

State of California



In Partnership With:

Department of Finance
State Controller's Office
State Treasurer's Office
Department of General Services

Special Project Report 8
Financial Information System for California
Project #8860-30

August 21, 2019

Version 3.0

Revision History

Date	Revision	Last Updated By	Change	Change Approved By
1/23/19	0.01	Debbie Putnam	Create & Pre-populate SPR 7 Template	PDO, CDT
1/27/19	0.02	Debbie Putnam/ Crystal Brightbill	Write known content	PDO
1/31/19	0.03, 0.04	Debbie Putnam	Reorganize, add, expand	PDO
2/01/19	0.05	Debbie Putnam/ Crystal Brightbill	Reorganize, add, expand	PDO
2/04/19	0.06	Debbie Putnam/ Crystal Brightbill	Reorganize 3.4, note updates needed in 2.4. Clarify verbiage in 3.2 and 3.1.4	PDO
2/05/19	0.07	Debbie Putnam/ Crystal Brightbill	Sec 3.4 in progress; info for M6 in progress.	PDO
2/06/19	0.07	Debbie Putnam/ Crystal Brightbill	Sent to Cathy Leal for review. Sent to Comms for review.	PDO
2/07/19	0.08	Debbie Putnam/ Crystal Brightbill	Add BP and feature tables, resolve comments, begin Exec Summary, etc.	PDO
2/08/19	0.09	Debbie Putnam/ Crystal Brightbill	Incorporated comments and updates from Cathy Leal, draft Exec Summary, Milestone 6, and Implementation plan sections as well as Appendix updates.	PDO
2/11/19	0.091	Debbie Putnam	Reformat corrupted file; add org/resources; update name to Project Update Document	PDO
2/12/19	0.092	Crystal Brightbill/ Debbie Putnam	Accepted some changes, added updates for M5 schedule & M4/M5 Resources/Staffing. Updated M5 Schedule section. Spell check on most of the document. Incorporated Navin's comments.	PDO
2/15/19	1.0	Crystal Brightbill/ Debbie Putnam	Many updates. Sent for review to: Chief Deputy Director, SCO PBE, SCPMD DD, PDO Chief, and Comms. Note: On 2/20/19, Comms declined draft review and will review when final.	PDO
2/20/19	1.1	Debbie Putnam	Updates to Sec. 3.4.1.4, Staffing; Sec. 3.4.2, Implementation Plan; and Section 4.3, Project Plan. Add figure/ table numbers, TOC, minor updates.	PDO
3/11/19	1.2	Crystal Brightbill/Debbie Putnam	Sent for PBE review. Various updates. Addressed SCO PBE updates. Re-dated to March. Updated staffing tables; added risks to M4 & M5 sections; updated risk register.	PDO
3/19/19	1.3	Crystal Brightbill/Debbie Putnam	DGS, Finance, STO PBE comment responses and suggested updates; returned to PBEs.	PDO

3/19/19	1.4	Crystal Brightbill/Debbie Putnam/Kim McHolland	Sent to Deputy Directors, Project Director. Incorporated PBE comments from version 1.2.	PDO
3/22/19	1.5	Crystal Brightbill/Debbie Putnam/Kim McHolland	Added CALSTARS status. Incorporated Deputy Director feedback. Sent to IPO.	PDO
4/03/19	1.06	Kim McHolland/Debbie Putnam/Fahad Ahmed/Anand Surve	Updates based on release plan for M3 R3/4, M4 and M5 approved by Steering Committee on 3/27/19.	PDO
4/25/19	1.07	Kim McHolland/Debbie Putnam/Fahad Ahmed/Anand Surve	Updates based on IPO comments, schedule alignment and agile methodology. Updated M3 stabilization and scope/schedule. Added EAW's. Added MEC/YEC and KT sections. Sent to PBEs and DDs for review.	PDO
4/29/19	1.08	Kim McHolland/Debbie Putnam/Fahad Ahmed/Anand Surve	Additional updates; added stabilization. Sent to IPO Team for review. Sent to Comms for formatting/review.	PDO
5/21/19	1.09	Kim McHolland/Debbie Putnam/Fahad Ahmed/Anand Surve	Incorporated IPO and Partner comments Sent to Leadership, Partners, DDs for internal review.	PDO
5/31/19	1.1	Kim McHolland/Debbie Putnam/Fahad Ahmed/Anand Surve	Incorporated SCO comments Updated Gantt Charts Sent to Leadership, Partners, DDs for internal review.	PDO
6/05/19	1.9	Kim McHolland/Debbie Putnam/Fahad Ahmed/Anand Surve	Incorporated final comments from Leadership, PBEs. Prepared for Steering Committee signatures and SPR Executive Approval Transmittal signatures.	PDO
6/07/19	2.0	Anand Surve	Steering Committee signatures and SPR Executive Approval Transmittal signatures; final submission to CDT	PDO
8/21/19	3.0	Debbie Putnam	Updated EAWs (Appendix L). Minor related updates to Sections 2.4, 2.5, and 6.1. Updated Table Nos. 44-49 and TOC. Updated signature pages.	Neeraj Chauhan

Table of Contents

Revision History	ii
Table of Contents	iv
1.0 Executive Project Approval Transmittal	x
1.1 IT Accessibility Certification.....	xi
Steering Committee Approval.....	xii
Executive Summary.....	1
Milestones 3, 4, and 5 Functional Summary	2
Status and Reasons for Change	3
Benefits of Proposed Changes	5
SPR 8 Proposal	6
Milestone 3 – Releases 3 and 4	6
Milestone 4.....	7
Milestone 5.....	7
2.0 Information Technology Project Summary Package.....	9
2.1 Section A: Executive Summary	9
2.2 Section B: Project Contacts	11
2.3 Section C: Project Relevance to State and/or Agency/State Entity Plans.	12
2.4 Section D: Budget Information	13
2.5 Section E: Vendor Project Budget.....	14

2.6 Section F: Risk Assessment Information.....	15
3.0 Proposed Project Change	16
3.1 Project Background/Summary	16
3.2 Project Status	20
3.2.1 Status of 2018 State Entities Transitioning to FI\$Cal.....	20
3.2.1.1 Non-CALSTARS Entities.....	20
3.2.1.2 CALSTARS Entities.....	20
3.2.1.2.1 Overview	20
3.2.1.2.2 Ongoing Activities	21
3.2.1.2.3 Status and Schedule Update	21
3.2.2 Status of SCO/STO Production Support for Milestone 2 and Milestone 3, Releases 1 and 2	22
3.2.2.1 Overview	22
3.2.2.2 Ongoing Activities Impacting Schedule	24
3.2.3 Status of Remaining SCO/STO Milestones/Releases	25
3.2.3.1 Agile Methodology for SCO/STO Implementation	28
3.2.3.2 Milestone 3, Releases 3 and 4, Project Status	32
3.2.3.3 Milestone 4 Project Status	33
3.2.3.4 Milestone 5 Project Status	37
3.3 Reason for Change.....	40
3.3.1 Overview of Reasons for Change.....	40
3.3.2 Root Causes	41
3.4 Proposed Project Change.....	46
3.4.1 Impact of Proposed Change on the Project.....	46
3.4.1.1 Overview of Proposed Changes	46
3.4.1.1.1 Benefits of Proposed Changes.....	51
3.4.1.1.2 Key Factors for Successful Implementation	52
3.4.1.1.3 Assumptions	53
3.4.1.1.4 Criteria for Determining Completion	58
3.4.1.1.5 Contract Impacts	59
3.4.1.2 Milestone 3 – Release 3	61
3.4.1.2.1 Milestone 3 – R3 Scope	61
3.4.1.2.2 Milestone 3 – R3 Schedule.....	63
3.4.1.2.3 Milestone 3 – R3 Departmental Impacts	68
3.4.1.2.4 Milestone 3 – R3 Risk and Issue Overview	70
3.4.1.3 Milestone 3 – Release 4	72
3.4.1.3.1 Milestone 3 – R4 Scope	72
3.4.1.3.2 Milestone 3 – R4 Schedule.....	74
3.4.1.3.3 Milestone 3 – R4 Departmental Impacts	82
3.4.1.3.4 Milestone 3 – R4 Risk and Issue Overview	83

3.4.1.4	Milestone 4	84
3.4.1.4.1	Milestone 4 Scope	84
3.4.1.4.2	Milestone 4 Schedule	89
3.4.1.4.3	Milestone 4 Departmental Impacts.....	100
3.4.1.4.4	Milestone 4 Risk and Issue Overview	101
3.4.1.5	Milestone 5	102
3.4.1.5.1	Milestone 5 Scope	102
3.4.1.5.2	Milestone 5 Schedule	108
3.4.1.5.3	Milestone 5 Specific Approach Elements	122
3.4.1.5.4	Milestone 5 Departmental Impacts.....	123
3.4.1.5.5	Milestone 5 Risk and Issue Overview	123
3.4.1.5	Milestone 6 (O&M Phase)	124
3.4.2	Implementation Plan	126
3.4.2.1	Implementation Approach for Remaining Project Work	126
3.4.2.1.1	SDLC/Agile Approach.....	127
3.4.2.1.2	Knowledge Transfer Approach	142
3.4.2.1.3	Post-Production Support Approach	166
3.4.2.2	Month-End Close/Year-End Close Support Plan (Ongoing Support)	175
3.4.2.2.1	On-Site Support Office - Background	175
3.4.2.2.2	MEC Support Optimization for upcoming Year-End Close.....	176
4.0	Updated Project Management Plan	178
4.1	Project Organization	178
4.2	Project Priorities	180
4.3	Project Plan	180
4.3.1	Project Scope	180
4.3.2	Project Assumptions	180
4.3.3	Project Phasing	181
4.3.4	Project Schedule	181
4.4	Project Monitoring and Oversight	181
4.5	Project Quality	182
5.0	Updated Risk Management Plan	183
6.0	Updated Economic Analysis Worksheets (EAWs)	184
6.1	Cost Assumptions	184
6.2	Existing System/Baseline Cost Worksheet	186

6.3 Proposed Alternative Worksheet 186

List of Tables

Table 1. October 2018 Deployment of Milestone 2 Business Processes	23
Table 2. December 2018 Deployment of Milestone 3, Releases 1 and 2, Business Processes	23
Table 3. Overview of Previous Scope and Schedule for Milestones 3, 4, and 5 under SPR 7.....	48
Table 4. Overview of New Scope and Schedule for Remainder of Milestones 3, 4, and 5 under SPR 8.....	49
Table 5. Milestone 3 – R3: Status of BPs	62
Table 6. Milestone 3 – R3 Business Processes	63
Table 7. Milestone 3 – R3: Agile SDLC	65
Table 8. UAT Sessions Required for Milestone 3 - R3 BPs	67
Table 9. Milestone 3 – R3: Activities by Sprints and Month	68
Table 10. Milestone 3 – R4: Status of BPs	72
Table 11. Milestone 3 – R4 Business Processes	73
Table 12. Milestone 3 – R4: Agile SDLC	76
Table 13. UAT Sessions Required for Milestone 3 – R4 BPs.....	79
Table 14. Milestone 3 – R4 in November 2019: Activities by Sprints & Months ..	80
Table 15. Milestone 3 – R4 by July 2020: Activities by Sprints and Months	81
Table 16. Milestone 4: Status of BPs.....	86
Table 17. Milestone 4 Business Processes.....	87
Table 18. Milestone 4 – R1.1: Agile SDLC	92
Table 19. Milestone 4, Release 2, Agile/SDLC	94
Table 20. UAT Sessions required for Milestone 4, Releases 1.1 and 2.....	96
Table 21. Milestone 4, Release 1.1 – Activities by Sprints and Months.....	98
Table 22. Milestone 4, Release 2 – Activities by Sprints and Months.....	99
Table 23. Milestone 5 - Priority 1 Status.....	104
Table 24. Milestone 5 - Priority 2 Status.....	105
Table 25. Milestone 5 - Priority 3 Status (O&M)	106
Table 26. Milestone 5 (M5) Business Processes (Epics)	107
Table 27. Milestone 5 Agile SDLC	114
Table 28. UAT Sessions Required for Milestone 5 – P1/P2 BPs	117
Table 29. UAT Sessions Required for Milestone 5 – P3 (Start in Project and Finish in O&M)	118
Table 30. Milestone 5, Priorities 1 and 2 – Activities by Sprints and Months	119
Table 31. Milestone 5 Priority 3 Activities by Sprints and Months.....	121
Table 32. Milestone 6 Business Processes (Epics).....	125
Table 33. Agile Project Management Terms	128

Table 34. Stakeholder Activities during Build and Validation Phase..... 130

Table 35. Stakeholder Activities during UAT Phase..... 132

Table 36. Stakeholder Activities during Departmental UAT/BPD Phase 134

Table 37. Stakeholder Activities during Batch Testing Phase 136

Table 38. Stakeholder Activities during Performance Testing and Tuning..... 139

Table 39. Stakeholder Activities during Regression Testing 141

Table 40. Pre-Production Knowledge Transfer Activities - Overview..... 146

**Table 41. Functional Support Teams: Pre-Production Knowledge Transfer Detail
 152**

**Table 42. Technical Support Teams: Pre-Production Knowledge Transfer Details
 155**

Table 43. Post-Production Knowledge Transfer Activities – Overview 160

**Table 44. Functional Support Teams: Post-Production Knowledge Transfer
 Details 162**

**Table 45. Technical Support Teams: Post-Production Knowledge Transfer Details
 164**

Table 46. Areas to be Monitored for Post-Production Support..... 167

Table 47. Roles and Responsibilities for Post-Production Support 170

**Table 48. Current Number of Staff Resources by Classification, including Partner
 Staff 179**

Table 49. Cost Comparison of SPR 7 and SPR 8..... 185


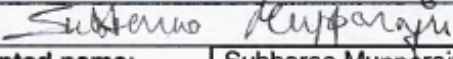



List of Figures

Figure 1. Key Functionality in Milestones 3 through 5 to move BOR to FI\$Cal.....	17
Figure 2. Milestone Impact on Two-Year Process of BLBAR and CAFR Generation	19
Figure 3. SCO/STO Integrated Solution Diagram.....	27
Figure 4. Agile Work Item Relationship in RTC	30
Figure 5. User Story Progression in the Build and Validation Phase.....	30
Figure 6. Milestones 3 through 5 Deployment Schedule	47
Figure 7. Gantt for Milestone 3 – R3	64
Figure 8. Gantt Chart for Milestone 3 – R4.....	75
Figure 9. Gantt Chart for Milestone 4	90
Figure 10. Gantt Chart for Milestone 5 – Priority 1 BPs	110
Figure 11. Gantt Chart for Milestone 5 – Priority 2 BPs	111
Figure 12. Gantt Chart for Milestone 5 – Priority 3 BPs	112
Figure 13. Current Project Organization Chart	178

APPENDICES

Please note that the SPR 8 Appendices are contained in a separate document.

1.0 Executive Project Approval Transmittal

Information Technology Project Request			
Special Project Report Executive Approval Transmittal			
Agency/state entity Name			
Department of Finance: In partnership with the State Controller's Office, State Treasurer's Office, and Department of General Services)			
Project Title (maximum of 75 characters)			Project Acronym
Financial Information System for California			FISCal
FSR Project ID	FSR Approval Date	State entity Priority	Agency Priority
8860-30	7/26/05	1	N/A
<p>I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and/or implementation of this project.</p> <p>I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2, my Agency/state entity has considered the cost benefits analysis associated with the proposed project changes and the changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).</p> <p>I have reviewed and agree with the information in the attached Special Project Report.</p> <p>I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 7405 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).</p>			
APPROVAL SIGNATURES			
Chief Information Officer			Date Signed
 Printed name: Subbarao Mupparaju			08/21/2019
Budget Officer			Date Signed
 Printed name: Ka Xiong			8/21/19
State Entity Director			Date Signed
 Printed name: Miriam Barcellona Ingenito			8/21/19
Agency CIO:			N/A
Agency Secretary:			N/A
Project Director			Date Signed
 Printed name: Neeraj Chauhan			8/21/19

1.1 IT Accessibility Certification

Executive Approval Transmittal IT Accessibility Certification

Yes or No

YES	The Proposed Project Meets Government Code 11135 / Section 508 Requirements and no exceptions apply.
------------	---

Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception Justification
NO	The IT project meets the definition of a national security system.
YES	The IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., “Back Office Exception.”)
YES	The IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
NO	Meeting the accessibility requirements would constitute an “undue burden” (i.e., a significant difficulty or expense considering all agency resources). Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.
NO	No commercial solution is available to meet the requirements for the IT project that provides for accessibility. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
NO	No solution is available to meet the requirements for the IT project that does not require a fundamental alteration in the nature of the product or its components. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.

Steering Committee Approval

The FI\$Cal Steering Committee Members approved Special Project Report 8 by consensus decision on 8-21-2019.



Richard Gillihan
Chair
FI\$Cal Steering Committee



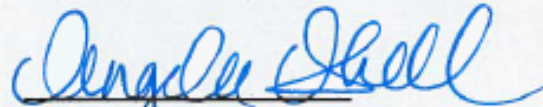
Larry Satter
Chief, Fiscal Systems and
Consulting Unit
Department of Finance



Jennifer Whitaker
Program Budget Manager
Department of Finance



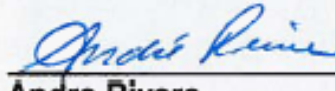
Andrew Sturfels
Deputy Director, Administration
Department of General Services



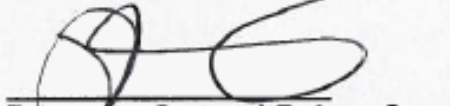
Angela Shell
Deputy Director, Procurement
Department of General Services



Jan Ross
Chief Administrative Officer
State Controller's Office



Andre Rivera
Deputy Director, CTSMD
State Treasurer's Office

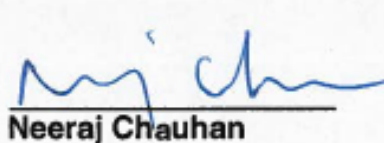


Brigadier General Robert Spano
Chair, Customer Impact Committee

FI\$Cal Project Leadership SPR approval/concurrence:



Miriam Barcellona Ingenito
Director



Neeraj Chauhan
Project Director

Executive Summary

Special Project Report (SPR) 8 for the Financial Information System of California (FI\$Cal) addresses project changes for Milestones 3, 4, and 5 of the State Controller's Office (SCO)/State Treasurer's Office (STO) Integrated Solution. Please note that, as approved in SPR 7, Milestone 6 functionality is not part of project scope. Instead, FI\$Cal will address Milestone 6 scope using the California Department of Technology's approved processes in accordance with State information technology (IT) project policy.

The SCO and STO control functions are crucial to maintaining an accurate Book of Record (BOR). The SCO/STO Integrated Solution allows for complete transaction integration and reconciliation between FI\$Cal and the State Book of Record (BOR). The Integrated Solution consists of multiple interfaces to allow FI\$Cal to send transactions to SCO's Accounting and Reporting Management System (ARMS) legacy system, which contains the State BOR, and also to receive transactions that originate within the legacy system.

Following July 2020, the FI\$Cal System will run in tandem with legacy systems, will have the necessary data and functionality to complete the Comprehensive Annual Financial Report (CAFR), and will produce a statewide ledger. This solution provides SCO with an accurate, workable cutover solution and the opportunity to validate data in the FI\$Cal System to their legacy systems prior to turning off their legacy systems.

Upon implementation of Milestones 3 and 4 by July 2020, FI\$Cal will contain all state entity financials, including those for Exempt and Deferred state entities via interfaces, allowing the System to maintain a statewide ledger for control and reporting purposes. State entities will continue to own their departmental financial details and balances within the statewide Modified Accrual ledger. The Project will implement a Consolidated Business Unit (BU) in FI\$Cal, which is a summary BU for all transactions across all BUs. The Consolidated BU will use the Modified Accrual ledger for statewide reporting.

FI\$Cal has already successfully deployed to production Milestones 1, 2, and 3 (Releases 1 and 2), using agile methodology, which will continue to be used going forward for the remaining SCO milestones/releases. The purpose of this SPR is to obtain formal approval of changes to the FI\$Cal Project (the Project) approved by the Steering Committee based on the recommendation of FI\$Cal Project Leadership on March 27, 2019. This decision extended the project schedule for Milestones 3, 4, and 5 to implement by July 2020.

This SPR also provides a status update on 2018 state entities using CALSTARS, addressing the Independent Project Oversight's (IPO) concerns regarding the continued use of

CALSTARS by 2018 Departmental Release entities. The current status and active work plan to provide resolution are identified in [Section 3.1.1, 2018 Departmental Release Status: CALSTARS](#).

Milestones 3, 4, and 5 Functional Summary

Each of the remaining SCO milestones introduces new functionality that, when fully implemented, will make FI\$Cal the state book of record to be used by SCO in the production of the CAFR and other statewide reporting.

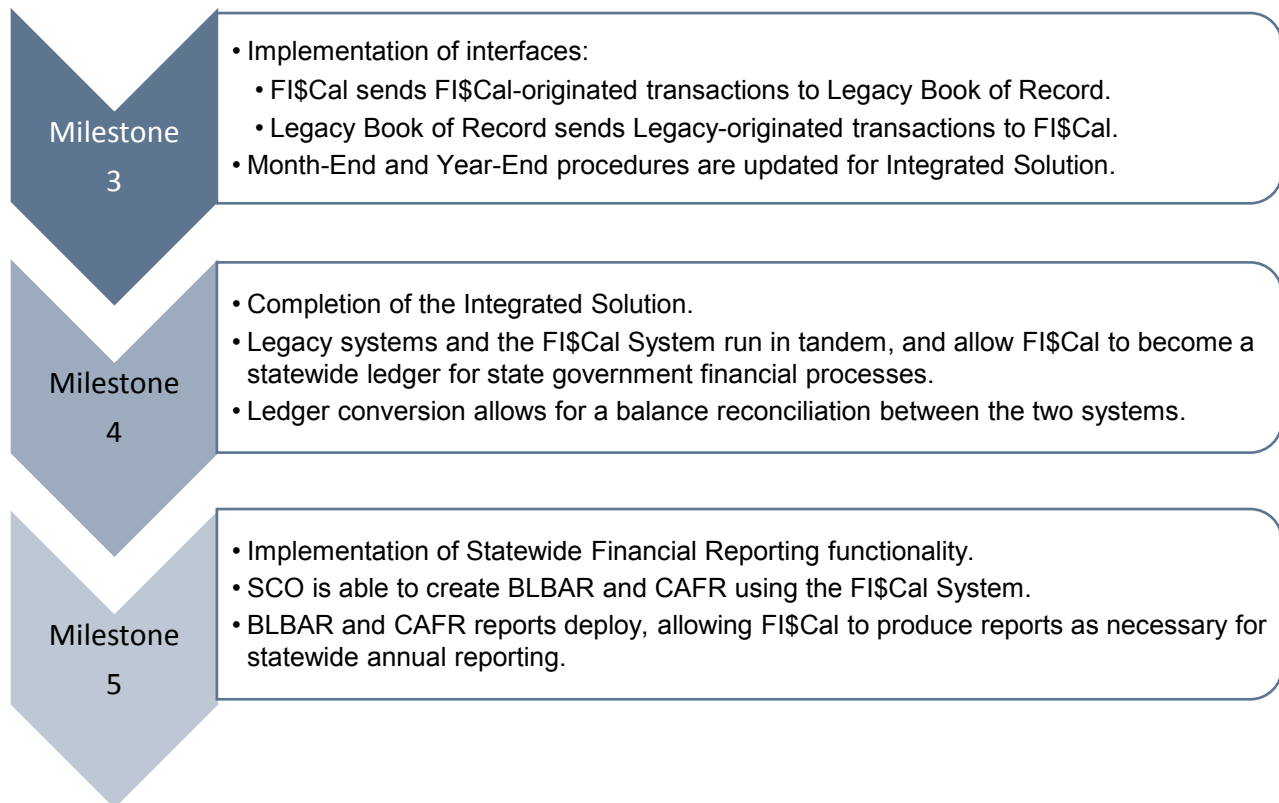
As part of the Integrated Solution, Milestone 3 provides interfaces between the FI\$Cal System and SCO legacy systems to keep transactions and fund balances in sync. Milestone 3, Releases 1 and 2, are already in production. Any batch and transaction processing errors must be addressed prior to implementation of Milestone 3, Releases 3 and 4, and all Milestone 3 releases must be live and stabilized in order for Milestone 4 functionality to operate as designed.

Milestone 4 functionality will allow SCO legacy and FI\$Cal ledgers to run in tandem on a daily basis, which is the first step for the FI\$Cal System to produce a statewide ledger. In terms of Project planning, Milestone 4's Consolidated BU and Ledger Conversion functionality must go live at the beginning of a fiscal year.

Milestone 5 will then implement the tools and reports that enable validation of FI\$Cal ledger data with SCO legacy system data. This Milestone 5 functionality will allow SCO to produce the Budgetary/Legal Basis Annual Report (BLBAR) and CAFR in FI\$Cal in parallel with the legacy system after one year of data has been collected.

The figure below shows the key functionality in Milestones 3 through 5 to move the book of record to FI\$Cal.

Key Functionality in Milestones 3 through 5



Status and Reasons for Change

The status and reasons for change for the remaining milestones/releases are described below.

Milestone 3: SCO/STO Milestones 1, 2, and 3 (Releases 1 and 2) were implemented into FI\$Cal Production in July, October, and December 2018. However, several constraints are now impacting the schedule for the remaining Milestone 3 releases. These include the need for a focused post-production support of Milestones 1, 2, and 3 (Releases 1 and 2) to monitor and adjust the batch processes and validate transactions are processing as expected. In addition, some high-priority enhancements were identified. These efforts are under way and are needed to help ensure future SCO/STO milestone code deployments have reduced occurrences of unexpected errors in production. A new Production Support Sprint Team was created to stabilize and support each release.

FI\$Cal successfully deployed to production Milestones 1, 2, and 3 (Releases 1 and 2) using agile methodology, and will use this methodology going forward for the remaining SCO milestones/releases.

Milestone 4: Enhancements were added to Milestone 4 scope, and this increased scope was implemented in October and December 2018 as Release 1. However, because of these enhancements, the reassignment of Milestone 4 resources to support production issues from earlier releases, and SCO Home staffing constraints, the remaining Milestone 4 scope cannot be implemented by June 2019 as scheduled in SPR 7.

To address this, the project performed further agile scope refinement. This process identified Milestone 4 features that are not essential for the Integrated Solution and determined that they should not be a part of project scope. Instead, these features are enhancements to functionality implemented in prior FI\$Cal releases, which are more appropriately implemented via the production path as routine system changes and enhancements.

The seven business processes and one conversion remaining in Milestone 4 are largely complete in terms of build and validation. Until recently these were on schedule for implementation by July 1, 2019, in accordance with SPR 7. However, due to unexpected errors in production from prior releases, focusing on production support and addressing these errors became a priority. Additionally, the need for increased Departmental engagement had to be planned and resources allocated to conduct the business process change impacts sessions. These constraints are now impacting the schedule, making it necessary to extend the release date.

The remaining Milestone 3 functionality (Releases 3 and 4) must be implemented and stabilized prior to implementing the Milestone 4 functionality. Once implemented, Milestone 4 functionality will allow the SCO legacy and FI\$Cal systems to run in tandem and will begin FI\$Cal's transition to becoming the State BOR.

Milestone 5: The project's agile scope refinement for Milestone 5 included a Fit-Gap analysis. The purpose of the analysis was to fully identify the functionality required to support statewide financial reporting processes and SCO Operations¹. The Fit-Gap resulted in significant scope expansion resulting from detailed documentation of SCO's business requirements, and confirmed that the time planned in SPR 7 would not be sufficient to implement Milestone 5.

¹ SCO Operations is included in the Key Functionality for the CAFR in SPR 7 and is planned to be implemented as part of Milestone 5 functionality.

For Milestone 5, the Project also re-evaluated nVision, which was the tool the Project had chosen several years ago to support SCO's reporting needs. This re-evaluation identified that a business intelligence tool would be better suited to SCO's needs, because it provides both data analysis and reporting functionality, instead of nVision, which only includes reporting.

The Project prioritized the increased Milestone 5 work and determined that there was insufficient time to implement even the Priority 1 items within the SPR 7 schedule.

Benefits of Proposed Changes

The proposed changes to the Milestone 3, 4, and 5 scope, schedule, and cost provide the following benefits:

- An extended stabilization period and resource support for Milestones 2 and 3 scope already in production.
- More schedule flexibility for stabilization of Milestone 3, Releases 3 and 4.
- Alignment of functionality and resources between Milestone 4 and Milestone 5 sprint teams and releases for more efficient implementation.
- Focus on SCO control functionality² in Milestone 4, and the ability for SCO to create the BLBAR and CAFR in FI\$Cal in Milestone 5.
- Three levels of priority for SCO Operations and BLBAR and CAFR functionality in Milestone 5, which will support more efficient agile methodology and streamline implementation.
- Extended time for state entities to be informed of and modify business processes for functional changes.
- Implementation of a business intelligence tool specific to SCO, providing extreme flexibility for data analysis to better meet SCO's reporting, extract, and analysis needs.
- Six months of post-production support/knowledge transfer for Milestone 3, Release 3 and 4 functionality.
- Six months of post-production support/knowledge transfer for Milestone 4 functionality.

² SCO Control is part of the key functionality referred to as "SCO Control Operations live" in SPR 7.

- 24 months of post-production support/knowledge transfer for Milestone 5, Priority 1 and 2 functionality.
- Extended time for knowledge transfer with Accenture onsite longer, allowing more time to help ensure the state's ability to support the System long term.

SPR 8 Proposal

In late March 2019, upon the recommendation of the FI\$Cal leadership team, the Steering Committee approved extending the FI\$Cal project schedule as follows:

- Milestone 3, Release 3, to be completed by July 2019.
- Milestone 3, Release 4, to be implemented post-July 2019 and before July 2020.
- Milestone 4 to be implemented by July 2020, completing the Integrated Solution.
- Milestone 5, Priority 1 and 2 business processes, to be implemented by July 2020.

Implementing these milestones/releases will enable the Project to implement the minimal viable product required by SCO, allowing the System to capture all of the information required to generate the financial reports, validate the balances, and ensure the data captured in FI\$Cal aligns with SCO's legacy system.

Accordingly, under SPR 8, the Project will complete by July 2020, implementing the minimal viable product for SCO, and will then start the Operations and Maintenance (O&M) phase. Beginning in July 2020, as part of O&M, FI\$Cal will start work on Milestone 5, Priority 3 Items³, for implementation by June 2021.

Six months of post-production support will be provided for the remaining Milestone 3 and Milestone 4 functionality from their respective release dates. In addition, two years of post-production support for Milestone 5, from July 2020 to June 2022, will allow SCO to generate and validate the FI\$Cal BLBAR and CAFR alongside the legacy BLBAR and CAFR.

An overview of key functionality for each milestone is provided below.

Milestone 3 – Releases 3 and 4

The remainder of Milestone 3 consists of Releases 3 and 4 and includes the following key functionality:

³ Please note that Priority 3 functionality is not part of Project scope.

- Centralized Treasure System (CTS) Bank Account Reconciliations
- Legacy Accounting Transactions to FI\$Cal and also FI\$Cal to Legacy
- California Automated Travel Expense Reimbursement System (CalATERS) Payment Processing
- Payroll Accounts Receivable
- Updates to Plan of Financial Adjustments (PFA) and Reconciliation

Milestone 4

The remainder of Milestone 4 also consists of two releases. Milestone 4, Release 1.1, deploys the Federal Trust Fund (FTF) Accrual Ledgers and Cash Basis Accounting by July 2020. Since this functionality is not dependent on the functionality in Milestone 4, Release 2, it is expected to deploy prior to July 2020 depending on System stabilization efforts for the Milestone 3 releases and completion of validation activities with SCO.

Milestone 4, Release 2 functionality, will complete the Integrated Solution, allowing SCO legacy systems and the FI\$Cal System to run in tandem, and enabling FI\$Cal to become a statewide ledger for state government financial processes. Milestone 4, Release 2 includes deploying the ledger architecture to create a Consolidated BU by July 2020. The Milestone 4 update includes the following highlights:

- Completes ledger conversion, which allows for a balance reconciliation between the two systems.
- Deploys complete reconciliation between the SCO legacy and FI\$Cal systems.
- Removes enhancement scope not required to support the Integrated Solution.

Milestone 5

Milestone 5 focuses on deploying Statewide Financial Reporting functionality resulting in a BLBAR and CAFR being generated from the FI\$Cal System. Milestone 5 will also provide the SCO Operations Reports and will enable the System to fulfill FI\$Cal's core vision of "One State, One System."

The scope for Milestone 5 has been split into Priority 1, 2, and 3 business processes.

- Priority 1 (P1) represents:
 - Extensions to create necessary accounting entries for the BLBAR and Generally Accepted Accounting Principles (GAAP)
 - Key Analysis Tools to analyze and validate necessary data
- Priority 2 (P2) represents:
 - Remainder of the Analysis Tools to analyze data for publication

- BLBAR and GAAP Reports (Group A)
 - Data Extracts for BLBAR and CAFR Publication Reports
- Priority 3 (P3) represents:
 - BLBAR and GAAP Reports (Group B)
 - SCO Operational reports
 - BLBAR Extracts for CAFR Supplements

The post-production schedule supports the following tasks happening simultaneously from July 2020 to June 2022:

- End-to-end validation
- Parallel processing for SCO to produce the BLBAR and CAFR in both the legacy system and FI\$Cal
- Completion of all Priority 3 functionality through migration
- All other production support, break-fix, and knowledge transfer activities

The proposed changes to scope and schedule for Milestone 5 extend the support period by two years from the SPR 7 timeline. Resource levels, including an extension of Accenture's contract, will need to be evaluated to implement this change.

2.0 Information Technology Project Summary Package

2.1 Section A: Executive Summary

1. Submittal Date			
	SPR	PSP Only	Other:
2. Type of Document	X		
Project Number:	8860-30		
3. Project Title	Financial Information System for California	Estimated Project Dates	
		Start	End
Project Acronym:	FI\$Cal	8/2005	June 30, 2020
4. Submitting Agency/state entity	Department of FI\$Cal		
5. Reporting Agency/state entity	Department of FI\$Cal		
6. Project Objectives			
	FI\$Cal Project Objectives are listed in Appendix A ⁴ .		
7. Proposed Solution			
8. Major Milestones			Est Complete Date
	Milestone 3, Release 3		June 2019
	Milestone 3, Release 4		June 2020
	Milestone 4		June 2020
	Milestone 5, Priorities 1 and 2		June 2020

⁴ Please note that appendices are in a separate document.

FI\$Cal's core capabilities, defined in the System Requirements Matrix, are implemented using a suite of products. These are:

- **Oracle PeopleSoft Financials and Supply Chain Management** for a broad array of functionality currently in the accounting and procurement categories of the Requirements Matrix.
- **Oracle's Hyperion** software for planning and budgeting requirements.
- **Oracle's Business Intelligence** product for business intelligence and analytics requirements.
- **Oracle Governance Risk and Compliance (GRC)** for access control and claims audit requirements.
- **Other Oracle applications such as:**
 - **Oracle Prime** for enhanced project management and reporting requirements
 - **Oracle User Productivity Kit** for training development

The State of California has some unique requirements, such as registered warrants, labor distribution, and the handling of loans and bonds, that are not fully addressed by the Oracle Commercial-off-the-Shelf ERP application. However, Accenture, the System Integrator, was able to identify a limited number of customizations to address those requirements while keeping modifications and risk to a minimum. 96.5% of System requirements are met with out-of-the-box functionality. The configurable components will be united on a common Oracle platform, and will provide a flexible, scalable solution to meet FI\$Cal's business requirements.

2.2 Section B: Project Contacts

Project #	8860-30
Doc. Type	SPR

EXECUTIVE CONTACTS

	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Project Director	Neeraj	Chauhan	916	576-5262		916	576-4832	Neeraj.Chauhan@fiscal.ca.gov
Agency Secretary	N/A	N/A						
State Entity Director	Miriam	Ingenito	916	576-4846		916	576-4832	Miriam.Ingenito@fiscal.ca.gov
Budget Officer	Ka	Xiong	916	576-3392		916	576-4832	Ka.Xiong@fiscal.ca.gov
CIO	Subbarao	Mupparaju	916	576-5842		916	576-4832	Subbarao.Mupparaju@fiscal.ca.gov
Project Sponsor	Richard	Gillihan	916	956-6777		916	323-0060	Richard.Gillihan@dof.ca.gov

DIRECT CONTACTS

	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Doc. prepared by	Deborah	Putnam	916	246-3457		916	576-4832	Debbie.Putnam@fiscal.ca.gov
Primary Contact	Neeraj	Chauhan	916	576-5262		916	576-4832	Neeraj.Chauhan@fiscal.ca.gov
Project Manager	Neeraj	Chauhan	916	576-5262		916	576-4832	Neeraj.Chauhan@fiscal.ca.gov

2.3 Section C: Project Relevance to State and/or Agency/State Entity Plans

1.	What is the date of your current Technology Recovery Plan (TRP)?	Date	4/2018	Project #	8860-30
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	2017-2021	Doc. Type	SPR
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Page #	All		

		Yes	No
4.	Is the project reportable to Control Agencies?	X	
If YES, CHECK all that apply:			
X	The project involves a budget action.		
	A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
X	The estimated total development and acquisition costs exceed the Department of Technology's established Agency/state entity delegated cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).		
	The project meets a condition previously imposed by the Department of Technology.		

2.4 Section D: Budget Information

Project #	8860-30
Doc. Type	SPR

Budget Augmentation Required?																						
No																						
Yes	X	If YES, indicate fiscal year(s) and associated amount:																				
		<table border="1"> <thead> <tr> <th>FY</th> <th>2019/20*</th> <th>FY</th> <th>2020/21*</th> <th>FY</th> <th></th> <th>FY</th> <th></th> <th>FY</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td>\$36,976,000</td> <td></td> <td>\$24,731,000</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	FY	2019/20*	FY	2020/21*	FY		FY		FY			\$36,976,000		\$24,731,000						
FY	2019/20*	FY	2020/21*	FY		FY		FY														
	\$36,976,000		\$24,731,000																			

*Budget augmentation for FY 2019/20 and 2020/21 include the budget change proposal amounts requested through the Spring Finance Letter.

PROJECT COSTS

1.	Fiscal Year	05/06 – 15/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
2.	One-Time Cost	364,762,666	79,712,907	78,533,110	33,095,815	14,549,000	0	570,653,498
3.	Continuing Costs	114,618,392	32,997,875	52,419,482	74,409,185	117,239,468	100,733,468	492,417,870
4.	TOTAL PROJECT BUDGET	\$479,381,058	\$112,710,782	\$130,952,592	\$107,505,000	\$131,788,468	\$100,733,468	1,063,071,368

PROJECT FINANCIAL BENEFITS

	Fiscal Year	05/06 – 15/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
5.	Cost Savings/Avoidances	-\$479,381,058	-\$112,710,782	-\$130,952,592	-\$107,505,000	-\$131,788,468	-\$100,733,468	-\$1,063,071,368
6.	Revenue Increase	\$0	\$0	\$0	\$0	\$0	\$0	\$0

2.5 Section E: Vendor Project Budget

Project #	8860-30
Doc. Type	SPR

Vendor Cost for SPR Development (if applicable)	\$ N/A
Vendor Name	N/A

VENDOR PROJECT BUDGET

1.	Fiscal Year	05/06 – 15/16	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
2.	Primary Vendor Budget	199,021,585	55,216,036	51,097,749	22,346,648	27,976,000	27,115,000	382,773,018
3.	Independent Oversight Budget	2,459,380	370,120	836,019	594,400	604,000	0	4,863,919
4.	IV&V* Budget	6,095,512	1,484,720	1,274,000	624,000	635,000	0	10,113,232
5.	Other Budget	60,941,897	7,088,930	21,857,620	7,461,582	22,796,350	3,975,350	124,121,729
6.	TOTAL VENDOR BUDGET	\$268,518,374	\$64,159,806	\$75,065,388	\$31,026,630	\$52,011,350	\$31,090,350	\$521,871,898

* Independent Verification and Validation

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

7.	Primary Vendor	Accenture, LLP
8.	Contract Start Date	June 18, 2012
9.	Contract End Date (projected)	June 30, 2022
10.	Amount	\$382,773,018 (estimated)

PRIMARY VENDOR CONTACTS

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.	N/A								
12.	N/A								
13.	N/A								

2.6 Section F: Risk Assessment Information

Project #	8860-30
Doc. Type	SPR

RISK ASSESSMENT

	Yes	No
Has a Risk Management Plan been developed for this project?	X	

General Comment(s)
<p>The FI\$Cal Risk and Issue Management Plan describes the processes used by the Project to identify and manage risks and/or issues. This is an ongoing iterative process throughout the Project lifecycle and is a normal and expected part of the Design, Development, and Implementation (DD&I) phase of an ERP. Formal, repeatable processes are used to identify, analyze (qualitatively and quantitatively), and plan responses for risks and/or issues. These processes are used to minimize threats and maximize opportunities as they are identified and responded to by the Project. A Project risk is an uncertain event or condition that, if it occurs, has a positive or a negative effect on at least one project objective. An issue is an unforeseen event that is impacting the Project; it may be identified in the form of a risk in which the trigger event has occurred, or as a new issue that was not previously identified.</p> <p>Risks and/or issues are inherent in any project, and this process enables program areas to formulate strategies to avert potential disasters. When risks and issues arise, they need to be resolved in a consistent and disciplined manner to maintain the quality of Project deliverables, as well as to control schedule, cost, scope, and quality. The Risk and Issue Management Plan documents processes to ensure risks and issues are resolved quickly and efficiently and are escalated for management attention when appropriate. Preparation for the unexpected eliminates wasted time and resources often associated with emergency reaction to problems. The plan also defines roles and responsibilities for participants in the risk and issue processes, the risk and issue management activities that will be carried out, and any tools and techniques that will be used.</p>

3.0 Proposed Project Change

Special Project Report (SPR) 8 addresses project changes for Milestone 3 – Releases 3 and 4, Milestone 4 – Releases 1.1 and 2, and Milestone 5 of the State Controller’s Office (SCO)/State Treasurer’s Office (STO) Integrated Solution.

3.1 Project Background/Summary

This SPR provides scope, schedule, and cost changes for implementing Milestone 3 – Releases 3 and 4, Milestone 4, and Milestone 5, Priority 1 and Priority 2 Items. This forms the minimum viable product needed by SCO, allowing the System to capture all of the information required to generate the financial reports, validate the balances, and ensure the data captured in FI\$Cal aligns with SCO Legacy.

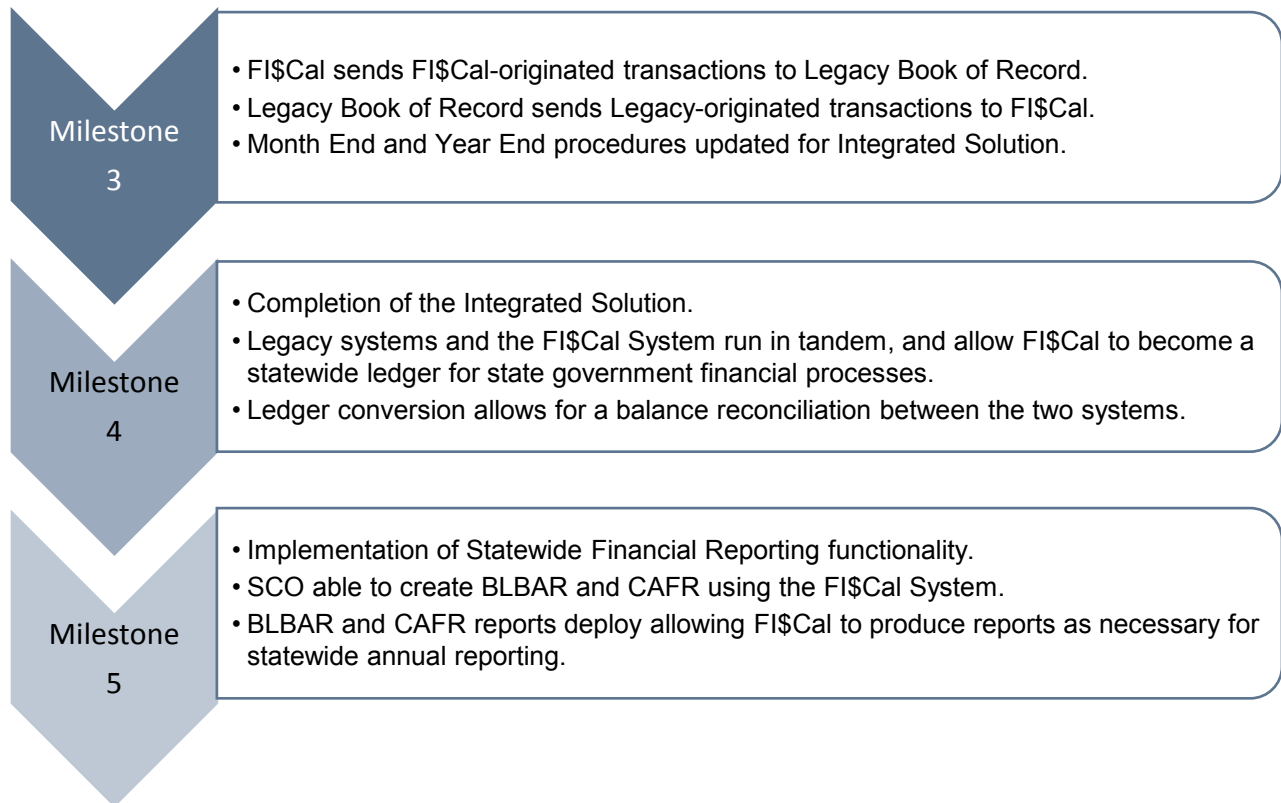
As part of the Integrated Solution, Milestone 3 provides interfaces between the FI\$Cal System and SCO legacy systems to keep transaction and fund balances in sync. In terms of schedule, Milestone 3, Releases 1 and 2, which are already in production, must be stabilized prior to implementation of Milestone 3, Releases 3 and 4. In turn, most functionality in the Milestone 3 releases must be live and stabilized in order for Milestone 4 functionality to operate as designed.

Milestone 4 functionality will allow SCO legacy and FI\$Cal ledgers to run in tandem on a daily basis, which is the first step for the FI\$Cal System to produce a statewide ledger. As part of Milestone 4, Consolidated Business Unit (BU) and Ledger Conversion functionality must go live at the beginning of a fiscal year.

Milestone 5 will then implement the tools and reports that enable validation of FI\$Cal ledger data with SCO legacy system data. This Milestone 5 functionality will allow SCO to produce the Comprehensive Annual Financial Report (CAFR) in parallel systems, encompassing SCO’s legacy system and FI\$Cal after one year of data has been collected.

Figure 1 shows the key functionality in Milestones 3 through 5 to move the BOR to FI\$Cal.

Figure 1. Key Functionality in Milestones 3 through 5 to move BOR to FI\$Cal

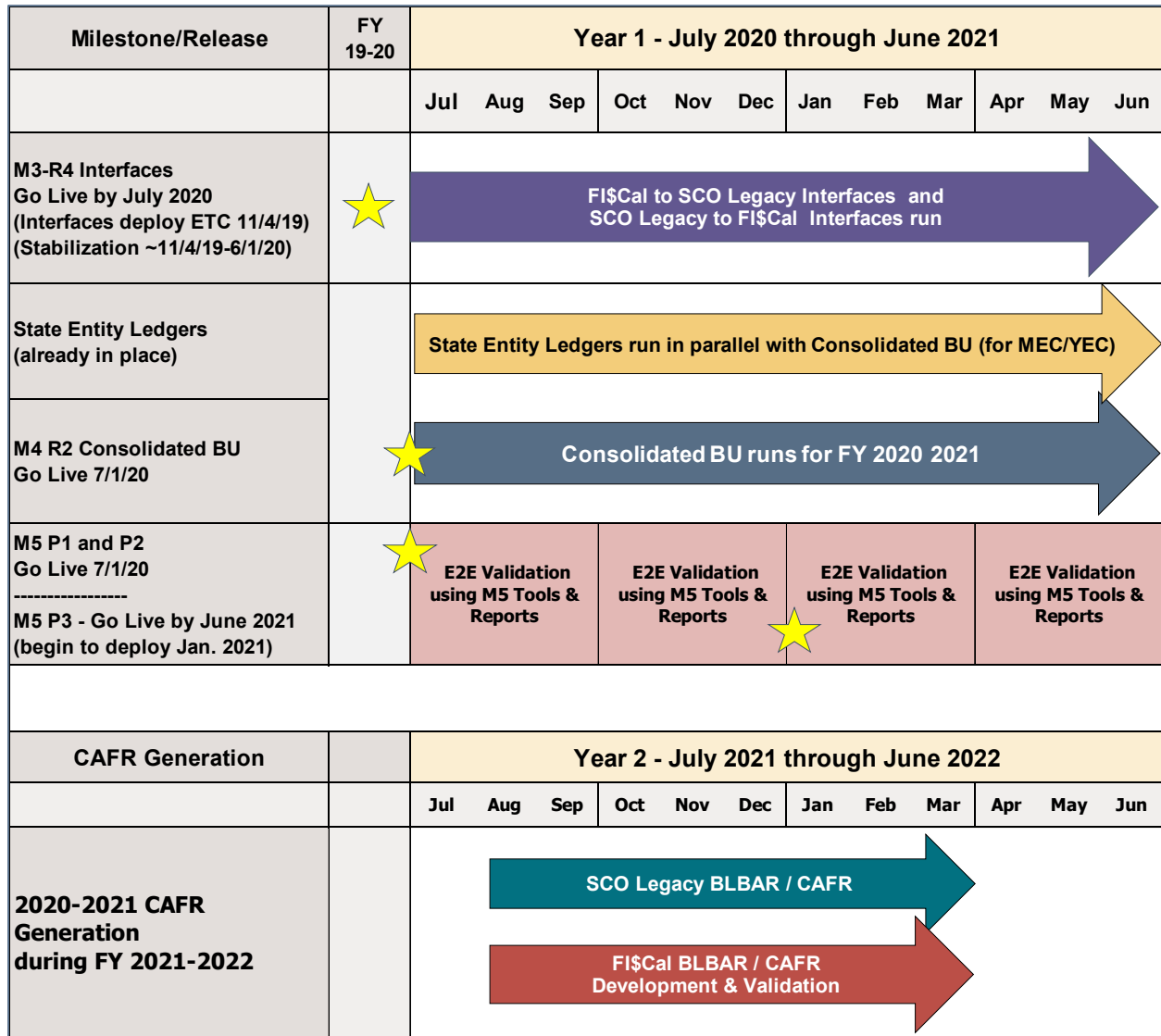


Successful CAFR generation is a key element of FI\$Cal becoming the State BOR. The role of each milestone in generating the CAFR from FI\$Cal is as follows:

- Milestone 3 establishes the interfaces that synchronize FI\$Cal System and SCO legacy system transactions.
- Milestone 4 establishes the statewide Consolidated BU and completes the statewide ledger conversion. During FY 2020-21, the FI\$Cal System will collect financial transactions in parallel with the SCO legacy system, which will continue normal operations during this time period.
- Milestone 5 provides the tools and reports (CAFR and operational) to create a parallel statewide CAFR and Budgetary/Legal Basis Annual Report (BLBAR).
 - SCO legacy BLBAR and CAFR generation will occur during the normal August-through-March CAFR lifecycle for the prior fiscal year (FY).
 - SCO's production of the FI\$Cal CAFR is planned to begin in August 2021 using the Milestone 5 BLBAR and GAAP allocations, eliminations and ledger analysis tools deployed in July 2020.
 - The expected outcome of Milestone 5 is the ability to populate GAAP and Budgetary Legal Ledgers (BLL) with the financial data in the format needed to generate the BLBAR and CAFR from FI\$Cal data. However, much of the SCO's FI\$Cal functionality related to cash management, assets, loans, and bonds will not be available to provide the parallel data from FI\$Cal, but will be input manually at a summary level into the FI\$Cal Ledgers after being calculated in legacy subsystems. All of the SCO's functionality must be implemented before FI\$Cal can transition to become the State BOR.

These milestones and their impact on FI\$Cal CAFR generation are illustrated in Figure 2.

Figure 2. Milestone Impact on Two-Year Process of BLBAR and CAFR Generation



3.2 Project Status

For informational purposes, [Section 3.2.1](#) below provides a status update on 2018 state entities using CALSTARS, addressing the IPO concerns regarding the continued use of CALSTARS by 2018 Departmental Release entities.

Also for informational purposes, [Section 3.2.2](#) provides a status update on the SCO production support efforts for Milestone 2 and Milestone 3, Releases 1 and 2.

The remainder of this document, beginning with [Section 3.2.3, Status of Remaining SCO/STO Milestone/Releases](#), addresses project status, reasons for change, and proposed changes for the remaining project milestones and releases of the SCO/STO Integrated Solution.

3.2.1 Status of 2018 State Entities Transitioning to FI\$Cal

The 2018 Departmental Release entities' transition from legacy systems to FI\$Cal is in progress as part of Operations and Maintenance (O&M) activities. For CALSTARS state entities in the 2018 Release, the transition to FI\$Cal will be complete when all have view-only access to CALSTARS.

3.2.1.1 Non-CALSTARS Entities

Five state entities in Release 2018 used non-CALSTARS legacy systems prior to Go Live. All are currently using the FI\$Cal System, and FI\$Cal continues to support their month-end-close (MEC) activities. As these state entities retire their legacy systems according to their internal schedules, FI\$Cal will assist as needed.

3.2.1.2 CALSTARS Entities

3.2.1.2.1 Overview

Some 2018 Departmental Release state entities continue to use CALSTARS to varying degrees instead of using FI\$Cal alone.

At the time of Go Live in July 2018, 23 of the 58 CALSTARS state entities⁵ planned to continue using CALSTARS beyond the July 2018 implementation for the Release 2018 state entities ("Go Live"). The reasons were as follows:

⁵ Of 64 total state entities in 2018 Release, 58 used CALSTARS.

- They were still getting up to speed in FI\$Cal (resolving conversion or configuration errors, completing validations, and finalizing internal business processes).
- They had specific state entity business processes that still needed a solution (e.g., Special Handling, Expedited Payments, Foreign Vendors, Federal Reporting, and Credit Card Refunds).
- They had insufficient resources to complete readiness tasks within the FI\$Cal onboarding schedule timeline.

FI\$Cal presented these state entity readiness issues to the Project Steering Committee as part of the Transition Readiness Assessments (TRAs) prior to Go Live. Upon the recommendation of FI\$Cal leadership, the Steering Committee voted to move forward with Go Live and address the outstanding issues afterwards.

3.2.1.2.2 Ongoing Activities

For each state entity still using CALSTARS, FI\$Cal and Finance members meet on a regular basis to review status and plan the resolution for the issues preventing state entities from fully transitioning from CALSTARS to FI\$Cal. This review and resolution process is detailed in Appendix B⁶ and includes the following:

- Prioritizing business process solutions that require FI\$Cal enhancements against other enhancements and deploying them when completed.
- Facilitating control agency review of policies that impact state entity business processes in FI\$Cal.
- Assisting state entity work along with partner staff where appropriate (e.g., validating, developing interfaces or reports, catching up transactions).

3.2.1.2.3 Status and Schedule Update

⁶ Please note: Appendices are in a separate document.

The status of state-entity CALSTARS access is regularly reported in the FI\$Cal Command Center, at monthly Steering Committee meetings, and at other leadership meetings as appropriate. Current status is as follows:

- 23 state entities originally requested extended CALSTARS access at Go Live, and 2 additional entities requested extended access after Go Live, for a total of 25 state entities.
- 21 of the 25 have subsequently been set to view-only access, meaning they can see historic data but cannot transact in CALSTARS.
- The remaining 4 entities are expected to have view-only access before the end of FY 2018-2019.

Appendix B provides the detailed status and schedule by state entity.

3.2.2 Status of SCO/STO Production Support for Milestone 2 and Milestone 3, Releases 1 and 2

The planned deployments of Milestone 3, Releases 3 and 4 (R3/R4) have been delayed due to a need for SCO/STO production stabilization of Milestone 2 and Milestone 3, Releases 1 and 2 (R1/R2). It is essential that these releases be stabilized before implementing Milestone 3 – R3/R4. Hence, a new Production Support Sprint Team was created to address issues and stabilize the earlier releases.

3.2.2.1 Overview

Milestone 2 and Milestone 3 – R1/R2 of the SCO/STO Integrated Solution were implemented into production in October 2018 and December 2018, respectively. Milestone 2 deployed STO Operations and Bank Integration functionality, while Milestone 3 – R1/R2 implemented FI\$Cal System to legacy system interfaces and legacy to FI\$Cal System interfaces. Some of the business processes in these milestones impact state entities, as shown in Tables 1 and 2.

Table 1. October 2018 Deployment of Milestone 2 Business Processes	
Milestone 2 STO Operations and Bank Integration Deployment October 2018	
Business Process	State Entity Impact
BP1: CTS Bank Accounts/Recon	X
BP2: AR Deposits/Remittances	X
BP3: STO - Demand Bank Recon	
BP4: STO - Treasury Accounting	
BP5: FI\$Cal Vouchers	X
BP6: ORF Replenishment	X

Table 2. December 2018 Deployment of Milestone 3, Releases 1 and 2, Business Processes			
Milestone 3 Release 1 SCO FI\$Cal to Legacy Interfaces and Legacy to FI\$Cal Interfaces (AP) Deployment December 2018		Milestone 3 Release 2 FI\$Cal to Legacy Interfaces and Legacy to FI\$Cal Interfaces Deployment December 2018	
Business Process	State Entity Impact	Business Process	State Entity Impact
BP7: Voucher Pay Cycle		BP11: GL Journal Certification	X
BP8: Legacy Payments		BP12: Journal Workflow	X
BP9: Post Issuance		BP17: Manual Bond Cash Transfers & Adjustments	X
BP10: RW Legacy Payments		BP22: AP Journal Vouchers	
BP13: Budget Journals			
BP14: ORF Replenishment			

Beginning with the October Go Live, the 2018 Departmental Release Command Center daily reporting was expanded to include Milestone 2 and 3 status reporting. The reporting included topics from the FI\$Cal Service Center (FSC) on tickets received, Information Technology Division (ITD) on batch processing failures and long-running processes/queries, SCO/STO on issues encountered by Home Staff, and Change Management Office (CMO) on state entity issues with Milestone 2 and 3 functionality on their transactions. State entities and FI\$Cal staff also reported System performance issues.

3.2.2.2 Ongoing Activities Impacting Schedule

Over the ensuing months, SCO/STO tickets trended upwards, interface and batch failures continued, and SCO/STO Home teams and state entities continued to be impacted by the Milestone 2 and 3 implementation despite the Sprint Teams' code correction and data cleanup efforts. Due to the urgency, number, and complexity of the fixes, the stabilization of the production system became a priority for the Project. An expanded production support team was required to support stabilization efforts to minimize impacts on state entities and delays of upcoming Milestone releases.

In March 2019, a subset of the Accenture Milestone 3 Sprint Team was assigned to supplement the existing SCO/STO production support team. In April 2019, resources from the Milestone 3 – R3/R4 and Milestone 4 Sprint Teams were also assigned to support the SCO/STO stabilization effort. These resources are addressing the following production functionality:

- **Interface Reconciliations** for code changes and data cleanup while performing reconciliations to proactively identify any additional code or data cleanup items.
- **Warrant Reconciliations** for closing out remaining build and reconciliation items and preparing for the post-issuance update work.
- **STO Reconciliation Reports** for transaction validation.
- **Performance Tuning/Process Improvements** for batch processes.

Working sessions with SCO/STO Home also revealed the need for additional production enhancements related to deposit approvals and reviews, along with other enhancements. Sprint Team Resources have been assigned to enhance the following:

- Deposit Entry Process

- Deposit Approval Workflow
- Deposit Approval and Review pages

Other enhancements have been identified, but are still being vetted and planned. An assessment of their impact, including whether the enhancements are required for production stabilization, is still to be performed. These enhancements are as follows:

- COA Error Reports
- INFAR029 for deposits not posted due to COA errors
- Enhanced GL workflow
- Enhancement for journal vouchers approvals and workflow
- Security updates
- Batch modifications
- Deposit enhancements for various scenarios

The agenda of the daily Command Center meeting has been adjusted to report on overnight processing issues for the System, batch, and interfaces and their impact to SCO/STO control functionality and state entities. Priorities are assigned, resolution steps are planned/tracked, and the need to send communications to state entities is also considered each meeting.

An extensive production support effort for Milestone 2 and Milestone 3 – R1/R2 is impacting the progress of Milestone 3 – R3/R4 and Milestone 4. Milestone 3 – R3/R4's implementation was moved to June 2019 at the earliest to allow time for code fixes and data cleanup. SCO and STO Home staff are also impacted by unanticipated involvement with these production support efforts. Work on Milestone 4 is essentially halted, with two-thirds of Sprint Team resources reassigned to production support. Also, the Milestone 4 implementation (conversion and statewide ledger) depends on having all Milestone 3 releases fully implemented and processing, with minimal or no issues occurring for the FI\$Cal to SCO Legacy and Legacy to FI\$Cal interfaces.

3.2.3 Status of Remaining SCO/STO Milestones/Releases

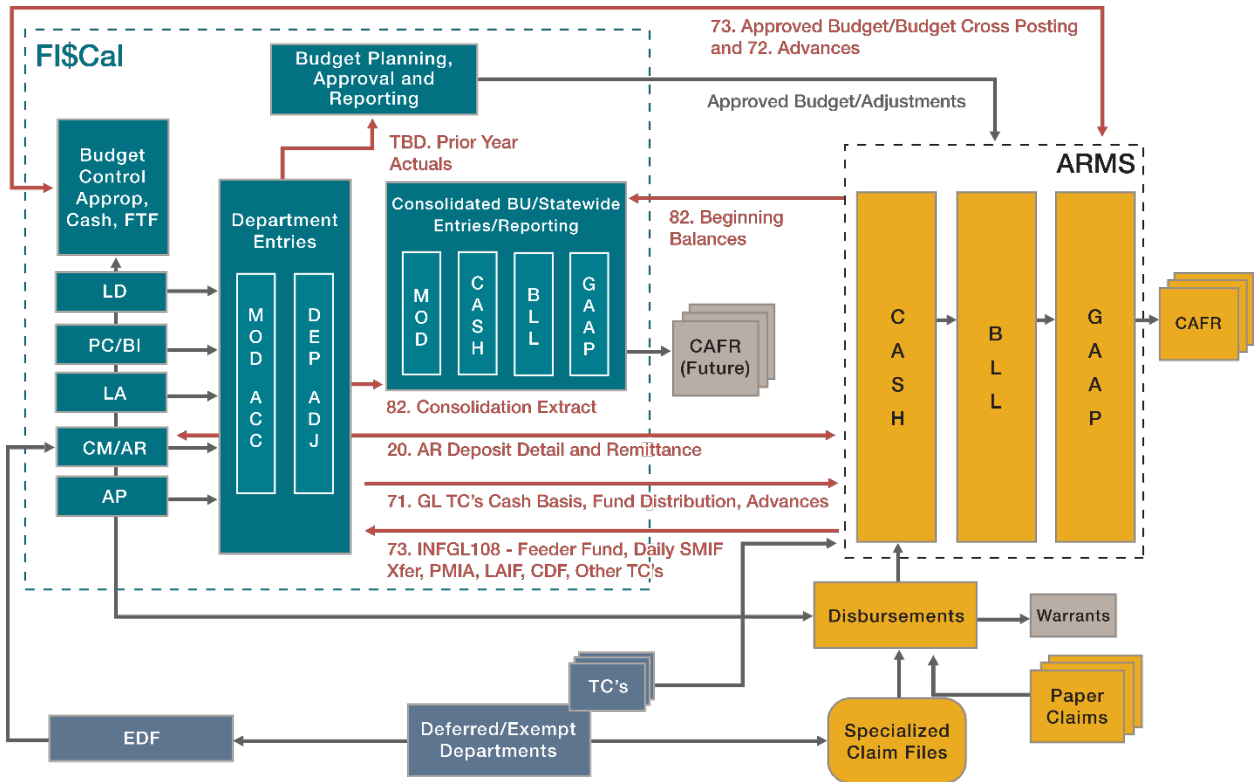
The overall functionality of the SCO/STO Integrated Solution is unchanged since SPR 7. As described in the SPR, the Solution allows for complete transaction integration and reconciliation between FI\$Cal and the State Book of Record (BOR). The Integrated Solution consists of multiple interfaces to allow FI\$Cal to send transactions to SCO's ARMS legacy system, which contains the State book of

record and also receive transactions that originate within the ARMS legacy system, as shown on Figure 3, SCO/STO Integrated Solution Diagram.

FI\$Cal will contain all state entity financials, including those for Exempt and Deferred state entities via interfaces, allowing for a statewide ledger to be maintained within the System for control and reporting purposes. State entities will continue to own their departmental financial details and balances within the statewide Modified Accrual ledger. The Project will implement a Consolidated BU in FI\$Cal, which is a summary BU for all transactions across all BUs. The Consolidated BU will use the Modified Accrual ledger for statewide reporting.

As implemented, the Integrated Solution interfaces will send and receive statewide claims, statewide deposits, and budget amounts. Transaction and balance information will be reconciled in FI\$Cal through improved automated processes to ensure its accuracy. FI\$Cal will consolidate financial and treasury information from multiple legacy systems into one system.

Figure 3. SCO/STO Integrated Solution Diagram⁷



Note that Deferred and Exempt state entities do not use FI\$Cal as their accounting system, but transactional data is entered into FI\$Cal via interfaces. Deposit slip data is entered into STO's legacy Electronic Deposit Form (EDF) system, which interfaces into FI\$Cal. For payments, Deferred and Exempt state entities either interface transactions, or submit paper claims, both of which enter SCO legacy systems, and are then interfaced to FI\$Cal.

STO is planning to eventually retire their EDF system and have Deferred and Exempt state entities enter deposit slip information directly into FI\$Cal. When SCO retires its legacy system, a similar change will occur for payments.

⁷ Note: Numbers on diagram refer to original Kanban feature numbers referenced under Custom ID in Appendix D, Milestone 3 – R3/R4 Scope Details, Appendix E, Milestone 4 Scope Details, and Appendix F, Milestone 5 Scope Details.

3.2.3.1 Agile Methodology for SCO/STO Implementation

FI\$Cal uses agile project management methodology as documented in [Section 3.4.2.1.1, SDLC/Agile Approach](#) and FI\$Cal's *Agile Project Management Plan* to implement the Integrated Solution. FI\$Cal has already successfully deployed to production Milestones 1 and 2 and Milestone 3 – R1/R2, using agile methodology, which will continue to be used going forward for the remaining SCO/STO milestones/releases.

Using this methodology, the Project was able to benefit from further refining the scope for Milestones 3, 4, and 5. As a result, the Project has been able to realign some scope between these milestones, use resources more effectively, and better meet customer needs. Notably, agile practices have enabled FI\$Cal to identify needed changes to scope and schedule prior to Milestones 4 and 5 entering user acceptance testing (UAT), which is much earlier than would have happened using waterfall methodology.

Please note that agile project management terms are used throughout this document and defined in [Section 3.4.2.1.1](#).

To effectively use the agile framework for the Integrated Solution implementation, the following activities took place:

- Sprint teams were created to align with the milestones/releases. Roles and responsibilities can be found in Appendix C, Roles and Responsibilities.
- The inventory of Integrated Solution business processes was identified, analyzed, sized, and prioritized to determine the scope of work (aka, Product Backlog). Business processes and associated features (collection of user stories) for each Milestone are in Appendices D through H. Please see [3.4.2.1.1, SDLC/Agile Approach](#) for further details.
- Sprint timelines were identified and are used to incrementally implement finished work in accordance with a schedule that culminates in a Milestone release. Appendix I contains the Extended Sprint Schedule.
- IBM's Rational Team Concert (RTC) was configured for and is the tool used to monitor the agile work effort for the Integrated Solution. Each business process in a milestone is methodically broken down into "Work Items" that are workable components to build each business process.

- Each work item has attributes (e.g., type, owner, priority, status).

Note - User Stories are the foundational work items as they represent the requirements for the BP.

- Each work item is related to other work items.
- A collection of work items creates the business process.
- Sprint team member use the work items to identify what work needs to be accomplished (e.g. requirements with acceptance criteria), and how long it will take.
- Three phases of development were defined for each BP. Each phase has several steps which are described in [Section 3.4.2.1.1. SDLC/Agile Approach](#). The Build and Validation Phase uses the agile framework, while the other two use a waterfall implementation approach.
 - Build and Validation Phase
 - Departmental UAT/BPD Phase
 - Testing Phase

Figure 4 shows the relationship/structure of agile work items in RTC.

Figure 4. Agile Work Item Relationship in RTC

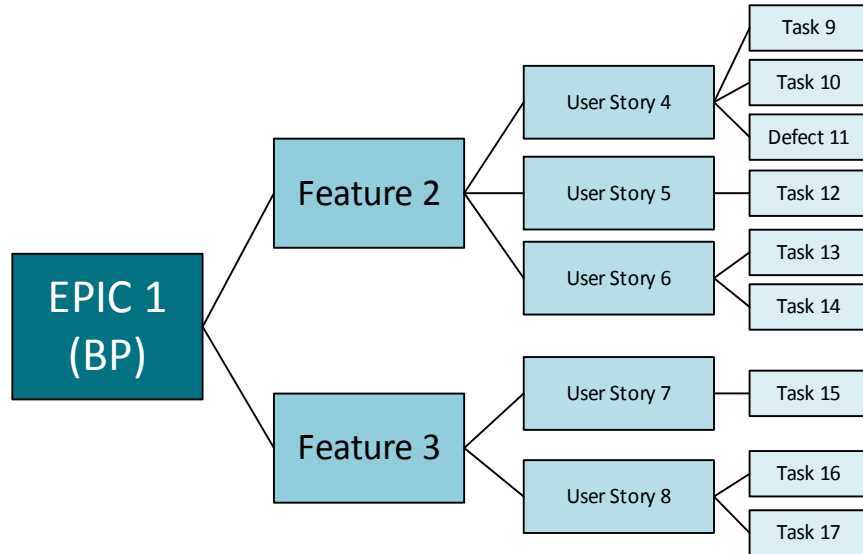
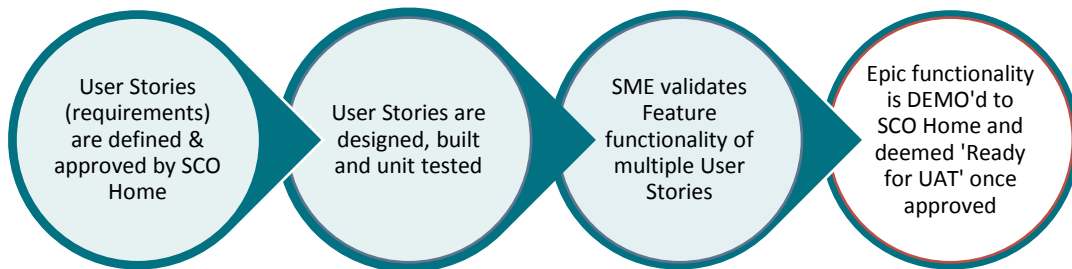


Figure 5 shows the agile work items progression through the build and validation phase. The goal is to have the BP in a “Ready for UAT” status.

Figure 5. User Story Progression in the Build and Validation Phase



Once the BP is “Ready for UAT,” the testing of the core business processes takes place by SCO Home, Finance, and/or state entities, followed by System

testing in preparation for migration into production. [Section 3.4.2.1.1 SDLC/Agile Approach](#) describes these phases.

Additionally, FI\$Cal's agile methodology for the Integrated Solution includes the following features to support the implementation:

- **Sprint Teams Designed with Module Expertise:** One challenge the Project faced in implementing the Integrated Solution was the complexity of the accounting modules and interfaces for SCO/STO control functions. To address this challenge, FI\$Cal assembled five sprint teams, each of which includes resources with specific module expertise. This has allowed the sprint teams to specialize in terms of functionality, while remaining “agile” in terms of methodology.
- **SCO/STO Agile Governance Escalation (SAGE) Process to Manage Scope Change Requests:** To support effective agile methodology, FI\$Cal created the SAGE process in early 2018 to manage scope change requests. As sprints progressed and additional work was requested, the sprint teams presented the SAGE Board with scenarios to evaluate and prioritize the additional work in the context of all other work originally identified in the SPR 7 backlog.

The SAGE Board includes key project leadership and stakeholders from FI\$Cal, Accenture, and impacted partner agencies (SCO and/or STO, with the addition of the Department of General Services [DGS] and/or Finance when impacted). In terms of agile methodology, this board serves as the overall product owner to finalize or reject the requested changes based on the overall priorities within a release, milestone, or the overall project objectives. This governing body is designed to ensure the best functionality is implemented for the customer within the approved timeline and assigned resources, while implementing the key functionality for each Milestone and Release.

- **Operational Decision Making Framework (ODMF):** As part of the SCO/STO Integrated Solution, the Project will continue to use the ODMF process to memorialize decisions that are key to how the System was solutioned.

3.2.3.2 Milestone 3, Releases 3 and 4, Project Status

Under SPR 7, the scope of Milestone 3 was to deploy the Integrated Solution that builds the FI\$Cal System to legacy system interfaces and the SCO legacy to FI\$Cal System interfaces. SPR 7 listed the following benefits and key functionality for Milestone 3. This overall scope remains the same under SPR 8.

- Benefits
 - Allows FI\$Cal to send FI\$Cal-originated transactions to Legacy Book of Record. Reconciliation offered for deployed interfaces.
 - Allows Legacy Book of Record to send Legacy-originated transactions to FI\$Cal.
 - Month End and Year End procedures updated for Integrated Solution
 - Complete reconciliation between Legacy and FI\$Cal systems deployed.

- Key functionality
 - FI\$Cal transactional data to Legacy via Interfaces
 - Journal and journal Voucher Approval Workflow
 - Statement of Cash Accountability (SOCA) Accounting Distributions
 - Bond Fund Cash Transfer
 - Cash management and bank reconciliation
 - Actuals legacy to FI\$Cal interfaces
 - Reconciliation to Legacy Reports
 - Budget Legacy to FI\$Cal Interfaces
 - Address security of social security numbers in Electronic Payment Interface claims

In October 2018, Milestone 2 Functionality related to Accounts Receivable and Cash Management was implemented into FI\$Cal Production. In December 2018, Milestone 3, Release 1 and 2 (R1/R2) functionality related to Accounts Payable and General Ledger was implemented into FI\$Cal Production.

The December 2018 release, Milestone 3, Releases 1 and 2, also included planned implementation of the Warrant Reconciliation conversion into FI\$Cal. The implementation attempt included planning efforts and Mock Conversions. However, due to incomplete identification of the business need/requirements and unexpected production issues, the Warrant Conversion was not completed. Functionality gaps were discovered as FI\$Cal and Legacy Warrant post-issuance functions ran in parallel. While attempting to reconcile warrants on a daily basis, interface and report issues were discovered that had to be resolved in order to complete warrant reconciliation between the systems. The Project Team performed replanning

efforts in January 2019 and conversion activities in February 2019. Continued functionality gaps and unexpected production issues resulted in Warrant Reconciliation continuing into May 2019.

The unexpected errors incurred as part of the October 2018 and December 2018 releases also impacted production support. A high volume of service tickets required collaboration between FI\$Cal Project and SCO/STO Home Staff, creating resource constraints. A new Production Support sprint team was created to support and stabilize the earlier releases.

Now, due to production stabilization becoming a priority, creating resource constraints and the need for increased Departmental engagement had to be planned and resources allocated to conduct the business process change impact sessions, the planned deployments of Releases 3 and 4 (R3/R4) have been delayed.

As a result, on March 27, 2019, based on the recommendation of FI\$Cal leadership, the Steering Committee voted to extend the schedule for Milestone 3 to implement by July 2020.

3.2.3.3 Milestone 4 Project Status

SPR 7 defined Milestone 4 as the completion of Integrated Solution that allows the SCO's legacy ARMS system and the FI\$Cal System to run in tandem, and allows FI\$Cal to become a statewide ledger for state government financial processes. The following Milestone 4 benefits and key functionality were listed in SPR 7:

- Benefits
 - Completed ledger conversion allows for a balance reconciliation between the two systems.
 - Deal Management functionality deployed
- Key functionality⁸
 - Ledger Conversion
 - Cash Validation
 - Cash Validation Appropriation
 - Non-FI\$Cal Appropriation Balance Adjustment

⁸ Key functionality groups have been redefined or updated with correct descriptions as part of this SPR and are identified in [Section 3.3.1.2.1, Milestone 4 Scope](#).

- Statement of Cash Accountability (SOCA) Balances and reports for SCO/STO
- Control Operations live
- Deal Management Integration
- Federal Trust Fund (FTF) Solution

In June 2018, the project prioritized and moved key functionality between Milestones 4 and 5 via the SAGE process (SG017 and SG018). This brought the Ledger Architecture (Extracts for Consolidated BU) into Milestone 4 to align with other Ledger Conversion functionality being developed in Milestone 4. Milestone 4's Consolidated BU and Ledger Architecture functionality must be in place when the Financial Reporting functionality is deployed in Milestone 5. Similarly, Deal Management Integration was moved from Milestone 4 to Milestone 5 (ODMF 1899) to better align with team and stakeholder knowledge for effective implementation of the CAFR solution.

In addition, as part of the agile process, the project added functionality to Milestone 4 related to Chart of Accounts (COA) enhancements. With this addition of scope, the project saw the need to split Milestone 4 into Releases 1 and 2 to support implementation of the highest priority items within the original SPR 7 timeline. The following COA enhancements were tagged to Release 1 because the functionality benefitted current production processes and eliminated manual work, creating an immediate positive impact on state entities and FI\$Cal support teams:

- COA Uploads approved in July 2018 (SG021) and deployed September 2018.
- 12 x 12 COA Crosswalk Translation Engine approved in August 2018 (SG027) and deployed December 2018.

However, the addition of the crosswalk functionality did impact transaction processing and increase related tickets due to missing or changed account values. FI\$Cal uses Chart of Account (COA) values that do not directly map to legacy Uniform Codes Manual (UCM) account values. As long as there are legacy systems using UCM, a crosswalk is needed to "translate" COA values whenever data is passed between FI\$Cal and legacy systems. Maintenance of the COA crosswalk tables is expected and occurs on a continual basis as values are frequently created and retired.

COA crosswalk maintenance is a manual process and has periods where a substantial number of changes are required (e.g., the start of a new fiscal year). In

addition, end users transitioning to FI\$Cal can create keying errors that require a service ticket to either update the COA crosswalk and/or address a transactional issue. Interface files can also contain transactions that do not have valid COA values defined, which also result in crosswalk updates and/or ticket resolution, sometimes for a large number of transactions. As legacy systems are retired, and FI\$Cal end users become more experienced, the COA maintenance and end-user issues are expected to decline.

In October 2018, the project decided to dedicate some Milestone 4 team resources to resolving production issues from Milestone 2 migrations. Similarly, a decision was made to pull Milestone 4 resources to support critical production issues for Milestone 3 – R1/R2, in December 2018.

As a result of the additional scope and partially repurposed resources, the remaining time for Milestone 4 under SPR 7 was insufficient to implement all original features within the two releases. Accordingly, the Milestone 4 functionality underwent additional agile refinement sessions.

From this refinement, the Project identified Milestone 4 features that will not be required for the Integrated Solution and should not be part of project scope. Although critical functionality, these features are enhancements to functionality implemented in past FI\$Cal releases and should therefore be implemented via the production path (ODMF 1899). The functionality is as follows:

- Hyperion Budget Journal Interface Enhancement (INFBU62)
- Departmental Reporting (RPTGL213, RPTGL214)
- General Ledger/Commitment Control (GL/KK) Sync (EXTGL232)

In early 2019, because of continuing production issues, the Project realized the need to maintain focus on stabilizing Milestone 2 and Milestone 3 – R1/R2 using resources from later Milestone 3 releases, as well as the already-mentioned resources from Milestone 4. However, this effort would delay deployment of Milestone 3 – R3/R4, as described above under [3.2.3.2 Milestone 3, Releases 3 and 4, Project Status](#).

While the build for Milestone 4 functionality was largely on track, UAT is delayed for the reasons described previously in this section. In addition, most Milestone 4 functionality is dependent on the remaining Milestone 3 functionality being released and stabilized, with processes and interfaces between the SCO legacy and FI\$Cal Systems running daily to successful completion.

Because of the following reasons, Milestone 4 - Release 2, cannot be implemented by June 2019 as scheduled in SPR 7:

- The COA enhancements added to scope and implemented in Release 1
- The reassignment of Milestone 4 resources to support production issues from earlier releases
- The focus to address unanticipated FI\$Cal production problems with warrant creation and reconciliation
- Milestone 4 functionality's dependency on release and stabilization of Milestone 3

As a result, on March 27, 2019, based on the recommendation of FI\$Cal leadership, the Steering Committee voted to extend the schedule for Milestone 4 to implement by July 2020.

The remaining scope for Milestone 4 is as follows:

- Federal Trust Fund Solution
- Cash Basis Accounting
- Consolidated BU
- Ledger Conversion (including mock conversions)
- Automated Bond Cash Transfers
- Cash Validation/Cash Validation Appropriation Control (CVAC)
- Budget Ledger Architecture (Part of CVAC, deploy separately)
- SOCA Accounting Distributions

When the business processes are implemented by July 2020, they will complete the key functionality to bring SCO Control Operations live per SPR 7.

Please see [Section 3.3](#) for further detail on the Reasons for Change.

3.2.3.4 Milestone 5 Project Status

Milestone 5 consists of implementing Statewide Financial Reporting functionality, enabling SCO to create the CAFR from the FI\$Cal System. The following Milestone 5 benefits and key functionality were listed in SPR 7:

- Benefit
 - CAFR and BLL reports are deployed allowing FI\$Cal to produce reports as necessary for statewide annual reporting.

- Key functionality
 - CAFR Reports
 - BLL Black box and Reports
 - Generally Accepted Accounting Principles Black box
 - Ledger Architecture (Extracts only for Consolidated BU)

As part of the agile process, the project performed a Fit-Gap analysis to refine the functionality needed to support statewide financial reporting processes and SCO Operations. This Fit-Gap took place during three sprints (nine weeks) at the beginning of Milestone 5 originally identified as development sprints. The Fit-Gap resulted in significant scope expansion resulting from detailed documentation of SCO's business requirements, and confirmed that the time planned in SPR 7 would not be sufficient to implement Milestone 5.

The result was significant scope expansion, increasing the original SCO Operational Report requirements from 2 to 54, and breaking out 18 features (including Code Drop 1 through 4 functionality) into 146 features, as well as adding conversions to the backlog that were not identified in the SPR 7 timeline or estimates. Accordingly, the hour estimations increased significantly for the following functionality: the CAFR, the operational reports, the black boxes, the extracts, and the BLBAR.

Based on results of the Fit-Gap analysis, the project identified that the original reporting tool did not meet the business need. Instead, a business intelligence tool would be better suited for SCO's data analysis and reporting requirements. Due to the need to accurately define and incorporate these business requirements, the Fit-Gap analysis consumed time originally planned for Milestone 5 development.

As a result of the Fit-Gap and subsequent reporting tool analysis, the project determined that the remaining time in the current Milestone 5 schedule (to July 2019) was insufficient to develop and deploy the required, expanded Milestone 5 functionality. To address this challenge, the project analyzed the Milestone 5 work now considered in scope to identify Priority 1, Priority 2, and Priority 3 items. The project determined that there was insufficient time to implement, at a minimum, even the Priority 1 items within the SPR 7 schedule, and that only the Build and Validation for Priority 1 could be completed by June 28, 2019.

The Milestone 5 team worked with the SCO team to define the prioritization of items as follows:

- P1 represents:
 - Extensions to create necessary accounting entries for BLBAR, GAAP
 - Priority Analysis Tool to validate necessary data can be analyzed
- P2 represents:
 - Remainder of the Analysis Tools to analyze all the data for Publication
 - Data Extracts for BLBAR and CAFR Publication Reports
- P3 represents:
 - Data Extracts for BLBAR and CAFR Supplements
 - SCO Operational reports

The updated Milestone 5 functionality was prioritized as follows:

Priority 1

- Black box for GAAP and BLBAR
- Ledger Analysis Tool for both GAAP and BLBAR (Group A) (this is the business intelligence tool tailored to SCO data analysis and reporting needs)
- Ledger Architecture
- Deal Management: Debt Service (Reports and Conversions/Interfaces)
- Legacy Accounting transactions Interface enhancement (adding transaction codes [TCs] to INFG108) to support Year-End Accruals

Priority 2

- Ledger Analysis Tool for GAAP and BLBAR (Group B)
- BLBAR and GAAP Reports (Group A)
- BLBAR Reports – Supplement
- Mock Conversions for each UAT phase
- Conversion for production migration of Priority 1 and 2 functionality

Priority 3

- BLBAR Extracts for CAFR supplement (using the business intelligence tool)
- SCO Operations Reports (supporting CAFR/BLBAR)
- BLBAR and GAAP Reports (Group B)

As noted in Section 3.1.1.2, Deal Management Integration functionality had previously been moved from Milestone 4 to Milestone 5 via the SAGE process (SG018) in June 2018. During additional refinement of the Milestone 5 backlog, the project team, including staff and stakeholders, determined that functionality for Deal Management Integration needed further breakout, as only the Debt Service portion would be required to support Statewide Financial Reporting functionality.

The remaining Deal Management processes were removed from the Milestone 5 project scope (ODMF 1899) and will be implemented in O&M as part of Milestone 6, which already includes related functionality and remains out of scope for the Project. State entities, SCO, and STO will continue using their legacy systems and current business processes to track, manage, and record transactions until Deal Management functionality is implemented. The Deal Management functionality moved to Milestone 6 (End State) includes the following:

- Deal Management (excluding Debt Service):
 - Loan Accounting (Statewide and Departmental)
 - Bond Accounting (SCO and Departmental)
 - Lease Revenue Bond Accounting (DGS)

Due to the increased scope and the temporary unavailability of resources, on March 27, 2019, the Steering Committee approved extending the timeline for implementing Milestone 5, Priority 1 and 2 items, to July 2020. Combined with the previous releases, this functionality implements the minimum viable product needed by SCO, allowing the System to capture all of the information required to generate the financial reports, validate the balances, and ensure the data captured in FI\$Cal aligns with SCO Legacy.

Please note that Priority 3 items are not part of Project scope and will be implemented by June 2021 as part of O&M.

Section 3.3 below provides further detail on the Reasons for Change.

3.3 Reason for Change

3.3.1 Overview of Reasons for Change

With the Fit-Gap's comprehensive elaboration of SCO's control function requirements, and through the use of the current agile process and principles, FI\$Cal utilized the SAGE and ODMF processes to evaluate critical requirements, adjust scope within releases, and re-align key functionality between milestones to better associate the development of functionality with each Sprint Team's resource expertise.

The Milestone 2 release occurred in October 2018, and included functionality related to Accounts Receivable (AR) and Cash Management (CM). Milestone 3 – R1/R2 was implemented occurred in December 2018 and included functionality related to Accounts Payable (AP) and General Ledger (GL).

Since the October and December 2018 releases, the FSC has seen an increased number of service tickets. The number of tickets related to Milestone 2 and 3 – R1/R2 departmental transactions trended upwards, as did the number of incidents involving interface failures during nightly batch processing.

The Sprint Teams addressed the issues daily as part of post-production support. Over the following months, however, the efforts to stabilize milestone functionality were significant. Accordingly, it was determined that a dedicated stabilization team was needed to focus on identifying causes and resolving issues, along with data cleanup, before the remaining Milestone 3 – R3/R4 functionality could migrate and stabilize. The significant inventory of stabilization items needing work contributed to FI\$Cal re-evaluating the Project schedule and scope for Milestone 3 – R3/R4, Milestone 4, and Milestone 5.

On March 27, 2019, upon the recommendation of FI\$Cal Leadership, the Steering Committee approved extending the implementation dates as follows: Milestone 3 – R3 to be implemented by July 2019 and Milestone 3 – R4 to be implemented between November 2019 and March 2020.

Additionally, the Project analyzed Milestone 4 scope and determined that the following functionality, which does not directly support the Integrated Solution or

Statewide Financial Reporting, should be moved to production enhancements or Milestone 6 (O&M):

- Production Enhancements
 - Hyperion Budget Journal Interface Enhancement (Epic 25603: INFBU62)
 - Departmental Reporting (Epic 25625: RPTGL213, RPTGL214)
 - General Ledger/Commitment Control (GL/KK) Sync (Epic 31194: EXTGL232)

- Milestone 6
 - Deal Management (excluding Debt Service):
 - Bond Accounting (SCO and Departmental)
 - Lease Revenue Bond Accounting (DGS)
 - Loan Accounting (Statewide and Departmental)⁹

Further, during the Milestone 5 Fit-Gap, SCO requested additional functionality, which was added to the Milestone 5 backlog. Subsequently, FI\$Cal identified that this functionality is not actually required to support the Integrated Solution and will also move to Milestone 6:

- Statewide Year-End-Close Tool
- Fund Affiliate Rule for Interagency Transaction

3.3.2 Root Causes

The Project has analyzed the root causes underlying this need for change as part of regular refinement sessions during the reprioritization of current and additional scope. These reasons for change are described in more detail below.

- Stabilizing Milestone 2 and Milestone 3 – R1/R2 functionality in Production has been a larger work effort than originally planned. Due to their complexity, some interfaces required further enhancements in order to be stabilized. Also, there were issues with nightly batch processes running to completion, which impacted

⁹ Loan Accounting was listed as part of Deal Management in SPR 7, but has been identified as its own work effort, not tied to Deal Management.

in-process transactions and required data cleanup efforts for these transactions. This resulted in more time being spent addressing production issues.

- Several team members for Milestone 3 – R3/R4 and Milestone 4 were used to support Milestone 3 release activities in December 2018 and perform post-production support, particularly the warrant reconciliation effort, into 2019. The Project (including partner stakeholders) recognized the importance of stabilizing Milestone 3 - R1/R2, and prioritized this stabilization over the development and testing of Milestone 3 – R3/R4 and Milestone 4.
- SCO Home Staff committed to splitting their available time between supporting sprint activities and their regular work commitments for Milestones 3, 4, and Milestone 5. However, their availability was impacted as follows:
 - Milestone 3: Production stabilization was made a priority, leading to resource constraints. This led to a delay in Milestone 3 work and impacted the subsequent milestones.
 - Milestone 4: Sprint activities, including user story acceptance, validation, and UAT sessions, required more time from SCO Home staff than originally estimated, delaying the completion of these activities.
 - Milestone 5: The Fit-Gap scope expansion (reports and features noted above) significantly added to the workload.
- The Project used the SAGE process to realign scope between Milestones 4 and 5 (SG018) to take advantage of module expertise.
- The Milestone 4 Budget Ledger Architecture functionality depends on the Milestone 3 solutions, specifically related to Budget Allocations. Therefore, adjustments to the Milestone 3 solutions required the Project to adjust the related Milestone 4 solution from its original concept.
- Using agile methodology, the project (FI\$Cal and the Partner Agencies) chose to prioritize the enhancements listed below as additional scope to implement in Milestone 4. The Milestone 4 COA enhancements and Cash Basis Accounting provide key functionality that directly supports the Integrated Solution to better meet customer needs. These activities occurred during the originally planned development and test timelines for Milestones 4 and 5, reducing the development and testing sprints available for the originally planned functionality in these milestones.

- COA enhancements to reduce production support times for COA-related tickets
 - COA Excel to Component Interface (CI) uploads (10 built by Milestone 4 team)
 - Chart of Accounts 12 x 12 Translation table (to replace the current 6 x 6 table)
- Cash Basis Accounting
 - The Cash Basis solution designed as part of Wave 1 was re-designed as part of Milestone 4, increasing the amount of work from the original SPR 7 estimates.
- Milestone 4 resources were assigned COA enhancements. This additional scope consumed part of the schedule.
- The Milestone 5 Fit-Gap analysis and the Reporting/Analysis tool evaluation consumed significant time originally planned for build and testing of Milestone 5 functionality (Sprints 14 to 16 from July 12, 2018 to September 13, 2018). This upfront effort resulted in a clear picture of customer requirements, which will lead to a better system where the customer is confident about its functionality and familiar with its use when these processes are implemented. Without the Fit-Gap exercises, it would have been difficult for the team to break out the original features into appropriate user stories, and build functionality that would mirror the capabilities currently available in the SCO legacy systems. The Fit-Gap provided necessary clarifications to scope along with realistic development timelines that were significantly larger than the originally sized effort. As a result, the project determined that the original timeline for completing Milestone 5 key functionality is not sufficient.
- Using agile methodology, the Project (FI\$Cal and the Partner Agencies) took the following actions as part of the Milestone 5 Fit-Gap and refinement sessions:
 - Expanded the original SCO Operational Report requirements from 2 to 54 reports not identified in the original scope
 - Broke out 18 features (including Code Drop 1 through 4 functionality) to support the CAFR/BLBAR/GAAP Black box functionality into 146 features, including breaking out the data extract requirements into their own features. This gave the sprint teams a clear understanding of what was required and allowed for the hour estimations to be adjusted.
 - Identified and documented conversions as features on the backlog that were not in the original SPR 7 features. These included the following:

- The conversion required to support UAT for reports and extensions
- The production conversion effort
- The Milestone 5 Fit-Gap also revealed the need to review the original reporting tool solution. Evaluation and scoring of reporting and analysis tools over several sprints led to a decision to change the tool solution from nVision, to a business intelligence tool to meet SCO's analysis as well as reporting requirements. (Note: nVision was the tool the Project chose several years ago to support SCO's reporting needs.)

While the analysis was time-consuming in the short run, the business intelligence tool will provide reporting functionality, which was the original requirement, as well as analysis functionality not originally in scope, and will mirror SCO's current legacy system functionality. This new tool's flexibility will help streamline analysis in future years.

- To help accommodate the above priorities and ensure focus on the Integrated Solution, the Project determined it was necessary to move functionality from Project scope into O&M that is not directly related to the Milestone 4 and 5 Key Functionality defined in SPR 7. Although these processes relate to Milestone 4 and 5 functionality, they are not required to support the Integrated Solution or the Statewide Reporting Functionality. Details are provided in [Section 3.4.1.4.1 Milestone 4, Scope](#).
- In June 2018, Deal Management functionality related to Bond Accounting was moved from Milestone 4 to Milestone 5 using the SAGE process (SG018). Subsequent refinement of the Milestone 5 backlog identified the need to further break out Deal Management into the following business processes:
 - Deal Management: Debt Service
 - Deal Management: SCO Bond Accounting
 - Deal Management: Departmental Bond Accounting (including Lease Accounting)
 - Deal Management: Lease Revenue Bond Accounting, including CFS
- In June 2018, functionality for Statewide Loan Accounting and Departmental Loan Accounting was also moved from Milestone 4 to Milestone 5 using the SAGE process (again, see SAGE Form #SG018), and is now de-scoped from

SPR 7 and moved to Milestone 6 (O&M). Although listed as part of Deal Management in SPR 7, Loan Accounting has since been identified as an independent effort, best suited for development with other end-state functionality, which already includes other loan accounting functionality.

- After further review of Deal Management, only the Debt Service functionality is required to support the SCO Financial Reporting Key functionality defined in SPR 7. The Debt Service functionality will remain in Milestone 5 (Priority 1). To support this functionality, STO will be required to send data for Bond details using interfaces.

The remaining functionality will be moved to Milestone 6 with all other O&M functionality. As with Loan Accounting above, the solutioning of Bond Accounting and Lease Revenue Bond Accounting are independent efforts, best suited for development with other Milestone 6 functionality, which already includes other bond accounting.

- Based on lessons learned from prior releases, Milestone 3 – R3/R4 and Milestone 4 will require six months of post-production support. This is because production support stabilization periods for prior releases have extended beyond the three sprints originally shown in the SPR 7 Gantt Chart.
- Milestone 5 will require two full years of support following the migration of the Priority 1 and 2 functionality. During Year 1, the System will gather statewide financial data, and during Year 2, this data will be used to generate a CAFR in FI\$Cal. (The SPR 7 Gantt for the selected alternative identified only three sprints [nine weeks] of post-production support, although it outlined 12 months of Knowledge Transfer.)

To optimize schedule, cost, and resources, the support period for Priority 1 and 2 functionality will occur at the same time that the sprint teams are finishing the build, test, and implementation of Priority 3 functionality. Post-production support for Priority 3 functionality will occur in this same 24-month timeframe once Priority 3 functionality is migrated to production.

3.4 Proposed Project Change

3.4.1 Impact of Proposed Change on the Project

3.4.1.1 Overview of Proposed Changes

SPR 8 provides scope, schedule, and cost changes for implementing Milestone 3 – R3/R4, Milestone 4, and Milestone 5 of the SCO/STO Integrated Solution. In terms of scope, the proposed change better aligns the business processes with the milestones by moving all functionality not directly needed to support the Integrated Solution or the production of the CAFR to other work streams. This will allow a more focused effort to complete the prioritized work.

The proposed project changes will accommodate the following:

- Stabilizing Milestone 2 and Milestone 3 – R1/R2
- Implementing Milestone 3 – Release 3 by July 2019
- Implementing Milestone 3 – Release 4 by July 2020
- Implementing Milestone 4 – Release 1.1 and 2 by July 2020
- Implementing Milestone 5 – Priority 1 and 2 by July 2020

Implementing these milestones implements the minimum viable product needed by SCO, allowing the System to capture all of the information required to generate the financial reports, validate the balances, and ensure the data captured in FI\$Cal aligns with the SCO legacy system.

This section provides the following:

- Figure 6: Milestone 3 - 5 Deployment Schedule
- Table 3: Overview of previous scope and schedule for Milestones 3, 4, and 5 under SPR 7
- Table 4: Overview of new scope and schedule for remainder of Milestones 3, 4, and 5 under SPR 8
- Benefits of the proposed changes
- Key factors for successful implementation

Figure 6. Milestones 3 through 5 Deployment Schedule

Milestone-Release	Q4 FY 18-19 Apr-May-Jun	Q1 FY 19-20 Jul-Aug-Sep	Q2 FY 19-20 Oct-Nov-Dec	Q3 FY 19-20 Jan-Feb-Mar	Q4 FY 19-20 Apr-May-Jun	Q1 FY 20-21 Jul-Aug-Sep	Q2 FY 20-21 Oct-Nov-Dec	Q3 FY 20-21 Jan-Feb-Mar	Q4 FY 20-21 Apr-May-Jun	Q1 FY 21-22 Jul-Aug-Sep	Q2 FY 21-22 Oct-Nov-Dec	Q3 FY 21-22 Jan-Feb-Mar	Q4 FY 21-22 Apr-May-Jun
M3 R3B Deploy 06/03/19	★												
M3 R3A Deploy 07/01/19		★											
M3 R4 Deploy ~11/04/19			★										
M4 R1.1 FTF Deploy ~07/XX/19		★											
M4 R1.1 Cash Basis Deploy ~07/XX/19		★											
M4 R2 Deploy 07/01/2020						★							
M5 - P1 and P2 Deploy 07/01/2020						★							
M5 - P3 Deploy 07/01/2021										★			
											FI\$Cal CAFR Development August 2021 - March 2022		
Key: Milestone/Release Deployment ★ Production Support - Gray shading													

Table 3. Overview of Previous Scope and Schedule for Milestones 3, 4, and 5 under SPR 7

Dates	Milestones	Overview
June 2019	SCO/STO Control Functionality Milestone 3 ¹⁰	<ul style="list-style-type: none"> • Implements the Payroll Accounts Receivable (Payroll AR) and CalATERS enhancement functionality. • Completes the Bank Reconciliation process with updated interfaces. • Implements the Plan of Financial Adjustment (PFA) functionality and its associated interfaces. • Implements the Reversals of Direct Transfers.
June 2019	SCO/STO Control Functionality Milestone 4	<ul style="list-style-type: none"> • Completes the Integrated Solution with Conversions to establish 2019 Beginning Balance Ledger, 2019 Cash Validation, and 2019 Cash Validation Appropriation Controls. • Implements FTF Accrual Ledgers • Implements SOCA Accounting Distributions.
June 2019	SCO/STO Control Functionality Milestone 5	<ul style="list-style-type: none"> • Implements the Ledger Architecture wherein state entities will continue to own their departmental financial details and balances within the Modified Accrual ledger. A Consolidated BU will use the Modified Accrual ledger for statewide year-end reporting. • Builds the BLL and GAAP Black boxes in FI\$Cal. The GAAP Black box represents the business functions/rules-engine from the SCO legacy systems for generating the reports for the CAFR. • Implements the Ledger Analysis tool to help verify the Ledger Architecture and the black boxes.

¹⁰ The current Milestone 3 Releases were not identified in SPR 7.

Table 4. Overview of New Scope and Schedule for Remainder of Milestones 3, 4, and 5 under SPR 8

Dates	Milestones/ Releases	Overview
By July 2019	SCO/STO Control Functionality Milestone 3 – R3 ¹⁰	<ul style="list-style-type: none"> • Completes the Bank Reconciliation process with updated interfaces. • Implements the Payroll AR where the System provides automatic posting of payroll collections against employee ARs. • Deploys CalATERS enhancements to enforce SCO Control functionality for payment processing.
By July 2020	SCO/STO Control Functionality Milestone 3 – R4	<ul style="list-style-type: none"> • Implements Advances functionality so Commitment Control and state entities will no longer need to post Category 98 (DGS) and 96 (SCIF) advances. • Deploys Registered Warrants to allow the System to produce Registered Warrants if necessary. • Permits the Reversal Transactions from Legacy Direct Transfers (TC39) to interface to FI\$Cal for state entities to apply. • Implements the PFA functionality and its associated interfaces.
By July 2020	SCO/STO Control Functionality Milestone 4, Release 1.1	<ul style="list-style-type: none"> • Creates FTF Accrual Ledgers for recording state entity payments of federal funds in the SCO project costing module. • Implements Cash Basis Accounting where a new General Ledger is added that utilizes cash basis accounting.

Table 4. Overview of New Scope and Schedule for Remainder of Milestones 3, 4, and 5 under SPR 8

Dates	Milestones/ Releases	Overview
By July 2020	SCO/STO Control Functionality Milestone 4, Release 2	<ul style="list-style-type: none"> • Completes the Integrated Solution with Conversions to establish the Beginning Balance Ledger for the Consolidated BU. • Implements the Ledger Architecture. • Changes the existing Automated Bond Cash Transfer process for state entities. Rather than sending a GL journal or paper transaction to SCO to fund AP vouchers, the new functionality will automate the associated cash transfer to the AP vouchers. • Implements Cash Validation, and Cash Validation Appropriation Control where new Commitment Control ledgers are used to budget check transactions that impact cash. • Implements SOCA Accounting Distributions functionality that provides the ability to record, reclassify, track, and report on the various types of transactions in the various STO accounts (Demand, CTS, etc.)
By July 2020	SCO/STO Control Functionality Milestone 5, Priorities 1 and 2	<ul style="list-style-type: none"> • Implements FI Ledger Architecture. • Implements BLBAR and GAAP Black boxes. • Implements BLBAR and GAAP Ledger Analysis Tools – P1, P2. • Implements BLBAR and GAAP Reports – Group A and Supplement for BLBAR. • Implements Deal Management: Debt Service. • Adds additional TC Codes to GL108. • FI Beginning Balance Conversion.
O&M Period: By June 2021	SCO/STO Control Functionality Milestone 5, Priority 3	<ul style="list-style-type: none"> • Builds the Budgetary Legal Ledger (BLL) and Generally Accepted Accounting Principles (GAAP) operational and supplemental reports • Builds the BLBAR extracts for CAFR Supplement (using the business intelligence tool).

3.4.1.1.1 Benefits of Proposed Changes

The proposed changes to Milestones 3, 4, and 5 provide the following benefits:

- An extended stabilization period and resource support for Milestone 3 scope already in production.
- More schedule flexibility for stabilization of Milestone 3 – R3 to be implemented by July 2019, and Milestone 3 – R4 to be implemented between November 2019 and March 2020.
- Alignment of functionality and resources between Milestone 4 and Milestone 5 sprint teams and releases for more efficient implementation.
- Focus on SCO control functionality¹¹ in Milestone 4, and the ability for SCO to create the BLBAR and CAFR using the data in FI\$Cal in Milestone 5.
- Three levels of priority for SCO Operations and BLBAR and CAFR functionality in Milestone 5, which will support more efficient agile methodology and streamline implementation.
- Extended time for state entities to be informed of and modify business processes for functional changes.
- Implementation of a business intelligence tool specific to SCO, providing extreme flexibility for data analysis to better meet SCO's reporting, extract, and analysis needs.
- Six months of post-production support/knowledge transfer for Milestone 3, Release 3 and 4 functionality.
- Six months of post-production support/knowledge transfer for Milestone 4 functionality.
- 24 months of post-production support/knowledge transfer for Milestone 5, Priority 1 and 2 functionality.

¹¹ SCO Control is part of the key functionality referred to as "SCO Control Operations live" in SPR 7.

- Extended time for knowledge transfer with Accenture onsite longer, allowing more time to help ensure the state's ability to support the System long term.

3.4.1.1.2 Key Factors for Successful Implementation

In developing this updated schedule, the Project has identified the following success factors as key to implementing the proposed Project changes within the new timeline. These factors will need to be closely monitored for the duration of the project. If any of these factors are at risk of not being met or maintained, the project will begin by opening impediments as part of the agile process. If the impediments are not resolved by the impediment due date, FI\$Cal will open a project risk with mitigation steps to bring the project back on track.

- SCO will maintain and support their legacy systems until at least July 2022.
- SCO key resources will implement their succession plan for knowledge transfer prior to any planned retirements or role changes.
- FI\$Cal, including onsite SCO FI\$Cal staff, will implement their succession plan for knowledge transfer in preparation for any planned retirements or role changes. SCO FI\$Cal will provide Change Management to SCO.
- SCO Home Staff's and SMEs' availability and commitment will be maintained throughout the remainder of the Project.
- The production support team is established to stabilize and support the release of new functionality and unexpected issues arising from the changes.
- The implementation plan for each milestone relies on continued availability of the specific roles and their responsibilities as defined in Appendix C, Roles and Responsibilities.
- Milestone 5 will be developed in dedicated technology environments for development (DV), functional testing (FT), quality assurance (QA), and business intelligence (BI) to better control the data and testing scenarios for more efficient testing and validation.

- The project will manage and prioritize scope using the SAGE and/or FI\$Cal governance processes within the replanned timelines, with no impact to this SPR as long as the changes support the identified Key Functionality (business processes) for each milestone/release.
- Any potential scope additions or enhancements will be evaluated using the SAGE process and/or other FI\$Cal governance processes. SAGE decisions will be made in a timely fashion to determine whether items will go on the product backlog as stretch goals or on the O&M backlog as enhancements.
- No significant changes will be made to policy, government code, regulation, etc., that impact SCO's CAFR generation or other key functionality related to the project scope defined in this SPR.

3.4.1.1.3 Assumptions

The following assumptions are required for successful implementation of the remaining SCO/STO milestones/releases as scheduled by this SPR.

1. Scope

- The scope for each Milestone and Release is identified as the business processes approved by Steering Committee on March 27, 2019 based on the recommendation of FI\$Cal Leadership.

2. Schedule

- The Build, Validation, and User Acceptance Testing schedule is driven by the availability of the SCO Home Team. Sprint team size is also dependent on SCO FI\$Cal and SCO Home Team availability.
- Each UAT session is two hours in duration.
- Any delay in the outlined implementation schedule will impact the overall implementation of all milestones planned in this SPR.

3. Resources

- The SCO Home Team will be available to support activities during Validation/Demo and UAT. The number of UAT sessions required for each milestone/release is identified in the schedule section for that milestone/release.
- Sprint Team composition and size will remain consistent without moving sprint resources between production support and project work to ensure consistency. This includes continuing availability of both Accenture and State resources.

4. FI\$Cal Partner Control Agency involvement will include:

- Sprint Team Ceremonies
 - Dedicated Finance resource attending Daily Stand Ups, Sprint Planning, Sprint Reviews and ad hoc meetings that impact Finance.
 - Dedicated STO resource attending Daily Stand Ups, Sprint Planning, Sprint Reviews and ad hoc meetings that impact STO.
 - Dedicated DGS resource attending Daily Stand Ups, Sprint Planning, Sprint Reviews and ad hoc meetings that impact DGS.
- Governance Processes
 - Appropriate/voting resource(s) will attend SAGE Board Meetings
 - Appropriate/voting resource(s) will participate in ODMF and Risk and Issue Meetings

5. Build and Validation Activities

- Accenture responsibilities include:
 - Analyze and Design
 - Build and Unit test in Development environment
 - Functional Test in Test environment
 - Support of Sprint State Team Validation in Test Environment
 - Defect Fix/Enhancement
- Support of Sprint Team demonstration to SCO Home
 - Defect Fix/Enhancement
- State responsibilities include:
 - SCO Home and Sprint Team compose, review and acceptance of User Stories
 - Functional Test/State Validation in Test Environment
 - SCO Sprint Team providing demonstrations to SCO Home
 - SCO Sprint Team providing Defect/Enhancement identification

6. UAT Constraints

- UAT Execution can occur only with the availability of the SCO Home stakeholders.

7. UAT Activities

- Accenture responsibilities include:
 - UAT Planning and Preparation
 - Data Staging
 - Conversions
 - Interfaces
 - Manual

- UAT Execution
- Functional Support
- Defect Fix/Enhancement
- UAT Recap/Knowledge Transfer
- State responsibilities include:
 - UAT Planning and Preparation Support
 - Data Staging Support (providing data scenarios)
 - Conversions
 - Interfaces
 - Manual
 - UAT Execution of Production-like steps
 - Functional Support
 - Defect/Enhancement identification
 - UAT Recap/Knowledge Transfer participation

8. Business Process Documentation (BPD)

- Accenture responsibilities include:
 - BPD Planning Activities
 - Job Aid Development and Updates
 - Data Staging
 - Pre-Execution of BPD
 - Creation of Survey Tool
 - BPD Execution Activities
 - BPD Execution Support
 - Defect/Enhancement identification and support
 - Review BPD Feedback
- State responsibilities include:
 - BPD Planning Activities
 - Job Aid Review and Approval
 - Survey Review and Approval

- Pre-Execution of BPD
- Logistics (rooms/meeting invites)
- BPD Execution Activities
 - BPD Execution Support
 - Review BPD feedback

9. Post-UAT Activities

- Accenture responsibilities include:
 - Performance, Batch, and Regression testing
 - Deployment efforts
 - Technical support
 - UAT Recap, which will overlap with the initial Knowledge Transfer activities.
 - Providing Departmental Impacts and other analysis to Change Management Office.
- State responsibilities include:
 - Completion of Performance, Batch, and Regression testing as needed
 - Support Deployment efforts
 - Support any Accenture Technical Team activities
 - Participate in UAT Recap, which will overlap with the initial Knowledge Transfer activities.
 - Change Management Activities

10. Post-Production Activities include:

- Knowledge transfer to all functional and technical teams.
- Change Management Activities
- Participation in Post-Production Support

3.4.1.1.4 Criteria for Determining Completion

FI\$Cal will use the following criteria to determine that each Milestone/Release is complete:

- SCO FI\$Cal team approves functional designs.
- FI\$Cal ITD approves technical designs and reviews code prior to a feature's status being updated to "Ready for UAT".
- SCO subject matter experts (SMEs) approve the business processes, in consultation with the impacted partners.
- SCO SMEs approve the product features and user stories.
- Project team validates functionality and provides associated documentation.
- SCO FI\$Cal team members demonstrate functionality to SCO home staff and impacted partners.
- FI\$Cal works with stakeholders (business team/home team) to determine the UAT scenarios, data conditions, and data staging requirements as part of UAT preparation.
- FI\$Cal further works with stakeholders to execute UAT as it pertains to their business processes.
- Stakeholders pass UAT scripts.
- For each business process, FI\$Cal performs a UAT recap with stakeholders after the UAT scripts for all scenarios are passed. The recap includes reviewing the stakeholders' design documents and the business process documentation built as a result, reviewing testing results, documenting parking lot items not critical for Go Live, and documenting any additional enhancement requests.
- FI\$Cal performs TRAs.
- FI\$Cal performs dry run and dress rehearsal for cutover if required by type of code.
- The Steering Committee evaluates and provides go-no go decision.

- Functionality is migrated to production environments.
- Sprint Teams provide post-production support as scheduled in this SPR for each Milestone/Release.
- Pre- and post-production Knowledge Transfer sessions are completed.
- Post-production support completes when operations support transitions from the Sprint Team to the FI\$Cal Support teams in accordance with the plan.
- The risks and issues for the Milestone/Release are in an acceptable state.

3.4.1.1.5 Contract Impacts

The proposed changes to scope and schedule will require the following overall changes to FI\$Cal's contract with Accenture as System Integrator:

- Creation of a Production Support/Stabilization team for all remaining milestones.
- Extension of the Milestone 3 – R3/R4 team for the planned deployment and six months of production support.
- Extension of the Milestone 4 – Release 2 sprint team for the planned project deployment by July 2020 and for six months of production support and knowledge transfer from July to December 2020.
- Extension and expansion of the Milestone 5 sprint team for the following:
 - Completing the increase in scope for the CAFR and SCO Operational Reports through Priority 1 and 2 implementation by July 2020.
 - Completing Priority 3 implementation by June 2021 during O&M.
 - Providing two years of post-production support and knowledge transfer.
 - Year 1 (July 2020 to June 2021) will include end-to-end (E2E) validation while one year of data is collected in the Consolidated BU.

- Year 2 (July 2021 to June 2022) will provide tool and report validation, along with SCO's parallel processing for creation of the CAFR for FY 2020-21.

3.4.1.2 Milestone 3 – Release 3

SCO/STO Milestone 3 – R3 will implement the following functionality and business process:

- Journal entries related to Payroll AR
- CalATERS to interface to FI\$Cal automatically
- Automatic posting of payroll collections against Employee ARs
- Cleanup of old AR items with new required fields and to match the half sheet.
- Allow for offset AR deposits to be created for state entities to apply payments against.
- CTS Bank Accounts / Reconciliations
- IPS Adjustment Interface

Access to edit CalATERS expenditure vouchers will be restricted to certain actions with additional adjustments done by journal voucher. State entities will then have to record issued CalATERS warrants as deposits in AR for ORF Replenishment. This will provide the ability to no longer have to perform reversal to those entries.

Milestone 3 – R3 will be implemented by June 2019, followed by six months of production support and System stabilization, including knowledge transfer.

3.4.1.2.1 Milestone 3 – R3 Scope

SCO/STO Milestone 3 – R3 has seven business processes. For all seven, build and validation are 100% complete and all have entered UAT. Four business process are 100% complete, and the three remaining have more than 70% of UAT execution completed.

Table 5 shows the current status of the business processes (BPs).

Table 5. Milestone 3 – R3: Status of BPs		
Business Process	Build & Validation Complete %	UAT Execution %
BP25: CTS Bank Accts / Recon	100%	75%
BP26: Offsets (AP and AR)		71%
BP36: IPS Adjustment Interface		75%
BP15A: Legacy Accounting Transactions - SCO Legacy Transactions Interfaces		100%
BP34: Payment Processing: CalATERS		100%
BP16A: Payroll Accounts Receivable		100%
BP16B: Payroll Accounts Receivable - INFAR006 Updates		100%

The project will continue to utilize agile methodology to complete UAT, Batch, and Regression Testing for release in early June 2019.

Table 6 lists the Milestone 3 – R3 business processes and indicates whether the BP impacts SCO and/or state entities. State Entity impacts for each BP are described in [Section 3.4.1.2.3, Milestone 3 – R3 Departmental Impacts](#).

Table 6. Milestone 3 – R3 Business Processes¹²

Business Process ID	Summary/Description	Type	RTC ID	Impacted Departments
BP25	CTS Bank Accounts / Reconciliation	Epic	25604	SCO, Departments
BP26	Offsets (AP and AR)	Epic	25605	SCO, Departments
BP36	IPS Adjustment Interface	Epic	27563	STO, SCO, Departments
BP15A	Legacy Accounting Transactions - SCO Legacy Transactions Interfaces	Epic	25596	SCO, Departments
BP34	Payment Processing: CalATERS	Epic	25612	SCO, Departments
BP16A	Payroll Accounts Receivable	Epic	25599	SCO, Departments
BP16B	Payroll Accounts Receivable - INFAR006 Updates	Epic	40200	SCO, Departments

Appendix D, Milestone 3, R3/R4 Scope Details, provides the features associated with the Milestone 3 – R3 business processes. As part of agile methodology, features may be added or cancelled as a result of backlog refinement and defining the details of the work to be completed.

3.4.1.2.2 Milestone 3 – R3 Schedule

The Milestone 3 schedule includes the following key dates:

- Implementation of Milestone 3 – R3 by July 2019

¹² Please note that all Milestone 3, Code Drop 1 through 4, items identified in SPR 7 have been incorporated into the Milestone 3 business processes as linked items. These will be completed as part of each business process. In the future, when FI\$Cal refines the backlog during the agile process, these items will continue as part of the functionality's development and testing lifecycle, or will be canceled if they are duplicated in other current features or stories.

- Post-production support between July and December 2019. This period will include any break-fix support as well as knowledge transfer.

Gantt Chart and Roadmap

Figure 7 provides the Gantt Chart and Roadmap for Milestone 3 – R3. The sprint dates are provided in Appendix I, Extended Sprint Schedule. Please note that the full resource-loaded schedule for the remainder of Milestones 3, 4, and 5, including staffing and general availability, will be available 90 days after approval of this SPR.

Figure 7. Gantt for Milestone 3 – R3

Year	2019								
Dates	4/19 - 5/9	5/10 - 5/31	6/3 - 6/28	7/1 - 7/30	7/31 - 8/27	8/28 - 9/24	9/25 - 10/22	10/23 - 11/19	11/20 - 12/17
Sprint #	27	28	29	30	31	32	33	34	35
Milestone 3, Release 3									
BP25 - CTS Bank Accounts / Reconciliation	UAT								
BP26 - Offsets (AP and AR)	UAT								
BP36 - IPS Adjustment Interface	UAT								
BP15A - SCO Legacy Transactions Interfaces	UAT								
BP16A - Payroll Accounts Receivable (PAR)	UAT								
BP16B - PAR -AR006 Updates	UAT								
BP34 - Payment Processing CALATERS	UAT								
Business Process Documentation (BPD)	BPD Prep	BPD for BP26 (FTB)							
Batch Design & Build & Testing	Batch Build/Test								
Performance Planning & Testing	Perf. Plan/Test								
Regression Planning & Testing	Regr. Plan/Test								
Deployment & Production Support			★ Cutover 6/3	Post-production Support					

System Development Lifecycle (SDLC)/Agile Phases

The Project will continue to utilize agile methodology to implement the remaining functionality by completing the Build and Validation phase, followed by the UAT and Testing phases. Table 7 shows the Milestone 3 – R3 Agile SDLC.

Table 7. Milestone 3 – R3: Agile SDLC	
SDLC/Agile Phase	Responsibilities
Build and Validation	<ul style="list-style-type: none"> • Identify, write, and accept User Stories • Develop functionality based on User Stories • Unit Test (Developer) • Functional Validation (Sprint Team) • State Validation (Sprint Team with feedback from Home Staff) • Demonstration to Stakeholders • Make all User Stories for a given Feature and Epic "Ready for UAT" (functionality has been demonstrated to Home Staff) • Pre-production knowledge transfer
UAT	<ul style="list-style-type: none"> • UAT will validate the following business processes (six of the seven BPs in Milestone 3 – R3 require UAT): <ul style="list-style-type: none"> - CTS Bank Accounts/Reconciliation - Offsets (AP and AR) - IPS Adjustment Interface Legacy Accounting Transactions - Payment Processing: CalATERS - Payroll AR • This phase includes pre-production knowledge transfer

Table 7. Milestone 3 – R3: Agile SDLC	
SDLC/Agile Phase	Responsibilities
Departmental Impacts/BPD Sessions	<ul style="list-style-type: none"> • Of the seven BPs, three have more significant state entity impacts and will require some level of change management activities to assist state entities with the new/changed functionality: <ul style="list-style-type: none"> - Offsets (AR and AP) - Payment Processing: CalATERS - Payroll AR • This phase includes pre-production knowledge transfer
Ready for Recap	<ul style="list-style-type: none"> • Prepare UAT results documentation summarizing the UAT outcome and showing BP functionality met business objectives. • Review existing documentation to determine the appropriate action needed: <ul style="list-style-type: none"> - Update/create FI\$Cal job aids - Update/create SCO Home job aids - Update/create training • This phase includes pre-production knowledge transfer
Ready to Migrate	<p>Functionality is ready to migrate to production:</p> <ul style="list-style-type: none"> • Batch, Performance, Regression Testing • Code migration • System configuration changes • UC4 configurations • Other related cutover activities
Production Support	<p>Production Support includes:</p> <ul style="list-style-type: none"> • Incident resolution • Break Fix • Knowledge transfer sessions

Release Considerations

The Project will execute UAT in accordance with the Implementation Plan approach. The SCO stakeholders involved will execute UAT during planned UAT session time slots, and UAT completion depends on SCO Home Staff availability. Each UAT session is two hours in duration.

Table 8 identifies how many UAT sessions are required for each business process in the release.

Table 9 shows the overall implementation plan, including sprint timing and activities within each sprint.

Table 8. UAT Sessions Required for Milestone 3 - R3 BPs	
Business Process	SCO BAC / BCM UAT Sessions Required
BP25: CTS Bank Accts / Recon	2
BP26: Offsets (AP and AR)	3
BP36: IPS Adjustment Interface	2
BP15A - Legacy Accounting Transactions - SCO Legacy Transactions Interfaces	6
BP34: Payment Processing: CalATERS	2
BP16A: Payroll Accounts Receivable	2
BP16B: Payroll Accounts Receivable - INFAR006 Updates	N/A
Total UAT Sessions Required	17

Table 9. Milestone 3 – R3: Activities by Sprints and Month

Sprints	Months	Activities
27-28	April – May 2019	<ul style="list-style-type: none"> • UAT Execution Activities • BPD Prep for BP26 (Offsets) • Batch Design and Build • Performance Testing Sprint Team Activities • Regression Plan and Test • Change Management Activities, including: <ul style="list-style-type: none"> - Departmental Readiness/Impacts - Training - Communication activities - Business Process Documentation Sessions - Town Hall Sessions
29	June 2019	<ul style="list-style-type: none"> • Cutover
29-35	June 2019 – December 2019	<ul style="list-style-type: none"> • User Support Labs • Post-production support <ul style="list-style-type: none"> - Break Fix - Knowledge Transfer

3.4.1.2.3 Milestone 3 – R3 Departmental Impacts

Every FI\$Cal state entity has its own procedures for using the System, and some functionality introduced in the SCO/STO Integrated Solution may require state entities to change those procedures or validate their existing procedures. Based on lessons learned from prior releases, the Project has determined that state entities need hands-on experience with new/changed functionality. To address this need, the Project offers Departmental UAT/Business Process Documentation sessions that provide impacted state

entities with hands-on experience in executing new or changed business processes. More detail is provided in [Section 3.4.2.1.1, SDLC/Agile Approach](#), under Departmental UAT/Business Process Documentation (BPD).

While all Milestone 3 – R3 BPs impact state entities, some impacts can be conveyed through a CMO communication, and others are more significant. Based on current information, FI\$Cal plans to address the following state entity impacts for Milestone 3 – R3:

- BP25: CTS Bank Accounts/Reconciliation - New transaction line items visible on bank side books.
- BP26: Offsets - Offset AR deposits will be created for state entities to apply payments against.
- BP36: IPS Adjustment Interface – The Item Processing System (IPS) is an STO legacy system. This functionality involves AR item adjustments that are shared from STO to SCO.
- BP15A: SCO Legacy Transactions Interface – Journal entries related to Payroll AR and CalATERS interface to FI\$Cal automatically
- BP34: Payment Processing-CalATERS – This enhanced functionality will implement and enforce SCO Control Functionality: (1) State entities will no longer be able to perform any updates to their COA appropriation without SCO Approval. (2) CalATERS expenditure voucher edit access will be restricted to certain actions; additional adjustments will be done by journal voucher. (3) State entities must record issued CalATERS warrants as deposits in AR for ORF Replenishment (state entities no longer need to reverse these entries).
- BP16A: Payroll AR - Payroll System Collections will interface automatically to FI\$Cal and post against the Employee AR. To ensure a correct match, state entities will need to update, open or create Payroll AR items with two required fields: BOL (AR Number) and Pay Period. Filling out the new AR Number field will allow FI\$Cal to close AR items for state entities. Unmatched items, such as old Payroll AR items without an AR Number, will need to be closed manually.

BP16B: Payroll AR – System provides automatic posting of payroll collections against Employee ARs. State entities must clean up old AR items with new required fields to match against the half sheets.

Additional state entity impacts may occur during production support that will also need addressing through Command Center operations.

3.4.1.2.4 Milestone 3 – R3 Risk and Issue Overview

FI\$Cal has the following active risks and issues for Milestone 3:

- Risk 520: SCO Integrated Solution (Risk for systems are out-of-sync between SCO Legacy and FI\$Cal)
- Issue 524: New Chart of Accounts not approved and set up for SCO/STO Milestone deadlines
- Risk 526: Increase in Manual Accounting Transactions for FI\$Cal Departments for Electronic Claims and Paper Claims (expedite & special handling) during the time when both systems (FI\$Cal and SCO Legacy) are running concurrently with the Integrated Solution.
- Issue 538: SCO/STO - Batch Design & Build is Insufficient for Production Support Operations
- Issue 542: Stabilization of Milestones 2 (M2) is critical to SCO daily operations and M4 implementation
- Issue 543: Stabilization of Milestone 3 (M3) Release 1 and 2 is critical to SCO daily operations and M4 implementation
- Issue 545: Online Application & Batch Performance Issues
- Issue 548: In-Progress Transactions during for any given release could impact business functionality for a given release, which could lead to production defects
- Issue 549: Milestone 4 will be delayed by one year if key M3 functionality is not deployed by 7/1/19.

By approving this document, Issue #549 will be resolved. Please see Appendix J, Risk and Issue Register, for details and mitigation/contingency steps for all Risks and Issues.

3.4.1.3 Milestone 3 – Release 4

SCO/STO Milestone 3 – R4 will implement the following BPs:

- Plan of Financial Adjustment Validation and the interface.
- Updates for the Legacy Accounting Transactions - Architecture Revolving Fund (ARF) Transfers and Direct Transfers (Reversal)
- Further updates to Registered Warrants and Retrofitting.

Release 4 is planned for implementation by July 2020, followed by six months of production support and System stabilization, including knowledge transfer.

3.4.1.3.1 Milestone 3 – R4 Scope

Milestone 3 – R4 has ten business processes (epics). Their current status is shown in Table 10.

Table 10. Milestone 3 – R4: Status of BPs			
#	Business Process	Build & Validation Complete %	UAT Execution %
1	BP15B - Legacy Accounting Transactions - SCO Legacy Transactions Interfaces, AR016 eFITS	70%	30%
2	BP31 - Updates to PFA and Reconciliation	N/A	N/A
3	BP19 – Advances	90%	0%
4	BP32 - Legacy Accounting Transactions - Controllers Receipts Interface	100%	0%
5	BP33 - Legacy Accounting Transactions - Architecture Revolving Fund (ARF) Transfers	70%	0%
6	BP37 - Direct Transfers (Reversal)	70%	0%
7	BP15C: Legacy Accounting Transactions - SCO Legacy Transactions Interfaces - (TC-29)	90%	0%
8	BP27 - Registered Warrants - RW Retrofit	100%	0%

Table 10. Milestone 3 – R4: Status of BPs

#	Business Process	Build & Validation Complete %	UAT Execution %
9	BP21A - Plan of Financial Adjustment Validation	90%	0%
10	BP21B - Plan of Financial Adjustment Interface	20%	0%

Table 11 lists the Milestone 3 – R4 business processes and indicates whether the BP impacts SCO and/or departments. Departmental impacts for each BP are described in [Section 3.4.1.3.3, Milestone 3 – R4 Departmental Impacts](#).

Table 11. Milestone 3 – R4 Business Processes¹³

Business Process ID	Summary/Description	Type	RTC ID	Impacted Departments
BP15B	Legacy Accounting Transactions - SCO Legacy Transactions Interfaces	Epic	25596	SCO, Departments
BP19	BP19 – Advances	Epic	25602	SCO, Departments
BP27	Registered Warrants - RW Retrofit	Epic	25606	SCO, Departments
BP33	Legacy Accounting Transactions - Architecture Revolving Fund (ARF) Transfers	Epic	25598	SCO, Departments
BP37	Direct Transfers (Reversal)	Epic	37954	SCO, Departments
BP32	Legacy Accounting Transactions - Controllers Receipts Inf	Epic	25597	SCO, Departments

¹³ Please note that all Milestone 3, Code Drop 1 through 4, items identified in SPR 7 have been incorporated into the Milestone 3 business processes as linked items. These will be completed as part of each business process. In the future, when FI\$Cal refines the backlog during the agile process, these items will continue as part of the functionality's development and testing lifecycle, or will be canceled if they are duplicated in other current features or stories.

Table 11. Milestone 3 – R4 Business Processes¹³				
Business Process ID	Summary/Description	Type	RTC ID	Impacted Departments
BP15C	Legacy Accounting Transactions - SCO Legacy Transactions Interfaces - (TC-29)	Epic	25596	SCO, Departments
BP31	Updates to PFA and Reconciliation	Epic	25607	SCO, Departments
BP21A	Plan of Financial Adjustment Validation	Epic	25600	SCO, Departments
BP21B	Plan of Financial Adjustment Interface	Epic	25600	SCO, Departments

3.4.1.3.2 Milestone 3 – R4 Schedule

The M3 – R4 business processes are planned to be implemented by July 2020. The current status and remaining schedule for the R4 BPs are as follows:

- Two out of ten BPs have 100% of Build and Validation completed and are ready for UAT.
- Post-July 2019, after R3 is in production, the Milestone 3 team will re-start R4 activities to complete the Build and Validation for the remaining 8 BPs and UAT for all BPs. At that point, R3 will be monitored and reported on daily in the Command Center to help assure stabilization.
- The remaining work will be planned through sprint planning sessions, with implementation of some functionality scheduled for November 2019 and implementation of remaining functionality by July 2020.

Gantt Chart and Roadmap

Figure 8 provides the Gantt Chart for Milestone 3 – R4. Please note that the full resource-loaded schedule for the remainder of Milestones 3, 4, and 5, including staffing and general availability, will be available 90 days after approval of this SPR. The sprint dates are provided in Appendix I, Extended Sprint Schedule

Figure 8. Gantt Chart for Milestone 3 – R4

Year	2019							2020							
Dates	7/1 - 7/30	7/31 - 8/27	8/28 - 9/24	9/25 - 10/22	10/23 - 11/19	11/20 - 12/17	12/18 - 1/14	1/15 - 2/11	2/12 - 3/10	3/11 - 4/7	4/8 - 5/5	5/6 - 6/2	6/3 - 6/30	7/1 - 7/28	7/29 - 12/15
Sprint #	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44-48
Milestone 3, Release 4															
BP15B - SCO Legacy Accounting Transaction Interfaces	B&V	UAT	UAT												
BP19 - Advances	B&V	UAT	UAT												
BP27 - Registered Warrants - RW Retrofit	B&V	UAT													
BP33 - Legacy Accounting Transactions - ARF Transfers	B&V	UAT													
BP37 - Direct Transfers (Reversals)	B&V	UAT													
BP32 - Legacy Accounting Transactions - Controller's Receipt Interface	B&V				UAT										
BP15C - Legacy Accounting Transaction Interfaces	B&V				UAT										
BP31 - Documentation of Updates to PFA and Reconciliations	Documentation				Documentation										
BP21A - Plan of Financial Adjustment Validation	B&V				UAT										
BP21B - Plan of Financial Adjustment Interface	B&V				UAT										
Business Process Documentation (BPD)	BPD Prep and Execute						BPD Prep and Execute								
Batch Design & Build & Testing	Batch Build and Test						Batch Build and Test								
Performance Planning & Testing	Performance Plan and Test						Performance Plan and Test								
Regression Planning & Testing		Regression Plan and Test					Regression Plan and Test								
Deployment & Production Support					★ Cutover	Post-production Support							★ Cutover	Post-production Support	

SDLC/Agile Phases

The Project will continue to utilize agile methodology to implement the remaining functionality by completing the Build and Validation phase, followed by the UAT and Testing phases, for release by July 2020. Table 12 shows the Milestone 3 – R4 Agile SDLC, along with responsibilities for each phase.

Table 12. Milestone 3 – R4: Agile SDLC	
SDLC/Agile Phase	Responsibilities
Build and Validation	<ul style="list-style-type: none"> • Identify, write, and accept User Stories • Develop functionality based on User Stories • Unit Test (Developer) • Functional Validation (Sprint Team) • State Validation (Sprint Team with feedback from Home Staff) • Demonstration to Stakeholders • Make all User Stories for a given Feature and Epic "Ready for UAT" (functionality has been demonstrated to Home Staff) • Pre-production knowledge transfer
UAT	<ul style="list-style-type: none"> • UAT will validate the following business processes (six of the ten BPs in Milestone 3 – R4 require UAT): <ul style="list-style-type: none"> - Legacy Accounting Transactions - Advances - Registered Warrants - Architecture Revolving Fund - Direct Transfer (Reversals) - Plan of Financial Adjustment • This phase includes pre-production knowledge transfer
Departmental Impacts and BPD Sessions	<ul style="list-style-type: none"> • Of the ten BPs, three have more significant state entity impacts and will require some level of

Table 12. Milestone 3 – R4: Agile SDLC

SDLC/Agile Phase	Responsibilities
	<p>change management activities to assist state entities with the new/changed functionality:</p> <ul style="list-style-type: none"> - Legacy Accounting Transactions into FI\$Cal - Direct Transfer (Reversals) - Plan of Financial Adjustment <ul style="list-style-type: none"> • This phase includes pre-production knowledge transfer
Ready for Recap	<ul style="list-style-type: none"> • Prepare UAT results documentation summarizing the UAT outcome and showing BP functionality met business objectives. • Review existing documentation to determine the appropriate action needed: <ul style="list-style-type: none"> - Update/create FI\$Cal job aids - Update/create SCO Home job aids - Update/create training • This phase includes pre-production knowledge transfer
Ready to Migrate	<p>Functionality is ready to migrate to production</p> <ul style="list-style-type: none"> • Batch, Performance, Regression Testing • Code migration • System configuration changes • UC4 configurations • Other related cutover activities
Production Support	<p>Production Support includes:</p> <ul style="list-style-type: none"> • Incident resolution • Break Fix • Knowledge transfer sessions

Release Considerations

SCO/STO Milestone 3 – R4 will execute UAT in accordance with [Section 3.4.2.1, Implementation Approach for Remaining Project Work](#). The SCO stakeholders involved will execute UAT in planned UAT session time slots, and UAT completion depends on SCO Home Staff availability. Each UAT session is two hours in duration.

Table 13 identifies how many UAT sessions are required for each business process in the release.

Tables 14 and 15 provide the overall implementation plan, including sprint timing and activities within each sprint.

Table 13. UAT Sessions Required for Milestone 3 – R4 BPs	
Business Process	SCO BAC / BCM UAT Sessions Required
BPs in November 2019 Release	
BP15B: Legacy Accounting Transactions - SCO Legacy Transactions Interfaces	10
BP19: IPS Adjustment Interface	3
BP27: Registered Warrants - RW Retrofit	8
BP33: Legacy Accounting Transactions – Architecture Revolving Fund (ARF) Transfers	4
BP37: Direct Transfer (Reversals)	4
BPs by July 2020 Release	
BP32: Legacy Accounting Transactions - SCO Legacy Transactions Interfaces	3
BP15C: Legacy Accounting Transactions - SCO Legacy Transactions Interfaces - (TC-29)	4
BP31: Updates to PFA and Reconciliation (Documentation only)	1
BP21A: Plan of Financial Adjustment Validation	6
BP21B: Plan of Financial Adjustment Interface	6
Total UAT Sessions Required	49

**Table 14. Milestone 3 – R4 in November 2019:
Activities by Sprints & Months**

Sprints	Months	Activities
30-32	July 2019 – September 2019	<ul style="list-style-type: none"> • Build and Validation • UAT preparation • UAT • BPD preparation and execution • Batch testing
30-33	July 2019 – October 2019	<ul style="list-style-type: none"> • Regression testing • Performance testing • Change Management, including <ul style="list-style-type: none"> - Departmental Readiness/Impacts - Training - Communication activities - User Support Labs - Business Process Documentation Sessions - Town Hall Sessions
34	November 2019	<ul style="list-style-type: none"> • Cutover and Stabilization
34-39	November 2019 – April 2020	<ul style="list-style-type: none"> • Post-Production Support

Table 15. Milestone 3 – R4 by July 2020: Activities by Sprints and Months

Sprints	Months	Activities
30-39	July 2019 – March 2020	<ul style="list-style-type: none"> • Build and Validation • UAT preparation • UAT
36-38	December 2019 – March 2020	<ul style="list-style-type: none"> • BPD plan and execute
36-41	December 2019 – June 2020	<ul style="list-style-type: none"> • Batch testing • Performance testing • Regression testing
39	April 2020	<ul style="list-style-type: none"> • Configuration Updates for PFA
43	July 2020	<ul style="list-style-type: none"> • Cutover
43-48	July 2020 – December 2020	<ul style="list-style-type: none"> • User Support Labs • Stabilization • Post-production Support <ul style="list-style-type: none"> - Break Fix - Knowledge Transfer

3.4.1.3.3 Milestone 3 – R4 Departmental Impacts

Every FI\$Cal state entity has its own procedures for using the System, and some functionality introduced in the SCO/STO Integrated Solution may require state entities to change those procedures. Based on lessons learned from prior releases, the Project has determined that state entities need hands-on experience with new/changed functionality. To address this need, the Project offers Departmental UAT/Business Process Documentation sessions that provide impacted state entities with hands-on experience in executing new or changed business processes. More detail is provided in [Section 3.4.2.1.1, SDLC/Agile Approach](#), under Departmental UAT/Business Process Documentation (BPD).

While all Milestone 3 – R4 BPs impact state entities, some impacts can be conveyed through a CMO communication, and others are more significant. Based on current information, FI\$Cal plans to address the following state entity impacts for Milestone 3 – R4:

- BP15B: State entities should not need to send paper TCs to SCO. SCO Legacy Transactions Interface – SCO Journal Entries will be created in FI\$Cal for state entities if state entities do send paper TCs to SCO. State entities may reclassify entries to lower levels (if needed).
- BP19: Advances - Commitment Control and state entities will no longer need to post Category 98 (DGS) and Category 96 (SCIF) advances.
- BP 33: Architecture Revolving Fund Transfers (ARF) – State entities will continue to submit paper TC41 forms to SCO; TC41 Architecture Revolving Fund Transfer will interface into FI\$Cal.
- BP 37: Direct Transfers – TC39 Legacy Direct Transfer interfaces into FI\$Cal; new business process for state entities to apply direct transfers.
- BP21A: New PFA validation tool; state entities will be required to update the PFA and their FI\$Cal Allocations and Labor Distribution to match.
- BP21B: PFAs will directly interface from FI\$Cal to SCO.

Additional state entity impacts may occur during production support that will also need addressing through Command Center operations.

3.4.1.3.4 Milestone 3 – R4 Risk and Issue Overview

FI\$Cal has the following active risks and issues for Milestone 3:

- Risk 520: SCO Integrated Solution (Risk for systems are out-of-sync between SCO Legacy and FI\$Cal)
- Issue 524: New Chart of Accounts not approved and set up for SCO/STO Milestone deadlines
- Risk 526: Increase in Manual Accounting Transactions for FI\$Cal Departments for Electronic Claims and Paper Claims (expedite & special handling) during the time when both systems (FI\$Cal and SCO Legacy) are running concurrently with the Integrated Solution.
- Issue 538: SCO/STO - Batch Design & Build is Insufficient for Production Support Operations
- Issue 542: Stabilization of Milestones 2 (M2) is critical to SCO daily operations and M4 implementation
- Issue 543: Stabilization of Milestone 3 (M3) Release 1 and 2 is critical to SCO daily operations and M4 implementation
- Issue 545: Online Application & Batch Performance Issues
- Issue 548: In-Progress Transactions during for any given release could impact business functionality for a given release, which could lead to production defects
- Issue 549: Milestone 4 will be delayed by one year if key M3 functionality is not deployed by 7/1/19.

By approving this document, Issue #549 will be resolved. Please see Appendix J, Risk and Issue Register, for details and mitigation/contingency steps for all Risks and Issues.

3.4.1.4 Milestone 4

Milestone 4 Release 2 functionality will complete the Integrated Solution, allowing SCO legacy systems and the FI\$Cal System to run in tandem, and enabling FI\$Cal to become a statewide ledger for state government financial processes. Milestone 4, Release 2 includes implementing the ledger architecture and a conversion to create a Consolidated BU. FI\$Cal will implement the Milestone 4 key functionality by July 2020.

Release 1.1 is planned for two BPs that are not dependent on the statewide ledger or conversion: FTF and Cash Basis Accounting. FTF UAT is complete and preparation for Go Live can proceed. Implementation of Cash Basis Accounting is dependent on UAT completion by SCO. UAT Sessions will be scheduled as soon as resources are available, with a goal of releasing in July 2019.

Milestone 4, Release 2 Highlights:

- Completes ledger conversion, which allows for a ledger balance reconciliation between the two systems.
- Deploys complete reconciliation between SCO legacy and FI\$Cal systems.
- Removes enhancement scope not required to support the Integrated Solution.
- Provides six months of production support and System stabilization, including knowledge transfer.

3.4.1.4.1 Milestone 4 Scope

The proposed changes to the Milestone 4 scope from SPR 7 are as follows:

Scope Removed from Milestone 4

- Move the following functionality officially out of Milestone 4 and add to the O&M backlog. These are enhancements to current FI\$Cal functionality and are not required to meet SPR 7's Milestone 4 Key Functionality supporting the Integrated Solution (ODMF 1899):
 - Hyperion Budget Journal Interface Enhancement (INFG62)
 - Departmental Reporting (RPTGL213, RPTGL214)
 - GL/KK Sync (EXTGL232)

- Move Deal Management¹⁴ and associated sub-processes to Milestone 5 (ODMF 1899):
 - Bond Accounting (SCO and Departmental)
 - Lease Revenue Bond Accounting (DGS)
 - Loan Accounting¹⁵

Scope Added to Milestone 4 and Implemented in Release 1

The following Chart of Accounts (COA) functionality was not part of SPR 7 scope and was subsequently added to Milestone 4 (SG021 and SG027) as high-priority enhancements. This functionality has already been implemented.

- Chart of Account (COA) enhancements (reduces production support times and benefits the Ledger Conversion):
 - COA Excel to CI uploads
 - COA 12 x 12 translation Table

Scope to be Implemented in Milestone 4, Release 1.1

The following functionality is independent of other Milestone 4 functionality and does not require conversions. Accordingly, this will be implemented as Milestone 4, Release 1.1.

- Federal Trust Fund Solution
- Cash Basis Accounting

Scope Added to Milestone 4 to be Implemented in Release 2

Ledger Architecture (Extracts only for Consolidated BU) was moved from SPR 7's key functionality for Milestone 5 to Milestone 4 (SG017), as it is required to support other Milestone 4 functionality, and also closes out the SCO Control Operations Live requirement of Milestone 4 identified in SPR 7.

¹⁴ Note: Deal Management was included in Milestone 4 in SPR 7 and later moved to Milestone 5 via the SAGE process.

¹⁵ Loan Accounting was listed as part of Deal Management in SPR 7, but has since been identified as its own work effort and is now moved to Milestone 6, End State.

This functionality will be implemented as part of Milestone 4, Release 2, and is included in the list below.

Scope to be Implemented in Milestone 4, Release 2

To complete meeting the objectives of Milestone 4, the following key functionality (five business processes plus one conversion) will be implemented as part of Milestone 4, Release 2:

- Consolidated BU
- Ledger Conversion (including mock conversions)
- Automated Bond Cash Transfers
- Cash Validation/Cash Validation Appropriation Control
- Budget Ledger Architecture
- SOCA Accounting Distributions

Table 16 shows the current status of the remaining Milestone 4 BPs for Releases 1.1 and 2.

Table 16. Milestone 4: Status of BPs			
#	Business Process	Build & Validation Complete %	UAT % Complete
1	BP40 – FTF Cash Ledgers – Release 1.1	100%	100%
2	BP49 - Cash Basis Accounting – Release 1.1	84%	0%
3	BP41 - Consolidated BU	84%	0%
4	BP42 - Ledger Conv Mock #1	100%	N/A
5	BP51 - Automated Bond Cash Transfers	60%	0%

Table 16. Milestone 4: Status of BPs

#	Business Process	Build & Validation Complete %	UAT % Complete
8	BP44 - Cash Validation(CV) /Cash Validation Appropriation Control (CVAC)	52%	0%
9	BP53 - Budget Ledger Architecture	100%	10%
10	BP43 - SOCA Business Process	10%	0%

The above key functionality is being implemented via the following list of BPs identified by the Project Team and Stakeholders. Table 17 lists the Milestone 4 business processes and indicates whether the BP impacts SCO and/or departments. Departmental impacts for each BP are described in [Section 3.4.1.4.3, Milestone 4 Departmental Impacts](#).

Table 17. Milestone 4 Business Processes¹⁶

Milestone 4 (M4) Release	Business Process ID	Summary/ Description	Type	RTC ID	Impacted Departments
M4 - R1	BP203	Build 12 x 12 translation table	Epic	29736	SCO
M4 - R1	BP202	COA Uploads	Epic	26785	SCO
M4 - R1.1	BP40	FTF Solution	Epic	25608	SCO, Departments
M4 - R1.1	BP49	Cash Basis Accounting	Epic	25626	SCO, Departments

¹⁶ Please note that all Milestone 4, Code Drop 1 through 4, items identified in SPR 7 have been incorporated into the Milestone 4 business processes as linked items. These will be completed as part of each business process. The number of Milestone 4 features identified as Code Drop 1 through 4 in SPR 7 has been reduced as a result of agile scope refinement, which eliminated duplicate functionality requests. In the future, when FI\$Cal refines the backlog during the agile process, these items will continue as part of the functionality's development and testing lifecycle, or will be canceled if they are duplicated in other current features or stories.

Table 17. Milestone 4 Business Processes¹⁶

Milestone 4 (M4) Release	Business Process ID	Summary/ Description	Type	RTC ID	Impacted Departments
M4 - R2	BP41	Consolidated BU	Epic	25617	SCO
M4 - R2	BP42	Ledger Conversion	Epic	25618	N/A
M4 - R2	BP51	Automated Bond Cash Transfers	Epic	25621	SCO, Departments
M4 - R2	BP44	Cash Validation/ Appropriation Control (CVAC)	Epic	25620	SCO, Departments
M4 - R2	BP53	Budget Ledger Architecture	Epic	33936	SCO
M4 - R2	BP43	SOCA Business Process	Epic	25619	SCO

Appendix E, Milestone 4 Scope Details, provides the features associated with the Milestone 4 business processes. As part of agile methodology, features may be added or cancelled as a result of backlog refinement and defining the details of the work to be completed.

3.4.1.4.2 Milestone 4 Schedule

The Milestone 4 schedule includes the following key dates:

- Implementation of FTF Accrual Ledger functionality in Release 1.1 by July 2020 (anticipated in July 2019 if Sprint Team resources return 7/1/19).
- Implementation of Cash Basis Accounting in Release 1.1 by July 2020, (anticipated in early FY 2019-20 once UAT can be completed).
- Implementation of the remaining Milestone 4 key functionality in Release 2 by July 2020.
- Six months of post-production support is planned for each of the Milestone 4 releases. This period will include any break-fix support, as well as knowledge transfer.

Milestone 4, Releases 1.1 and 2, will follow the Implementation Plan described in [Section 3.4.2, Implementation Plan](#). Release 1.1 will implement FTF Accrual Ledger functionality by July 2020, (currently planned for July 2019). Release 1.1 will implement Cash Basis Accounting as soon as possible; the schedule is dependent on successful Cash Basis UAT and post-UAT testing and cutover activities to determine the exact go-live date.

The five business processes in Release 2 must go live at the beginning of the fiscal year along with the Consolidated BU and the Ledger Conversion. These are planned for implementation by July 2020. For Milestone 4 functionality to operate as designed, Milestone 3 – R3/R4 functionality must be live and stabilized.

Gantt Chart and Roadmap

Figure 9 provides the Gantt Chart for Milestone 4. The sprint dates are provided in Appendix I, Extended Sprint Schedule. Please note that the full resource-loaded schedule for the remainder of Milestones 3, 4, and 5, including staffing and general availability, will be available 90 days after approval of this SPR.

Figure 9. Gantt Chart for Milestone 4

Year	2019														2020		21			
Dates	6/3 - 6/28	7/1 - 7/30	7/31 - 8/27	8/28 - 9/24	9/25 - 10/22	10/23 - 11/19	11/20 - 12/17	12/18 - 1/14	1/15 - 2/11	2/12 - 3/10	3/11 - 4/7	4/8 - 5/5	5/6 - 6/2	6/3 - 6/30	7/1 - 7/28	7/29 - 11/2				
Sprint #	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44-49				
Milestone 4, Release 1.1																				
BP40 - FTF Cash Ledgers																				
BP49 - Cash Basis Accounting		UAT																		
Milestone 4, Release 2																				
BP41 - Consolidated BU		UAT																		
BP42 - Ledger Conversion													Mock 2	Dress Rehearsal						
BP51 - Automated Bond Cash Transfer			B&V			UAT														
BP44 - Cash Validation/ CV Appropriation Control			B&V			UAT														
BP53 - Budget Ledger Architecture			UAT																	
BP43 - SOCA Accounting Distributions			B&V						UAT											
Business Process Documentation (BPD)	BPD Plan/Del											BPD Plan/Del								
Batch Design & Build & Testing												Batch Build/Test								
Performance Planning & Testing												Perf. Plan/Test								
Regression Planning & Testing												Regr. Plan/Test								
Deployment & Production Support		★ FTF Cutover	Post-production Support												★ Cutover	Post-prod Support				

SDLC/Agile Phases

The Project will continue to utilize agile methodology to implement the remaining functionality by completing the Build and Validation phase, followed by the UAT and Testing phases, for release by July 2020. Tables 18 and 19 show the Agile SDLC for Milestone 4, Releases 1.1 and Release 2.

Table 18. Milestone 4 – R1.1: Agile SDLC	
SDLC/Agile Phase	Responsibilities
Build and Validation	<ul style="list-style-type: none"> • Identify, write, and accept User Stories • Develop functionality based on User Stories • Unit Test (Developer) • Functional Validation (Sprint Team) • State Validation (Sprint Team with feedback from Home Staff) • Demonstration to Stakeholders • Make all User Stories for a given Feature and Epic "Ready for UAT" (functionality has been demonstrated to Home Staff) • Pre-production knowledge transfer
UAT	<ul style="list-style-type: none"> • UAT will validate both business processes in Milestone 4 – Release 1.1: <ul style="list-style-type: none"> - FTF Accrual Ledgers - Cash Basis Accounting • This phase includes pre-production knowledge transfer
Departmental Impacts/BPD Sessions	<ul style="list-style-type: none"> • Both BPs in this release will require some level of change management activities to assist state entities with the new/changed functionality: <ul style="list-style-type: none"> - FTF Accrual Ledgers - Cash Basis Accounting • This phase includes pre-production knowledge transfer

Table 18. Milestone 4 – R1.1: Agile SDLC	
SDLC/Agile Phase	Responsibilities
Ready for Recap	<ul style="list-style-type: none"> • Prepare UAT results documentation summarizing the UAT outcome and showing BP functionality met business objectives. • Determine the appropriate action needed: <ul style="list-style-type: none"> - Update/create FI\$Cal job aids - Update/create SCO Home job aids - Update/create training • This phase includes pre-production knowledge transfer
Ready to Migrate	Functionality is ready to migrate to production <ul style="list-style-type: none"> • Batch, Performance, Regression Testing • Code migration • System configuration changes • UC4 configurations • Other related cutover activities
Production Support	Production Support includes: <ul style="list-style-type: none"> • Incident resolution • Break Fix • Knowledge transfer sessions

Table 19. Milestone 4, Release 2, Agile/SDLC

SDLC/Agile Phase	Responsibilities
Build and Validation	<ul style="list-style-type: none"> • Identify, write, and accept User Stories and Acceptance Criteria • Develop functionality based on User Stories • Unit Test (Developer) • Functional Validation (Sprint Team) • State Validation (Sprint Team with feedback from Home Staff) • Demonstration to Stakeholders • Make all User Stories for a given Feature and Epic "Ready for UAT" (functionality has been demonstrated to Home Staff) • Pre-production knowledge transfer
UAT	<ul style="list-style-type: none"> • UAT will validate the following business processes (five of the six BPs in Milestone 4 – R2 require UAT): <ul style="list-style-type: none"> - Consolidated BU - Automated Bond Cash Transfer - Cash Validation/CVAC - Budget Ledger Architecture - SOCA Accounting Distributions • This phase includes pre-production knowledge transfer
Departmental Impacts/BPD Sessions	<ul style="list-style-type: none"> • Of the six BPs in Milestone 4 – R2, two have more significant state entity impacts and will require some level of change management activities to assist state entities with the new/changed functionality: <ul style="list-style-type: none"> - Cash Validation/CVAC - Automated Bond Cash Transfers

Table 19. Milestone 4, Release 2, Agile/SDLC	
SDLC/Agile Phase	Responsibilities
Ready for Recap	<ul style="list-style-type: none"> • Review existing documentation to determine the appropriate action needed: <ul style="list-style-type: none"> - Update/create FI\$Cal job aids - Update/create SCO Home job aids - Update/create training - Other
Ready to Migrate	<ul style="list-style-type: none"> • Functionality is ready to migrate to production <ul style="list-style-type: none"> - Batch, Performance, Regression Testing - Code migration - System configuration changes - UC4 configurations - Other related cutover activities
Production Support	<ul style="list-style-type: none"> • Production Support includes: <ul style="list-style-type: none"> - Incident resolution - Break Fix - Knowledge transfer sessions

Release Considerations

The Project will execute UAT in accordance with the Implementation Plan approach in [Section 3.4.2.1, Implementation Approach for Remaining Project Work](#). The SCO stakeholders involved will execute UAT in planned UAT session time slots, and UAT completion depends on SCO Home Staff availability. Each UAT session is two hours in duration.

Table 20 identifies how many UAT sessions are required for each business process in the release

Table 20. UAT Sessions required for Milestone 4, Releases 1.1 and 2		
	Business Process	SCO BAC/BCM UAT Sessions Required
Release 1.1	BP40: FTF Accrual Ledgers ¹⁷	0 (Complete)
	BP49: Cash Basis Accounting	8
Release 2	BP41: Consolidated BU	5
	BP42: Ledger Conversion (Mock 2)	3
	BP51: Automated Bond Cash Transfer	4
	BP44: CV/CVAC	9
	BP53: Budget Ledger Architecture	5
	BP43: SOCA Accounting Distribution	10
Total UAT Sessions Required		44

Post production support will include any break-fix support, as well as knowledge transfer for a period of six months after the release date as listed below:

- Release 1.1 FTF: Six months from release date
- Release 1.1 Cash Basis: Six months from release date
- Release 2: July through December 2020

Implementation Details

¹⁷ UAT Sessions are complete for FTF.

Milestone 4 has seven remaining business processes to complete, along with mock conversions, batch design, post-UAT activities, and the final conversion. Please refer to [Section 3.4.1.4.1 Milestone 4 Scope](#). The project will continue to utilize agile methodology to implement the remaining functionality. Development lifecycle activities will overlap when appropriate to optimize resource availability.

Based on the stated approach and proposed updates, the project is confident that implementation of the refined Milestone 4 functionality is achievable in the current timeline, assuming the FI\$Cal system is stable in production and does not experienced unplanned errors and outages that exceed the designated post-production break-fix time allotments or negatively impact the accuracy and availability of the state's financial data. If that assumption holds true, SCO resource availability will be able to complete UAT within the schedule. Increasing the production support period for Milestone 4 is expected to provide ample time to resolve post-production break-fix and complete all knowledge transfer from Accenture to FI\$Cal and to SCO resources.

The implementation framework for the remaining Milestone 4 work is found in [Section 3.4.2, Implementation Plan](#). Specific details for Milestone 4 Design, Develop, and Implementation Lifecycle is summarized in the following two tables.

The overall implementation plans, including sprint timing and activities within each sprint, are shown in Table 21 for Release 1.1 and Table 22 for Release 2.

Table 21. Milestone 4, Release 1.1 – Activities by Sprints and Months

Sprints	Months	Activities
29-30	June 2019 – July 2019	<ul style="list-style-type: none"> • BPD plan and delivery
30-40	July 2019 – May 2020	<ul style="list-style-type: none"> • UAT
31	July 2019	<ul style="list-style-type: none"> • Cutover
31-36	July 2019 – December 2019	<ul style="list-style-type: none"> • Post-production Support <ul style="list-style-type: none"> - Break Fix - Incident Resolution - Knowledge Transfer

Sprint/s	Month/s	Activities
30-40	July 2019 – May 2020	<ul style="list-style-type: none"> • UAT
31-40	July 2019 – May 2020	<ul style="list-style-type: none"> • Build and Validation • UAT
37-42	January 2020 – June 2020	<ul style="list-style-type: none"> • Batch build and test • Performance plan and test • Regression plan and test
39-42	March 2020 – June 2020	<ul style="list-style-type: none"> • BPD plan and delivery
41-42	May 2020 - June 2020	<ul style="list-style-type: none"> • Conversion Mock 2 • Conversion Dress Rehearsal • Change Management, including <ul style="list-style-type: none"> - Departmental Readiness/ Impacts - Training - Communication activities - User Support Labs - Business Process Documentation Sessions - Town Hall Sessions
43	July 2020	<ul style="list-style-type: none"> • Cutover • Conversion in production
43-49	July 2020 – December 2020	<ul style="list-style-type: none"> • Post-production Support <ul style="list-style-type: none"> - Break Fix - Knowledge Transfer

3.4.1.4.3 Milestone 4 Departmental Impacts

Every FI\$Cal state entity has its own procedures for using the System, and some functionality introduced in the SCO/STO Integrated Solution may require state entities to change those procedures. Based on lessons learned from prior releases, the Project has determined that state entities need hands-on experience with new/changed functionality. To address this need, the Project offers Departmental UAT/Business Process Documentation sessions that provide impacted state entities with hands-on experience in executing new or changed business processes. More detail is provided in [Section 3.4.2.1.1, SDLC/Agile Approach](#), under Departmental UAT/Business Process Documentation (BPD).

Based on current information, FI\$Cal plans to address the following state entity impacts for Milestone 4:

Release 1.1

- BP40: FTF Accrual Ledgers – State entities that receive Federal Funds use the project costing module. Each fund requires a unique Project ID and at least one Activity ID. A task will be sent to state entities to submit the required data once in May 2019 and once in June 2019 so that FI\$Cal SCO can configure the projects in FI\$Cal. State entities will not be able to transact against their federal funds without task completion.
- BP49: Cash Basis Accounting – This Business Process adds a new General Ledger utilizing cash basis accounting. This ledger can be utilized by state entities that have funds which are reported solely utilizing the cash basis of accounting.

Release 2

- BP44: Cash Validation/Cash Validation Appropriation Control – This business process adds new Commitment Control ledgers that will budget check transactions that impact cash. For example, when a state entity records a voucher for payment to a vendor, once the payment is ready to be made, that transaction will budget check against these ledgers to make sure the fund and the appropriation have sufficient cash to make

the payment. This applies to all cash transactions within the System. The System will only process cash-impacted transactions if the fund has cash and the cash basis appropriation has authority.

- BP51: Automated Bond Cash Transfers – State entities that currently submit bond cash transfer requests (via GL journal or paper transaction requests) to fund AP Vouchers will no longer need to submit those requests. This business process will automate the cash transfer associated with the AP Vouchers.

Additional state entity impacts may occur during production support that will also need addressing through Command Center operations.

3.4.1.4.4 Milestone 4 Risk and Issue Overview

FI\$Cal has the following active risks and issues for Milestone 4:

- Risk 520: SCO Integrated Solution (Risk for systems are out-of-sync between SCO Legacy and FI\$Cal)
- Issue 524: New Chart of Accounts not approved and set up for SCO/STO Milestone deadlines
- Issue 533: Due to the underestimation of COA tasks, Milestone 4 is at Risk for not completing all SPR7 Features planned by Sprint 29
- Issue 540: Milestone 4 SPR 7 Key functionality will not be fully delivered by June 2019
- Issue 542: Stabilization of Milestones 2 (M2) is critical to SCO daily operations and M4 implementation
- Issue 543: Stabilization of Milestone 3 (M3) Release 1 and 2 is critical to SCO daily operations and M4 implementation
- Risk 544: FI\$Cal Stabilization is critical to M4 implementation
- Issue 548: In-Progress Transactions during for any given release could impact business functionality for a given release, which could lead to production defects

- Issue 549: Milestone 4 will be delayed by one year if key M3 functionality is not deployed by 7/1/19.

By approving this document, Issues #540 and #549 will be resolved. Please see Appendix J, Risk and Issue Register, for details and mitigation/contingency steps for all Risks and Issues.

3.4.1.5 Milestone 5

Milestone 5 will implement the Statewide Financial Reporting functionality resulting in SCO generating some of the financial data in the format needed to produce the BLBAR and CAFR from the FI\$Cal System. Milestone 5 will also implement the SCO Operations reports. However, much of the SCO's FI\$Cal functionality related to cash management, assets, loans and bonds will not be available in this milestone so data must be input manually at a summary level into the FI\$Cal ledgers after being calculated in legacy subsystems. When all of the SCO functionality is implemented, the System will fulfill FI\$Cal's core vision of "One State, One System."

3.4.1.5.1 Milestone 5 Scope

Milestone 5 Scope Refinement

The following actions were taken to determine the prioritized scope for Milestone 5:

- Complete Milestone 5 Fit-Gap for all functionality to support SCO's production of the CAFR (Statewide Financial Reporting) and SCO Operations.
- Refine all functionality assigned to Milestone 5, and identify which functionality is required to support the SCO/STO Integrated Solution and/or Statewide Financial reporting, including Deal Management: Debt Service functionality.
- Break out Deal Management¹⁸ into the following key functionality:
 - Debt Service

¹⁸ Note: Deal Management was included in Milestone 4 in SPR 7, and later moved to Milestone 5 via the SAGE process.

- Bond Accounting (SCO and Departmental)
- Lease Revenue Bond Accounting (DGS)
- Confirm Loan Accounting (Statewide and Departmental)¹⁹ is a stand-alone process, not dependent on Deal Management.
- De-scope all functionality from Milestone 5 that does not directly support the Integrated Solution and/or Statewide Financial Reporting and move to Milestone 6, End State, including:
 - Deal Management: Bond Accounting (SCO and Departmental)
 - Deal Management: Lease Revenue Bond Accounting (DGS)
 - Loan Accounting (Statewide and Departmental)¹⁹
- De-scope the FI\$Cal year-end accruals to Legacy BLL Interface from Milestone 5 and move to the Enterprise Intake Process Production Enhancement backlog, only to be implemented if the prioritized Milestone 5 scope is not implemented by December 2020.
- Prioritize all remaining Milestone 5 Functionality as Priority 1, 2, and 3 functionality.
- Confirm the following Milestone 5 enhancements discovered during the Fit-Gap are added to the Milestone 6, End State backlog, and are not part of Milestone 5:
 - Statewide Year-End-Close Tool
 - Fund Affiliate Rule for Interagency Transaction
- Develop, deploy, and train SCO on the business intelligence tool.

Milestone 5 scope refinements are documented in ODMF 1899, as well as in SG016, SG018, SG022, SG023, SG028, and SG032.

Scope to be Implemented in Milestone 5

The scope for Milestone 5 has been split into Priority 1, 2, and 3 business processes as listed below. The schedule for implementing these items is described in [Section 3.4.1.5.2](#).

Priority 1

- Ledger Architecture

¹⁹ Loan Accounting was listed as part of Deal Management in SPR 7, but has been identified as its own work effort, and is now moved to Milestone 6, End State.

- Ledger Analysis Tool for both GAAP and BLBAR (Group A) (this is the business intelligence tool tailored to SCO data analysis and reporting needs)
- Black boxes for GAAP and BLBAR
- Legacy Accounting Transactions Interface Enhancement (adding TC codes to INFG108) to Support Year-End Accruals.
- Deal Management: Debt Service (Reports and Conversions/Interfaces)

Priority 2

- Ledger Analysis Tool for GAAP and BLBAR (Group B)
- BLBAR and GAAP Reports (Group A)
- BLBAR Reports – Supplement
- Mock Conversions for each UAT phase
- Conversion for Production migration of Priority 1 and 2 functionality

Priority 3 (O&M)

- BLBAR and GAAP Reports (Group B)
- SCO Operations Reports (supporting CAFR/BLBAR)
- BLBAR Extracts for CAFR Supplement (using the business intelligence tool)

The above key functionality is being implemented via the following list of BPs identified by the Project Team and Stakeholders. Tables 23, 24, and 25 show the current status of the business processes (BPs).

Table 22. Milestone 5 - Priority 1 Status²⁰			
#	Business Process	Build & Validation Complete %	UAT Execution %
1	BP77 - FI- Ledger Architecture	100%	0%

²⁰ Please note that all Code Drop 1 through Code Drop 4 items identified in SPR 7 have been incorporated into the Milestone 5 business processes. As a result, these were cancelled from the backlog as individual features during the refinement sessions after the Milestone 5 Fit-Gap was completed.

Table 23 Milestone 5 - Priority 1 Status²⁰

#	Business Process	Build & Validation Complete %	UAT Execution %
2	BP67 FI- GAAP: Ledger Analysis Tool (P1)	76%	0%
3	BP63 FI- BLBAR Ledger Analysis Tool (P1)	83%	0%
4	BP65 FI- GAAP Blackbox	90%	0%
5	BP61 FI- BLBAR Blackbox	92%	0%
6	BP79 INFG108 additional TC Codes	100%	0%
7	BP74 Deal Management: Debt Service	58%	0%

Table 24. Milestone 5 - Priority 2 Status

#	Business Process	Build & Validation Complete %	UAT Execution %
1	BP67A FI - GAAP: Ledger Analysis Tool (P2)	0%	0%
2	BP63A FI - BLBAR Ledger Analysis Tool (P2)	0%	0%
3	BP66 FI - GAAP Reports (A)	0%	0%
4	BP62 FI – BLBAR Reports (A)	0%	0%
5	BP80 FI - BLBAR Reports- Supplement (A)	0%	0%
6	BP85A FI- Beginning Balance Conversion Mock Conv #1 for UAT	0%	0%
7	BP85B FI- Beginning Balance Conversion Mock Conv #2 for UAT	0%	0%

Table 24. Milestone 5 - Priority 2 Status			
#	Business Process	Build & Validation Complete %	UAT Execution %
8	BP85 FI- Beginning Balance Conversion for Production	0%	0%

Table 25. Milestone 5 - Priority 3 Status (O&M)			
#	Business Process	Build & Validation Complete %	UAT Execution %
1	BP60 - FI- BLBAR: Extract (A)	0%	0%
2	BP62A - FI- BLBAR: Reports (B)	0%	0%
3	BP66A - FI- GAAP: Reports (B)	0%	0%
4	BP73 - SCO Operations Reports (CAFR/BLBAR)	0%	0%

Table 26 lists the Milestone 5 business processes and indicates whether the BP impacts SCO and/or departments. Departmental impacts for each BP are described in [Section 3.4.1.5.4, Milestone 5 Departmental Impacts](#).

Table 26. Milestone 5 (M5) Business Processes (Epics)

Release	Priority	Business Process ID	Summary/Description ²¹	Type	RTC ID	Impacted Departments
R1 Release 1 R2 Release 2	P1 = Priority 1 P2 = Priority 2 P3 = Priority 3					
M5 - R1	P1	BP77	FI-Ledger Architecture	Epic	25638	SCO
M5 - R1	P1	BP67	FI- GAAP Ledger Analysis Tool (P1)	Epic	25634	SCO
M5 - R1	P1	BP63	FI- BLBAR Ledger Analysis Tool (P1)	Epic	25630	SCO
M5 - R1	P1	BP65	FI- GAAP Blackbox	Epic	25632	SCO
M5 - R1	P1	BP61	FI- BLBAR Blackbox	Epic	25628	SCO
M5 - R1	P1	BP79	Legacy Accounting Transactions - INFGL108 TC Codes 34, 71, 84 (Non-FI\$Cal Department Year-End Accrual Transactions)	Epic	29460	SCO
M5 - R1	P1	BP74	Deal Management: Debt Service	Epic	33917	SCO
M5 - R1	P2	BP67A	FI- GAAP Ledger Analysis Tool (P2)	Epic	37705	SCO
M5 - R1	P2	BP63A	FI- BLBAR Ledger Analysis Tool (P2)	Epic	37704	SCO
M5 - R1	P2	BP66	FI- GAAP Reports (Group A)	Epic	25633	SCO
M5 - R1	P2	BP62	FI- BLBAR Reports (Group A)	Epic	25629	SCO
M5 - R1	P2	BP80	FI- BLBAR Reports-Supplement	Epic	27143	SCO
M5 - R1	P2	BP85B	FI-Beginning Balance Mock Conversion #2 (For Extension testing)	Epic	37758	SCO
M5 - R1	P2	BP85	FI-Beginning Balance Conversion (BLBAR/CAFR) - Production	Epic	29209	SCO
M5 - R2	P3	BP66A	FI- GAAP Reports (Group B)	Epic	37760	SCO
M5 - R2	P3	BP62A	FI- BLBAR Reports (Group B)	Epic	37759	SCO
M5 - R2	P3	BP73	SCO Operations Reports (CAFR/BLBAR)	Epic	25644	SCO

²¹ FI = Financial Information Reporting

Table 26. Milestone 5 (M5) Business Processes (Epics)

Release	Priority	Business Process ID	Summary/Description ²¹	Type	RTC ID	Impacted Departments
R1 Release 1 R2 Release 2	P1 = Priority 1 P2 = Priority 2 P3 = Priority 3					
M5 - R2	P3	BP60	FI- BLBAR Extracts for CAFR Supplement	Epic	25609	SCO
M5 - R2	P3	BP85A	FI- Ending Balance Mock Conversion #1 (for Report testing)	Epic	37757	SCO

Appendix F, Milestone 5, Priorities 1 and 2 Scope Details, and Appendix G, Milestone 5 Priority 3 Scope Details list the features associated with the Milestone 5 business processes. As part of agile methodology, features may be added or cancelled as a result of backlog refinement and defining the details of the work to be completed.

3.4.1.5.2 Milestone 5 Schedule

The updated schedule for Milestone 5 extends the completion date of implementing SCO Operations functionality, including SCO’s creation of the BLBAR, CAFR and Operational Reporting. Factors that impacted the schedule adjustment include:

- Milestone 5 Fit-Gap and refinement took several sprints to complete.
- Comprehensive count of SCO Operational Reports increased from 2 to 54.
- Features to support SCO’s CAFR/BLBAR/GAAP expanded from 18 to 146.
- Conversions were identified during the Fit-Gap and added as features on the backlog.

The prioritized functionality will be split into a minimum of two releases. Priority 1 and 2 functionality for SCO’s CAFR and BLBAR will be released by July 2020. Combined with the previous releases, this functionality implements

the minimum viable product needed by SCO, allowing the System to capture all of the information required to generate the financial reports, validate the balances, and ensure the data captured in FI\$Cal aligns with SCO's legacy system.

The BLBAR and CAFR build process can start in July 2021 after the System has collected one year of data (July 2020 to June 2021). The BLBAR and CAFR will be built in parallel in the SCO Legacy system and in the FI\$Cal System. See [Figure 2](#) for an overview of the BLBAR and CAFR generation timeline.

Priority 3 functionality for the BLBAR, GAAP, and SCO Operations Reports will be released by June 2021 in O&M.

The Project has made significant changes to the Milestone 5 scope and schedule based on the scope refinement, scope prioritization, and lessons learned described in Section 3.3, Reasons for Change. Based on these changes, the project is confident that implementation of the refined Milestone 5 functionality is achievable in the updated timeline, barring unforeseen production errors.

Gantt Charts and Roadmaps

Figures 10 through 12 provide the Gantt Chart and Roadmap for Milestone 5, divided into Priority 1, 2, and 3 items. The sprint dates are provided in Appendix I, Extended Sprint Schedule. Please note that the full resource-loaded schedule for the remainder of Milestones 3, 4, and 5, including staffing and general availability, will be available 90 days after approval of this SPR.

Figure 10. Gantt Chart for Milestone 5 – Priority 1 BPs

Year	2019					2020					2021			2022			
Dates	4/19 - 6/28		7/1 - 9/24			9/25 - 3/10		3/11-6/30		7/1-7/28	7/29-6/29			6/30-7/27	7/28-4/5		4/6-8/23
Sprint #	27-29		30-32			33-38		39-42		43	44-55			56	57-65		66-70
Milestone 5 , Priority 1																	
BP77 - FI-Leger Architecture																	
BP67 - FI-GAAP Ledger Analysis Tool (P1)	B&V																
BP63 - FI-BLBAR Ledger Analysis Tool (P1)	B&V																
BP65 - FI-GAAP Blackbox	B&V																
BP61 - FI-BLBAR Blackbox	B&V																
BP79 - Legacy Accouting Transactions	B&V																
BP74 - Deal Management: Debt Service	B&V				Mock					CONV							
FI\$Cal CAFR Generation																	F\$ BLBAR / CAFR
Business Process Documentation (BPD)										BPD Plan/Del							
End to End Validation (E2E)																	E2E
Batch Design & Build & Testing										Batch Build/Test							
Performance Planning & Testing										Perf. Plan/Test							
Regression Planning & Testing										Regr. Plan/Test							
Deployment & Production Support																	★ Cutover Prod Support

Figure 11. Gantt Chart for Milestone 5 – Priority 2 BPs

Year	2019						2020						2021		2022			
Dates	6/3 - 8/27	8/28- 9/24	9/25 -10/22	10/23-11/19	1/20-12/1	12/18-1/14	1/15-2/11	2/12-3/10	3/11-4/7	4/8-5/5	5/6-6/2	6/3-6/30	7/1-7/28	7/29-6/29	6/30-7/27	7/28-4/5	4/6-8/23	
Sprint #	29-31	32	33	34	35	36	37	38	39	40	41	42	43	44-55	56	57-65	66-70	
Milestone 5, Priority 2																		
BP67A - FI-GAAP Ledger Analysis Tool (P2)	B&V						UAT											
BP63A - FIBLBAR Ledger Analysis Tool (P2)	B&V						UAT											
BP66 - FI-GAAP Reports (A)	B&V			UAT														
BP62 - FIBLBAR Reports (A)	B&V			UAT														
BP80 - FIBLBAR Reports Supplement (A)	B&V			UAT														
BP85A - FI-Beginning Balance Conversion (BLBAR/CAFR)	B&V	Mock 1	UAT															
BP85B - FI Beginning Balance Conversion	B&V	Mock 2	UAT															
BP85 - BI Beginning Balance for Production														CNV	& UAT			
FI\$Cal CAFR Generation																F\$ BLBAR / CAFR		
Business Process Documentation (BPD)										BPD Plan/Del								
End-to-End Validation														E2E				
Batch Design & Build & Testing										Batch Build and Test								
Performance Planning & Testing										Performance Plan and Test								
Regression Planning & Testing										Regression Plan and Test								
Deployment & Production Support														★ Cutover	Post-production Support			

Figure 12. Gantt Chart for Milestone 5 – Priority 3 BPs

Year	2020							2021							22	
Dates	7/1-7/28	7/29-8/25	8/26-9/22	9/23-10/20	10/21-11/17	11/18-12/15	12/16-1/12	1/13-2/9	2/10-3/09	3/10-4/06	4/7-5/4	5/5-6/01	6/2-6/29	6/30-7/27	7/28-1/11	
Sprint #	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57-62	
Milestone 5, Priority 3																
BP66A - GAAP Reports (B)	B&V						UAT									
BP62A - BLBAR Reports (B)	B&V						UAT									
BP73 - SCO Operations Reports (CAFR/BLBAR)	B&V							UAT								
BP60 - BLBAR Extract (A)	B&V		UAT													
End to End Validation (E2E)							E2E									
Batch Design & Build & Testing					Batch Build/Test			Batch Build/Test			Batch Build/Test					
Performance Planning & Testing					Performance Plan/Test			Performance Plan/Test			Performance Plan/Test					
Regression Planning & Testing					Regression Plan/Test			Regression Plan/Test			Regression Plan/Test					
Deployment & Post-production Support							★ Cutover	Post-production Support	★ Cutover	Post-production Support	★ Cutover	Post-production Support	★ Cutover	Post-production Support		

The project will continue to utilize agile methodology for Milestone 5 functionality. This includes overlapping development lifecycle activities when appropriate to optimize resource availability. Table 27 lists the SDLC phases using agile methodology for Milestone 5.

Table 27. Milestone 5 Agile SDLC	
SDLC/Agile Phase	Responsibilities
Build and Validation	<ul style="list-style-type: none"> • Identify, write, and accept User Stories and Acceptance Criteria • Develop functionality based on User Stories • Unit Test (Developer) • Functional Validation (Sprint Team) • State Validation (Sprint Team with feedback from Home Staff) • Demonstration to Stakeholders • Make all User Stories for a given Feature and BP (Epic) "Ready for UAT" (functionality has been demonstrated to Home Staff) • Pre-production knowledge transfer
UAT	<p>Includes both Report UAT and Extension UAT</p> <ul style="list-style-type: none"> • Report UAT: <ul style="list-style-type: none"> - Requires a conversion prior to beginning - Review Report Layouts and logic in reports for values (no source data validation) • Extension UAT: <ul style="list-style-type: none"> - Requires a second conversion prior to beginning - Selective Extension Testing of a set number of reports to validate data • This phase includes pre-production knowledge transfer
Departmental Impacts/BPD Sessions	<ul style="list-style-type: none"> • N/A

Table 27. Milestone 5 Agile SDLC	
SDLC/Agile Phase	Responsibilities
Ready for Recap	<ul style="list-style-type: none"> • Prepare UAT results documentation summarizing the UAT outcome and showing BP functionality met business objectives. • Determine the appropriate action needed: <ul style="list-style-type: none"> - Update/create FI\$Cal job aids - Update/create SCO Home job aids - Update/create training - Other (Communication, BPD, etc.) • This phase includes pre-production knowledge transfer
Ready to Migrate	<ul style="list-style-type: none"> • Functionality is ready to migrate to production after completion of: <ul style="list-style-type: none"> - Batch, Performance, Regression Testing - Code migration - System configuration changes - UC4 configurations - Other related cutover activities
Production Support	<ul style="list-style-type: none"> • Production Support includes: <ul style="list-style-type: none"> - Incident resolution - Break Fix - Knowledge transfer sessions

Release Considerations

Milestone 5 will execute UAT in accordance with [Section 3.4.2.1, Implementation Approach for Remaining Project Work](#). The SCO stakeholders involved will execute UAT in planned UAT session time slots, and UAT completion will depend on SCO Home Staff availability. Each UAT session is two hours in duration.

Table 28 provides the number of UAT sessions required for the P1 and P2 business processes, and Table 29 provides the number of UAT sessions for P3 business processes, which will start during the Project and complete in O&M.

Table 28. UAT Sessions Required for Milestone 5 – P1/P2 BPs

	Business Process	SCO SGR UAT Sessions Required
Priority 1 Total 74	BP77: FI-Ledger Architecture	12
	BP67: FI- GAAP Ledger Analysis Tool (P1)	12
	BP63: FI- BLBAR Ledger Analysis Tool (P1)	6
	BP65: FI- GAAP Blackbox	24
	BP61: FI- BLBAR Blackbox	8
	BP79: Legacy Accounting Transactions - INFG108 TC Codes 34, 71, 84 (Non-FI\$Cal Department Year-End Accrual Transactions)	6
	BP74: Deal Management: Debt Service	6
Priority 2 Total 342	BP67A: FI- GAAP Ledger Analysis Tool (P2)	16
	BP63A: FI- BLBAR Ledger Analysis Tool (P2)	24
	BP66: FI- GAAP Reports (Group A)	48
	BP62: FI- BLBAR Reports (Group A)	48
	BP80: FI- BLBAR Reports- Supplement	16
	FI-Beginning Balance Mock Conversion #1 (BLBAR/CAFR) for UAT	5
	FI-Beginning Balance Mock Conversion #2 (BLBAR/CAFR) for UAT	5
	FI-Beginning Balance Conversion (BLBAR/CAFR) for Production	180
Total UAT Sessions Required		416

Table 29. UAT Sessions Required for Milestone 5 – P3 (Start in Project and Finish in O&M)		
	Business Process	SCO SGR UAT Sessions Required
Priority 3	BP66A: FI- GAAP Reports (Group B)	16
	BP62A: FI- BLBAR Reports (Group B)	12
	BP73: SCO Operations Reports (CAFR/BLBAR)	36
	BP60: FI- BLBAR Extracts for CAFR Supplement	12
Total UAT Sessions Required		76

The overall Milestone 5 implementation plan is shown in the tables below, with consideration of the following:

- End-to-end activities will be combined with SCO creating the BLBAR and CAFR via parallel processing in the FI\$Cal production environments and can begin once the Priority 1 and 2 functionality is migrated. These activities will be completed by June 2021.
- SPR 8 includes post-production support to June 2021. This schedule provides time for production support and break-fix, as well as completion of all knowledge transfer from Accenture to FI\$Cal and SCO resources. As a result, Contractor support will be required from July 2019 through June 2021 and will require additional costs to be approved to accommodate the extension of Accenture’s contract.

Tables 30 provides the overall implementation plan for Priorities 1 and 2, including sprint timing and activities within each sprint. Table 31 contains the same information for Priority 3.

Table 30. Milestone 5, Priorities 1 and 2 – Activities by Sprints and Months

Sprints	Months	Activities
27-30	April 2019 – July 2019	<ul style="list-style-type: none"> Priority 1 Build and Validation
29-36	June 2019 – December 2019	<ul style="list-style-type: none"> Priority 2 Build and Validation
30-32	July 2019 – September 2019	<ul style="list-style-type: none"> Priority 2 Mock 1 & 2 Conversions to support Report and Extension UAT
31-38	July 2019 – March 2020	<ul style="list-style-type: none"> Priority 1 UAT preparation and execution
33-38	September 2019 – March 2020	<ul style="list-style-type: none"> Priority 2 UAT preparation and execution
37-42	January 2020 to June 2020	<ul style="list-style-type: none"> Priority 2 Batch design, build and test Priority 2 Performance plan and test Priority 2 Regression plan and test
38-42	February 2020 to June 2020	<ul style="list-style-type: none"> Priority 1 Batch design, build and test Priority 1 Performance plan and test Priority 1 Regression plan and test
39-42	March 2020 – June 2020	<ul style="list-style-type: none"> Priority 1 & 2 BPD planning and delivery Priority 1 and 2 Post-UAT Activities, including: <ul style="list-style-type: none"> - UAT Recap/Knowledge Transfer - Regression Testing - Performance Testing - Dry Run - Dress Rehearsal

Table 30. Milestone 5, Priorities 1 and 2 – Activities by Sprints and Months

Sprints	Months	Activities
41-42	May 2020 – June 2020	<ul style="list-style-type: none"> • Prepare Final Conversion for Cutover for Priorities 1 and 2- Dry Run and Dress Rehearsal for DM interfaces • Change management, including <ul style="list-style-type: none"> - Departmental Readiness/Impacts - Training - Communication activities - Business Process Documentation Sessions
43-55	July 2020 – June 2021	<ul style="list-style-type: none"> • Priority 1 and 2 Cutover for all business processes • Priority 1 and 2 Post Production Support, including E2E Validation • Break Fix Support • Knowledge Transfer to functional and technical teams
53-56	April 2021 – July 2021	<ul style="list-style-type: none"> • Priority 2 Production conversion • Priority 2 UAT for conversion
57-65	August 2021 – March 2022	<ul style="list-style-type: none"> • Parallel FI\$Cal BLBAR/CAFR

Table 31. Milestone 5 Priority 3 Activities by Sprints and Months		
Sprints	Months	Activities
43-53	July 2020 – May 2021	<ul style="list-style-type: none"> • Build and Validation • UAT (staggered)
47-48	October 2020 – December 2020	<ul style="list-style-type: none"> • Batch Design/Test • Performance plan and test • Regression plan and test
49	December 2020	<ul style="list-style-type: none"> • Cutover
49-62	December 2020 – December 2021	<ul style="list-style-type: none"> • End to End Validation • Parallel processing
50-51	January 2021 – March 2021	<ul style="list-style-type: none"> • Post-production Support • Batch Design/Test • Performance plan and test • Regression plan and test
52	March 2021	<ul style="list-style-type: none"> • Cutover
53-55	April 2021 - June 2021	<ul style="list-style-type: none"> • Post-production Support • Batch Design/Test • Performance plan and test • Regression plan and test • Priority 3 Post UAT Activities, including <ul style="list-style-type: none"> – UAT Recap – Knowledge Transfer
56	July 2021	<ul style="list-style-type: none"> • Cutover • Post-production Support
57-62	July 2021 – January 2022	<ul style="list-style-type: none"> • Post-production Support, including <ul style="list-style-type: none"> – Break Fix Support – Knowledge Transfer to functional and technical teams – SCO Report Generation

3.4.1.5.3 Milestone 5 Specific Approach Elements

The implementation approach is listed in [Section 3.4.2.1](#). In addition, the following elements are essential for successful implementation of Milestone 5:

- Milestone 5 covers modifications to PeopleSoft and implementing the business intelligence tool. Because of the interconnected nature of Milestone 5 functionality, there will be one sprint team with specific team members focusing on specific business processes and functionality. Team members will function as one Sprint Team, and may work on one or more work efforts during each sprint as appropriate based on agile methodology.
- Milestone 5 will be developed in dedicated technology environments for DV, FT, QA to support UAT, and BI to avoid any code migration delays caused by competing projects. Please note that combining environments with other project work will slow down the security and migration steps.
- Milestone 5 functionality will be implemented to production when complete and appropriate prior to the milestone completion date.

The Project is confident that the proposed schedule will be met, contingent upon the items identified in [Section 3.4.1.1.3, Assumptions](#).

3.4.1.5.4 Milestone 5 Departmental Impacts

Every FI\$Cal state entity has its own procedures for using the System, and some functionality introduced in the SCO/STO Integrated Solution may require state entities to change those procedures. Based on lessons learned from prior releases, the Project has determined that state entities need hands-on experience with new/changed functionality. To address this need, the Project offers Departmental UAT/Business Process Documentation sessions that provide impacted state entities with hands-on experience in executing new or changed business processes. More detail is provided in [Section 3.4.2.1.1, SDLC/Agile Approach](#), under Departmental UAT/Business Process Documentation (BPD).

Milestone 5 functionality addresses SCO's financial reporting responsibilities and lays the foundation to move the BOR to FI\$Cal. Departmental impacts will be determined when SCO business process modifications are identified on a detailed level (most likely during Demos and UATs) and when procedures become finalized as Go Live approaches. Change Management coordinators will track the state entity impacts of changing processes and procedures, and will develop and provide appropriate knowledge transfer to state entities via communications, workshops, job aids, and training.

Additional state entity impacts may occur during production support that could be addressed through Command Center operations.

3.4.1.5.5 Milestone 5 Risk and Issue Overview

FI\$Cal has the following active risks and issues for Milestone 5:

- Issue 524: New Chart of Accounts not approved and set up for SCO/STO Milestone deadlines
- Risk 541: Milestone 5 SPR 7 Key functionality will not be delivered by June 2019

By approving this document, Issue #541 will be resolved. Please see Appendix J, Risk and Issue Register, for details and mitigation/contingency steps.

3.4.1.5 Milestone 6 (O&M Phase)

There are no changes to the SPR 7 objective of Milestone 6. Also as approved in SPR 7, Milestone 6 functionality is not part of project scope. FI\$Cal will address Milestone 6 scope in accordance with State IT project policy, utilizing the O&M process known as the Enterprise Intake Process to complete the remaining work.

SCO's eventual closeout of its legacy system will take place in O&M when SCO has gained assurance in the FI\$Cal System as the Book of Record.

SPR 7 identified the following key functionality for implementation in O&M (Milestone 6).

- Cutover of the state's book of record
- Cash management
- Automated General Fund Daily Borrowing
- Pooled Money Investment Account Interest (PMIA) Allocation
- General Fund Disbursements and Receipts Reporting
- General Fund Cash Forecasting

Under SPR 8, Milestone 6 includes additional key functionality identified during scope refinement. The project's evaluation of the original Milestone 4 key functionality for Deal Management and the prioritization of Milestone 5 resulted in moving 140 features from the Milestone 4/Milestone 5 backlogs to Milestone 6. These features are part of the business processes currently identified as End State functionality under Milestone 6.

The high-level business processes that were moved to Milestone 6 include:

- Statewide Loan Accounting
- Department Loan Accounting
- SCO Bond Accounting (Deal Management)
- Departmental Bond Accounting (Deal Management)
- Lease Revenue Bond Accounting (DGS Deal Management)
- FI- BLBAR Year End Log Inventory
- FI- BLBAR Statewide Year End Instructions
- Statewide Year-End-Close Tool

Table 32 lists the epics (business processes/key functionality) in Milestone 6.

Table 32. Milestone 6 Business Processes (Epics)

Business Process ID	Summary/ Description	Type	RTC ID	Release
BP86	Fund Affiliate Rule for Interagency Transaction	Epic	35978	Unassigned
BP84	Statewide Year End Close Tool	Epic	33563	Unassigned
BP46	Statewide Loan Accounting	Epic	25623	Unassigned
BP47	Department Loan Accounting	Epic	25624	Unassigned
BP68	SCO Bond Accounting (Deal Management)	Epic	25639	Unassigned
BP69	Lease Revenue Bond Accounting (including CFS) (Deal Management)	Epic	25640	Unassigned
BP70	Departmental Bond Accounting (Deal Management)	Epic	25641	Unassigned
BP100	Bond Cash Transfers - Extended	Epic	25645	Unassigned
BP101	Feeder Fund Allocation	Epic	25646	Unassigned
BP102	Daily General Fund Borrowing	Epic	25647	Unassigned
BP103	SCO Cash Forecasting	Epic	25648	Unassigned
BP104	Investment Accounting	Epic	25649	Unassigned
BP105	PMIA	Epic	25650	Unassigned
BP106	SMIF	Epic	25651	Unassigned
BP107	LAIF	Epic	25652	Unassigned
BP108	AP Expedite Processing	Epic	25653	Unassigned
BP109	CTS Bank Accounts/Reconciliation (M6)	Epic	25654	Unassigned
BP110	Post Issuance	Epic	25655	Unassigned
BP111	SCO Operations Reports (Non BLBAR/CAFR)	Epic	25656	Unassigned
BP112	AR Deposits/Remittances	Epic	25657	Unassigned
BP113	Hyperion Budget Journals	Epic	25658	Unassigned
BP114	Plan of Financial Adjustment (PFA)	Epic	25659	Unassigned
BP115	Legacy Accounting Transactions	Epic	25660	Unassigned
BP116	Legacy Payments	Epic	25661	Unassigned
BP117	Legacy Payments- Non FI\$Cal Dept.	Epic	25662	Unassigned
BP118	MEC/YEC Procedures- End State (M6)	Epic	25663	Unassigned
BP119	Year End Financials	Epic	25664	Unassigned
BP120	Non-FI\$Cal Reconciliation	Epic	25665	Unassigned
BP121	Block Flag Alert	Epic	25666	Unassigned
BP124	EFT Processing	Epic	25668	Unassigned
BP125	Offsets (AP & AR)- End State	Epic	25669	Unassigned
BP126	Cash Management	Epic	25670	Unassigned

Appendix H, Milestone 6 Scope Details, lists the features associated with the Milestone 6 business processes. As part of the agile methodology, features may be added or cancelled as a result of the backlog refinement and defining the details of the work to be completed.

3.4.2 Implementation Plan

The implementation plan in this section describes the framework for the remaining work for Milestones 3, 4, and 5.

3.4.2.1 Implementation Approach for Remaining Project Work

Agile methodology will be used for the remaining project milestones as described in [Section 3.2.3.1, Agile Methodology for SCO/STO Implementation](#). FI\$Cal has already successfully deployed to production Milestones 1 and 2 and Milestone 3 – R1/R2, using agile methodology..

The implementation approach will include the following aspects:

- Using Agile guidelines for the remaining work of the SCO Milestones, the project will overlap development and testing activities when appropriate based on functionality, resources, and environments.
- The Sprint Teams will consist of Product Owners, Scrum Masters, Development Lead, Developers, and Business Analysts drawn from Systems Integrator resources, as well as SCO FI\$Cal Staff, STO FI\$Cal Staff, SCO Bureau of Financial Information Technology (BFIT) members, and FI\$Cal Business Operation and Solutions Division (BOSD) and CMO staff.
- For business processes related to SCO functionality (and Features/User Stories within those BPs), the Product Owner will be an SCO FI\$Cal team member, and for STO functionality, the Product Owner will be an STO FI\$Cal team member.
- The Product Owner is an SCO resource who acts as the liaison between the Sprint Team and SCO Home staff. Sprint teams create User Stories to document requirements (and acceptance criteria) for business process functionality. The Product Owner reviews User Stories with SCO Home SMEs to confirm the requirements being developed align with the business process.
- The Sprint Teams will complete Build and Validation, consisting of Design, Build, Functional Validation, and State Validation (testing) of the features and user stories for a BP. The Sprint Teams will perform Functional Validation, State Validation, and Demo with the SCO Home team.

- SCO Product Owners will perform the necessary testing (as documented in the acceptance criteria for the BP/Feature/User Story) to assure quality (perform QA) and provide the final approval for a BP to be “Ready for UAT.” Once the Sprint Team completes testing for all features and user stories related to the BP, and State Validation, and Demo are accepted by Home Team, the BP is deemed “Ready for UAT.”
- Once a BP is “Ready for UAT,” the Sprint Teams, working with the SCO Home Team, will enter the UAT testing phase. SCO Home members consist of team members from the following SCO Divisions: Bureau of Accounting and Consulting (BAC), Bureau of Cash Management (BCM), State Governmental Reporting (SGR), and State Accounting and Reporting Division (SARD).
- Each BP that has a significant state-entity impact will have a Departmental UAT and Business Process Documentation phase supported by the Sprint Team, Project Change Management team, Department of Finance FI\$Cal staff, BOSD, and FSC. Departmental UAT may run in parallel with SCO Home team UAT.
- Performance Testing and Batch Design Validation will occur for each milestone release in accordance with the schedule.
- Regression testing for the release will occur prior to release to production.
- The project will manage and prioritize scope (Business Processes/Features/User Stories) using the SAGE process and/or other governance processes (e.g., OMDf) within the replanned timelines with no impact to this SPR’s schedule, as long as the changes support the Key Functionality (business processes) already identified for that milestone/release.
- Any new scope or enhancements will be evaluated/decided using the SAGE process or other governance processes (e.g., OMDf). SAGE decisions will be made in a timely fashion to ensure that progress on planned goals for milestones are met.

3.4.2.1.1 SDLC/Agile Approach

This section describes SCO/STO Milestone 3 through 5’s Design, Develop, and Implementation lifecycles for Build and Functional Validation, User Acceptance Testing (UAT), Departmental UAT/Business Process

Documentation, Regression Testing, Performance Testing, and Batch Testing phases of the SDLC. This section also describes team roles and expectations within each phase. Agile project management terms used throughout this document are defined in Table 33 below.

Table 33. Agile Project Management Terms	
Term	Definitions
Epics	Epics are large bodies of work that can be broken down into one or more Features. In context of the SCO release, Epics represent the business processes.
Features	A Feature is a high-level function or solution theme that is derived from the identified scope with input of Stakeholders and the Project Team. Features are broken into User Stories.
User Stories	User Stories are self-contained units of work agreed upon by the Development Team and the Product Owner.
Tasks	Tasks are derived from User Stories and are specific “to do’s” with a work estimation.
Product Backlog	FI\$Cal’s Product Backlog is a prioritized list of functions such as Epics, Features, and User Stories. The Product Backlog is comprised of technical, functional, or process-oriented functions and is prioritized by the Product Owner(s). This list can be reprioritized at the start of each Sprint.
Product Backlog Refinement	Activity during each Sprint to refine User Stories and/or Tasks that are not in the current Sprint. Refinement includes removing User Stories and/or Tasks that no longer appear relevant, creating new User Stories and/or Tasks in response to newly discovered needs, re-assessing the relative priority of User Stories and/or Tasks, and splitting User Stories and/or Tasks which are high priority but too high level.
Sprint Backlog	Sprint Backlog is a subset of the Product Backlog. It is an identified list of tasks organized by the Sprint Team to be worked on during the applicable Sprint. In the Sprint Planning meeting, the Sprint Team selects Sprint Backlog items in the form of User Stories and/or Tasks based on priorities set by the Product Owner and identifies tasks necessary to meet the goals of the selected User Stories with in the confirmed time. The list is maintained by the Scrum Master and Product Owner. The Sprint Backlog, or priority of its items, should not be changed once a Sprint is underway.
Sprint Planning	A collaborative effort that involves a Scrum Master, Product Owner, and the entire Sprint Team. The Scrum Master facilitates the meeting. The Product

Table 33. Agile Project Management Terms

Term	Definitions
	<p>Owner clarifies the details of the Product Backlog items and their specified acceptance criteria. The entire Sprint Team defines the work and effort necessary to meet the Sprint Goal.</p> <p>Sprint Planning meetings are held at the beginning of each Sprint to size the Sprint by assigning User Stories and/or Tasks, and to define Sprint Goals, confirm acceptance criteria for each User Story and/or Task, and update the Sprint Backlog. This meeting should also include FI\$Cal functional and technical support teams.</p>
Retrospective	Meeting at the end of each Sprint to agree on what is working and what is not, to promote continuous improvement and improve the outcome of the next Sprint.
Status Report	Status reports can include sponsor decks, leadership decks, and Project Status Report (PSR).
Work Items	<p>Agile components in the Rational Team Concert (RTC) tool. RTC tracks the inventory of business process components, along with relationships, workflow and status (see Figure 4, Agile Work Item Relationship in RTC).</p> <p>Work items include epics, features, user stories, tasks, defects, and impediments.</p>

Build and Validation

The Build and Validation Phase includes Design, Build, and Validation/Testing of user stories and features for a particular business process (Epic). Design includes creation of Functional Design and Technical Design Documentation by the Sprint Team. Validation includes unit testing by the developers, functional validation, state validation, and Demo, which gets the BP in “Ready for UAT” status.

For functional validation, the SCO Product Owners review the design and test results in order to provide feedback and complete functional validation for each user story.

For state validation, the SCO Product Owners work with the Sprint Team members to perform a second round of testing. Here the solution design is further reviewed, tested and validated against the test scenarios/data conditions of the SCO Home stakeholders.

In the Demo phase, the Sprint Team demonstrates the functionality for the BP to the SCO Home team. When the Sprint Team completes testing for all features and user stories related to the BP, and Demo is accepted by the Home Team, the business process is deemed to be “Ready for UAT.” Table 34 lists stakeholder activities during the Build and Validation phase.

Table 34. Stakeholder Activities during Build and Validation Phase				
Build and Validation Phase Activity	Stakeholders			
	Sprint Team	SCO/ STO Home Team	FI\$Cal ITD	FI\$Cal BOSD and FSC
Build	Design, Develop Features and User Stories and perform Unit Testing.	Participate in Build Review	Participate in Code Review	N/A
Functional Design (FD) Documentation	Writes the FD according to Design Specs and Approves with Product Owner	BFIT members validate with SCO Home	Review Functional/ Technical Design	QA Functional Design
Technical Design (TD) Documentation	Writes the TD according to Design Specs and Approves with Product Owner	BFIT members validate with SCO Home	Review Functional/ Technical Design	N/A
Functional Validation (Sprint Team)	Product Owner documents Acceptance Criteria and validates/tests functionality	Provides additional testing scenarios/data conditions for validating functionality	Review Functional/ Technical Design	Review Functional Design
State Validation (SCO or STO Home)	Validation/ Testing based on the scenarios/data conditions	Confirm testing meets the needs based on the scenarios/data conditions	Participate in Demo and provide feedback	Participate in Demo and provide feedback

Table 34. Stakeholder Activities during Build and Validation Phase

Build and Validation Phase Activity	Stakeholders			
	Sprint Team	SCO/ STO Home Team	FI\$Cal ITD	FI\$Cal BOSD and FSC
	provided by Home Team			
Demo	Working session to demonstrate functionality based on the scenarios/data conditions/acceptance criteria	Confirm testing meets the needs based on the scenarios/data conditions	Participate in Demo and provide feedback	Participate in Demo and provide feedback

User Acceptance Testing (UAT)

User Acceptance Testing (UAT) verifies that System functionality meets business needs based on the requirements, design, and test scenarios documented by the Project and Home team. UAT involves the testing of the core business processes of the System (e.g., Enter a Requisition or Process a Voucher). UAT is divided into the following four primary sub-phases: Planning, Preparation, Execution, and Recap.

Planning and Preparation

UAT Planning involves defining the overall UAT approach and developing UAT Test Plans unique to the functionality being deployed for the milestone and release. The Planning phase is used to define the approach and processes needed to effectively administer the preparation and execution phases of UAT. The Sprint Team works with the SCO Home Team to define the overall test strategy, approach and detail schedule for each BPD.

UAT Preparation includes the identification and documentation of UAT Scenarios, UAT Scripts, and UAT Data Sheet Templates to finalize the Test Plan.

UAT Execution

UAT Execution is a combined Sprint Team and Home Team effort. The execution of UAT Scripts defined in the Test Plan are run in sequence based on the dependencies and responsibilities (Sprint or Home Team) defined within the UAT Test Plan.

SCO Recap

The SCO UAT Recap is the process for SCO Stakeholders to review, verify, and validate the results of UAT testing for each business process. This provides the opportunity to ensure the business process functionality meet business objectives.

Table 35 lists stakeholder activities during the UAT phase. The teams review the UAT Evidence Results Summary, UAT Parking Lot, and Enhancement/Defect Summary. Any job-aid updates (either Project or legacy) are identified and agreed to be completed by the respective teams.

Table 35. Stakeholder Activities during UAT Phase				
UAT Phase Activity	Stakeholders			
	Sprint Team	SCO Home	FI\$Cal ITD	FI\$Cal BOSD and FSC
Planning	Develop UAT test approach, scenarios, and test conditions and document in the Test Plan	BFIT members validate with SCO Home	Informed of upcoming UAT Execution	Informed of upcoming UAT Execution
Preparation	Create UAT Test Scripts and Perform Data Staging	BFIT members validate with SCO Home	Informed of upcoming UAT Execution	Informed of upcoming UAT Execution

Table 35. Stakeholder Activities during UAT Phase

UAT Phase Activity	Stakeholders			
	Sprint Team	SCO Home	FI\$Cal ITD	FI\$Cal BOSD and FSC
SCO/STO UAT Execution	Execute FI\$Cal Sprint Team Steps for UAT	Execute SCO Home Team Steps for UAT	Participate in UAT Execution	Participate in UAT Execution
SCO Recap	Prepare for SCO Recap (summaries, actual results, screenshots, questions)	Review SCO Recap of a given business process (Epic) and provide affirmation that UAT is complete	Participate in SCO Recap	Participate in SCO Recap

Departmental UAT/Business Process Documentation (BPD)

Based on lessons learned from prior releases, the Project has determined that state entities need hands-on experience with new/changed functionality so they understand what is being modified and can adjust their procedures to the modified business process. Departmental UAT and/or BPD Sessions are designed to provide impacted state entities with this hands-on experience in executing new or changed business processes. These sessions are in addition to the Change Impact Workshops, which present the changes but do not include the opportunity for state entities to evaluate changes in terms of their internal procedures.

Every FI\$Cal department has its own procedures for using the System. Some functionality introduced in the SCO/STO Integrated Solution may require state entities to validate/modify procedures and test the changes as they align with their procedures.

For the Departmental UAT/BPD phase, FI\$Cal SCO and the Sprint Teams first identify departmental impacts during Build and Validation and through SCO internal testing (state validation). The Project then plans and offers Departmental UAT and BPD sessions as appropriate based on impact and complexity.

In preparation for the sessions, the Change Management team works with the Sprint Team and BOSD team members to create or update job aids (BPD artifacts) and perform data staging required for the BPD sessions. The Sprint Team members and BOSD, along with other impacted groups such as Finance, DGS, SCO, and STO, pre-execute the job aids and testing scenarios. The resulting product is reviewed and approved job aids that are ready for departmental execution.

Departmental UAT and BPD Sessions are then held. Either the state entities, and/or Finance acting on behalf of the state entities, execute a given business process, typically using a job aid or script. Based on their experience, state entities can understand and make needed modifications to their current procedures.

Table 36 lists stakeholder activities during the Departmental UAT/BPD phase.

Table 36. Stakeholder Activities during Departmental UAT/BPD Phase				
Departmental UAT/BPD Phase Activity	Stakeholders			
	Sprint Team	Finance and Department	FI\$Cal CMO	FI\$Cal BOSD and FSC
Planning	Develop UAT test approach, scenarios, and test conditions and document in the Test Plan	Finance validates/ confirms scenarios	Prepare documentation for UAT and BPD	Review documentation and provide feedback
Preparation	Create UAT test scripts and perform data staging	Finance Pre-execute scenarios and verify job aids	Coordinate reviews and incorporate feedback into documentation	BOSD Pre-execute scenarios and verify job aids
Department UAT Execution	Perform data staging and provide SME	Execute UAT as per plan	Identify any changes/impac	Pre-execute UAT steps to

Table 36. Stakeholder Activities during Departmental UAT/BPD Phase				
Departmental UAT/BPD Phase Activity	Stakeholders			
	Sprint Team	Finance and Department	FI\$Cal CMO	FI\$Cal BOSD and FSC
	support for UAT		ts to documentation	validate BP as documented
Business Process Documentation	Develop BPD Artifacts (job aids, presentation, data staging)	Execute steps in the job aid to validate System as documented	Develop BPD Artifacts (job aids, presentation, data staging)	Pre-execute Job Aid to validate System as documented

Testing

The following System testing is conducted after UAT has been completed and before milestone code is migrated into production:

- Batch Testing
- Performance Testing and Tuning
- Regression Testing

Batch Testing

The purpose of Batch Testing is to test and validate that Batch processes run in the right sequence and dependencies are set up correctly in the Batch Scheduler Process (UC4).

Batch Testing – Design and Build

Sprint teams design the batch schedule and dependencies between batch processes for the upcoming release. Design of the batch schedule takes into account dependencies of the current production batches, as well as the new ones being introduced. Sprint teams work with the ITD Batch Operations Team members to review the batch design and make changes as required. Once they have agreed, the batch processes and dependencies are built into UC4.

The FI\$Cal ITD Batch Operations Team participates in all aspects of Batch Testing to understand batch process execution and operations.

Batch Testing – Execution

The Batch Testing Execution occurs as a coordinated effort between the Sprint Teams and the ITD Batch Operations Team. The batch schedule and dependencies are adjusted in UC4 as necessary.

Batch Testing – SCO Legacy (SCO Information Services Division – ISD)

FI\$Cal will coordinate with SCO ISD in planning and executing batch jobs. The Sprint Teams will utilize the batch job template when requesting batch jobs to run in SCO legacy.

Batch Testing in the SCO legacy system will be scheduled to run during UAT Execution Daily, between 10 a.m. and 3 p.m. during business days. Requests will be submitted an hour before the execution of the batch job at the latest. Table 37 lists stakeholder activities during the Batch Testing phase.

Table 37 Stakeholder Activities during Batch Testing Phase				
Phase Activity	Stakeholders			
	Sprint Team	SCO Home	FI\$Cal ITD	FI\$Cal FSC
Batch Build (UC4)	Configure the design on UC4. Perform any data staging required.	Sprint Team reviews and validates batch build with SCO ISD and incorporate feedback.	Sprint Team reviews and validates batch build with ITD and incorporates feedback.	Informed of upcoming batch testing and run book details.

Table 37. Stakeholder Activities during Batch Testing Phase

Phase Activity	Stakeholders			
	Sprint Team	SCO Home	FI\$Cal ITD	FI\$Cal FSC
Batch Execution	Perform batch execution in UC4 using production volume data and document results.	Sprint Team executes batch testing. SCO ISD Legacy provides interface file.	Sprint Team will participate in batch execution with ITD and incorporate feedback.	Informed of upcoming batch testing and run book details.
Batch Execution – Legacy (SCO ISD)	Perform batch execution in UC4 using production volume data and document results	Execute Batch Testing and SCO ISD Legacy provide interfaces file	Sprint Team will participate in batch execution with ITD and incorporate feedback.	Informed of upcoming batch testing and run book details

Performance Testing and Tuning

Performance Testing and Tuning provides opportunity for the Sprint and FI\$Cal ITD teams to determine the impacts for production transaction volume on the new changes. This allows for any performance tuning to both online as well as batch processes.

Performance Testing – SQL Review

The Sprint Teams documents the SQL strings that yield results for the functionality being implemented. ITD’s Application Development Team reviews the SQL strings for any performance impacts and provides corrective action to the Sprint Team.

Performance Testing – Online

For each milestone/release, the approach for performance testing will follow the cadence below:

- Sprint Team - Identify Scope and Identify Scripts
- ITD – Finalize Scope
- ITD – Environments Setup
- Sprint Team and ITD – Execute Performance Testing and Tuning

The ITD Application Development Team executes online performance testing by identifying new RICEFs with the highest impact on the existing System. Upon identification the Sprint Team provides the test execution scripts needed for development of testing scripts. The Sprint Team also provides the expected volume and transactions per day for these RICEFs.

Performance Testing – Batch

The Sprint Teams will identify the performance scope and provide this to ITD. The ITD teams will execute the Interface/Batch RICEFs during Performance Testing. The scope of this testing will be determined based on the Sprint Team-recommended RICEFs and the schedule constraints for the milestone releases. ITD will determine and provide any performance impacts to the Sprint Teams for corrective action. Table 38 lists stakeholder activities during the Performance Testing and Tuning phase.

Table 38. Stakeholder Activities during Performance Testing and Tuning				
Phase Activity	Stakeholders			
	Sprint Team	SCO Home	FI\$Cal ITD	FI\$Cal BOSD and FSC
SQL Review	Provide list of SQLs for ITD team's review. Incorporate any corrective action based on ITD review.	N/A	Perform SQL reviews and recommend corrective action to Sprint Team.	N/A
Performance Testing – Online	Provide scenarios and scripts for performance testing; incorporate feedback from testing results.	N/A	Execute Performance Testing (Online and Batch) and recommend corrective action to Sprint Team.	N/A
Performance Testing - Batch	Provide scenarios and scripts for performance testing; incorporate feedback from testing results.	N/A	Execute Performance Testing (Online and Batch) and recommend corrective action to Sprint Team.	N/A

Regression Testing

Implementation of the SCO/STO Integrated Solution milestones/releases will continue to include Regression Testing as part of the SDLC. Regression Testing is performed after UAT completion to help ensure the System performs as expected after milestone code is introduced, and that the new code has no adverse effects on existing functionality. The Automated Regression Strategy discussed in Appendix K, Automated Testing Approach, will be implemented as the automated test suites are made available. Please note that Automated Regression Testing is not part of sprint work.

Table 39 lists stakeholder activities during Regression Testing.

Table 39. Stakeholder Activities during Regression Testing

Phase Activity	Stakeholders			
	Sprint Team	ITD	BOSD	FSC
Test Preparation	Assist with test environment Prepare and review testing scenarios Create Test Scripts Stage Data Perform planning activities for Regression Testing	Prepare testing environment	Prepare and review testing scenarios Identify test data	Prepare and review testing scenarios Identify test data
Manual Regression Testing	Create Test Scripts Stage Data Perform planning activities for Regression Testing Execute scripts Analyze results	N/A	Identify scripts Execute scripts Analyze results	Identify scripts Execute scripts Analyze results
Automated Regression Testing (when available)	Identify scripts Record scripts Analyze results	Execute automated scripts	Identify scripts Analyze results	Identify scripts Analyze results

3.4.2.1.2 Knowledge Transfer Approach

Implementation of the remaining SCO/STO milestones/releases will continue to include knowledge transfer for FI\$Cal State stakeholders who are responsible for long-term support of the System. Knowledge transfer will be provided for each SCO/STO milestone/release in accordance with the sprint schedule. The knowledge transfer approach described below is based of lessons learned from prior SCO/STO milestone implementations.

The Knowledge Transfer (KT) approach identifies two high-level phases: Pre-Production KT and Post-Production KT. By implementing KT during both lifecycles (pre- and post-production) for each milestone/release, the State stakeholders receiving knowledge transfer will be more successful in providing operations and support.

This KT approach contains the following sections:

- Prerequisites for Knowledge Transfer
- Key Constraints/Challenges for Knowledge Transfer
- Knowledge Transfer Completion/Acceptance Criteria
- Phase 1: Pre-Production Knowledge Transfer
- Phase 2: Post-Production Knowledge Transfer

Prerequisites for knowledge transfer

- All Sprint Team resources performing knowledge transfer must be onsite at FI\$Cal where possible. If not possible, they must be available during FI\$Cal's regular business hours.
- The milestone-related artifacts must be current, complete, and available prior to post-production knowledge transfer activities. These artifacts will be identified in RTC as the work item type "Document," and will be available in SharePoint.
- Appropriate super-user access must be provided to test in the UAT environment.
- Sprint Team and State stakeholders must be available in accordance with the knowledge transfer implementation schedule.

- State functional and technical resources must have sufficient functional and technical expertise to understand the knowledge transfer being provided in their respective modules and technical areas.
- All FSC, ITD, and BOSD state resources must be identified and on-boarded prior to beginning transition of knowledge from the Sprint Teams to the State teams. Late identification/onboarding will reduce the knowledge transfer time and opportunities for those resources.
- All knowledge transfer activities described in this section must also be documented in the Knowledge Transfer Implementation Plan developed during the KT Planning Phase for each milestone/release. That plan will identify activities, schedule, and resources.

Key constraints/challenges for knowledge transfer

- Schedule constraints – Due to the constraints of the upcoming SCO/STO milestone schedule, adding and executing/performing knowledge transfer activities along with other sprint work is challenging. The SCO Home Team is unavailable during specific periods that require their focus on other priorities, such as year-end close and BLBAR and CAFR generation.
- Resource constraints – Sprint Team resources will be performing sprint tasks as well as knowledge transfer activities, and similarly, state resources will have other work demands in addition to participating in knowledge transfer sessions. Also, please see the bullet above for SCO Home Team constraints.

Knowledge Transfer Completion/Acceptance Criteria

The overall acceptance criteria for pre- and post-production knowledge transfer are described below. In addition, each FI\$Cal Division will define its own acceptance criteria for knowledge transfer based on what is needed/appropriate for the roles and responsibilities of its teams.

During the pre-production phase, the Sprint Team will provide test documentation, such as test scripts and FD and TD documents, to the team

receiving the knowledge transfer. BOSD and FSC stakeholders will review the design, test the application, and sign off.

Both pre- and post-production, State managers will determine the appropriate numbers/roles of resources to attend knowledge transfer sessions and will assign them to attend. Attendance at knowledge transfer sessions will be logged to help document completion of knowledge transfer activities. The knowledge transfer recipients will sign off on activities completed.

The managers will then review the documentation of activities completed, discuss with resources as needed, and, when satisfactory, sign off that knowledge transfer is complete for knowledge transfer sessions. Please note: Sign-offs will typically be documented via email.

Knowledge transfer acceptance criteria will include the following:

1. ITD, BOSD, and FSC stakeholders have signed off that knowledge transfer is complete for knowledge transfer sessions.
2. BOSD and FSC stakeholders have signed off that they have completed running the test scripts and understand the new/changed functionality.
3. The Sprint Teams provide the draft batch workflow design prior to implementation so that the ITD Batch Operations Team can provide input prior to finalization.
4. Pre-production, the Sprint Teams will also provide the Batch Operations Team with documentation of possible failure scenarios and how to restore the batch.
5. Pre-production, the Sprint Teams will provide the documentation of batch optimization (scheduling the batches in parallel vs. sequential, etc.)
6. FD and TD documentation is current and matches the production System functionality, and has been signed off by ITD, BOSD, and FSC stakeholders.
7. Documentation of resolution on known issues is complete and signed off by the Functional and Technical Leads during transition activities.

Phase 1: Pre-Production Knowledge Transfer

Overview

The remaining SCO/STO implementation will include knowledge transfer from the Sprint Teams to the FI\$Cal BOSD, FSC, and ITD stakeholders prior to Go Live. Knowledge transfer sessions will provide functional and technical resources with an understanding of the upcoming release that is pertinent to their respective functional modules and technical areas. The knowledge transfer sessions will review all functionality related to the upcoming release, including drafts of Functional Design Documentation and Technical Design Documentation.

The outcome of pre-production knowledge transfer will be to give stakeholders an understanding of the basic functionality being implemented and changes being made in the System. The purpose is to help ensure FI\$Cal State stakeholders are prepared to undertake post-production knowledge transfer activities.

Table 40 provides an overview of team knowledge transfer activities during each pre-production phase of the Agile SDLC.

Table 40. Pre-Production Knowledge Transfer Activities - Overview

Table 40. Pre-Production Knowledge Transfer Activities - Overview			
Pre Production Phase	Pre Production Knowledge Transfer Stakeholders		
	Knowledge Transfer Provider	FI\$Cal Recipient Teams	
	Sprint Teams	ITD (Technical Support Teams: Application Development and Batch Operations)	FSC and BOSD (Functional Support Teams)
Knowledge Transfer Planning	<ul style="list-style-type: none"> A Sprint Team member will work with the State Project Manager and FI\$Cal Division Managers to plan the knowledge transfer schedule. A Sprint Team member will work with the State Project Manager and FI\$Cal Division managers to secure resources and logistics in accordance with the planned sessions. 	<ul style="list-style-type: none"> ITD managers will help plan the knowledge transfer schedule working with the Sprint Team member and State Project Manager. ITD managers will identify appropriate resources and plan for resource availability for the scheduled knowledge transfer sessions. 	<ul style="list-style-type: none"> FSC and BOSD managers will help plan the knowledge transfer schedule working with the Sprint Team member and State Project Manager. FSC and BOSD managers will identify appropriate resources and plan for resource availability for the scheduled knowledge transfer sessions.

Table 40. Pre-Production Knowledge Transfer Activities - Overview

Table 40. Pre-Production Knowledge Transfer Activities - Overview			
Pre Production Phase	Pre Production Knowledge Transfer Stakeholders		
	Knowledge Transfer Provider	FI\$Cal Recipient Teams	
	Sprint Teams	ITD (Technical Support Teams: Application Development and Batch Operations)	FSC and BOSD (Functional Support Teams)
Build and Functional Validation	<p>During this phase, the Sprint Team performs Build and Functional Validation Activities. As part of this phase, the Sprint Team develops Design, Build, and FD and TD.</p> <p>Knowledge transfer activities include:</p> <ul style="list-style-type: none"> • Conducting knowledge transfer sessions: <ul style="list-style-type: none"> - ITD Functional Overview Sessions - Technical Review Sessions for ITD Staff 	<ul style="list-style-type: none"> • ITD Teams Participate in Functional Overview Sessions. • Application Development Team participates in Technical Review Sessions. • Batch Operations Team participates in Batch Design Review Sessions. • ITD Teams review, provide feedback, and approve Technical Design Documentation. 	<ul style="list-style-type: none"> • Participate in Design and Functional Validation sessions. • Participate in Detailed Design Walkthrough Sessions. • Participate in Technical Review Sessions for Functional Staff • Review and provide feedback for Functional Design Documentation.

Table 40. Pre-Production Knowledge Transfer Activities - Overview

Table 40. Pre-Production Knowledge Transfer Activities - Overview			
Pre Production Phase	Pre Production Knowledge Transfer Stakeholders		
	Knowledge Transfer Provider	FI\$Cal Recipient Teams	
	Sprint Teams	ITD (Technical Support Teams: Application Development and Batch Operations)	FSC and BOSD (Functional Support Teams)
	<ul style="list-style-type: none"> - Detailed Design Walkthrough Sessions for FSC/BOSD - Technical Review Sessions for Functional Staff • Providing approved FD and TD document links to support teams. • Providing ITD Batch Operations Team with documentation of possible failure scenarios and how to restore the System. 		

Table 40. Pre-Production Knowledge Transfer Activities - Overview

Table 40. Pre-Production Knowledge Transfer Activities - Overview			
Pre Production Phase	Pre Production Knowledge Transfer Stakeholders		
	Knowledge Transfer Provider	FI\$Cal Recipient Teams	
	Sprint Teams	ITD (Technical Support Teams: Application Development and Batch Operations)	FSC and BOSD (Functional Support Teams)
Testing (UAT and Regression)	<p>During this phase, the Sprint Team Performs UAT Activities.</p> <p>As part of this phase, the Sprint Team develops the UAT Test Plan and performs UAT Execution with Stakeholders.</p> <p>Knowledge transfer activities include conducting the following knowledge transfer sessions:</p> <ul style="list-style-type: none"> - FSC/BOSD Detailed Design Walkthrough Sessions - ITD Functional Overview Sessions 	<ul style="list-style-type: none"> • Participate in Functional Overview Sessions. • Participate in Technical Review Sessions. • Participate in Batch Design Review Sessions. • Participate in Peer Collaboration Sessions. • Participate in Question and Answer Sessions. • Review, provide feedback, and approve Technical Design Documentation. 	<ul style="list-style-type: none"> • Participate in UAT Execution • Participate in SCO Recap Sessions (sessions to review UAT output with SCO division chiefs) • Participate in and provide feedback on Regression Testing

Table 40. Pre-Production Knowledge Transfer Activities - Overview

Table 40. Pre-Production Knowledge Transfer Activities - Overview			
Pre Production Phase	Pre Production Knowledge Transfer Stakeholders		
	Knowledge Transfer Provider	FI\$Cal Recipient Teams	
	Sprint Teams	ITD (Technical Support Teams: Application Development and Batch Operations)	FSC and BOSD (Functional Support Teams)
	<ul style="list-style-type: none"> - ITD Technical Review Sessions - ITD Batch Design Review Sessions - ITD Q&A Sessions 		
Change Management	<p>During this phase, the Sprint Team provides the CMO Team with support on Change Management activities.</p> <p>As part of this phase, the Sprint Team develops job aids, WebEx, Town Hall Content, and Department-Specific Impact communications.</p>	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Participate in change management activities: WebEx, Town Hall, and Change Management communications. • Participate in and provide BPD sessions.

Table 40. Pre-Production Knowledge Transfer Activities - Overview

Table 40. Pre-Production Knowledge Transfer Activities - Overview			
Pre Production Phase	Pre Production Knowledge Transfer Stakeholders		
	Knowledge Transfer Provider	FI\$Cal Recipient Teams	
	Sprint Teams	ITD (Technical Support Teams: Application Development and Batch Operations)	FSC and BOSD (Functional Support Teams)

Pre-Production Knowledge Transfer Details

Details of pre-production knowledge transfer activities are described in Table 41 for FI\$Cal’s Functional Support Teams (BOSD and FSC Level 2), and Table 42 for FI\$Cal’s Technical Support Teams (ITD Application Development Team and Batch Operations Team). Pre-production knowledge transfer must be conducted in the phases/sequence shown to effectively plan takeover of support operations for new functionality and releases.

Table 41. Functional Support Teams: Pre-Production Knowledge Transfer Detail

Pre-Production Knowledge Transfer Phase	Functional Support Team Activities	Estimated Duration	Comments
Knowledge Transfer Planning Phase			
Knowledge Transfer Planning	<ul style="list-style-type: none"> At least 2 months before UAT, knowledge transfer sessions will be planned across project and production support teams. A Sprint Team member will work with the State Project Manager and Division/Team Managers to plan the knowledge transfer schedule. A Sprint Team member will work with the State Project Manager and Division/Team Managers to secure resources and logistics in accordance with the planned sessions. 	1 week (can be spread over time)	
Build and Functional Validation Phase			
Detailed Design Walkthrough Sessions	<ul style="list-style-type: none"> Functional Support Resources (FSC and BOSD) will have the opportunity to participate in design and validation sessions. 	2 weeks per module	Prior to the session, approved draft design document links should be shared with the support teams with sufficient lead

Table 41. Functional Support Teams: Pre-Production Knowledge Transfer Detail

Pre Production Knowledge Transfer Phase	Functional Support Team Activities	Estimated Duration	Comments
	<ul style="list-style-type: none"> • Design Walkthrough Sessions by BP will be conducted for each impacted business area for the functional support teams (non-technical audiences). Relevant FI\$Cal module resources will be included in the sessions. Sprint teams will hold presentations to highlight the new/changed functionality. Sessions will be held onsite and will be offered to module-specific/impacted audience. • Sessions will include a detailed walkthrough of the “why” of business design, including the analysis behind the design. By better understanding the System’s logic in terms of why functions were designed to perform in certain ways, state functional resources will be better equipped to understand how to address new issues that come up in the future. 	(@ 1.5 hour per day)	time for them to review and come prepared.

Table 41. Functional Support Teams: Pre-Production Knowledge Transfer Detail

Pre Production Knowledge Transfer Phase	Functional Support Team Activities	Estimated Duration	Comments
Testing Phase (UAT and Regression)			
Technical Review Sessions for Functional Staff	<ul style="list-style-type: none"> For functional support staff, Technical Review Sessions will review any critical technical issues identified as part of UAT or foreseen as part of the implementation. 		
UAT Participation	<ul style="list-style-type: none"> Functional support teams will be engaged in UAT testing activities to gain in-depth understanding of the new functionality. Functional support teams will execute all the test scripts to gain end-to-end understanding. 	1 to 2 weeks (max) per module	Provide appropriate super user access to test in UAT environment
Question and Answer Sessions	Accenture will hold pre-production question-and-answer sessions for each BP for the Functional Support Teams.	10 hours per month	

Table 42. Technical Support Teams: Pre-Production Knowledge Transfer Details

Pre-Production Knowledge Transfer Phase	Technical Support Team KT Activities	Estimated Duration	Comments
Knowledge Transfer Planning Phase			
Knowledge Transfer Planning	<ul style="list-style-type: none"> At least 2 months before UAT, knowledge transfer sessions will be planned across project and production support teams. A Sprint Team member will work with the State Project Manager and Division/Team managers to plan the knowledge transfer schedule. A Sprint Team member will work with the State Project Manager and Division/Team Managers to secure resources and logistics in accordance with the planned sessions. 	1 week (can be spread over time)	
Build and Functional Validation Phase			
Functional Overview Sessions	ITD Application Development Team: The Sprint Team will provide an overview of each BP in small group sessions with just the Application Development Team. Small group sessions will	1 to 4 hours per BP depending on complexity	Sessions will ideally occur pre-UAT, when the BP is about 80%

Table 42. Technical Support Teams: Pre-Production Knowledge Transfer Details

Pre-Production Knowledge Transfer Phase	Technical Support Team KT Activities	Estimated Duration	Comments
	<p>allow time for questions and deeper understanding for each BP.</p> <p>ITD Batch Operations Team: The Sprint Team will provide the Batch Operations Team with a walkthrough of each BP. Walkthrough sessions will provide an overview of what the BP is, especially in terms of batch processes.</p>		<p>complete, but may also occur early in UAT.</p>
Testing Phase (UAT and Regression)			
<p>Technical Review Sessions for ITD Staff</p>	<p>ITD Application Development Team: Technical Review Sessions can begin once the Application Development Team adequately understands the BP based on the Functional Overview Session. These sessions will be held in small groups focused on Application Development, giving the team a chance to understand and ask questions about each BP.</p> <p>Sessions will include code walkthroughs and will focus on customizations, configurations, and implemented functionality. The objective is for the Application Development Team to</p>	<p>6 to 12 hours per BP depending on complexity</p>	<p>Prior to the session, approved draft technical design document links should be shared with the support teams with sufficient lead time for them to review and come prepared.</p>

Table 42. Technical Support Teams: Pre-Production Knowledge Transfer Details

Pre Production Knowledge Transfer Phase	Technical Support Team KT Activities	Estimated Duration	Comments
	<p>understand the logic used in developing the BP, any customizations, and how the process flows through the code and configurations.</p>		
<p>Batch Design Review Sessions</p>	<p>ITD Batch Operations Team: For the Batch Operations Team, the Batch Design Review Phase can begin once the team adequately understands the BP based on the Functional Overview Session above. Batch Design Review sessions will be held in small groups focused on batch design, giving the team a chance to understand and ask questions about each BP. Accenture will provide the Batch Operations Team with a small-group session for each BP primarily focused on how the batch process is scheduled.</p> <p>The Sprint Teams will update existing operations support documentation. The Sprint Teams will also provide the Batch Operations Team with documentation of possible failure scenarios and how to restore the System.</p>	<p>6 to 12 hours per BP depending on complexity</p>	

Table 42. Technical Support Teams: Pre-Production Knowledge Transfer Details

Pre-Production Knowledge Transfer Phase	Technical Support Team KT Activities	Estimated Duration	Comments
Peer Collaboration Sessions	ITD Application Development Team: An ITD developer and an Accenture developer will be paired to review complex configurations and customizations in detail.	10 hours per month	
	Accenture will hold pre-production question-and-answer sessions for each BP for the ITD Teams.	10 hours per month	

Phase 2: Post-Production Knowledge Transfer

Overview

As shown in the schedule sections, SPR 8 provides an extensive period of post-production support for each upcoming release, including knowledge transfer. Accenture will provide post-production knowledge transfer to FI\$Cal's BOSD, FSC, and ITD teams.

Table 43 provides an overview of knowledge transfer activities for each team during post-production.

Table 43. Post-Production Knowledge Transfer Activities – Overview

Post Production Phases/ Activities	Post Production Knowledge Transfer Stakeholders			
	Knowledge Transfer Provider	Recipient Teams		
	Sprint Teams	FI\$Cal ITD	FSC	FI\$Cal BOSD
Go Live	<ul style="list-style-type: none"> Keep production teams in all relevant, module-specific, key communications on cutover issues/FAQs. 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Receive all relevant, module-specific, key communications on cutover issues/FAQs. 	<ul style="list-style-type: none"> N/A
Production Change Review Activities	<ul style="list-style-type: none"> Conduct Production Change Review Sessions to review production issues, fixes, and any changes from pre-production. Conduct Batch Operations Review Sessions 	<ul style="list-style-type: none"> Attend Production Change Review Sessions Attend Batch Operations Review Sessions Update batch run book with Sprint Team input, including explanation/ review session 	<ul style="list-style-type: none"> Attend Production Change Review Sessions 	<ul style="list-style-type: none"> N/A

Table 43. Post-Production Knowledge Transfer Activities – Overview

Post Production Phases/ Activities	Post Production Knowledge Transfer Stakeholders			
	Knowledge Transfer Provider	Recipient Teams		
	Sprint Teams	FI\$Cal ITD	FSC	FI\$Cal BOSD
	<ul style="list-style-type: none"> Identify/provide updates needed for batch run book Provide knowledge transfer on Critical/Repetitive Tickets (including key “how to” questions) 			
Transition Activities	Sprint Teams provide hands-on collaboration with FI\$Cal teams.	• ITD engaged in production support transition activities.	• FSC engaged in production support transition activities.	• BOSD engaged in production support transition activities.

Post-Production Knowledge Transfer Details

Post-production knowledge transfer activities are described in Table 44 for FI\$Cal’s Functional Support Teams (BOSD and FSC Level 2), and Table 45 for FI\$Cal’s Technical Support Teams (ITD Application Development Team and Batch Operations Support Team). Post-production knowledge transfer must be conducted in the phases/sequence shown to effectively plan takeover of support operations for new functionality and releases.

Table 44. Functional Support Teams: Post-Production Knowledge Transfer Details			
Post-Production Knowledge Transfer Phase	Functional Support Team Activities	Estimated Duration	Comments
Go Live			
Communications	Keep production team in all relevant module-specific key communications on cutover issues/FAQs.	First 4 weeks post Go Live	Production team is aware of the key issues while project team is actively providing post-warranty go-live support

Technical Review Sessions	<p>For functional support staff, Technical Review Sessions will teach how to determine what went wrong when issues or problems arise as a basis for knowing how to fix the issue/problem. Sessions will focus on transferring the knowledge of where to look and what to look for when issues occur, as well as how to address those issues.</p>		
Transition Activities			
Sprint Team Primary (Shadow Phase)	<p>Production support team to shadow Sprint Team in resolving tickets. While Sprint Team is responsible for resolving the tickets, they will engage the support team to observe and learn troubleshooting of issues caused by new functionality.</p>	<p>5th and 6th week post Go Live (or later, when Sprint Team is available after initial production stabilization activities)</p>	<p>Production support team will shadow Sprint Team.</p>
State Primary (Reverse Shadow Phase)	<p>During this phase, the production support team will analyze and share ticket resolution with the Sprint Team so that they can review and validate the resolution steps. Upon confirmation, the support team will communicate to the user to close the ticket.</p>	<p>7th and 8th week post Go Live (or later, after Shadow Phase described above)</p>	<p>Production support team will take primary role and Sprint Team will oversee the resolution analysis before sharing with the user.</p>

Accenture Office Hours	All Teams: Sprint Teams will hold regular onsite office hours for state resources to review production issues, understand the System better, and answer other questions.	10 hours per month	
-------------------------------	--	--------------------	--

Table 45. Technical Support Teams: Post-Production Knowledge Transfer Details			
Post-Production Knowledge Transfer Phases	Technical Support Team KT Activities	Duration	Comments
Production Change Review Activities			
Production Change Review Sessions	<p>ITD Application Development Team: Every two weeks, the Sprint Teams will review all production changes (both defect fixes and enhancements) with the ITD Application Development Team to enable the team to understand the issues and root causes along with the fix that was performed.</p> <p>In addition, all fixes and changes planned for the upcoming two weeks will be reviewed so that ITD will know what to expect during the next period.</p>	1 to 2 hours per session	

Table 45. Technical Support Teams: Post-Production Knowledge Transfer Details

Post-Production Knowledge Transfer Phases	Technical Support Team KT Activities	Duration	Comments
<p>ITD Batch Operations Support</p>	<p>ITD Batch Operations Team: Every two weeks, Accenture will review the SCO milestone-related batch issues that have occurred with the ITD Batch Operations team to enable the team to understand the issues and root causes along with what steps were taken to address the issues.</p> <p>In addition, Accenture will update the batch run book for SCO-related batches and review with the ITD Batch Operations Team. This way, the ITD Batch Operations Team will have the System documentation needed.</p>	<p>1 to 2 hours per session</p>	
<p>Transition Activities</p>			
	<p>All Teams: The Sprint Teams will hold regular onsite office hours for state resources to review production issues, understand the System better, and answer other questions.</p>	<p>10 hours per month</p>	

3.4.2.1.3 Post-Production Support Approach

Implementation of the remaining SCO/STO milestones/releases will include using a Post Production Support Plan to help ensure FI\$Cal remains a reliable application for state entities. This plan will apply to both Accenture and state resources who are responsible for making certain the System is operating without issue upon a milestone/release Go Live. This approach is based on lessons learned from prior SCO/STO milestone implementations.

In order for the plan to be effective, it must be in place prior to Go Live and its content shared and understood by those performing the defined activities. By anticipating issues in advance, resolution steps can be implemented more promptly with the goal of eliminating or reducing negative impact to SCO Home and state entities.

This Post-Production Support Plan contains the following sections:

- Assumptions
- Stabilization Components
- Plan details

Assumptions

- The plan will be executed during the post-production support period, and continue until the transition to the FI\$Cal Support teams is complete.
- The FI\$Cal Command Center currently addressing Milestone 2 and Milestone 3 – R1/R2 issues will remain active for Milestone 3 – R3/R4, and will either remain active or be re-activated for Milestones 4 and 5.

The purpose of the Command Center is to support functionality in production by making sure the System is available for transacting by state entities immediately following a milestone/release Go Live.

Command Center activities include the following:

- Reporting status and analyzing trends
- Executing real time issues management
- Escalating issues to Leadership as needed
- The Command Center will continue to include State resources from SCO, STO, BOSD, FSC, ITD, and SCPMD, along with the Accenture Sprint

Team Scrum Master and Development Lead associated with the milestone/release being stabilized.

- The Knowledge Transfer Plan in [Section 3.4.2.1.2](#) will be executed.
- ITD operational manuals will be updated as needed incorporating the details of any new SCO/STO Integrated Solution functionality.

Post-Production Support Components

After a milestone/release is implemented, monitoring for any significant changes in availability and performance is needed so that the end user experience (SCO Home and state entities) is not adversely impacted by the changes made to the System. Also, the new/modified functionality should operate as explained or experienced during UATs, BPDs, Change Impact Workshops, and job aids. Table 46 contains the components to be monitored for stabilization.

Table 46. Areas to be Monitored for Post-Production Support		
	Post-Production Monitoring	Expected Results
1	System Availability	<p>The FI\$Cal System is up and running, and users are able to complete login based on end users' usual experience.</p> <p>Escalations will be addressed using current ITD procedures.</p>
2	Application Availability	<p>End users are able to access PeopleSoft to enter transactions, run processes, queries, and reports based on end users' usual experience.</p> <p>Escalations will be addressed using current ITD procedures.</p>

Table 46. Areas to be Monitored for Post-Production Support

	Post-Production Monitoring	Expected Results
3	System Response Time	<p>When the enter key is pressed, the subsequent page is returned in an acceptable timeframe based on end users' normal experience.</p> <p>Escalations will be addressed using current ITD procedures.</p>
4	Transaction Data	<p>Keyed or interfaced data is processed and returns expected results, which could be a complete transaction, report, or appropriate error condition which is identified by the System and held for correction and reprocessing.</p> <p>Escalations will be brought to the Command Center.</p>
5	Query/Report Generation	<p>Queries/reports run in a normal timeframe based on users' normal experience.</p> <p>Escalations will be addressed using current ITD procedures and reported to the Command Center.</p>
6	Interface Processing	<p>Interfaces process to completion with usable log and error files.</p> <p>Escalations will be addressed using current ITD procedures and reported to the Command Center.</p>

Table 46. Areas to be Monitored for Post-Production Support

	Post-Production Monitoring	Expected Results
7	Batch Processing	<p>Batch jobs process to completion within acceptable timeframes so as not to impact subsequent batch processes. Usable logs and error files are produced.</p> <p>Escalations will be addressed using current ITD procedures and reported to the Command Center.</p>
8	Nightly Batch Processing	<p>All batch jobs will be scheduled to run end-to-end each night in correct order, without manual intervention, and will complete in an acceptable timeframe.</p> <p>Escalations will be addressed using current ITD procedures and reported to the Command Center.</p>

Plan Details

After Go Live, focused real-time monitoring of all System components is required. In all areas, appropriate teams need to report and assess the existence of issues, as well as the frequency and impact, so that the appropriate course of action can be taken. It is essential that the remaining Milestone 3 functionality be implemented and stabilized prior to implementing Milestone 4 – R2 and Milestone 5 functionality scheduled for June 2020. Milestone 4 functionality will allow the SCO legacy and FI\$Cal systems to run in tandem and will begin FI\$Cal’s transition to becoming the State BOR using the reports and tools in Milestone 5.

The post-production support effort will be primarily driven by the Sprint Team as they have working knowledge of the new functionality and the changes being applied to the System. Knowledge transfer sessions are key to providing the foundational knowledge for FI\$Cal functional and technical resources to

understand the pertinent details of the release. With this understanding, the teams can better anticipate and plan for possible issues that could arise.

Table 47 shows roles and responsibilities for production stabilization.

Table 47. Roles and Responsibilities for Post-Production Support			
	Post-Production Support Stakeholders		
	Sprint Teams	ITD (Technical Support)	FSC and BOSD (Functional Support)
System Availability	<ul style="list-style-type: none"> • A Sprint Team member monitors the milestone/release and addresses any issues encountered. • Perform Root Cause Analysis (RCA) for any issues encountered. 	<ul style="list-style-type: none"> • ITD monitors along with Sprint Team and makes updates to System Operations Manuals as needed, including recovery procedures. • Assist with RCA, as needed. 	<ul style="list-style-type: none"> • FSC L1 alerted of release to note any upward trends of reported System availability issues.
Application Availability	<ul style="list-style-type: none"> • A Sprint Team member monitors for the milestone/release and addresses any issues to the application. • Updates TD as needed. • Perform RCA for any issues encountered. 	<ul style="list-style-type: none"> • ITD monitors along with Sprint Team and notes any required updates needed to the TD. • Assist with RCA, as needed. 	<ul style="list-style-type: none"> • FSC L1 alerted of release to note any upward trends of reported application availability issues. • L2 reports upward trends of negative impacts to existing functionality with the release. • L2 reports upward trends of issues with the new functionality.

Table 47. Roles and Responsibilities for Post-Production Support

	Post-Production Support Stakeholders		
	Sprint Teams	ITD (Technical Support)	FSC and BOSD (Functional Support)
Response Time	<ul style="list-style-type: none"> A Sprint Team member monitors for the milestone/ release and addresses any issues with response time. Perform RCA for any issues encountered. 	<ul style="list-style-type: none"> ITD monitors along with Sprint Team and assists with resolving issues encountered. Assist with RCA, as needed. 	<ul style="list-style-type: none"> FSC L1 alerted of release to note any upward trends of reported response time issues.
Transaction Data	<ul style="list-style-type: none"> A Sprint Team member monitors the keyed or interfaced data processed and address any issues. Perform RCA for any issues encountered. 	<ul style="list-style-type: none"> ITD monitors along with Sprint Team and assists with resolving issues encountered. Assist with RCA, as needed. 	<ul style="list-style-type: none"> FSC L2 and BOSD report findings of functional or data issues.
Query/ Report Generation	<ul style="list-style-type: none"> A Sprint Team member monitors the query and report results, along with performance issues, and address accordingly. 	<ul style="list-style-type: none"> ITD monitors along with Sprint Team and assists with resolving issues encountered. Assist with RCA, as needed. 	<ul style="list-style-type: none"> FSC L2 and BOSD report findings of query or report issues.

Table 47 Roles and Responsibilities for Post-Production Support

Post-Production Support Stakeholders			
	Sprint Teams	ITD (Technical Support)	FSC and BOSD (Functional Support)
	<ul style="list-style-type: none"> Perform RCA for any issues encountered. 		
Interface Processing	<ul style="list-style-type: none"> A Sprint Team member monitors the inbound and outbound interfaces. Logs and error reports must be meaningful. Issues addressed as appropriate. Perform RCA for any issues encountered. 	<ul style="list-style-type: none"> ITD monitors along with Sprint Team and assists with resolving issues encountered. Provides feedback on usefulness of logs and error reports. Assist with RCA, as needed. ITD Interface Team reports upward trends of issues with new functionality. 	<ul style="list-style-type: none"> FSC L2 and BOSD report findings of interface issues.
Batch Processing	<ul style="list-style-type: none"> A Sprint Team member monitors batch processing. Logs and error reports must be meaningful. Issues addressed as appropriate. 	<ul style="list-style-type: none"> ITD Batch Operations Team monitors along with Sprint Team and assists with resolving issues encountered. Provides feedback on usefulness of 	<ul style="list-style-type: none"> FSC L2 and BOSD report findings of batch processing issues.

Table 47. Roles and Responsibilities for Post-Production Support			
	Post-Production Support Stakeholders		
	Sprint Teams	ITD (Technical Support)	FSC and BOSD (Functional Support)
	<ul style="list-style-type: none"> Perform RCA for any issues encountered. 	<ul style="list-style-type: none"> logs and error reports. Ensures manuals are modified as needed. Assists with RCA, as needed. Reports upward trends of issues with new functionality. 	
End-to-End Nightly Batch Processing	<ul style="list-style-type: none"> A Sprint Team member monitors the entire nightly batch processing, including UC4 configuration. Logs and error reports must be meaningful. Issues addressed as appropriate. Assist with RCA, as needed. 	<ul style="list-style-type: none"> ITD Batch Operations Team monitors along with Sprint Team and assists with resolving issues encountered. Provides feedback on usefulness of logs and error reports. Ensures updated manuals are modified as needed. Assist with RCA, as needed. Reports upward trends of issues with new functionality. 	<ul style="list-style-type: none"> FSC L2 and BOSD report findings of batch processing issues.

Transition from Sprint Team to FI\$Cal Support Teams

The FI\$Cal Support Teams will take over complete support operations on a planned start date. Once the spike in production tickets due to the new functionality appears to be stabilizing, and when the guidelines below are met, a start date for takeover will be planned.

- SCO and STO PBEs have no reservations about support moving from the Sprint Team to the Support Teams.
- Post-production knowledge transfer activities are complete and acceptance criteria for knowledge transfer are met, including BOSD and FSC stakeholders have signed off on the full set of test scripts for functionality, and there are no outstanding defects.
- FDs and TDs are updated and match the functionality in production. This includes all post-production System and application changes made during the post-production support period that affect the FDs and TDs. Due to the volume of items, the following will take place:
 - An inventory of FDs and TDs in the milestone/release will be compiled.
 - Checkpoint sessions to be held to agree the inventory's updates are ready for the transition.
- ITD confirms with Sprint Team that System documentation is updated and reflects production status including:
 - System Relationship Diagrams
 - Batch Cycle Diagrams
- ITD confirms with Sprint Team that known interface and batch failures have been identified and documented with details including:
 - Impacts to key processes.
 - Dependencies/impacts to downstream processes.
 - Workarounds and/or operational alternatives have been identified with SCO/STO Home.
 - Communication of impacts, workarounds, job aids and timelines are sent to state entities.

- FSC confirms that production tickets due to new functionality have normalized based on a review of the average number and priority level of tickets.
- FSC and ITD confirm that no Priority 1/Priority 2 tickets are pending.
- FSC confirms tickets are occurring only at the L2 level, with no major defects outstanding, and no L3/L4 issues remaining.
- BOSD is able to support business functionality impacts, with no major defects.

3.4.2.2 Month-End Close/Year-End Close Support Plan (Ongoing Support)

3.4.2.2.1 On-Site Support Office - Background

The BOSD On-Site Support Office (OSSO) was developed to work in coordination with Partner Agencies (Finance, DGS, SCO, and STO) and FI\$Cal teams (BOSD Functional Services Office [FSO]), FSC, and ITD) to support state entities in the resolution of tickets and issues impacting Month-End Close and Year-End Close (MEC/YEC).

The OSSO has four primary functions:

- 1. Incident Resolution** – OSSO is assigned tickets submitted by state entities to the FSC for Close Requests. These include requests to close modules for periods, requests to assist in the clearing of an item preventing a BU from closing, requests to run year-end processes for the generation of Financial Reports (BLL), and other miscellaneous items impacting Close.
- 2. User Support Labs** – OSSO receives User Support Lab (USL) requests from state entities for topics that range from simple “how to” transactional questions, to items specifically related to tickets impacting a BU’s ability to close. The team utilizes resources across divisions, as well as partner staff, to ensure that the appropriate Subject Matter Experts (SMEs) are in the room to help answer or resolve questions whenever needed.
- 3. MEC/YEC Reporting** – OSSO develops and maintains reports on the status of MEC/YEC to keep Leadership informed of state entity progress in Close activities. This reporting includes information obtained from

regular scheduled outreach to state entities that have been identified as delinquent or prioritized by FI\$Cal management.

4. **Documentation and Training** – OSSO develops internal and external documentation in the form of job aids or training materials as needed. OSSO's Procurement Section has developed training materials that they present to internal and external users. They have also developed a Requisition-to-Check demonstration that is presented both on- and off-site, as requested.

3.4.2.2.2 MEC Support Optimization for upcoming Year-End Close

FI\$Cal will be supplementing the OSSO with Accenture resources to provide additional support for the state entities in their YEC (FY 18-19) efforts.

The expanded OSSO team will continue to work on post-go live tasks and focus on getting state entities to use FI\$Cal as their accounting system. They will provide training support for state entities using FI\$Cal. This includes providing additional resources for onsite support and USLs. They will also provide break/fix support for MEC/YEC service tickets for all FI\$Cal state entities.

The objectives of the MEC Support Optimization are as follows:

- Identify and remove barriers that are preventing state entities from closing their monthly periods.
- Improve pace of month-end close in preparation for the upcoming year-end close and preparation of financial statements.
- Reduce the open ticket count impacting MEC and YEC.

Elements of the plan to achieve these objectives include the following:

- Develop SWAT team(s) to be deployed onsite at state entity locations, as necessary.
- Re-allocate resources from other teams to support state entities.
- Enhance training (i.e., Finance boot camps, FI\$Cal manual, etc.).

- Review and evaluate policies impacting state entities' closing. Note: Requires collaboration and buy-in from partner agencies.
- Identify root causes for delays and resolve immediately.
- Resolve and prevent GL/KK mismatch issues.
- Resolve ticket escalations in a timely manner if impacting MEC (all state entities).
- Establish dates for closing sub-modules/GL on pre-defined days of the month. Note: This will require partner agencies' approval.

Supplementing the existing OSSO with Accenture resources will allow for a more focused effort on the resolution of MEC/YEC tickets. A larger team will be used to cover User Support Lab (USL) requests, to focus on correction of errors that are affecting all state entities (global corrections), and to deploy to state entity sites, as needed.

4.0 Updated Project Management Plan

4.1 Project Organization

Figure 13 shows FI\$Cal's current organizational structure. Table 48 lists the current number of FI\$Cal staff resources by classification.

Figure 13. Current Project Organization Chart

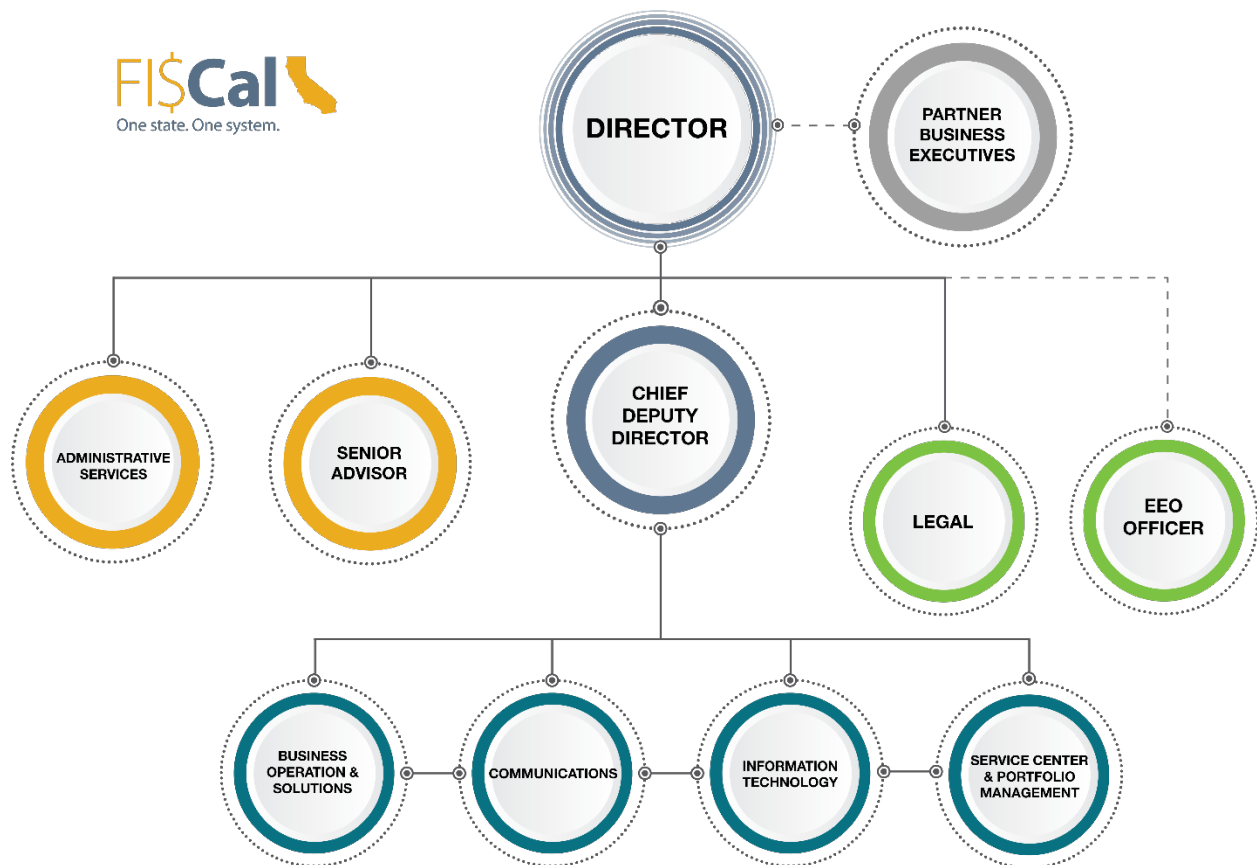


Table 48. Current Number of Staff Resources by Classification, including Partner Staff	
Classification	Total Resources (Filled Positions)
ACCOUNTING ADMINISTRATOR I (SPECIALIST)	14
ACCOUNTING ADMINISTRATOR I (SUPERVISOR)	1
ACCOUNTING ADMINISTRATOR II	10
ACCOUNTING ADMINISTRATOR III	5
ACCOUNTING OFFICER (SPECIALIST)	2
ADMINISTRATIVE ASSISTANT I	0
ASSOCIATE ACCOUNTING ANALYST	5
ASSOCIATE ADMINISTRATIVE ANALYST (ACCT SYS)	3
ASSOCIATE BUSINESS MANAGEMENT ANALYST	0
ASSOCIATE GOVERNMENTAL PROGRAM ANALYST	21
ASSOCIATE PERSONNEL ANALYST	3
BUSINESS SERVICE OFFICER I (SPECIALIST)	1
C.E.A.	8
DIRECTOR	1
FINANCIAL ACCOUNTANT III	1
GRAPHIC DESIGNER III	1
INFORMATION OFFICER II	1
INFORMATION TECHNOLOGY ASSOCIATE	43
INFORMATION TECHNOLOGY MANAGER I	21
INFORMATION TECHNOLOGY MANAGER II	7
INFORMATION TECHNOLOGY SPECIALIST I	104
INFORMATION TECHNOLOGY SPECIALIST II	22
INFORMATION TECHNOLOGY SPECIALIST III	2
INFORMATION TECHNOLOGY SUPERVISOR I	3
INFORMATION TECHNOLOGY SUPERVISOR II	11
PERSONNEL SPECIALIST	2
PRINCIPAL PROGRAM BUDGET ANALYST II	1
SENIOR ACCOUNTING OFFICER (SPECIALIST)	1
SENIOR ADMINISTRATIVE ANALYST (ACCT SYS)	2
SENIOR ADVISOR TO THE DIRECTOR	1
STAFF SERVICES ANALYST (GENERAL)	9

STAFF SERVICES MANAGER I	13
STAFF SERVICES MANAGER II (MANAGERIAL)	11
STAFF SERVICES MANAGER II (SUPERVISORY)	2
STAFF SERVICES MANAGER III	6
SUPERVISING ADMINISTRATIVE ANALYST (ACCT SYS)	1
TRAINING OFFICER I	0
TREASURY PROGRAM MANAGER I	2
TREASURY PROGRAM MANAGER II	1
TREASURY PROGRAM MANAGER III	1
STAFF FINANCE BUDGET ANALYST	2
TOTAL	345

4.2 Project Priorities

No changes have been made since SPR 4, Section 4.4, to the Project Priorities.

4.3 Project Plan

4.3.1 Project Scope

The scope for the remaining project milestones/releases is provided in the following sections:

- [Section 3.4.1.2.1, Milestone 3 – R3 Scope](#)
- [Section 3.4.1.3.1, Milestone 3 – R4 Scope](#)
- [Section 3.4.1.4.1, Milestone 4 Scope](#)
- [Section 3.4.1.5.1, Milestone 5 Scope](#)

4.3.2 Project Assumptions

No changes have been made since SPR 4, Section 4.5.2, to the Project Assumptions. Project Assumptions are also maintained in the FI\$Cal Project Charter.

4.3.3 Project Phasing

The Project is implemented in multiple milestones and releases. Details of each remaining milestones/release may be found in the following sections:

- [Section 3.4.1.2, Milestone 3 – Release 3](#)
- [Section 3.4.1.3, Milestone 3 – Release 4](#)
- [Section 3.4.1.4, Milestone 4](#)
- [Section 3.4.1.5, Milestone 5](#)

4.3.4 Project Schedule

Under SPR 8, FI\$Cal is scheduled to complete project scope in June 2020, after which O&M will begin. The revised schedules and Gantt charts for the remaining project milestones/releases, may be found in the following sections:

- [Section 3.4.1.2.2, Milestone 3 – R3 Schedule](#)
- [Section 3.4.1.3.2, Milestone 3 – R4 Schedule](#)
- [Section 3.4.1.4.2, Milestone 4 Schedule](#)
- [Section 3.4.1.5.2, Milestone 5 Schedule](#)

Please note the following terms for post-project activities:

Post-Production Support – Support from the Sprint Team/Accenture team for a defined period after each release as shown in each schedule identified above. This period includes supporting defect fixes, enhancements, stabilization activities, and knowledge transfer.

Operations and Maintenance – Period of time after FI\$Cal project scope is completed beginning July 2020 and extending for one year to June 2021.

Department of FI\$Cal Ongoing Support – The Ongoing Support Period begins after the one-year O&M period for the Project ends. At this time, FI\$Cal will fully operate the System as a department and provide support for users of the System.

4.4 Project Monitoring and Oversight

No changes have been made since SPR 4, Section 4.6, to Project Monitoring and Oversight.

4.5 Project Quality

No changes have been made since SPR 6, Section 4.7, to Project Quality.

5.0 Updated Risk Management Plan

No material changes have been made to Sections 5.0, Risk and Issue Management Plan, through 5.2, Risk and Issue Management Worksheet, since SPR 7. Appendix J, Risk and Issue Register, lists the Project's open risks and issues along with mitigation/contingency steps.

6.0 Updated Economic Analysis Worksheets (EAWs)

SPR 7 identified the cost of the Project at \$918.2 million through Fiscal Year (FY) 2019-20. SPR 8 estimates the costs of the Project at \$1.1 billion for the years of 2005-06 to 2020-21 as follows:

- Actual expenditures from FY 2005-06 through FY 2017-18 are \$723.0 million.
- Required funding for FY 2018-19 is \$107.5 million.
- Total Project cost is now estimated at \$1.1 billion, with the FY 2019-20 cost of \$131.8 million.

6.1 Cost Assumptions

The following assumptions were used to develop the EAWs for the FI\$Cal Project, as proposed by SPR 8:

- The EAWs reflect costs for Project DD&I activities to be completed by July 2020.
- Total staffing has increased since SPR 7 due to the following:
 - 30.0 authorized positions were requested through Budget Act Control Section 4.11 effective FY 2018-19,
 - SPR 7 assumed 14.0 positions would no longer be needed, but due to the recent recognition of the level of support that state entities need, these positions will remain in SPR 8, and
 - SPR 8 assumes the Partner staffing level will remain the same as FY 2018-19.
- Additional costs are directly related to the following:
 - Baseline budget adjustments for increased employee compensation and associated benefits,
 - Budget augmentation utilizing Provision 1.5 of the Budget Act,
 - The Spring Finance Letter submitted for FY 2019-20 and 2020-21 budgets to request additional funding due to the Project extension, and
 - Inclusion in the EAWs of a full year of maintenance and operations in FY 2020-21.
- Accenture's costs include \$22.4 million for FY 2018-19. Accenture's total cost over the life of the Project is approximately \$383.0 million. Funding assumption for DD&I remains at 47.11 percent General Fund, 39.90 percent special and nongovernmental cost funds, and 12.99 percent federal funds.
- Funding for Operations and Maintenance beginning in FY 2016-17 is 57 percent General Fund and 43 percent Central Service Cost Recovery Fund.

Table 49 below provides a comparison of SPR 7 and SPR 8:

Table 49. Cost Comparison of SPR 7 and SPR 8

COMPARISON CHART	SPR 7		SPR 8		DIFFERENCE
	TOTAL		TOTAL		
	PYs	Amts	PYs	Amts	Amts
One-Time IT Project Costs					
Staff (Salaries & Benefits)	1074.0	126,489,410	1139.7	138,806,993	12,317,583
Hardware Purchase		4,574,773		4,574,773	0
Software Purchase/License		3,112,731		3,114,731	2,000
Telecommunications		28,393		28,393	0
Contract Services					
Software Customization		309,269,935		321,715,677	12,445,742
Project Management		7,712,980		7,673,043	(39,937)
Project Oversight		3,677,900		4,863,919	1,186,019
IV&V Services		8,854,232		10,113,232	1,259,000
Other Contract Services		61,915,862		56,793,371	(5,122,491)
TOTAL Contract Services		391,430,908		401,159,242	9,728,334
Data Center Services		119,866		119,866	0
Agency Facilities		5,958,395		5,958,395	0
Other		19,172,167		16,891,105	(2,281,062)
Total One-time IT Costs ¹	1074.0	550,886,644	1139.7	570,653,498	19,766,854
Continuing IT Project Costs					
Staff (Salaries & Benefits)	1680.6	227,045,817	2039.8	265,054,214	38,008,397
Hardware Lease/Maintenance		9,634,532		12,352,153	2,717,621
Software Maintenance/Licenses		25,393,604		32,498,108	7,104,504
Telecommunications		1,091,197		1,290,133	198,936
Contract Services		44,745,409		120,712,647	75,967,238
Data Center Services		10,996,598		11,845,923	849,325
Agency Facilities		23,312,283		25,607,735	2,295,452
Other		25,063,330		23,056,957	(2,006,373)
Total Continuing IT Costs ²	1680.6	367,282,770	2039.8	492,417,870	125,135,100
Total Project Costs	2754.6	918,169,414	3179.5	1,063,071,368	144,901,954

¹ The overall increase in Total One-Time IT Costs is due to actual expenditures reported through the years, amendments to the System Integrator (SI) contract, as well as estimated expenditures in FY 2018-19 through FY 2020-21. Due to the Project Schedule extension, The Department of FISCAL has requested \$6 million funding for the SI contract to complete the SCO Milestones through a Spring Finance Letter for 2019-20, which is included in the SPR 8 EAWs.

² The overall increase in Total Continuing IT Costs is due to actual expenditures reported over the years, baseline adjustments over the years for Employee Compensation and Retirement Contribution adjustments, as well as estimated expenditures in FY 2018-19 through FY 2020-21. Due to the Project Schedule Extension, the Department of FISCAL has requested \$31 million in FY 2019-20 and \$24.7 million in FY 2020-21 through a Spring Finance Letter for contract services to support departments. These amounts are also included in the SPR 8 EAWs. Additionally, due to the Project Schedule Extension, the SPR 8 EAWs now include FY 2020-21, which is a full year of Maintenance and Operations. Inclusion of FY 2020-21 also resulted in an increase to the Total Continuing IT Costs as well as the overall Total Project Costs.

Previous SPRs/EAWs and FSR may be found on CDT's website here:

<https://cdt.ca.gov/policy/it-project-tracking/>.

6.2 Existing System/Baseline Cost Worksheet

There are no changes to the Existing System/Baseline Cost Worksheet included in SPR 7.

6.3 Proposed Alternative Worksheet

Appendix L contains EAWs for the Selected (Proposed) Alternative (2020 Project Completion with SCO Milestones).