



# FMMI in the NEWS

Financial Management Modernization Initiative

Issue #2 - December 2008



## Inside This Issue

- 1 A Word from our Functional IPT Lead
- 2 FMMI Governance Structure
- 3 Design Phase Update
- 4 FMMI Implementation Readiness
- 4 Key Messages for Your Agency/SO
- 5 FMMI Key Terms
- 6 Frequently Asked Questions
- 6 FMMI Calendar
- 6 Questions or Comments?

## FMMI in the News Overview

FMMI in the News serves as a central source of information to Agency and Staff Office leadership and points of contact (POCs) on all things related to the Financial Management Modernization Initiative (FMMI).

While the current focus of the newsletter is to provide information to the Agency and Staff Office leadership and POCs, please share this newsletter with other interested parties in your Agency as appropriate. As a reminder beginning in 2009, the FMMI team will begin providing Deployment 1 Agency and Staff Office end user specific communications.

To ensure *FMMI in the News* is relevant to you and your Agency or Staff Office, please let us know what topics you would like to hear by sending feedback, comments and suggestions to the FMMI Mailbox at [FMMI@usda.gov](mailto:FMMI@usda.gov).

## A Word from our Functional IPT Lead Tonya Allen-Shaw

The Design phase has been a busy time for the Functional Integrated Product Team (IPT). We've had an aggressive schedule to map out, document, and design how FMMI will meet the requirements we validated with Agencies/Staff Offices back in April 2008. Although it has been a busy few months, this is the point when all the puzzle pieces start to come together.

Those of you involved in the Requirements Validation Sessions, Design Working Group Sessions and previous Conference Room Pilots (CRPs) may have had a hard time envisioning what FMMI was ultimately going to look like. With CRP #3 in mid-December, we'll be able to see a clearer picture of what our hard work has created. The focus will be on end-to-end transactions with integration between the software modules. We will also get our first look at the FMMI Portal view. To date we've been looking at SAP via manual transaction code entry. Viewing through the FMMI Portal will allow for much easier and efficient navigation by just clicking a mouse, which will be how the majority of FMMI users will maneuver through the system. I look forward to your input and participation in CRP #3.

We have also been conducting Implementation Readiness meetings with the CFOs to give them an overview of what is to come as the Design Phase wraps up in January and we begin the countdown to Deployment 1 Go-Live.

Thank you for all your participation and I look forward to your continued contribution to FMMI.



Tonya Allen-Shaw,  
FMMI Functional IPT Lead

## FMMI Governance Structure

The FMMI project is overseen by a collection of governance structures: the Senior Management Oversight Committee (SMOC) and the FMMI Program Change Board (PCCB). FMMI Leadership provides regular status to each of these groups who in turn provide direction, approval and/or authorize the continued work of the project. Below is a summary of the role of each of these groups in the FMMI project.

### Senior Management Oversight Committee (SMOC)

- Committee members include Chuck Christopherson (CFO/CIO), Jon Holladay (Deputy CFO), Chris Smith (Deputy CIO), and John Brewer (ACFO-Financial Operations)
- The FMMI Project team presents key deliverables for informational purposes or approval
- FMMI Leadership presents:
  - Summary of progress on key milestones
  - Current timelines to complete each of the key milestones
  - Changes to the cost of each key milestone
  - Updates to the project scope
  - Key decision points from the FMMI status meetings
  - Confirmation that the milestones will meet government oversight requirements, system management and security, and financial internal controls
  - Verification that the goals of the project are being met

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*FMMI Leadership provides regular status to each of the SMOC, PDDC, and PCCB, who in turn provide direction, approval and/or authorize the continued work of the project.*

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### FMMI Program Change Control Board (PCCB)

- Responsible for evaluating and authorizing the changes to the system components that have been identified as Change Requests (CRs). These change requests may influence schedule, resource allocation, work prioritization, and project costs above a threshold.
- The PCCB has authority to manage the project's baseline.
  - Review and approve/reject changes to configuration items
  - Advise the Project Leadership on the impact of Configuration Management events
- Voting members include:
  - FMMI Program Manager - Michael Clanton
  - FMMI Technical IPT Lead - Jon Sandy
  - FMMI Functional IPT Lead - Tonya Allen-Shaw
  - Director - Customer Service Division - Kay Levy
  - Contracting Officer Technical Representative (COTR) - Donnie Holmes
  - Director - Systems Analysis & Requirements Division - Howard Campbell
- IPT Leads, Contracts Management, Agency/Staff Office CFO Representatives will participate as non-voting members as needed

## Design Phase Update

The FMMI team is more than half way through the Design phase. The team is working to document the Business Process Design (BPD) based on the Design Working Sessions, Conference Room Pilot #1, and Conference Room Pilot #2. The purpose of the Business Process Design is to document and describe process flows for each business function (e.g., Funds Management, Accounts Payable, etc.) within the FMMI corporate design.

Along with the Business Process Design, the Functional IPT is also documenting Configuration Design which is used to tailor the FMMI application based on the decisions made to date by FMMI, OCFO, and Agency Subject Matter Experts (SMEs).

### Program Agency Requirements

The FMMI team has also started conducting detailed sessions with the Program Agencies to aid in developing the corporate design and help prepare non-FFIS system users for the changes to come with FMMI. The project team met with FNS and FSA in November and will be meeting with RD and FAS in January. Follow-up sessions will also be held with FSA and CCC.

### RICEFW Functional Designs

The FMMI RICEFW team and Functional teams are working together to conduct final reviews of the functional designs for RICEFW components. Most of the FMMI application has standard functionality which meets the requirements of the program. But for the few requirements that it does not meet "out of the box", RICEFW (Reports, Interfaces, Conversions, Extensions, Forms, and Workflows) components or objects must be custom built in the FMMI application. The purpose of the functional design is to describe the functionality of the components. Following completion of the functional designs, the team will begin creation of the technical designs. The purpose of the technical designs is to describe how the components will be coded in the application to support the functional design.

### Role Design

FMMI Project Leadership and the Change Management IPT have been working through the Role Design process. Role Design is about organizing and grouping related tasks within a business process into the appropriate role. It ensures that all tasks that need to be performed in a specific business process are organized in a logical way, according to USDA business objectives. Role Design also ensures that users have the proper access to FMMI to perform their job function. Roles have a direct affect on security user administration, training courses, and FMMI Portal design. During the Build phase, the team will be reaching out to the Agencies to map the users to the roles that have been designed.

### Conference Room Pilot #3

The team has prepared for Conference Room Pilot #3, scheduled for December 15-19, 2008. Conference Room Pilot #3 will focus on the end-to-end transactions with integration between the software modules incorporating information regarding Periodic Data Processes. The journey that the team has focused on so far is master data and transactional data. With Conference Room Pilot #3, the Agencies will be able to start seeing end-to-end processes in FMMI.

### Design Phase ends in January

The FMMI Core Project team will participate in the Critical Design Review (CDR) to review all of the final design components before the Build phase begins. We will continue to call on Agency/SO POCs and representatives to act as SMEs during the Build phase which kicks off February 2009.

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*Role Design also ensures that users have the proper access to FMMI to perform their job function.*

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## FMMI Implementation Readiness

The FMMI Project Leadership is conducting briefings with all Agency Chief Financial Officers (CFOs) to discuss FMMI Implementation Readiness. The topics include a FMMI overview, deployment schedule, and the requirements for the Agency Implementation teams.

CFOs have been asked to identify individuals from their agency who can fill key roles in the areas of Implementation, Communications and Training, Data Conversion, Security, and Functional SMEs. These Agency Implementation teams will be the points of contact the core FMMI team will coordinate with to ensure all needed activities for deployment are completed.

Deployment 1 Implementation Kickoff sessions will be held in January. High level overviews of all the Implementation activities and requirements will be reviewed with the teams. Detailed overviews will also be given for each of the Agency leads in the Communication/Training, Technical, and Functional areas. These sessions will go in to more detail on the specific activities, roles and responsibilities, and support resources available to the Agency Implementation Team Leads.

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*Deployment 1  
Implementation Kickoff  
sessions will be held in  
January*

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## Key Messages for Your Agency/Staff Office

As leadership or the FMMI Point of Contact (POC) for your Agency/Staff Office, we rely on you to take back key messages to the rest of your organization about FMMI. Key points to relay to your organizations:

- The FMMI project is overseen by a collection of governance structures: the Senior Management Oversight Committee and the FMMI Program Change Board.
- USDA Agencies and Staff Offices are deploying to FMMI in 3 phases. Deployment 1 (October 2009), Deployment 2 (October 2010), and Deployment 3 (October 2011).
- The FMMI team is over half way through the corporate Design phase. The core FMMI corporate design supports a single enterprise system for all of USDA.
- Agencies and Staff Offices have been asked to identify their Implementation Teams. Deployment 1 Implementation Kickoff sessions will be held in January.

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*As Agency/Staff Office  
leadership and Point of  
Contact, you are the  
face of FMMI for your  
organization.*

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## FMMI Key Terms

FMMI has many new terms for fields, processes, and business areas. Below is a list of key terms to help learn the FMMI terminology.

Term	Acronym	Definition
Systems, Applications, and Products in Data Processing	SAP	SAP is an integrated business software package. FMMI's software solution is SAP ERP 2005 . The acronym is pronounced S-A-P, not "sap".
Accounts Payable	AP	FMMI functional area that addresses the payment of vendors for goods or services and includes recording invoices (automated and manual) and scheduling payments. The related SAP module is called Financials (FI).
Accounts Receivable	AR	FMMI functional area also known as Receivable Management. It includes customer master data, sales processing, billing, and debt management activities. The related SAP modules are Financials (FI) and Sales and Distribution (SD).
Business Process Design	BPD	A business process or business method is a collection of related, structured activities or tasks. The FMMI business process designs outline the process, sub-process, activity and tasks for each SAP transaction. This design will be used as a roadmap when designing the FMMI application.
Commercial-off-the-shelf	COTS	Software or hardware products, which are ready-made and available for sale to the general public. "Out of the box" products or packaged software, as opposed to custom developed software. FMMI is an SAP COTS application.
Cost Management	CM	FMMI functional area that addresses managing business operations efficiently and effectively by accurately measuring and thoroughly understanding the "full cost" of an organization's business processes, products, and services in order to provide the best value to customers. It includes overhead cost controlling and internal orders. The related SAP module is called Controlling (CO).
Critical Design Review	CDR	A formal milestone review that provides a mechanism to verify and validate readiness to exit one phase of work and start the next. The CDR is conducted at the end of the Design phase.
Enterprise Resource Planning	ERP	A business management system that integrates all facets of the business, including planning, manufacturing, sales, and marketing. A set of applications that helps manage a business, focusing on processes such as finance, logistics, and supply chain management.
Financials (SAP Module)	FI	Addresses the financial, budgetary, and statutory reporting requirements.
Fund Balance with Treasury	FBWT	FMMI functional area that addresses asset accounts that reflect the available budget spending authority of federal agencies. Collections and disbursements by agencies will, correspondingly, increase or decrease the balance in the account. The related SAP modules are Financials (FI) and Business Intelligence (BI).
Funds Management	FM	FMMI functional area, related to General Ledger, also known as Budget Execution. This functional area covers Funds Management Master Data, Budget Distribution, Budgetary Accounting and Funds Control. It is the organizational unit within which funds and budgets are planned, controlled, and monitored. The related SAP module is also called Funds Management (FM).
General Ledger Management	GL	FMMI functional area that covers General Ledger Accounting, Closing, and Reporting. The related SAP module is Financials (FI). Budgetary General Ledger is the portion of the General Ledger that retains accounts and balances reflective of appropriations, funds, authority, allotments, apportionments, commitments, and obligations.
Integrated Product Team	IPT	A team within the FMMI project that reports into Project Management that is focused on managing all team activities throughout the implementation. (e.g., Functional, Technical, Change Management, Implementation).
Purchasing	N/A	FMMI functional area also known as Procurement. This functional area covers procurement functions, material master data and invoice verification and also includes the integration with IAS. The related SAP module is Material Management (MM).
Report, Interface, Conversion, Extension, Forms and Workflows	RICEFW	When configuration alone cannot meet the system requirements, there is a gap. Filling this gap requires custom software development (RICEFW objects) built to "specifications" or "functional specs" written by the functional teams and "technical specs" written by the technical development team using SAP's environment and tools. These gaps fall into six types: Reports, Interfaces, Conversions, Extensions, Forms and Workflows.
Requirements	N/A	Statements that describe functionality or operating characteristics that a system is to provide an agency.

## Frequently Asked Questions

### When does my Agency go live with FMMI?

USDA Agencies and Staff Offices are deploying to FMMI in 3 phases.

- Deployment 1 Go-Live in October 1, 2009 includes REE Agencies (ARS, CSREES, NASS, ERS), Food Safety (FSIS), Farm and Foreign Agricultural Services (FAS) and all Staff Offices/OIG
- Deployment 2 Go-Live in October 1, 2010 includes Natural Resources and Environment (FS, NRCS), Marketing and Regulatory Programs (AMS, APHIS, GIPSA), Farm and Foreign Agricultural Services (RMA), and the "Administrative Accounting" functionality for the Program Agencies (FSA, FNS, RD)
- Deployment 3 Go-Live in October 1, 2011 includes the "Program Accounting" functionality for the Program Agencies (FSA/CCC, FNS, RD)

### What other Federal government agencies are using SAP?

NASA, Defense Logistics Agency, Department of Interior, Army, Navy, and Internal Revenue Service, just to name a few, are all using SAP. SAP provides a single, operational web-based system for:

- Entering financial transactions
- Integrating financial data from multiple sources
- Conducting funds and cost management activities
- Generating real-time and multi-year analytical data

Using a commercial off-the-shelf (COTS), web-based Enterprise Resource Planning (ERP) system like SAP provides several benefits:

- Provides access to leading business practices
- Saves time across USDA by eliminating redundant data entry, re-working same data among multiple systems, and then reconciling data differences
- Saves dollars by eliminating many legacy systems
- Improves financial performance and management reporting to help with decision-making
- Complies with Federal system standards
- Streamlines financial business processes
- Improves functional integration, accountability, internal controls, and the ability to audit transactions

## FMMI Calendar

Upcoming meetings for the Design phase:

<b>Conference Room Pilot #3</b>	<b>December 15-19, 2008</b>
<b>Deployment 1 Agency/SO Implementation Kickoff</b>	<b>Mid-January, 2009</b>
<b>Critical Design Review (CDR) (Senior Management only)</b>	<b>End of January, 2009</b>
<b>Build Phase Kick Off</b>	<b>Early February</b>

## Questions or Comments?

If you have questions about the FMMI project or information in this newsletter, please contact [FMMI@usda.gov](mailto:FMMI@usda.gov) and include a clear subject line to indicate what your question or concern is about.