



USDA FARM PRODUCTION AND CONSERVATION (FPAC)
FSA/CCC Financial Improvement Program (FFIP)



INTRODUCTION

Adam Travis, CPA, CISA

Team Leader (Functional Area), Collections Processing Group
AUG2019-PRESENT

Team Leader, System Operations (Ran the Legacy General Ledger System)
AUG2016-2019

Team Leader (FFIP Project Area), Data Cleansing and Conversion
APR2017-PRESENT

Team Leader (FFIP Project Area), Standards and Policy
APR2017-MAY2019

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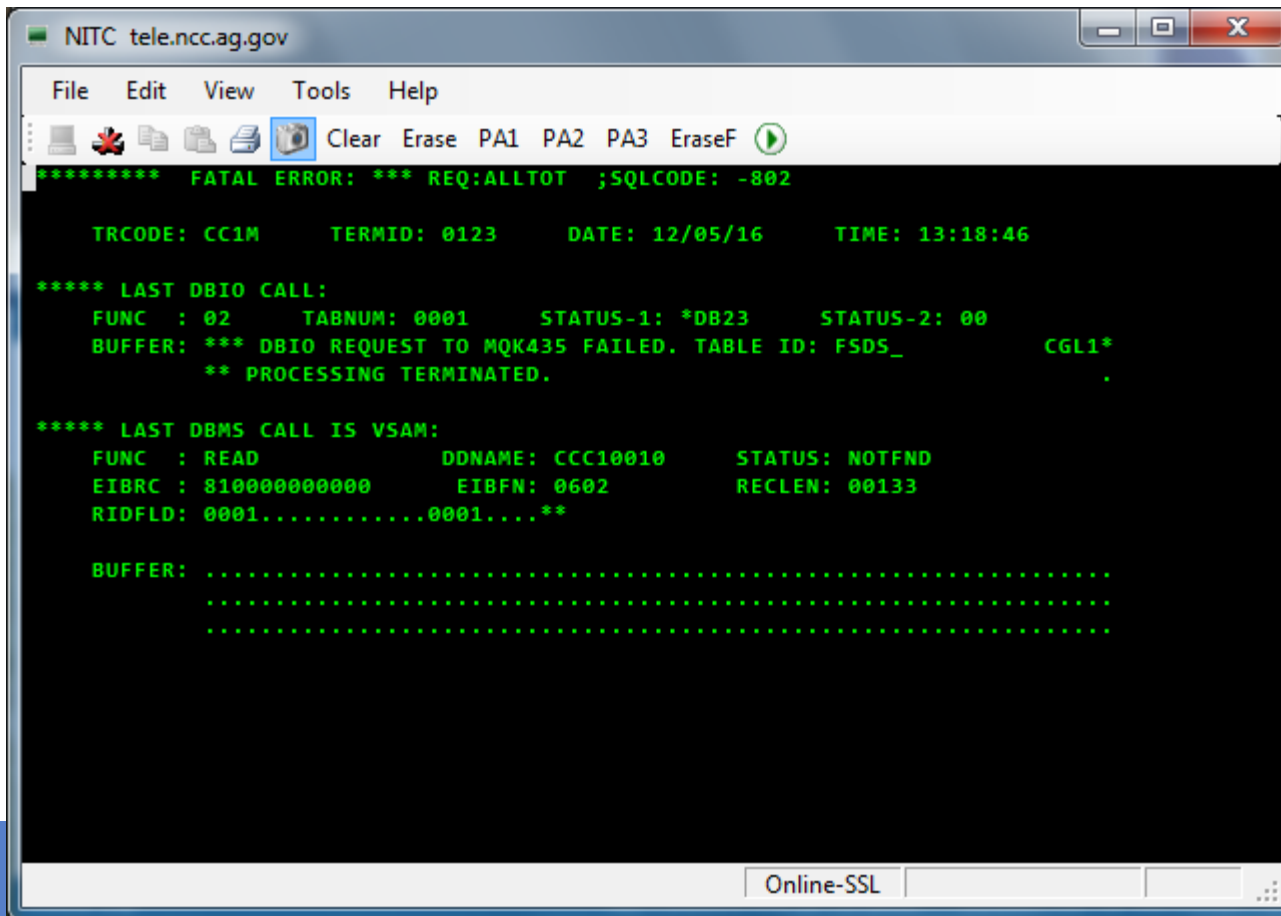
NITC
File Edit View Tools Help
Clear Erase PA1 PA2 PA3 EraseF
ACTION: G TABLEID: CGLN USERID: MFI973 DATE: 11/04/19
CGL1 *** CCC GENERAL LEDGER QUERY TABLE *** TIME: 09:56:19
AC PD: 01 20 GLAC: 1010 QK701M1
BFY: FCLS: FGRP: FUND: (CHOOSE 1 FUND AND ORGN)
SEC1: DIV: ORG1: ORG2: ORG3: ORGN:
PCAT: PTYP: PCLS: PGRP: PROG: (SERIES)
CCAT: CTYP: CCLS: CGRP: COMM: (CHOOSE 1 COMM)
PY: BOC/RSC/SB:
<- AMOUNT -> <---- DEBIT ----> <---- CREDIT ---> <----- NET ----->
FY BEG BAL 846568142,366.81 -841038448,866.08 5,529,693,500.73
PRIOR MO END 846568142,366.81 -841038448,866.08 5,529,693,500.73
CURR MO ACT 2144964746072.47 -2144644232179.14 320,513,893.33
CURR MO BAL 2991532888439.28 -2985682681045.22 5,850,207,394.06
< QUANTITY >
FY BEG BAL 30563,418,425.44 -3,746,811,030.38 26816,607,395.06
PRIOR MO END 30563,418,425.44 -3,746,811,030.38 26816,607,395.06
CURR MO ACT 74,203,634.44 -2,852,643.87 71,350,990.57
CURR MO BAL 30637,622,059.88 -3,749,663,674.25 26887,958,385.63
<-- COUNT -->
FY BEG BAL 324,591 0 324,591
PRIOR MO END 324,591 0 324,591
CURR MO ACT 0 0 0
CURR MO BAL 324,591 0 324,591
H--CCDTW PRELIMINARY BALANCES
Online TLS 1.2 1,10

```

THIS IS CORE,

SEE CORE RUN

Mainframe FFS System implement in 2000.



The image shows a terminal window titled "NITC tele.ncc.ag.gov". The window has a menu bar with "File", "Edit", "View", "Tools", and "Help". Below the menu bar is a toolbar with icons for a printer, a red X, a document, a folder, a floppy disk, and a play button. The toolbar also contains the text "Clear Erase PA1 PA2 PA3 EraseF" and a play button icon. The main area of the terminal is black with green text. The text displays a fatal error and diagnostic information.

```
***** FATAL ERROR: *** REQ:ALLTOT ;SQLCODE: -802

TRCODE: CC1M      TERMID: 0123      DATE: 12/05/16      TIME: 13:18:46

**** LAST DBIO CALL:
FUNC  : 02      TABNUM: 0001      STATUS-1: *DB23      STATUS-2: 00
BUFFER: *** DBIO REQUEST TO MQK435 FAILED. TABLE ID: FSDS_      CGL1*
      ** PROCESSING TERMINATED.

**** LAST DBMS CALL IS VSAM:
FUNC  : READ      DDNAME: CCC10010      STATUS: NOTFND
EIBRC : 8100000000      EIBFN: 0602      RECLEN: 00133
RIDFLD: 0001.....0001....**

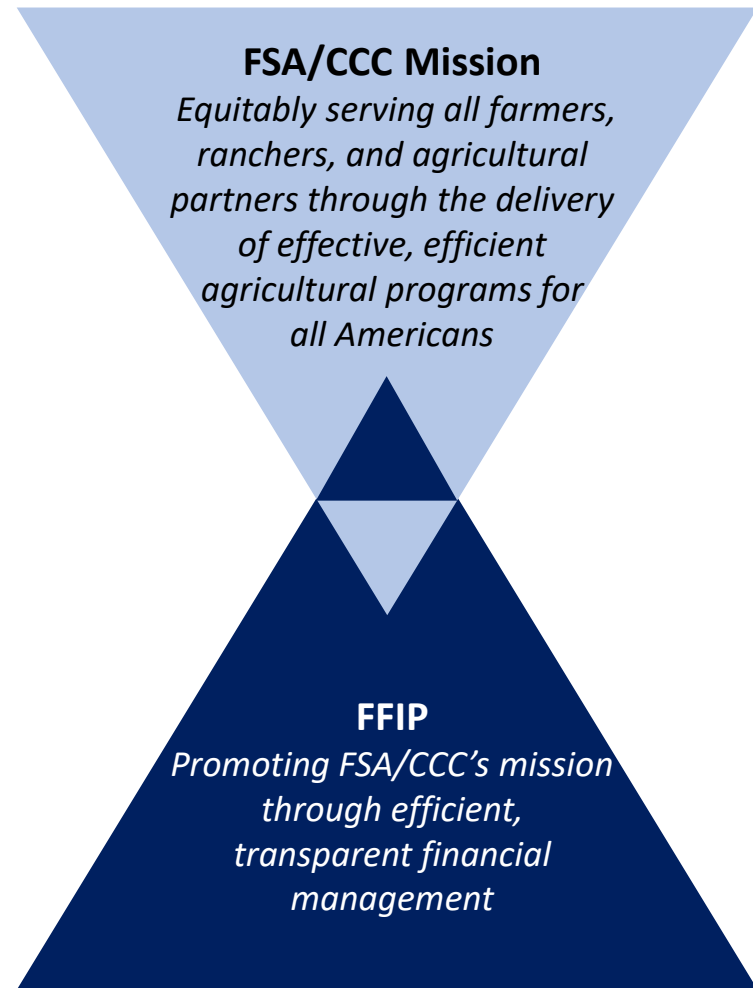
BUFFER: .....
      .....
      .....
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RUN CORE RUN.

FSA/CCC Financial Improvement Program:

FFIP promotes integrity and efficiency in financial management processes, providing capabilities that empower our employees to better serve farmers and ranchers

The FFIP project will retire the legacy CORE system and bring the CCC/FSA data into the departmental SAP Solution known as FMMI.



Address Integration Issues



FSA/CCC accounting is currently not fully integrated with the rest of USDA in the SAP FMMI system. This means the data is brought together for financial reporting purposes through substantial effort and makes interim data calls incredibly difficult.

Plan to Resolve Audit Findings



FSA/CCC is working to address long-standing accounting issues that prevented the agency from remediating control deficiencies. Although CORE didn't create audit issues, we recognize this opportunity to improve the financial inputs as we transition to a new general ledger system.

Migrate to FMMI



The Office of the Secretary directed FSA and OCFO to develop a plan to migrate FSA/CCC to the standard FMMI system and remediate data issues to address system differences and help resolve audit findings.



FSA/CCC
Financial Improvement Program

- Multi-phased, multi-year project to move all financial management processes from FPAC and its affiliated agencies' accounting and feeder systems to FMMI
- FSA will need to remediate its feeder systems to create auditable financial data to integrate with FMMI

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Beyond FSA/CCC employees, FMMI implementation will likely affect partner agencies such as:

- RD
- FAS
- USAID
- AMS
- NRCS



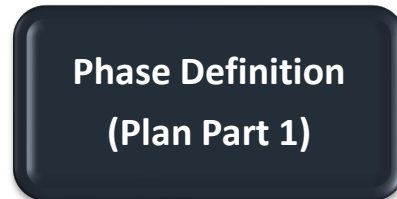
- The FMMI software solution is a commercial off-the-shelf enterprise resource planning system (SAP)
- The system supports **general accounting, financial management, and funds management**

FMMI is used in most USDA agencies, including the following:

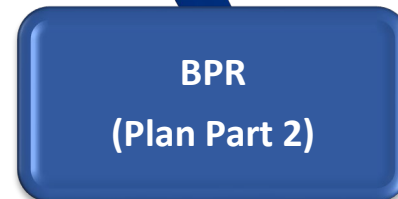


Implementation Phase Activity Flow

For Phase 1, each phase includes defined programs and will followed the activity flow described below:



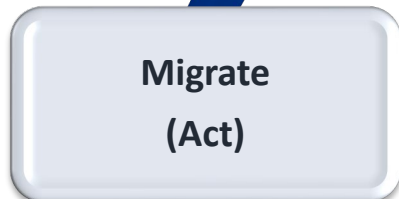
Phase Definition - documents what is going to be accomplished during the phase.



BPR and Data Remediation - details specifications on which processes and programs will need to be modified, inclusive of data remediation.



Development - builds the systems, processes, and policy changes necessary to realize the phase goals.



Migrate - executes all activities necessary to realize the phase goals.

Test - validates that the development phase successfully achieved changes outlined in the BPR phase, and that changes operate efficiently.

Identify

The project team identified over 250 systems, subsystems, and components that may or may not be affected by FFIP

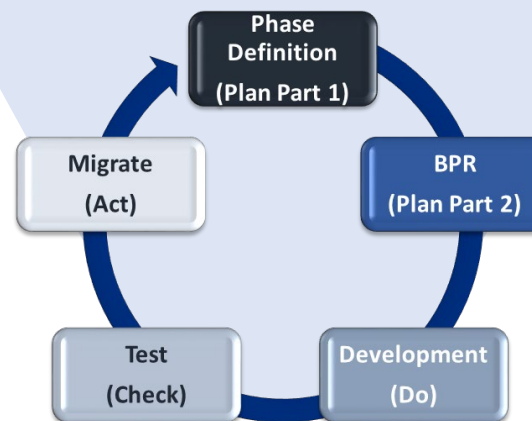
Assess

During each stage, the project team will assess which systems are impacted and how they will work in the future state

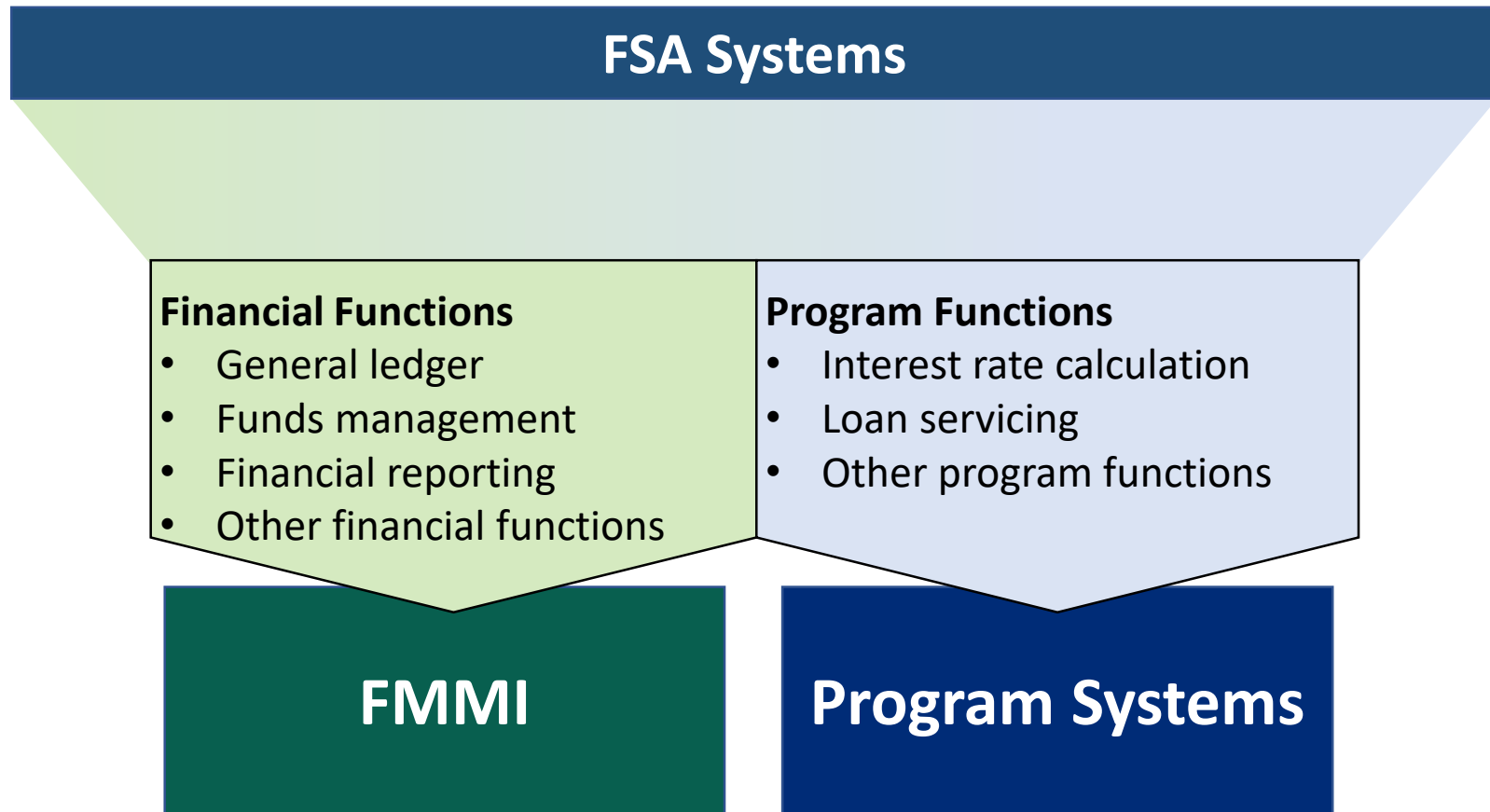
Identify Disposition

Some feeder systems may require changes to promote auditable financial data post-migration, while others will be decommissioned

FFIP is incorporating considerations around feeder systems through each stage of the implementation process



The system disposition process is designed to facilitate the transfer of financial functions to FMMI, while program functions remain in program systems.



Key Dates (Current as of 6/28/2019)



Phase	Go-Live Date	Primary Stakeholder Groups
Phase 1a	10/30/2018	<ul style="list-style-type: none">• CD• FBC
Phase 1	4/29/2019*	<ul style="list-style-type: none">• FAS• CD• FBC

Upon completion of Phase 2, the FFIP project has begun implementing the SaFE Agile Methodology.

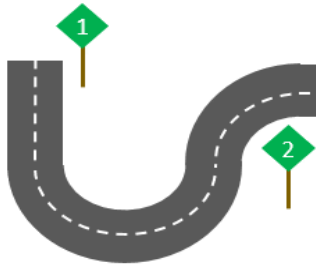
***Phase 1.2: Agriculture Wool Apparel Manufacturer Trust Fund Program went live June 17, 2019.
Pima Cotton Agricultural Trust Fund is currently under review**

BPR Hybrid Agile Approach Overview

The FFIP team completes BPR for programs that will transition into FMFI through an iterative process involving representatives from the program and the technical team. This process is referred to as a “sprint” and follows the steps outlined below:

1) Plan Sprint

FFIP Team. The team identifies the scope and timeline of the sprint.



2) Analyze and Draft Deliverables

FFIP Team. FFIP assesses existing documents and outputs from past meetings to develop a draft plan for how the program will function in FMFI. This plan will be recorded in documents such as:

- Requirements traceability matrix
- Fit/gap document
- Business process model
- Organizational impact assessment
- Internal controls narrative

This plan then informs work products for the technical team such as:

- Configuration guide
- System prototype
- Posting models

3) Iterate Deliverables

FFIP Team and Program Representatives. Most of the BPR process is spent working with you to iteratively update documents with program feedback. Input from program and FFIP representatives helps make sure that the design meets program needs and is feasible from a technical perspective.

4) Approve and Hand-off Deliverables

FFIP Team and Program Representatives. Governance approvers review and sign off on work products.

Products are handed off to the development team to begin system development.

BPR Roles and Responsibilities

Program SME



Provides expertise on business processes to help ensure that the new design will not interfere with program delivery. Expertise includes identifying business requirements. Program SMEs may also act as governance approvers

FFIP Team



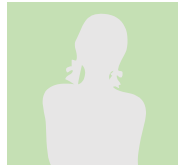
Includes business process reengineering (BPR) and technical teams. The FFIP team identifies how the future solution will support business processes, in coordination with program SMEs, including identifying requirements

Development Team



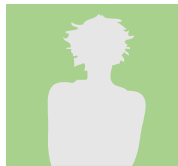
Develops the system based on the plan outlined in BPR documents. This team helps make sure that FMMI has functionality and interfaces to make the newly defined processes work

Governance Approvers



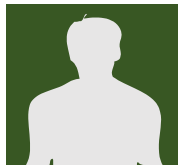
Signs off on deliverables at the end of a sprint. These approvers may be program SMEs or FFIP team members and provide key input during the process

Organizational Change Management Team



Assesses impacts to affected employees and provides communication and training. The OCM team also collects anonymous feedback on the program and can answer questions.

Program Management Office Team



Coordinates program meetings and provides meeting support. The PMO team will help make sure you are on the correct meeting invitations and follow up with you if you have outstanding action items

So how did we do?

Phase 1a, 1, and 1.2 Highlights

Status: Complete



\$75,470,554

obligated in FMMI as of
3/31/2019 since migration



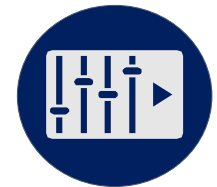
78 unique programs
migrated into FMMI with **86**
open contracts



Completed training sessions with
119 affected users



Closed out **15** fully executed
programs



Phase 1a Summary



Critical Milestones

Milestone	Date	Owner
BPR Preparation	5/21/18	FPAC
BPR	7/12/18	TeraThink
BPR Deliverables (Draft)	8/30/18	TeraThink/USDA
BPR Deliverable (Final)	9/27/18	TeraThink/USDA
BPR Handoff to Developers	9/28/18	TeraThink/Deloitte
Configuration Updates	10/12/18	Deloitte/USDA
QA Testing (USDA - OCFO)	10/19/18	OCFO
UAT Testing (USDA - FPAC)	10/26/18	FPAC
Migration/Go-Live	10/30/18	USDA
Training	10/30/18	TeraThink/OCM

Phase Overview

Unique Programs: 59	
Disbursements: +\$29M	
Disbursement Transactions: 233	
Go-Live Date	10/30/18
Status (6/24/19)	COMPLETE

Achievements

- ✓ Demonstrated feasibility of the project
- ✓ Interfaced CCC Funded Programs from IAS
- ✓ Closed out 10 fully executed programs
- ✓ Identified an option for redesigned business processes for borrowing authority.
- ✓ Identified opportunity for streamlined business processes, eliminating the need for manual, paper-based payment processing.
- ✓ Researched and solved a long outstanding issue related to temporary sequestrations by working with OMB.

● Significant Delays (>30 days or work stop)
 ● Minor Delays (<30 days)
 ● On/Ahead of Schedule
 ● Complete

Phase 1 Summary



Critical Milestones

Milestone	Date	Percent Complete	Owner
BPR	8/22/18	100%	FPAC
BPR Deliverables (Draft)	9/13/18	100%	TeraThink/BPR
BPR Deliverables (Final)	11/15/18	100%	TeraThink/BPR
BPR Handoff to Developers	11/15/18	100%	TeraThink/Deloitte
Configuration and Coding	12/14/18	100%	Deloitte/USDA
System Testing (FMMI/UES)	12/20/19	100%	Deloitte/USDA
QA Testing (FMMI/UES)	2/08/19	100%	OCFO
UAT Testing (FMMI/UES)	3/20/19	100%	FPAC
Review Master Data/Submit SF-132	3/29/19	100%	FPAC
Conversion and Migration Prep	4/19/19	100%	FPAC/OCFO
Migration/Go-Live	4/29/19	100%	FPAC/OCFO
Training Planning	3/15/19	100%	TeraThink/OCM
Training Delivery	5/10/19	100%	TeraThink/OCM
Post Migration Support	6/10/19	100%	TeraThink/Deloitte

Phase Overview

Phase 1 includes programs administered by the AMS and FAS and covers FY18 obligations of \$104K.

Go-Live Date	4/29/19
Status (6/24/19)	Complete

Phase 1.2 Summary



Critical Milestones

Milestone	Date	Percent Complete	Owner
BPR and Related Tasks	Not required, captured as part of Phase 1a and 1	100%	FPAC
Submit Master Data for QA/UAT & Production	4/03/19	100%	FPAC
Shut Down Legacy Payment Codes	5/23/19	100%	FPAC
QA Testing (if required)	5/31/19	100%	OCFO
UAT Testing	6/07/19	100%	FPAC
Conversion and Migration Prep	6/07/19	100%	FPAC/OCFO
Migration/Go-Live	6/17/19	100%	FPAC/OCFO
Training Planning	3/15/19	100%	TeraThink/OCM
Training Delivery	5/10/19	100%	TeraThink/OCM
Post Migration Support	7/03/19	100%	TeraThink/Deloitte

Phase Overview

Phase 1.2 includes programs administered by FAS and covers FY18 disbursements of \$41.3 million.

Go-Live Date	6/17/19
Status (7/31/19)	COMPLETE

*Phase 1.2 consisted of programs that had payments runs closely tied to the time frames for the Phase 1 implementation where is made sense to delay the implementation in order to reduce the risk and operational impact of the migration.

FFIP is staffed by full-time, part-time, and contractor resources to provide representation across multiple functional areas:

Full Time Resources

Employees work on FFIP full-time in the following positions:

- Program Manager
- System Process and Testing Lead
- Financial Program Lead
- Accounting Policy and Report Lead
- Data Cleansing Lead
- Organizational Change Management Lead
- Quality Assurance Lead over Project Management Office

Part Time Resources

FSA, OCFO, and other agencies dedicate part time support to FFIP across multiple areas:

- Credit Reform
- DATA Act/IRS Reporting
- Business Process Reengineering
- Organizational Change Management
- Master Data
- Standards and Policy
- System Disposition
- Technical Issues
- Vendors/Customers

Contractor Resources

Contractor resources also support FSA across the following areas:

- Project Management Office
- Business Process Reengineering
- Organizational Change Management

BPR & Accounting

Topics addressed by Workstream

- Master Data Development
- Treasury Financing
- Standards & Policy
- Reporting
- Internal Controls
- Audit
- GL Data Clean-up
- Program Budget & Accounting

Organizational Change Management

Topics addressed by Workstream

- Stakeholder Management
- Phase Change Management
- Communication
- Training
- SharePoint Management and Maintenance

Technical

Topics addressed by Workstream

- Architecture
- Development & Configuration
- Testing
- Data Management
- System Disposition

Business and Technical Resources
Aligned Across Workstreams

Utilized a Four Tier System based on the impact of the decision:

Tier 1: Executive Steering Committee

Tier 2: Executive Leadership

Tier 3: Program Mangers

Tier 4: Project Leads

Goal has always been to empower the groups to make decisions and push the decisions down to the lowest logical point. Collaborated through weekly briefings and working sessions.

Near Term

- Magnitude of CCC audit effort delayed some activities for future phases
- Avoiding scope creep into the areas of loan programmatic accounting and grants management

General

- High volume of payments (3 million+ transactions)
- Significant program systems changes required to produce FMMI-compliant transactions
- Multiple stakeholders from Agency headquarters, field, and department
- Large program user community (9,500)
- Large volume of programs (60+)
- Farm Bill program implementation competing for FFIP resources

1) Spend the time and effort identifying stakeholders as well as assessing and managing stakeholder engagement in the project.

The later a needed resource is brought into the project, the more expensive it is to the project whether that expense is actual cost, time, or project good will.

LESSONS LEARNED (TOP 5 TAKEAWAYS!)

2) Ensure your communication is sufficient, effective and efficient.

Ensure you are completing the communication loop by receiving feedback from the communication recipient.

Ensure you have utilized multiple communications methodologies and at least some of them should solicit active feedback. (Collaborate)

LESSONS LEARNED (TOP 5 TAKEAWAYS!)

3) Make sure processes as developed denote system limitations and the impacts it has on processes as developed.

We perform this reconciliation or this application or input using these general ledgers because we have always done it that way is not a law, regulation, or policy.

Ensure the underlying logic behind decisions, especially workarounds to system limitations, are clearly identified and laid out.

LESSONS LEARNED (TOP 5 TAKEAWAYS!)

4) Document and data cleanse as if you were converting tomorrow...

...It is a whole lot easier than data cleansing and documenting when you are converting tomorrow.

Run your own mini-agile. Keep your work list of open items, projects, efforts that need to be undertaken, LOE around it, and decisions as to why it has or hasn't made into your organization's sprints.

LESSONS LEARNED (TOP 5 TAKEAWAYS!)

5) Do your employees organization speak in system-nese versus underlying transactions, business events, or accounts?

This can make the conversion more difficult as it as an additional literacy component.

LESSONS LEARNED (TOP 5 TAKEAWAYS!)



QUESTIONS

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