



# **Cardinal Project Commonwealth of Virginia**

**University of Mary  
Washington**

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**Cardinal Kickoff  
December 4, 2014**



# Agenda

- Cardinal Overview
- Cardinal Change Network
- Our Agency Involvement
- Project Communications
- Upcoming Activities and Takeaways
- Lessons Learned from Wave 1 and Global Impacts



# Cardinal Overview



# Cardinal Project Vision and Benefits

*Replacing CARS with Cardinal - the Commonwealth selected PeopleSoft*

- Reduce risks associated with aging financial systems
- Provide standard, proven government business processes
- Meets majority of Commonwealth financial management business requirements
- Allow for configuration and limited software customizations to meet critical business requirements
- Provide a statewide focus
- Leverage vendor supplied upgrades to software for functional and technical improvements
- Provide robust reporting tools and capabilities
- Provide flexible Chart of Accounts structure that will facilitate consistent financial reporting across agencies



# Scope

- All Agencies impacted
- UMW mainly will interface with Cardinal
- UMW has some items we will continue to directly enter
- CARS will be retired - Cardinal will become the Commonwealth's new financial management system
- Three functional areas included in the Cardinal system, there are four software modules included:
  - General Ledger
  - Accounts Payable
  - Expenses (non-payroll employee reimbursements)
  - Accounts Receivable (Fund Receipts/revenue)



# In Scope Business Processes

Functional Area	Business Processes
General Ledger	<ul style="list-style-type: none"><li>• System Setup and ChartFields</li><li>• Create and Process Budget Journals</li><li>• Create and Process Journals</li><li>• Period Close</li></ul>
Accounts Payable	<ul style="list-style-type: none"><li>• Establish and Maintain Vendors</li><li>• Enter and Process Vouchers</li><li>• Expense Processing</li><li>• Process Payments</li><li>• Process 1099's</li></ul>
Accounts Receivable	<ul style="list-style-type: none"><li>• Enter Receipts/Revenue</li></ul>



# Statewide Rollout Strategy

- Cardinal - deployed to State agencies in two “waves”. A wave is a full deployment cycle (e.g., Design, Build, Test) with its own go-live date. All agencies have been assigned to transition to Cardinal with either Wave 1 or Wave 2.
  - **Wave 1:** Cardinal was implemented October 1, 2014 at Wave 1 agencies. The majority of Wave 1 agencies process transactions online in Cardinal. Wave 1 also served as a pilot for two interfacing agencies.
  - **Wave 2:** Cardinal is being implemented at the remaining agencies. This includes the majority of the interfacing agencies that process some or all transaction types via a direct system interface. Wave 2 also includes some online agencies that are logically grouped with an interfacing agency because of their joint fiscal operations relationship.



# Agency Wave Assignments

- Agencies have been assigned to logical groups referred to as “assembled” agencies
- We are in Wave 2, assembled group University of Mary Washington #2-36
- Our Liaison, Nancy Stefanitsis
  - All institutions of higher education
  - VRS
  - the Department of Conservation & Recreation
  - 23 assembled agencies in total





# Part 3 Wave 2 Implementation Schedule

	Cardinal Part 3 Implementation Plan																				
	Wave 2																				
	Calendar Year																				
	2014					2015										2016					
Phase	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
Reintroduction and Planning	■	■	■																		
Design				■	■	■	■	■													
Build								■	■	■	■	■									
Test												■	■	■	■	■	■				
Deploy																	■	■	■	★	

We are here

★ Wave 2 Go-live: February 1, 2016



# Cardinal Change Network



# Cardinal Change Network

## Cardinal Project

*Cardinal Team Staff*

- Implement Cardinal for the Commonwealth
- Conduct agency meetings and workshops
- Communicate project information
- Provide training
- Understand agency readiness



## Agency Readiness Liaisons

*Cardinal Team Staff*

- Work with agencies on readiness tasks
- Track agency readiness
- Address agency issues and questions



## Change Network Members

*Assembled Agency Staff*

- Complete tasks for agency readiness
- Supply project updates and status
- Know business process changes



## Agency

*Assembled Agency Staff*

- Participate in agency readiness tasks
- Report issues, concerns, questions
- Inform of agency specific needs



# Our Change Network Members

Role	Name	E-Mail	Phone
Primary Contact	Allyson Moerman	<a href="mailto:amoerman@umw.edu">amoerman@umw.edu</a>	654-1212
General Ledger SME	Julie Smith	<a href="mailto:jsmith23@umw.edu">jsmith23@umw.edu</a>	654-1614
Accounts Payable SME	Leigh Penn	<a href="mailto:lpenn@umw.edu">lpenn@umw.edu</a>	654-1226
Accounts Receivable SME	Marta Smith	<a href="mailto:msmith@umw.edu">msmith@umw.edu</a>	654-1230
Technical/Interface Contact	Linda Thornton	<a href="mailto:lthornto@umw.edu">lthornto@umw.edu</a>	654-2264
Training Contact	Vickie Chapman	<a href="mailto:vchapman@umw.edu">vchapman@umw.edu</a>	654-1155
Security Contact	Cheryl Dunn	<a href="mailto:cdunn@umw.edu">cdunn@umw.edu</a>	654-5981

- Work directly with the Cardinal Project team on agency tasks
- The Primary Contact is responsible for managing all Cardinal Project tasks and activities and providing status updates to the Cardinal Project team. DOA estimates the level of effort to average out to **8 hours** per week for **DOA's work only**.
- The other Change Network Members should plan on spending **4 hours** of effort per week, on average, per role **for DOA's work only**.
- The hours estimate does **NOT** include time at your agency working on Cardinal related team meetings, interface development or training



# Additional Supporting Roles

Role	Name
Accounting & Reconciliations Team (Banner to CARS, Banner to Cardinal, CARS to Cardinal) Team	Allyson Moerman, Julie Smith, Marta Smith, Anthony Dahm, Monica MacIndoe, Karen Young, Cheryl Dunn, Linda Thornton
AP, Vendor maintenance Team	Allyson, Moerman, Julie Smith, Leigh Penn, Cheryl Dunn, Vickie Chapman, Vicki Eppes-Ward, Linda Thornton
Chart of Accounts Team	Allyson Moerman, Julie Smith, Marta Smith, Anthony Dahm, Vickie Chapman, Leigh Penn
Interfaces Team	Allyson Moerman, Julie Smith, Leigh Penn, Marta Smith, Cheryl Dunn, Vickie Chapman, Linda Thornton, Anthony Dahm, Lynda Worthy
Reporting Team	Allyson Moerman, Julie Smith, Vickie Chapman, Leigh Penn, Cheryl Dunn, Paul Messplay, Matt Wilkerson, Linda Thornton
Training Team	Angie Lilly, Sarah Carroll, Vickie Chapman, Cheryl Dunn

These represent the major UMW teams for the Cardinal project; additional teams and other people will be pulled in as we know more.



# **Our Agency Involvement**



## Our Involvement

UMW staff will be involved in various tasks, including:

- Providing input to DOA on current business processes
- Providing DOA with information for system set-up
- Data conversion
- User Acceptance Testing
- Participating in training activities – held in Richmond
- Mapping data for interfaces
- Designing, building, and testing interfaces
- Identifying any concerns and asking questions



# **Project Communications**





# Project Communication

Cardinal Project Website:

<http://www.cardinalproject.virginia.gov>

Virginia.gov Online Services | Commonwealth Sites | Help | Governor

**CARDINAL**

Home

Home

Background & Scope

Change Network

Statewide Toolbox

DOA Toolbox

VDOT Toolbox

Contact Us

Archives

Directions

Frequently Asked Questions

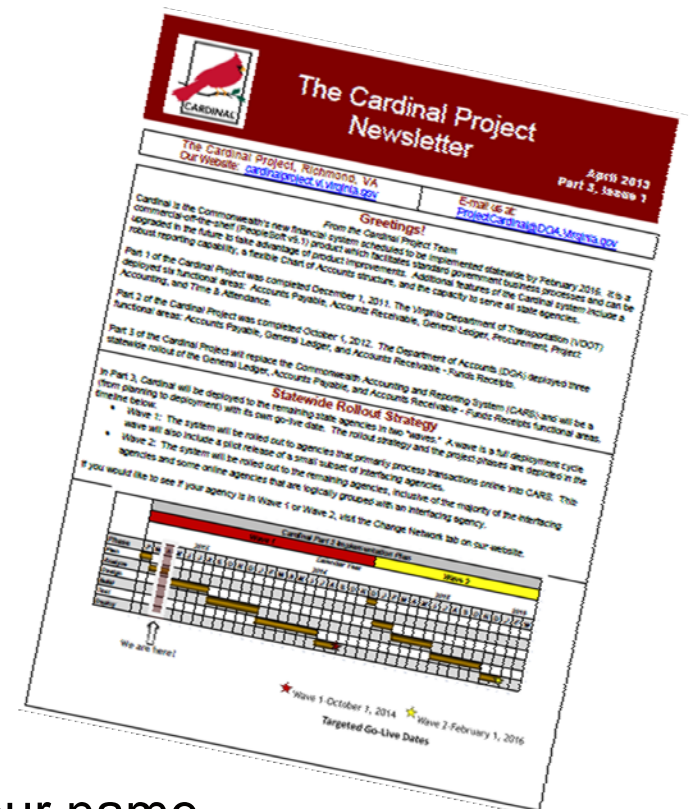
**News**

Click [here](#) to see the August 2014 Newsletter

**Wave 1 Go-Live - Cutover Schedule**

9/15/2014	9/16/2014	9/17/2014	9/18/2014	9/19/2014
Monday	Tuesday	Wednesday	Thursday	Friday
	Interfacing Agencies – Receive / Process Cardinal Vendor Data Extract file containing converted Vendor Data	Interfacing Agencies – Begin Receiving / Processing Incremental Vendor Data Extract files		

9/22/2014	9/23/2014	9/24/2014	9/25/2014	9/26/2014
Monday	Tuesday	Wednesday	Thursday	Friday
			All Agencies - All	



The Cardinal Project Newsletter:

- Published approximately every-other month
- Do you want to receive the Newsletter? Send your name and e-mail address to: [ProjectCardinal@doa.virginia.gov](mailto:ProjectCardinal@doa.virginia.gov)



# Communications

How are we going to communicate?

- UMW Cardinal SharePoint site
- Cardinal project site on UMW Finance website
- Monthly information calls with Nancy (Readiness Liaison) and Allyson (POC)
- Weekly UMW Cardinal Project team meetings
- Monthly Cardinal interface status meeting – Richmond
- Monthly workshops held by Cardinal Project Team - Richmond



# **Upcoming Activities and Takeaways**



# Upcoming Activities

Upcoming Activity	Timeframe	Who is Involved	Why This is Important
<b>Attend COA Kickoff and Participate in Office Hours and Complete COA Mapping (Task IDs 3, 6)</b>	Kickoff- October 14 <sup>th</sup> & December 2, 2014	Allyson, Julie, Marta, Cheryl	Define our COA structure in Cardinal. Map Banner COA This task must be done before the interface data map task can be completed.
<b>Attend Interface Kickoff and Select Interfaces (Task IDs 9, 10A)</b>	November 12, 2014	Allyson, Julie, Marta, Leigh, Vickie, Cheryl, Linda	We selected the Cardinal extracts and uploads we will use. This determined which workshops we attend.
<b>Attend Interface Workshops to Review Layouts and Complete Data Map Documents (Task IDs 11, 12)</b>	December 2014 – February 2015	Allyson, Julie, Marta, Leigh, Vickie, Cheryl, Linda	We must understand the Cardinal designs and file layouts in order to map our current agency system data fields to Cardinal. This is needed so we can begin to design our interfaces and changes needed in our systems.
<b>Attend Budget Structure Kickoff and Participate in Office Hours to Complete Budget Structure Activity (Task IDs 13, 14)</b>	January – February 2015	Allyson, Julie,	We must understand the statewide and agency level budgets that are available in Cardinal. If we decide to use agency level budgets, we will then need to determine the structure of those budgets in Cardinal.



# Takeaways

- We have a lot of work ahead of us
  - Recognize this is an investment for our agency and the more we put in, the more we will get out
  - Review this presentation again on your own
  - Visit the Cardinal website to review what occurred in Wave 1 – read the Wave 1 newsletters (Archive
  - Develop, writing new business processes & interfaces
  - **Three** system (Banner, CARS, Cardinal) reconciliations February 1 to June 30, 2016
- The February 1, 2016 implementation date is firm
  - **There is NO opportunity to shift to another wave**
  - CARS will go away at the end of FY2016



# **Lessons Learned from Wave 1 and Global Impacts**



# Lessons Learned from Wave 1

Key Point	Considerations
Cardinal was much more complex than CARS – especially for interfacing agencies	<b>Need to fully engage in Cardinal tasks from the beginning to ensure continuity of business processes</b>
Treating Cardinal interface effort as a project	Consider assigning a project coordinator to oversee interface development tasks, capture issues, prepare status, etc.
Being on-site (vs. conference call or webinar) for meetings/workshops was necessary	Material is too complex to fully understand remotely; interaction and discussion beneficial to all parties
Staying on schedule with Cardinal tasks was a critical factor in the success of this project	Agencies <b>MUST</b> convert to Cardinal in February 2016. There is no “Wave 3” of Cardinal!
Involving our best people (not necessarily who is available)	Our best people will be able to make the right decisions and give the right input. The more you invest in the project upfront, the better your agency will be prepared for Cardinal.



# Lessons Learned from Wave 1 (continued)

Key Point	Considerations
Attending all meetings as requested and being prepared to participate	Agencies that are fully engaged are better prepared for Cardinal
Planning to commit people to be Cardinal trainers	These people will be subject matter experts for our agency. This is one of the best investments you can make.
Defining our agency COA first, then determining the impact to our interface file layouts	Give ample thought to the type of reporting you will need from Cardinal (relative to the COA structure). Use this as an opportunity to address shortcomings or to enhance your financial reporting.
Allocating the time necessary to submit the task correctly on the deadline. Not waiting until the last minute to complete the work. Asking for assistance from Cardinal when necessary.	Tasks benefit the agencies to set Cardinal up the way we want/need to transact/report
Interface File Layouts are key to assessing agency interface needs and system updates. This is not a simple crosswalk exercise.	Pilot agencies strongly recommended Cardinal provide agencies the file layouts ASAP to provide clarity into the scope of each interface





# Wave 1 Pilot Agency Lessons Learned (Dana Smith, VITA)

- Assign your best folks to the project
- Attend the meetings – reviewing PowerPoints is not enough
- Dedicate a project manager
- Don't procrastinate – manage against a schedule
- Consider postponing related projects, such as upgrades
- PeopleSoft users – this isn't a cakewalk
- Give due consideration to your chart of accounts -- to map or not to map
- Consider implications to monthly reconciliation to CARS and Cardinal – 3 way
- Consider other systems/interfaces impacted by Cardinal changes
- The switch to a statewide vendor edit table is a really big deal – be ready
- Employees/employee expenses very different in Cardinal (expense module)
- Plan for cutover from CARS to Cardinal – like an upgrade with production downtime



# Questions

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