencies (i.e., Central FLAIR and Cash Management System functionality) and as the accounting system for the Department of Financial Services and up to three other agencies. Non-Pilot agencies will continue to utilize Departmental FLAIR or Agency Business Systems to support their accounting needs. At Pilot go live, at a minimum, Florida PALM will contain:

- Statewide ledger activity
- Chart of Accounts
- Enacted statewide budgets and activity
- State voucher payments
- Master vendor file, with integrations to MyFloridaMarketPlace (MFMP)
- Division of Treasury managed cash

- Division of Treasury managed investments
- Financial data that serves as the basis for CAFR preparation
- Information to produce 1099s at calendar year end
- Deposit information for Division of Treasury managed cash

2.1.1.2 Agency Solution Confirmation, Wave 1, and Wave 2

For Agency Solution Confirmation, the Project Team will confirm the Solution created during Pilot with agencies and identify how agencies will onboard in their respective Wave. The Solution Analysis and Design activities conducted in Pilot will not be repeated for Waves 1 and 2 as all agencies previously confirmed the Solution. Instead, focus will be given to how Wave 1 and Wave 2 agencies will implement the Solution for their Agency. Agency Solution Confirmation activities include both Wave 1 and Wave 2 agencies to facilitate early identification and resolution of Solution Change Requests and risks, as Lessons Learned are gathered and shared from the Pilot experience.

Based on Agency feedback received during Agency Solution Confirmation activities, the BPS Team will submit the RICEFW Inventory deliverable that documents the identified development items for Wave 1 and Wave 2. The RTM and Gap Inventory documents will also be updated as work products for any changes identified during the Agency Solution Confirmation activities. Figure 10, in section 2.2 below, depicts the planned timeline for Solution Analysis and Design activities for Agency Solution Confirmation, Wave 1, and Wave 2.

2.1.1.3 Wave 3 and Phase 2

In Wave 3 for Payroll functionality and Phase 2 for additional functionality being deployed, the following Solution Design and Analysis segments and related activities are repeated:

- Project Recommended Solution
- Representative Agencies Workgroup Solution
- All Agencies Confirmation
- Project and Executive Steering Committee Review and Approval
- All Agencies Workshops

In section 2.2 below, Figure 11 depicts the planned timeline for Solution Analysis and Design activities for Wave 3 and Figure 12 depicts the planned timeline for Phase 2.

2.1.2 Project Recommended Solution

The first segment is the Project Recommended Solution, during which the Project Team begins the preliminary Solution design tasks and produces the first draft of the Solution design. This section documents the inputs, resulting deliverables and work products, activities, and tools used to prepare the Solution design.

** Indicates During Pilot Only*

Figure 2: Solution Analysis and Design Segments - Project Recommended Solution

This section provides a summary of the Project Recommended Solution segment deliverables and work products, and the related activities. Appendix 1, Table 8 summarizes the deliverables and work products produced, the activities used to facilitate the deliverable/work product completion, and the Phase or Wave in which the deliverable/work product will be completed.

2.1.2.1 Inputs

The following documents and resources will be used as inputs to the Project Recommended Solution activity:

- Business Requirements – the Business Requirements in Attachment 5.1 – Business Requirements of the Florida PALM Software and System Integrator (SSI) Contract.
- Business Process Models – the Business Process Models in State's Level 2 Standardized Process Models – Version 2.0.
- AESG Process Flows – the Business Process Models from AESG that align to Accenture's experience delivering Enterprise Resource Planning projects in the Public Sector.
- Prototype 1 – the PeopleSoft environment based on AESG that Accenture establishes based on information the Department has already published and information gathered through the negotiation process.
- Model Office Scripts – the list of AESG Scripts by Business Process and Module, which the Project Team will execute during Model Office.

2.1.2.2 Activities

Table 2 below lists the activities that will utilize the documented inputs and will facilitate the creation of the resulting deliverables/work products as listed in Appendix 1, Table 8.

Table 2: Project Recommended Solution Activities

Activities	Description
Define Solution	
Review Business Process Models	• Analyze/Review Business Process Models • Draft/Refine Business Process Models • Create the Reporting Strategy • Identify User Roles and Map to AESG roles
Confirm Business Requirements	• Review and update existing Business Requirements • Establish the RTM

Activities	Description
	• Conduct Fit/Gap analysis
Define RICEFW Inventory	• Define RICEFW items
Conduct Model Office	• Execute Model Office Scripts in Prototype 1
Review Base Table Configuration	• Review and Gather Updates to Base Table Configuration Values • Continue System Baseline Configuration
Analyze Prototype Security	• Define Security Solution using AESG Prototype 1 • Update Prototype 1 Security
Create User Stories	• Create User Stories to represent a day in a life of an end user
Conduct Strategic Design Sessions	
Conduct Leading Practice Workshops *(During Pilot Only)*	• Conduct five targeted sessions to “deep dive” on leading practices to develop strategic business processes

These activities will be performed concurrently during the Project Recommended Solution timeframe. The Project Team will conduct internal working sessions to establish the Project Recommended Solution, update configuration and security in Prototype 1 for continuous improvement, and prepare for Representative Agencies Workgroup Solution.

2.1.2.2.1 Define Solution

2.1.2.2.1.1 Review Business Process Models

The BPS Team will review the Level 2 Standardized Business Process Models and the AESG Business Process Models to develop a common foundation, leveraging SMEs from the DFS Divisions/Office to answer any questions around current processes that may arise. Information from these reviews will be used to establish the disposition of Business Requirements and to create the initial draft of the Business Process Models that will be refined in future activities. This information will be combined to determine the updates required to the Business Process Models and to create the Process and Transaction Mapping Analysis. The Organizational Change Management (OCM) Team will use this information to communicate impacts in future agency meetings.

The Project Team will also facilitate the development of the Florida PALM reporting functionality in this segment. The reporting functionality will present a cohesive framework for end user financial management decision support. The Project Team’s focus will be to use delivered reports (i.e., reports that come in PeopleSoft), where possible, for day-to-day operational and transactional users, and to control the creation of new reports to occur only when absolutely needed. In addition, the Project Team will focus on Oracle Business Intelligence reports for advanced and complex reporting. The Reporting Strategy deliverable will document the approach for when and where a report should be created. It will include guidelines that define when a report should be created in PeopleSoft versus using the Oracle Business Intelligence Enterprise Edition (OBIEE) platform by analyzing the data types and timing required to meet the reporting need.

The integration of the Florida PALM Solution with the existing legacy systems will be critical to the design activities. The approach defined in the Interface and Integration Strategy deliverable will be used to develop the integration with the Florida Accounting Information Resource (FLAIR) and Florida Financial Management Information System (FFMIS) sub-systems for each Wave and Phase. Integration will be represented on the Standardized Business Process Models.

2.1.2.2.1.2 Confirm Business Requirements

The BPS Team and the SDS Team will review and discuss the Business Requirements, with SMEs from DFS Divisions/Office consulted as appropriate. This process will be used to develop a common understanding of the intent of the Business Requirement, the proposed way it will be met, and the timing for meeting the Business Requirement. It is expected that Business Requirements may be added, adjusted for clarification, and possibly recommended for elimination. All changes to Business Requirements will be documented and included in the Gap Inventory and RTM deliverables and will follow the Change Control Process, as defined in the Project Management Plan (PMP), and as described in the Requirements Management Plan.

As part of the Business Requirements confirmation process, the Project Team will begin to identify the “How Met,” “Phase” met, and disposition for each Requirement. The process of identifying the “How Met” and disposition is called Fit/Gap Analysis. The disposition occurs when the team has confirmed understanding of the Business Requirement, demonstrated functionality in Prototype 1, and determined the best assessment for “How Met.” Where the “How Met” is not met by the delivered software, the “How Met” will be deemed a gap. Anything met by the delivered software will be classified as a fit. The disposition for requirements will document the specific functionality that meets the requirements such as “Configuration,” “Business Process Change,” or by specifying the individual RICEFW that will meet the requirement.

While enhancements and customizations may be unavoidable in some cases to close a gap, the Project’s objective is to reduce software customizations, especially when driven by variations in business processes and configurations across agencies. When deemed necessary, the gap resolutions will include:

- Resolution with a business process change, if there is no statutory or other mandate identified during Fit/Gap Analysis.
- Resolution with a customization, including those identified in Attachment 5.2 Customization Narrative of the Florida PALM SSI Contract, with each customization added to a list of approved customizations, along with documented rationale, benefit, and impact on the Solution. Customizations beyond the ones included in Attachment 5.2 Customization Narrative will go through the Change Control Process.

Once the Business Requirements have been confirmed, the BPS Team will create the first draft of the RTM. The BPS Team will also create a first draft of the Gap Inventory and recommend a resolution for any Business Requirement that changes. The gap resolution could be a business process change or customization to close the gap, or the resolution could be adding, removing, or rewording a Business Requirement. Together, the Gap Inventory and the RTM represent the confirmation of all Business Requirements included in Attachment 5.1. The RTM will be used to document and monitor Business Requirements throughout the system development lifecycle and the Project stages from requirements confirmation through testing.

2.1.2.2.1.3 Define RICEFW Inventory

The review of the Business Requirements and Business Process Models will feed into creating a first draft of the RICEFW Inventory, based on the description of "How Met" from the RTM. For the Business Requirements that result in a RICEFW item as part of the Business Requirements disposition process, the BPS Team will record the corresponding gap resolution in the Gap Inventory. RICEFW items will be included in the Gap Inventory deliverable and identified for functional design and application development during the Adapt stage.

2.1.2.2.1.4 Conduct Model Office

The BPS and SDS Teams will conduct Model Office in Prototype 1. SMEs from the DFS Divisions/Office will be consulted to support the Project Team's recommended Solution design and may participate in Model Office activities, as appropriate. The Teams will execute Model Office Scripts to demonstrate the delivered functionality for Prototype 1. These sessions will include online transaction entry and spreadsheet upload functionality for daily transaction processing across the modules. Model Office will begin with a series of group sessions for the entire BPS Team in a computer lab setting. These sessions will cover concepts that affect all Business Process Areas and modules (e.g., COA, Budget and Cash Checking, and Workflow) and will allow the Team to gain a common understanding of mechanics of executing Test Scripts in the environment.

Once these introductory sessions have been conducted, the Team will execute the remaining sessions by Business Process Area. Occasionally, cross Business Process Area sessions will be conducted for cross functional processes (e.g., Inter-Agency Billing, Interest Allocation). The scripts and data sheets will be placed on the Project's SharePoint site. Business Process Areas will hold Model Office sessions in direct correlation to the related Business Process and Business Requirements Confirmation sessions to gain a common understanding of the State's needs and Solution capabilities.

While all business processes will be analyzed, not all Model Office Scripts will be executed as part of the Project Team's work during the Project Recommended Solution segment. The following assumptions were used when determining the Model Office Scripts available during the segment:

- Month End and Year End functionality will be discussed in the related business process model reviews and Business Requirements confirmation, but the related Model Office Scripts will not be run during Model Office sessions. These types of transactions have significant cross module impacts and would impede progress for other Business Process Areas. Where possible, the online screens used to support configuration of these processes are available and will be reviewed to support the related activities.
- Only online entry and spreadsheet upload will be available for transaction entry. Prototype 1 has no connectivity to external systems.
- Processes solutioned to be run via batch processing will be run behind the scenes during Model Office.

2.1.2.2.1.5 Review Base Table Configuration

During Model Office sessions, the Project Team will review the configuration of Prototype 1, which represents the base table configuration. As the Team works collaboratively through the Business Requirements review, changes needed to base table configuration will be made to Prototype 1 to support the overall Solution. Similar configuration updates will be continuously evaluated in the subsequent segments as the Solution evolves.

During the Adopt stage, the Project Team will review and update base table configuration directly in Prototype 1, wherever possible. In instances where the changes are more extensive, those changes will be documented in the related deliverable, Master Data Configuration Workbook, and incorporated in the Prototype 2 environment, during the Adapt stage. The Application Configuration and Development Strategy will detail the approach for maintaining configuration in future Prototypes in subsequent stages, while the Master Data Configuration Workbook will document the values for configuration. During the Adapt stage, the BPS Team will work with the SDS Team to confirm the appropriate configuration is migrated from Prototype 1 to Prototype 2.

2.1.2.2.1.6 Analyze Prototype Security

The Project Team will begin the Project Recommended Solution activity using Prototype 1 with pre-built AESG security as a going-in position to begin defining the State's Solution. The Project Team will use Business Requirements and Business Process Models review sessions to confirm the application security. As changes are required based on the Business Process Models or the State's segregation of duties requirements, those changes will be made to Prototype 1. This update will continue to occur in subsequent segments to make the Solution evolve iteratively.

The security roles will be documented as part of the Standardized Business Process Models. These security roles will support Adapt and Validate stage activities for security configuration and Agency role mapping.

2.1.2.2.1.7 Create User Stories

The BPS Team will develop User Stories based on their experience and understanding of the State's business processes. User Stories will provide context or the user perspective of why and when a business process or transaction is performed, including the type of user in the scenario, the action to be performed, the specific context (situation or environment), and the desired outcome(s). Accenture will provide coaching on how to create User Stories and a User Story template to support development. When presenting the Solution to agencies in subsequent activities, this information will help to more effectively communicate how Solution activities map to legacy activities by providing examples to discuss in later segments. User Stories will also provide input to Test Scenarios and Test Scripts during the Adapt and Validate stages.

2.1.2.2.2 Conduct Strategic Design Sessions

During Pilot, the Business Value Architect (BVA) Team from Accenture will conduct and facilitate Leading Practice Workshops. The workshops will be a series of half-day sessions to do a "deep dive" on leading practices for strategic business processes. Up to five topics will be selected as part of the Leading Practice Decisions and Outcomes Deliverable.

The BPS Team will prepare for each session by consulting with the Project Team to gather information. The BVA Team will deliver materials in an electronic format prior to each session to prepare participants. Each session of presentations and curated discussions will be led by the BVA Team and Subject Matter Advisors. These discussions will help gather the ideas and set expectations of the participants with regard to the strategic topics. These ideas and expectations will influence the design of the Solution by providing overall guidance to the BPS Team on these topics.

The Leading Practice Workshops will include the Project and Business Sponsors, DFS Divisions/Office SMEs, and selected representative Agency leadership, as appropriate. The BPS Team will document the results of each workshop in meeting summaries and the cumulative session materials, participation details, and decisions made on leading practices to adopt through submission of the Leading Practice Decisions and Outcomes deliverable.

2.1.3 Representative Agencies Workgroup Solution

The second segment in the creation and refinement of the Solution design is called the Representative Agencies Workgroup Solution. In this segment, the Project Team uses its understanding of the Solution to gather, analyze, and incorporate Agency feedback. This section documents the inputs, resulting deliverables and work products, activities, and tools used.

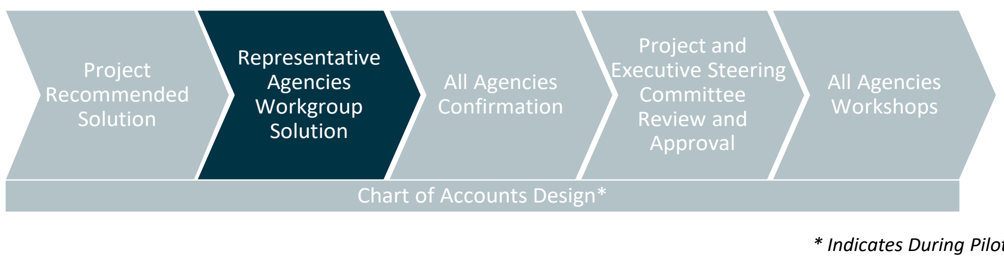

Figure 3: Solution Analysis and Design Segments – Representative Agencies Workgroup Solution

This section provides a summary of the Representative Agencies Workgroup Solution segment deliverables and work products, and the related activities. Appendix 1, Table 9 summarizes the deliverables and work products produced, the activities used to facilitate the deliverable/work product completion, and the Phase or Wave in which the deliverable/work product will be completed.

2.1.3.1 Inputs

The following documents and resources will be used as inputs to the Representative Agencies Workgroup Solution segment:

- RTM *(Draft)*
- Gap Inventory *(Draft)*
- User Stories *(Draft)*
- Standardized Business Process Models *(Draft)*
- AESG Process Flows
- Prototype 1

2.1.3.2 Activities

Table 3 below lists the activities that will utilize the documented inputs and will facilitate the creation of the resulting deliverables/work products as listed in Appendix 1, Table 9. These activities will be performed concurrently by the Project Team during the Representative Agencies Workgroup Solution.

Table 3: Representative Agencies Workgroup Solution Activities

Activities	Description
Conduct CRP	
Plan and Schedule	• Prepare for and Schedule CRP Sessions
Conduct Sessions	• Document CRP Sessions Outcomes
Refine Solution	
Update Business Process Models	• Update Business Process Models, as needed
Update RTM and Gap Inventory	• Identify, Analyze, Resolve, and Document Process gaps gathered during CRPs • Define and Document gap alternatives • Update RTM
Update RICEFW Inventory	• Update RICEFW Inventory, as needed
Maintain Base Table Configuration	• Update Base Table Configuration Values, as needed
Maintain Security Roles	• Update Role Design, as needed
Update User Stories	• Update User Stories, as needed

To support the completion of these activities, the Project Team will organize the functionality according to the following Business Process and Technical Workstreams¥:

- A – Record To Report, Budget Preparation To Reversion, Asset Acquisition To Disposal*
- B – Procurement To Payment, Asset Acquisition To Disposal*
- C – Grant Acquisition to Closeout, Project Development to Closeout, Accounts Receivable / Billing to Receipt*
- D – Cash Inflows to Outflows, Treasury Management, Accounts Receivable / Billing to Receipt*
- E – Technical
- F – Payroll

¥*Groups A through E are planned for Phase 1 Pilot, Wave 1, and Wave 2. Group F is planned for Phase 1 Wave 3.*

**Some functionality from these Business Processes will align to different Business Process Workstreams. The BPS Team will work collaboratively to associate the appropriate content with the appropriate Business Process Workstream. For instance, ARB includes both Billing and Accounts Receivable. Billing functionality* *aligns more closely with Grants and Projects, whereas Accounts Receivable Deposit information aligns more closely with Treasury.*

2.1.3.2.1 Conduct CRP

The Purpose of CRP sessions is to introduce the Solution, designed by the Project Team during Project Recommended Solution, to a targeted group to serve as the first iteration in the Solution refinement cycle throughout the Adopt stage. The Project Team will conduct CRP sessions to review the draft Solution with members of representative agencies, chosen to provide a wide range of perspectives on the Solution. CRP sessions will review the Business Process Models, related Prototype 1 functionality, and any outstanding Business Requirements, which did not have a disposition during Project Recommended Solution. The Project Team will collect feedback on the Solution from the representative Agency participants and will incorporate that feedback in the Solution where necessary.

The Project Team will prepare for the CRPs by creating agendas and scripts prior to the sessions that will include a Solution overview followed by the discussion of the draft Business Process Models, a demonstration of the related system functionality, and review of the Business Requirements, which correspond to the Business Process, where appropriate. The CRP sessions will be organized by Business Process Workstream and the individual participants will be selected based on Workstream. The number and duration of CRP sessions scheduled will be dependent on several factors but not limited to:

- Number and complexity of the module functionalities
- Number and complexity of the draft Business Process Models

Participants will include Project Team members from BPS, OCM, and SDS, Department Division/Office SMEs, and representatives from select agencies. The Project Team will identify Agency participants for CRPs based on several criteria including size, complexity, and expressed desire and commitment to be involved. The purpose is to identify a mix of CRP Agency participants that represent a variety of Agency needs, such as small and large, federally funded and not federally funded, single location and multi-location. The role of Agency representatives is to provide the business context, policy, or state standard that supports further refinement of the Solution by identifying additional scenarios for User Stories or gaps in the Solution.

Each CRP session will be a half day and will be arranged by Workstream, with up to three sessions occurring simultaneously. The sessions will occur over a period of several weeks until all Business Processes have been reviewed to confirm designs and resolve gaps. The OCM Team will support the CRP sessions by supporting logistics and managing communications with agencies. The Project Team will gather feedback from participants through discussion, feedback forms, and end of session surveys.

For the Technical Workstream, participants will be members of BPS, SDS, OCM, and Department Division/Office SMEs. This group will work to refine the Solution driven by the technical Business Requirements. The sessions will mimic the other Workstreams, and will be focused on the technical elements of the Solution, including the tools used to design the Solution. Discussion of the technical elements, which directly relate to a Business Process, will be included in the CRP session for that Business Process. For instance, Workflow will be included in the CRP sessions for the applicable Business Processes. The SDS Team Adopt stage activities will address the remaining technical Business Requirements, such as environment infrastructure, operations, and security, for inclusion in the Solution design. The disposition of the Business Requirements in the RTM for the technical Business Requirements will be foundational to the SDS Team work during Adapt.

2.1.3.2.2 Refine Solution

The following sub activities will need to be performed to refine the solution:

- The BPS Team will update the draft Standardized Business Process Models and Process and Transaction Mapping Analysis to reflect the feedback resulting from CRPs.
- The BPS Team will update the RTM and Gap Inventory based on feedback from the CRPs and will work with the agencies to provide the policy and/or State or Federal mandate to substantiate any new confirmed gaps. Any statutory or policy changes that may affect the Business Requirements or the Solution design will be documented and evaluated in accordance with the Change Control Process, as defined in the PMP.
- The BPS Team will continue to update the RICEFW Inventory where necessary to incorporate feedback from the session.
- The BPS Team will continue to update Base Table Configurations where necessary to incorporate feedback from the session.
- The BPS Team will continue to update Prototype 1 security roles where necessary to incorporate feedback from the session.
- The BPS Team will continue to update User Stories as the Solution continues to be refined and the Business Process continues to be confirmed from Agency feedback.

2.1.4 All Agencies Confirmation

The third segment is called All Agencies Confirmation. In this segment, the Project Team uses its updated understanding of the Solution from the previous segments to gather, analyze, and incorporate feedback from the remaining agencies. This section documents the inputs, resulting deliverables and work products, activities, and tools used.

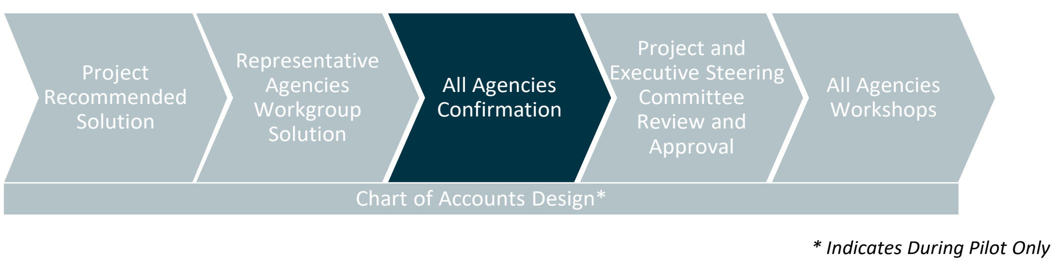

Figure 4: Solution Analysis and Design Segments – All Agencies Confirmation

This section provides a summary of the All Agencies Confirmation segment deliverables and work products, and the related activities. Appendix 1, Table 10 summarizes the deliverables and work products produced, the activities used to facilitate the deliverable/work product completion, and the Phase or Wave in which the deliverable/work product will be completed.

2.1.4.1 Inputs

The following documents and resources will be used as inputs to the All Agencies Confirmation sessions:

- RTM *(Draft)*
- Gap Inventory *(Draft)*
- User Stories *(Draft)*
- Standardized Business Process Models *(Draft)*
- Process and Transaction Mapping Analysis *(Draft)*

2.1.4.2 Activities

Table 4 below lists the activities that will utilize the documented inputs and will facilitate the creation of the resulting deliverables/work products as listed in Appendix 1, Table 10. These activities will be performed concurrently by the Project Team during All Agencies Confirmation.

Table 4: All Agencies Confirmation Activities

Activities	Description
Conduct Feedback Workshops with All Agencies	
Plan and Schedule	• Schedule and Prepare
Conduct Sessions	• Conduct All Agencies Confirmation Sessions • Analyze and Incorporate Agency Feedback
Refine Solution	
Update Business Process Models	• Update Business Process Models, as needed
Finalize RTM and Gap Inventory	• Identify, Analyze, Resolve, and Document Process gaps from All Agencies Confirmation Sessions • Define and Document gap alternatives • Update RTM
Finalize RICEFW Inventory	• Update RICEFW Inventory based on finalized RTM and Gap Inventory
Maintain Base Table Configuration	• Update Base Table Configuration Values, as needed
Maintain Security Roles	• Update Role Design, as needed
Update User Stories	• Update User Stories, as needed

2.1.4.2.1 Conduct Feedback Workshops with All Agencies

Building on the efforts and outcomes of CRPs, All Agencies Confirmation sessions will walk representatives from all agencies through the draft Business Processes of the proposed Solution using Prototype 1 for demonstrations. Agencies' feedback will be gathered in writing and incorporated, as appropriate.

The BPS Team will prepare agendas and scripts to demonstrate the Business Process Models and the related functionality in Prototype 1 to confirm how the Solution can best be adopted. All work done to date will be used, including CRP materials, updated Standardized Business Process Models, and Prototype 1. With the support of the OCM Team, All Agencies Confirmation sessions will be organized by Business Process Workstream. When possible, based on available space, all agencies will attend the same session. When space is not available, multiple sessions may be required for a topic. In cases where multiple sessions are required, the Project will group agencies strategically based on comparable business processes.

Participants will include Project Team members from BPS, OCM, and SDS, Department Division/Office SMEs, and all Agency representatives. Agency attendees should be able to:

- represent both functional and technical processes for their Agency
- understand the statewide Solution implications
- return positive affirmations or provide feedback to confirm Solution design

The BPS Team will organize sessions by Workstream, which will map to the associated Standardized Business Process Models. The aim is to demonstrate how agencies will conduct business in the Solution and identify any remaining gaps in the Solution through group discussion and documentation of feedback received during and after the sessions. Agencies will be requested to return written feedback after the Workshops within an appropriate timeframe. This feedback will be incorporated in the Solution to prepare for the Project and Executive Steering Committee Review and Approval. Due to the involvement of participants from all agencies, there may be challenges in incorporating feedback. Feedback may contain conflicting information or perspectives, which the Project Team will resolve to determine the standardized approach. From these sessions, the Project Team will also update documented criteria for measuring success after go-live and anticipated results for Process Areas and individual processes, as needed, and update change impacts in terms of Processes and Policy, as needed.

2.1.4.2.2 Refine Solution

The following sub activities will need to be performed to finalize the solution:

- The BPS Team will update the Standardized Business Process Models to reflect the feedback resulting from All Agencies Confirmation sessions and ready them for submission and approval by the Project and the Executive Steering Committee.
- Following the All Agencies Confirmation sessions, any changes to the disposition of Business Requirements based on additional information gathered from Agency feedback or SDS Team Adopt activities will be documented in the RTM. The BPS Team will continue to apply the established approach and mitigation strategies applied during CRPs to proactively manage enhancements and customizations. The BPS Team will complete and submit the Gap Inventory and RTM as final deliverables. These deliverables will list the Solution Business Requirements that need to be satisfied for the final solution and map the Business Requirements to the representative designs.
- The RICEFW Inventory will be updated with the results of All Agencies Confirmation sessions by following the same approach used in the previous segments. RICEFW items will be included in the Gap Inventory deliverable and identified for functional design and application development during the Adapt stage.

- The BPS Team will continue to update Base Table Configurations where necessary to incorporate feedback from the sessions. These updates will feed into the Master Data Configuration Workbook in the Adapt stage and the build of Prototype 2.
- The BPS Team will continue to update Prototype 1 security roles where necessary to incorporate feedback from the Workshops.
- The BPS Team will continue to update User Stories as the Solution continues to be refined and the Business Process Models continue to be confirmed from Agency feedback.

2.1.5 Project and Executive Steering Committee Review and Approval

The fourth segment is called the Project and Executive Steering Committee Review and Approval. In this segment the Project Team will present the confirmed Solution to the Project and Executive Steering Committee for approval. The Executive Steering Committee will be asked to approve the Standardized Business Process Models and Process and Transaction Mapping Analysis, which are Major Project deliverables. This section documents the inputs, resulting deliverables and work products, activities, and tools used.

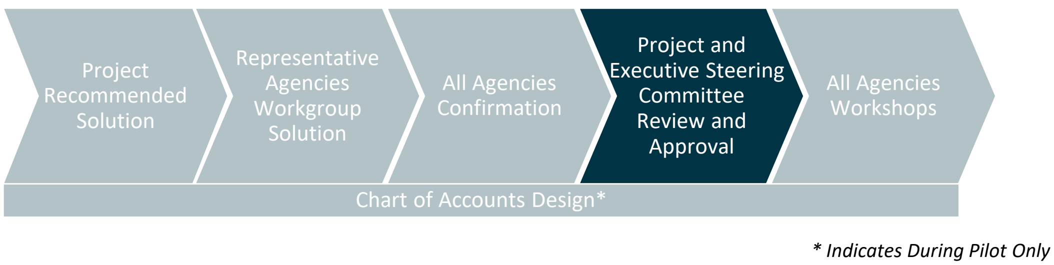

Figure 5: Solution Analysis and Design Segments – Project and Executive Steering Committee Review and Approval

This section provides a summary of the Project and Executive Steering Committee Review and Approval segment deliverables and work products, and the related activities. Appendix 1, Table 11 summarizes the deliverables and work products produced, the activities used to facilitate the deliverable/work product completion, and the Phase or Wave in which the deliverable/work product will be completed.

2.1.5.1 Inputs

The following documents and resources will be used as inputs to the Project and Executive Steering Committee Review and Approval activity:

- Standardized Business Process Models *(Draft)*
- Process and Transaction Mapping Analysis *(Draft)*

2.1.5.2 Activities

Table 5 below lists the activities that will utilize the documented inputs and will facilitate the creation of the resulting deliverables/work products as listed in Appendix 1, Table 11. These activities will be performed concurrently during Project and Executive Steering Committee Review and Approval.

Table 5: Project and Executive Steering Committee Review and Approval Activities

Activities	Description
Conduct Review Sessions	
Plan and Schedule	• Schedule and Prepare for Executive Steering Committee Demonstrations
Conduct Sessions	• Conduct Executive Steering Committee Demonstrations • Conduct One-on-one Meetings • Collect feedback
Finalize and Approve Solution	
Finalize Business Process Models	• Update Standardized Business Process Models based on Executive Steering Committee feedback
Update User Stories	• Update User Stories, as needed
Manage Solution Documentation	• Maintain RTM • Maintain RICEFW Inventory

2.1.5.2.1 Conduct Review Sessions

As a result of the All Agencies Confirmation sessions, the BPS Team will have finalized Solution design through the Standardized Business Process Models and the supporting RTM, Gap Inventory, RICEFW Inventory, COA Design, and Process and Transaction Mapping Analysis for review with Project leadership and Executive Steering Committee members. The Standardized Business Process Models and Process and Transaction Mapping Analysis are Major Project Deliverables that will be presented to the Executive Steering Committee for approval. After the Executive Steering Committee review and approval, the Project Director will review and accept these deliverables in accordance with the PMP.

The BPS Team, with support from the OCM Team, will prepare for and schedule Executive Steering Committee review sessions by leveraging the outputs of All Agencies Confirmation sessions. The Executive Steering Committee public meetings will be used to present information for consideration, with individual meetings conducted to answer Executive Steering Committee member questions or to gather input to be presented to the full Committee in future public meetings.

The BPS Team will present the updated Standardized Business Process Models and Process and Transaction Mapping Analysis to the Executive Steering Committee. The Standardized Business Process Models will address how the Solution has been designed with minimal customization while accounting for Agency feedback through iterative Adopt segments. The Process and Transaction Mapping Analysis will document the mapping from legacy processes and transactions to the corresponding Standardized Business Process Model and Solution transaction. The BPS Team will conduct the Executive Steering Committee sessions, gather feedback, and determine if updates are needed to the Solution. Once the solution is approved, the Standardized Business Process Models and Process and Transaction Mapping Analysis are considered final and updated by the BPS Team on an as needed basis for Pilot, Wave 1, and

Wave 2. In parallel with Executive Steering Committee review and approval, the BPS Team and the OCM Team will begin preparing All Agencies Workshops.

2.1.5.2.2 Finalize and Approve Solution

The following sub activities will continue to be performed as the Solution is in review:

- The Standardized Business Process Models will be updated with the results of the Project and Executive Steering Committee Review and Approval activities by following the same approach used in the previous segments.
- The BPS Team will continue to update User Stories as the Solution continues to be refined and the Business Process Models continue to be confirmed from agency feedback.
- If feedback from the Executive Steering Committee sessions requires updates to the Standardized Business Process Models, Process and Transaction Mapping Analysis, or supporting deliverables or work products, the BPS Team will make the updates to the appropriate documentation.

2.1.6 All Agencies Workshops

The fifth segment is called the All Agencies Workshops. In this segment, upon Executive Steering Committee approval and Project acceptance, the Project Team will communicate the confirmed Solution to all agencies; updated documents will be shared, as appropriate. This section documents the inputs, resulting deliverables and work products, activities, and tools used.

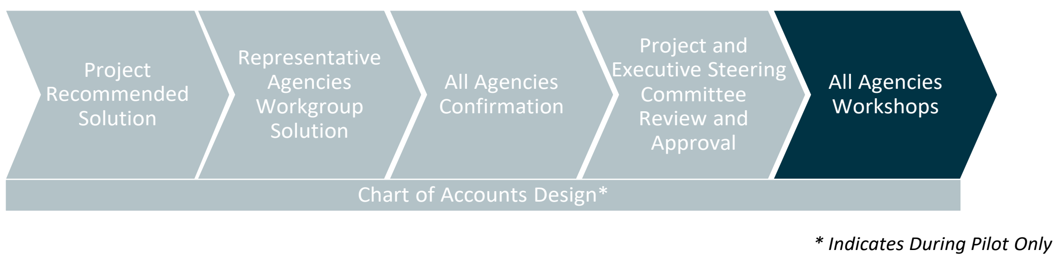

Figure 6: Solution Analysis and Design Segments – All Agencies Workshops

This section provides a summary of the All Agencies Workshops segment deliverables and work products, and the related activities. Appendix 1, Table 12 summarizes the deliverables and work products produced, the activities used to facilitate the deliverable/work product completion, and the Phase or Wave in which the deliverable/work product will be completed.

2.1.6.1 Inputs

The following documents and resources will be used as inputs to the All Agencies Workshops segment:

- Standardized Business Process Models
- Process and Transaction Mapping Analysis
- User Stories *(Draft)*

2.1.6.2 Activities

Table 6 below lists the activities that will utilize the documented inputs and will facilitate the creation of the resulting deliverables/work products as listed in Appendix 1, Table 12. These activities will be performed concurrently in All Agencies Workshops.

Table 6: All Agencies Workshops Activities

Activities	Description
Conduct All Agencies Workshops	
Plan and Schedule	• Schedule and Prepare for All Agencies Workshops
Conduct Sessions	• Conduct All Agencies Workshops • Debrief All Agencies Workshops
Finalize Solution Design Documents	
Complete Demonstration of Final Standardized Business Processes	• Document attendance and participation
Finalize User Stories	• Finalize User Stories

2.1.6.2.1 Conduct All Agencies Workshops

During the Project and Executive Steering Committee Review and Approval, the BPS Team will have confirmed the Solution and finished updating the Standardized Business Process Models. The Solution will be ready for communication to all stakeholders in preparation for Adapt stage activities. Also, by this time, the Project will have identified the agencies that will be included in Phase 1 Pilot. While the Solution is communicated to all agencies, the Pilot agencies will begin more active engagement with the Project Team.

Business Process Workshops (BPWs) will be conducted by the BPS and OCM Teams together. These sessions will transition from Adopt to Adapt stage activities, which includes configurations, planned interface connections, RICEFW development, change impact analysis, and Role Mapping. BPWs will focus on the State's future financial management processes and introduce Solution procedures for each Business Process Area using the updated Standardized Business Process Models as a guide. Portions of Business Processes may be demonstrated in Prototype 1. The OCM Team will assist with conducting the BPWs.

The BPS and OCM Teams will prepare for and conduct the BPWs by leveraging work done to date, including All Agencies Confirmation session materials, and approved Standardized Business Process Models. The Project Team will prepare agendas and supporting materials to facilitate walkthroughs of the Standardized Business Process Models and discussion of Change Impacts. BPW sessions will be aligned similarly to All Agencies Confirmation sessions and will have the same space/frequency considerations.

Participants from All Agencies Confirmation sessions will be invited to attend BPWs and include additional attendees from their agencies. The additional participants should be participants who can identify change impacts to current Agency Business Processes and will be empowered to lead his or her Agency through the upcoming changes. Agency participants and the Change

Champion Network will be responsible for communicating the new Solution business processes and sharing the workshop materials within their respective Agency.

Each Workshop will cover the new Solution Standardized Business Process Models, key terms, and Solution end user roles. The Project Team will conduct the BPWs, gather feedback about the materials and questions from participants, and communicate Agency action items to prepare for Adapt stage implementation activities.

2.1.6.2.2 Finalize Solution Design Documents

The BPS Team will document attendance and Agency participation. As the Project Team demonstrates the final Standardized Business Processes, it will capture feedback through session notes and address feedback from BPWs. It is not anticipated that changes to the Solution design will be identified; however, if any items arise that need resolution, those items will follow the Project's governance processes to determine if changes need to be made to the Solution. BPW session materials, including any major action items or decisions, will be shared with agencies according to the Communications Plan following the completion of each session and review of the feedback. The completion of BPWs marks the completion of Solution Analysis and Design and the Adopt stage. At the conclusion of this segment, the BPS Team will finalize User Stories based on the approved and demonstrated Solution design.

2.1.7 Chart of Accounts Design

During the Adopt stage for Pilot, the Project Team will establish the statewide COA structure for all subsequent Waves and Phases. This activity runs throughout the Pilot Adopt stage where the design decisions are continually updated as the Solution is refined and confirmed. COA will operate in parallel with each segment in Adopt, leveraging the activities of each segment to refine the Solution. This section documents the inputs, resulting deliverable, activities, and tools used.

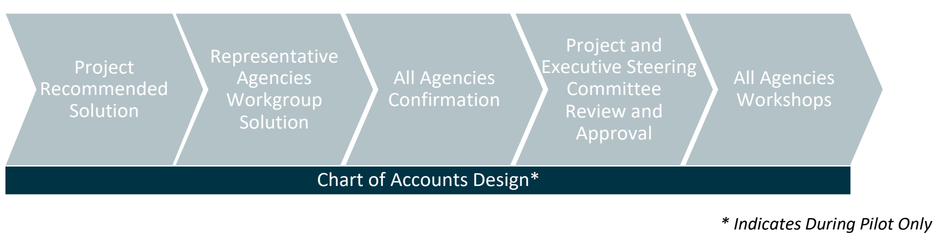

Figure 7: Solution Analysis and Design Segments – Chart of Accounts Design

This section provides a summary of the Chart of Accounts Design segment deliverables and work products, and the related activities. Appendix 1, Table 13 summarizes the deliverables and work products produced, the activities used to facilitate the deliverable/work product completion, and the Phase or Wave in which the deliverable/work product will be completed.

2.1.7.1 Inputs

The following documents and resources will be used as inputs to the COA Design activity:

- Business Process Models – the Business Process Models will provide the framework to discuss the State's business needs
- RTM

- Legacy supporting materials:
  - Legacy COA Elements
  - Legacy Reports – reports at both the State (e.g., the Comprehensive Annual Financial Report (CAFR)) and Agency level will provide detailed Reporting Requirements, which are integral to the COA Design

2.1.7.2 Activities

Table 7 below lists the activities that will utilize the documented inputs and will facilitate the creation of the resulting deliverables/work products as listed in Appendix 1, Table 13. These activities will be performed concurrently in COA Design.

Table 7: Chart of Accounts Design Activities

Activities	Description
Design COA	
Create and Finalize ChartField Design	• Create initial draft based on review of Business Process Models and reporting Business Requirements • Review and update from inputs during CRPs and All Agencies Confirmations • Review final version with Executive Steering Committee • Communicate during All Agencies Workshops
Create and Finalize Budget Structure Design	• Create initial draft based on review of Business Process Models and reporting Business Requirements • Review and update from inputs during CRPs and All Agencies Confirmations • Review final version with Executive Steering Committee • Communicate during All Agencies Workshops

2.1.7.2.1 Design COA

COA Design will occur throughout the Adopt stage of Phase 1 Pilot leveraging the iterative segments to support refinement of the COA elements. This design will include future Florida PALM implementation considerations, namely, Phase 1 Wave 1, Wave 2, Wave 3, and Phase 2 to define the COA structure at an enterprise level. The COA Design will be refined through the following methodology by segment:

- During Project Recommended Solution, the BPS Team will work collaboratively with members of the DFS Divisions, using the Business Process Models, legacy accounting segments, and legacy reporting requirements to determine a recommended structure for the COA.
- During Representative Agencies Workgroup Solution, individual COA sessions will be conducted. Just like the approach for participants for the overall CRP sessions, the participants will be from a small group of agencies. Participants will differ based on the

different elements of the design. For instance, different participants may be included based on the ChartField. The Fund, Account, or Business Unit designs may include representatives from Agency accounting, while Project and Activity may include representatives with a focus on Projects and Grants. Feedback from these sessions will be incorporated into the overall design and the configuration of Prototype 1.

- During All Agencies Confirmation sessions, COA sessions will include participants from all agencies. These sessions will follow the same organization laid out for CRP sessions and participants will differ based on session, just as during CRP sessions. Feedback from CRPs will be incorporated into the design and the configuration of Prototype 1.
- During Project and Executive Steering Committee Review and Approval, the COA Design will be finalized based on input from the previous three iterations and feedback from the Project and Executive Steering Committee.
- During All Agency Workshops segment, the COA Design deliverable will be finalized and submitted. BPWs will also contain specific COA sessions to communicate the COA Design to all agencies. These sessions will pave the way for Agency involvement in determining the detailed COA configuration values, which will be documented and configured in the Adapt stage.

The Project Team will use the AESG COA Design to begin the Florida PALM initial COA Design and documentation that includes the structure, field definitions, field usage, ownership, and maintenance. To facilitate the Project Recommended Solution activities, the BPS Team will create values that closely resemble the legacy ChartField values. This will enable the BPS Team to engage in Business Process Model discussions with close to real transactional experience. The BPS Team will use the inputs to define the proposed Florida PALM COA. Sample values will be configured in Prototype 1 and will be used during the Representative Agencies Workgroup Solution segment and subsequent segments. Additionally, the BPS Team will create a COA mapping, which maps the legacy values to the new COA ChartFields. This mapping will be the foundation of the COA Crosswalk created as part of the Functional Solution Design Specifications during the Adapt stage.

The design of the budget structures for the Solution will build upon the foundation, where the budgets received from the Legislative Appropriations System/Planning and Budgeting Subsystem (LAS/PBS) will be recorded and maintained for agencies' fiscal financial activities. The design will include specifications needed for Statewide and Agency specific budget definitions to fulfill transactional recording and reporting requirements. COA design decisions will play a crucial role as the key configuration items in defining budget structures. For example, the Appropriation budget structure will be defined such that budget amounts received from LAS/PBS will be recorded by the combination of ChartFields in Florida PALM as established by the same combination in LAS/PBS.

The design for budget structures will include budget structure configurations, budget translations, and budget track and control options. The BPS Team will use the AESG budget design to begin the initial design of the Solution. To facilitate the Project Recommended Solution activities, the BPS Team will create budget structures that mirror the legacy budget configuration. This will enable the BPS Team to engage in Business Process Model discussions with close-to-real budget checking experience. Sample budgets will be configured in Prototype 1, will be used during Project Recommended Solution and subsequent segments, and will be the foundation of the Budget Master Data Configuration Workbook during the Adapt stage.

2.2 Timeline

The Project Team will create the Solution design for each Phase and/or Wave during the Adopt stage for that Phase or Wave through the approach documented in section 2.1. This section displays the planned timeline of the Adopt stage across each Phase and Wave of the Project.

Figure 9 displays the overall planned Solution Analysis and Design timeline for Pilot.

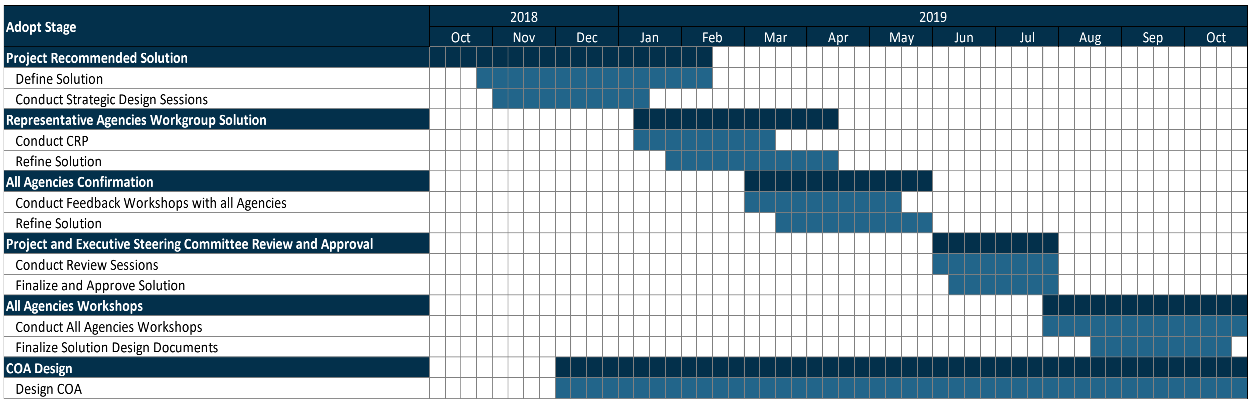

Figure 8: Planned Solution Analysis and Design Timeline for Phase 1 Pilot

Figure 10 displays the overall planned Solution Analysis and Design timeline for Agency Solution Confirmation, Wave 1, and Wave 2.

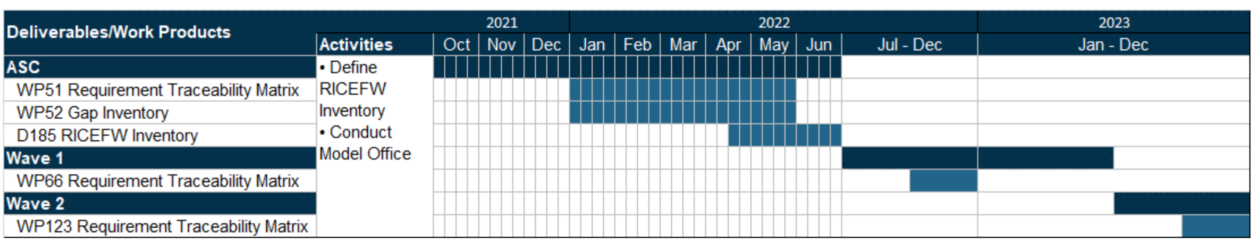

Figure 9: Planned Solution Analysis and Design Timeline for Agency Solution Confirmation, Wave 1, and Wave 2

Figure 11 depicts the overall planned Solution Analysis and Design timeline for Wave 3.

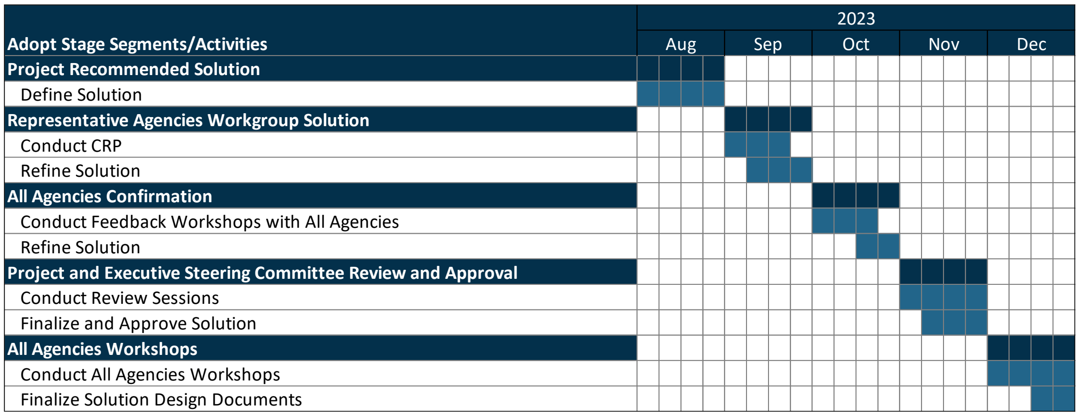

Figure 10: Planned Solution Analysis and Design Timeline for Wave 3

Figure 12 depicts the overall planned Solution Analysis and Design timeline for Phase 2.

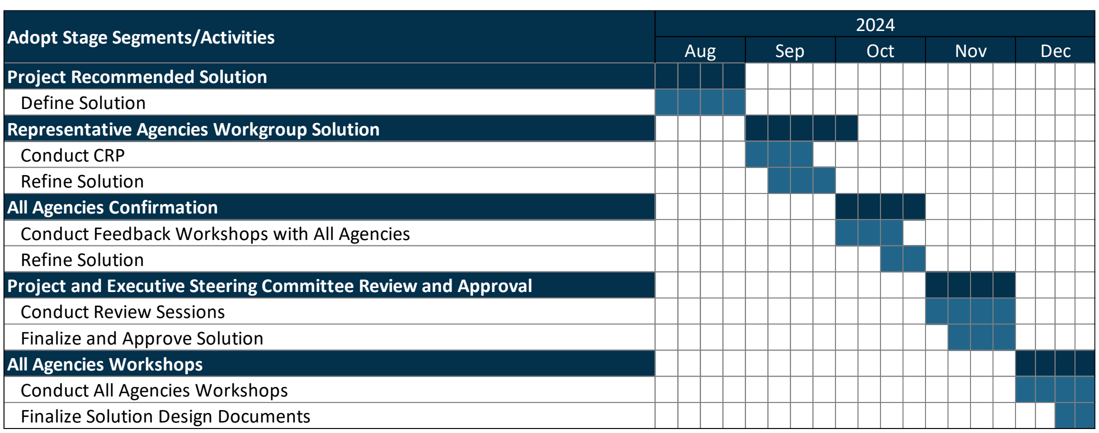

Figure 11: Planned Solution Analysis and Design Timeline for Phase 2

3 Functionality by Module and Business Processes

This section of the Strategy lists the PeopleSoft software modules and associated AESG business processes to be reviewed during the design activities for each Phase and Wave of the Project. All modules and business processes in this section will be refined throughout the Solution design activities. Some business processes may be implemented on a limited scope in Phase 1 and more fully in Phase 2. Additional business processes may also be added to meet the State's financial management needs and Business Requirements.

The following software modules and associated business processes are planned for Pilot, Wave 1, and Wave 2:

- Accounts Payable

  - Manage Accounts Payable Master Data
  - Enter and Process Vouchers
  - Process Payments
  - Process 1099 Vendor Withholdings
  - Integration with Purchasing
- Accounts Receivables
  - Manage Account Receivable Master Data
  - Setup and Maintain Customers and Contacts
  - Generate and Finalize Bills
  - Enter Receivables
  - Maintain Receivables
  - Deposits and Cash Application
  - Collections and Aging
- Asset Management (for Asset Accounting)
  - Add and Maintain Assets (Leased and Purchased)
  - Adjust and Transfer Assets
  - Capitalize Assets from Projects - *Manual process with calculated results manually entered into the system*
  - Depreciate Assets
  - Inquire and Run Miscellaneous Reports
  - Perform Mass Changes – Retirement, Transfer
  - Perform Physical Asset Inventory
  - Retire/Reinstate Assets
  - Transfer Asset (Inter and Intra Business Unit)
  - Create Accounting Entries
  - Set Up and Maintain Leases - *Manual in General Ledger*
- Billing
  - Receive/Create/Validate Bills
  - Finalize Bills
  - Create Accounting Entries
- Cash Management
  - Manage Cash Management Master Data
  - Manage Banking Relationships
  - Manage Bank Statements
  - Reconcile Bank Statement Transactions
  - Manage Company Cash Position
  - Process Funds Transfers
  - Manage Investments
  - Generate Treasury Accounting
- Commitment Control
  - Manage Budgets
  - Enter and Process Budget Journals
  - Budget Inquiry and Reporting
  - Managing Budget Exceptions
- Customer Contracts (for Grants and Project Accounting)
  - Create Contract Record (Online and Interface)
  - Deactivate Contract Records
  - Maintain and Amend Contract Record (Online and Interface)
  - View Contract Record History

    - Record Contract Award Activity
- Deal Management
    - Manage Deal Management Master Data
    - Create and Maintain Deals
    - Create and Maintain Equities
- Expenses (for Integration with Statewide Travel System for Travel Advances and Reimbursements)
    - Manage Travel and Expense Master Data
    - Advance Travel Payment
    - Reimbursement Request
    - Maintain Expense Transactions
- General Ledger
    - Manage General Ledger Master Data
    - Chart of Accounts Design
    - Enter and Process Journals
- Grants (for Grant Accounting)
    - Record Revenue against Letter of Credit
    - Award Administration
    - Award Funding/Budgeting
    - Facilities and Administration (F&A) Cost Processing - *Manual process with calculated results manually entered into the system*
    - Grantor Administration
    - Grant Reporting
    - Award Closeout
    - Cost Sharing
- OBIEE
    - Reporting
- Project Costing (for Project Accounting)
    - Define Projects
    - Define Project Activities
    - Establish Project Budgets
    - Capture Procurement Costs
    - Capture Project Expenses
    - Process Allocations - *General Ledger allocations*
    - Automated Billing of Project Costs - *Manual process with calculated results manually entered into the system*
    - Report on Projects
- Purchasing (for Integration with MFMP and encumbering)
    - Manage Purchasing Master Data
    - Manage Items
    - Load and Manage Card Transactions
    - Manage and Record Requisition
    - Manage Contracts
    - Manage and Record Purchase Orders
    - Record Receipt of Goods and Services
    - PO Close Process

The following software modules and associated business processes planned for Wave 3:

- Human Resources

   - Administer Employee Data Change - *Only as part of corrections to People First File*
- Payroll
   - Collect Pay Data Inputs - *Only as part of corrections to People First File*
   - Define Payroll
   - Process Payroll
   - Perform Distribution to AP Report
   - Perform Distribution to GL Report
   - Perform Reconciliation and Distribution for Bank Record
   - Perform Off Cycle Payroll
   - Perform Audit and Quarter End Activities
   - Perform Year End Activities
   - Adjust Payroll Balances
   - Process Retro Payroll
- ePay
   - Manage Pay Information for Payroll for North America
   - Collect Pay Data Inputs
   - Employee Self Service - *Only Read Mode*

The following software modules and associated business processes for Phase 2:

- Asset Management (for Asset Management)
   - Capitalize Assets from Projects
   - Track Repairs and Service
   - Set Up and Maintain Leases
- Customer Contracts
   - Create and Amend Contracts
   - Collect Distribute and Price Costs
   - Process Billings and Revenue
- Grants (for Grants Management)
   - Record Revenue against Letter of Credit
   - Award Administration
   - Award Funding/Budgeting
   - F&A Cost Processing
   - Grant Reporting
   - Award Closeout
   - Cost Sharing
- Project Costing (for Project Management)
   - Define Projects
   - Define Project Activities
   - Establish Project Budgets
   - Capture Procurement Costs
   - Capture Project Expenses
   - Process Allocations
   - Provide Cost Accounting Entries
   - Provide Costs and Expenses for Billing and Revenue Recognition
   - Automated Billing of Project Costs
   - Track Project Progress and Status
   - Analyze Projects
   - Report on Projects

- Supplier Contracts Management
  - Manage Supplier Contract Management Master Data
  - Mange Supplier Contract Standards
  - Create Supplier Contracts
  - Amend Supplier ContractsManage Contract Deliverables

4 Documentation Approach

The BPS Team will create and maintain deliverables and/or work products for Solution Analysis and Design for each Phase and Wave. Appendix 1 shows the Solution Analysis and Design deliverables and work products by Phase and Wave. The deliverables will be managed in accordance with the deliverable Management process within the PMP. The Deliverable Expectation Document (DED) creation and approval process will define the tasks and timelines for the create and review activities, which will be documented and managed in the Project Schedule. The DED process will also define the format and content of the deliverable, the acceptance criteria, and the roles involved with creation and review of the deliverable.

Appendix 1

In Tables 8 - 13 below, a list of Solution Analysis Design deliverables (D), work products (WP), and associated activities are listed for each segment, Phase, and Wave. Items are included in each Table if work will be done in support of the deliverable or work product during that segment. Work on some deliverables and work products will begin much earlier than the submission date to accommodate iterative solutioning that will cross segments and remain in draft status until submission.

Table 8: Project Recommended Solution Deliverables/Work Products and Activities

Deliverables/Work Products	Activities	Phase 1 Pilot	Phase 1 Wave 3	Phase 2
Requirements Traceability Matrix *(Draft)*	• Define Solution ○ Review Business Process Models ○ Confirm Business Requirements ○ Define RICEFW Inventory ○ Conduct Model Office ○ Review Base Table Configuration ○ Analyze Prototype Security ○ Create User Stories	D49	D265	D385
Gap Inventory *(Draft)*		D50	D266	D384
RICEFW Inventory *(Draft)*		D64	D264	D386
User Stories *(Draft)*		WP13	WP189	WP242
Reporting Strategy *(Draft)*		D38		
Standardized Business Process Models *(Draft)*		D54	D274	D387
Process and Transaction Mapping Analysis *(Draft)*		D57	D275	D388
Leading Practice Decisions and Outcomes	• Conduct Strategic Design Sessions ○ Conduct Leading Practice Workshops	D32	-	-

Table 9: Representative Agencies Workgroup Solution Deliverables/Work Products and Activities

Deliverables/Work Products	Activities	Phase 1 Pilot	Phase 1 Wave 3	Phase 2
Requirements Traceability Matrix *(Draft)*	• Conduct CRP ○ Plan and Schedule ○ Conduct Sessions • Refine Solution ○ Update Business Process Models ○ Update RTM and Gap Inventory	D49	D265	D385
Gap Inventory *(Draft)*		D50	D266	D384
RICEFW Inventory ***(Draft)***		D64	D264	D386
User Stories *(Draft)*		WP13	WP189	WP242

<table>
<tr><th>Deliverables/Work Products</th><th>Activities</th><th>Phase 1 Pilot</th><th>Phase 1 Wave 3</th><th>Phase 2</th></tr>
<tr><td>Reporting Strategy</td><td rowspan="3">o Update RICEFW Inventory
o Maintain Base Table Configuration
o Maintain Security Roles
o Update User Stories</td><td>D38</td><td></td><td></td></tr>
<tr><td>Standardized Business Process Models (Draft)</td><td>D54</td><td>D274</td><td>D387</td></tr>
<tr><td>Process and Transaction Mapping Analysis (Draft)</td><td>D57</td><td>D275</td><td>D388</td></tr>
</table>

Table 10: All Agencies Confirmation Deliverables/Work Products and Activities

<table>
<tr><th>Deliverables/Work Products</th><th>Activities</th><th>Phase 1 Pilot</th><th>Phase 1 Wave 3</th><th>Phase 2</th></tr>
<tr><td>Requirements Traceability Matrix</td><td rowspan="6">• Conduct Feedback Workshops with All Agencies
o Plan and Schedule
o Conduct Sessions
• Refine Solution
o Update Business Process Models
o Finalize RTM and Gap Inventory
o Finalize RICEFW Inventory
o Maintain Base Table Configuration
o Maintain Security Roles
o Update User Stories</td><td>D49</td><td>D265</td><td>D385</td></tr>
<tr><td>Gap Inventory</td><td>D50</td><td>D266</td><td>D384</td></tr>
<tr><td>RICEFW Inventory</td><td>D64</td><td>D264</td><td>D386</td></tr>
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<tr><td>Standardized Business Process Models (Draft)</td><td>D54</td><td>D274</td><td>D387</td></tr>
<tr><td>Process and Transaction Mapping Analysis (Draft)</td><td>D57</td><td>D275</td><td>D388</td></tr>
</table>

Table 11: Project and Executive Steering Committee Review and Approval Deliverable/Work Product and Activities

<table>
<tr><th>Deliverable/Work Product</th><th>Activities</th><th>Phase 1 Pilot</th><th>Phase 1 Wave 3</th><th>Phase 2</th></tr>
<tr><td>User Stories (Draft)</td><td rowspan="3">• Conduct Review Sessions
o Plan and Schedule
o Conduct Sessions
• Finalize and Approve Solution
o Finalize Business Process Models
o Update User Stories</td><td>WP13</td><td>WP189</td><td>WP242</td></tr>
<tr><td>Standardized Business Process Models (Major Project Deliverable)</td><td>D54</td><td>D274</td><td>D387</td></tr>
<tr><td>Process and Transaction Mapping Analysis (Major Project Deliverable)</td><td>D57</td><td>D275</td><td>D388</td></tr>
</table>

Deliverable/Work Product	Activities	Phase 1 Pilot	Phase 1 Wave 3	Phase 2
	○ Manage Solution Documentation			

Table 12: All Agencies Workshops Deliverable/Work Products and Activities

Deliverables/Work Products	Activities	Phase 1 Pilot	Phase 1 Wave 3	Phase 2
User Stories	• Conduct All Agencies Workshops ○ Plan and Schedule ○ Conduct Sessions • Finalize Solution Design Documents ○ Complete Demonstration of Final Standardized Business Processes ○ Finalize User Stories	WP13	WP189	WP242
Demonstration of Final Standardized Business Processes		D65	D271	D397

Table 13: Chart of Accounts Deliverable and Activities

Deliverable	Activities	Phase 1 Pilot	Phase 1 Wave 3	Phase 2
COA Design	• Design COA ○ Create and Finalize ChartField Design ○ Create and Finalize Budget Structure Design	D66	-	-