



**Cardinal Project  
Commonwealth of Virginia**

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August 2014

**Cardinal Reintroduction Meeting  
Wave 2**



# Agenda

- Welcome and Introductions
- Cardinal Overview
- Managing Change
- Agency Involvement and Impacts
  - Cardinal Chart of Accounts
  - Major Business Process Changes
  - Cardinal Interfaces
- Next Steps



# **Welcome & Introductions**



# Welcome & Introductions

- Cardinal Project Team
  - Name
  - Project Role
- Today's Agency Participants
  - Name
  - Agency and Position



# Cardinal Overview



# Cardinal Project Vision and Benefits

*By replacing CARS with Cardinal, the Commonwealth will be able to take advantage of proven enterprise resource planning (ERP) software (PeopleSoft)*

- Reduce risks associated with our aging financial systems
- Provide standard, proven government business processes
- Meet the majority of Commonwealth financial management business requirements
- Allow for configuration and limited software customizations to meet critical business requirements
- Provide an enterprise (i.e., statewide) focus
- Leverage vendor supplied upgrades to commercial-off-the-shelf (COTS) 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



# Part 3 Project Organization





## Part 3 Scope

- All state agencies currently using CARS will use Cardinal
- Agencies will use Cardinal similarly to how they use CARS with regards to being online or interfacing. Agencies with their own financial management systems will interface those systems with Cardinal.
- CARS will be retired, and Cardinal will become the Commonwealth's new financial management system
- While there are three functional areas included in the base Cardinal system, there are four software modules included:
  - General Ledger
  - Accounts Payable
  - Expenses (non-payroll employee reimbursements)
  - Accounts Receivable (Fund Receipts)



# 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</li></ul>
Accounts Receivable	<ul style="list-style-type: none"><li>• Enter Fund Receipts</li></ul>



# Statewide Rollout Strategy

- Cardinal will be deployed to the remaining 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:** The system is being rolled out to agencies that primarily process transactions online. This wave also serves as a pilot for interfacing agencies by rolling the system out to a small subset of these agencies.
  - **Wave 2:** The system will be rolled out to the remaining agencies. This will include the majority of the interfacing agencies that process some or all transaction types via a direct system interface. In addition, this wave may also include some online agencies that are logically grouped with an interfacing agency because of their joint fiscal operations relationship.



# Part 3 Wave 2 Implementation Schedule

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

★ Wave 2 Go-live: February 1, 2016

### Why we are starting earlier:

- To give agencies more time to prepare for Cardinal deployment
- To provide Cardinal impacting information upfront to better prepare agencies for planning



# Wave Outcomes

## Wave 1 Outcomes

- Online entry agencies go live with Cardinal
- New agency interfaces are verified by a **diverse** subset of interfacing agencies
- Agencies that go live with Cardinal in this wave no longer transact in or interface to CARS (as a general rule)
  - Transactions entered into Cardinal are sent to CARS via interfaces. A reconciliation effort is required in order to ensure the two systems are kept in-sync until CARS is retired.
- Central system-of-record applications continue interfacing with CARS
- CAFR reporting continues to be produced from CARS
- CARS continues to serve as the financial management system of record

## Wave 2 Outcomes

- All remaining agencies go live with Cardinal
- Full rollout of Agency/Cardinal interfaces
- New central agency system-of-record interfaces (Tax, Treasury) implemented
- CAFR reports are produced from Cardinal
- Cardinal becomes the financial system of record
- Transaction processing in CARS ceases and the system is retired



# Wave 1 Key Points - General

Key Point	Considerations
Cardinal is much more complex than CARS – especially for interfacing agencies	Need to fully engage in Cardinal tasks from the beginning to ensure continuity of business processes
Treat Cardinal interface effort as a project	Consider assigning a project coordinator to oversee interface development tasks, capture issues, prepare status, etc.
Do not do any significant updates/upgrades to your existing financial system during the Wave 2 time period	You will need to dedicate sufficient resources to complete the interface development in accordance with the Cardinal time table
Now is NOT the time to evaluate replacing your agency-based systems with Cardinal	Agencies will use Cardinal similarly to how they use CARS with regards to being online or interfacing
Consider the impacts to OTHER agency based systems when evaluating Cardinal impacts	Includes Access databases, spreadsheets and other operational systems not <b><i>obviously</i></b> related to finance
Being on-site (vs. conference call or webinar) for meetings/workshops is necessary	Material is too complex to fully understand remotely; interaction and discussion beneficial to all parties
Staying on schedule with Cardinal tasks will be a critical factor in your success on this project	Agencies <b>MUST</b> convert to Cardinal in February 2016. There is no “Wave 3” of Cardinal!



# Managing Change



# Change Management Vision and Objectives

*“Change is hard because people overestimate the value of what they have – and underestimate the value of what they may gain by giving that up.”*

*James Belasco and Ralph Stayer; Flight of the Buffalo (1994)*

## **Change Management Vision**

To proactively deliver open, honest, relevant, and timely communication about Cardinal and enable the organization to gain commitment and embrace changes to technology and work processes

## **Objectives of Change Management**

- Facilitate executive leadership and alignment to the Cardinal Project goals and expectations
- Identify and engage stakeholders serving as sponsors and change agents who will contribute to the transition from CARS
- Help agencies prepare for the impact that the Cardinal system will have on them
- Involve the agencies in preparation for deployment
- Create an integrated learning program that considers individual and organizational users' needs at different points in the Cardinal Project
- Communicate with agencies on a regular basis
- Plan for post-deployment ongoing support to address long-term training and support needs



# Project Communication

- Cardinal Project Website: <http://www.cardinalproject.virginia.gov/index.shtml>

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

Home Contact Us Enter Keyword

Home

Background & Scope

Change Network

Statewide Toolbox

DOA Toolbox

VDOT Toolbox

Contact Us

Archives

Directions

Frequently Asked Questions

**News**

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

**Recent Events**

**Accounting Fundamentals Classes:**

During April and May, Darren Richardson, CPA, conducted thirteen Accounting Fundamentals classes for 261 Wave 1 Cardinal users. This interactive 2-day course provides an overview of basic accounting theory, followed by realistic exercises involving accounting transactions, processes and reports.

This course will also be offered to Wave 2 agencies. It is a great refresher course for those whose last accounting course may have been a few (or more!) years ago. Although the course is not Cardinal system training, it provides basics about accounting transactions and processes that can help students use Cardinal more effectively.

Click [here](#) to view the Accounting Fundamentals presentation.

**Related Link**

- [Virginia De](#)  
[Accounts](#)
- [Virginia De](#)  
[Transportat](#)
- [Virginia Inf](#)  
[Technologi](#)
- [Commonwe](#)

- Cardinal Project Email Address: [ProjectCardinal@DOA.Virginia.gov](mailto:ProjectCardinal@DOA.Virginia.gov)



# Assembled Agency Assignments

- Agencies have been assigned to logical groups
- These groups are referred to as “assembled” agencies
  - Some assembled agencies contain only one agency, while others contain multiple agencies
  - Reporting structure, transaction processing, and agency relationships were taken into account to create assembled agencies
- Each assembled agency has been assigned a liaison
- See Wave 2 Assembled Group and Liaison Handout



# 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



# Agency Change Network Members

- Assembled Agencies will assign Change Network members that represent the entire group (instead of members for each individual agency or each individual CARS Agency Number)
- Each assembled agency will have 1 Primary Contact (estimate level of effort to average out to ~8 hours per week) – recommend this role be filled by a fiscal officer
- Each assembled agency will have 0 to 6 agency contacts (estimate 2.5 to 4 hours of effort per week, on average, per role):
  - Subject Matter Expert (SME) GL
  - SME AP
  - SME AR
  - Technical/Interface
  - Security (Assignment of System Access)
  - Training
- In smaller agencies, individuals can fill multiple roles
- Estimated effort **does not** include agency development work on your related agency-based systems (e.g., interfaces, procedural changes)



# Identifying Change Network Members

*Change Network Members are critical to the success and adoption of the new tools and processes the Cardinal system will deploy. They will work closely with the Change Management Team to help ensure the needs of the business are adequately represented as the processes and tools are designed, built, tested and trained. They will function in several key areas and roles.*

## **Qualities of an Agency Change Network Member**

- Strong communication skills
- Respected by peers
- Ability to lead, motivate and influence others
- Ability to work well in a team environment
- Knowledgeable about the agency's policies, procedures and business processes
- Comfortable explaining new ideas, concepts, and theories
- Ability to identify and address resistance to change
- Ability to raise project awareness and promote Cardinal Project goals
- Ability to manage Cardinal Project activities and tasks
- Willingness to be actively involved as a contact for their agency





# Agency Change Network Member Illustration

Assembled Agency	Agency	Change Network Members							Total
		Change Agent	Agency Contacts					Total	
		Primary Contact	Subject Matter Expert (GL)	Subject Matter Expert (AP)	Subject Matter Expert (AR)	Technical/Interface	Training		
1	0-1	0-1	0-1	0-1	0-1	0-1	1-7		
Assembled Agency 1	Agency 10 Agency 15 Agency 70	1 Ann	1 Joe	1 Ken	1 Jimmy	1 Paul	1 Sally	0 Sally	6
Assembled Agency 2	Agency 20 Agency 21 Agency 22	1 Rick	0 Rick	0 Rick	0 Rick	1 Lee	1 Cindy	0 Rick	3
Assembled Agency 3	Agency 30	1 Susan	1 Carl	1 Bill	1 Sharon	1 Lynn	1 Mike	1 Jay	7

- Table above illustrates how agencies are grouped into assembled agencies and how Change Network Members can be assigned required roles
  - Assembled Agency 1 has six Change Network Members in total. Sally has been designated to fill two roles (Training and Security Agency Contacts). All Change Network Members are from one agency (10) with the exception of the Technical/interface Agency Contact who is from a different agency (15).
  - Assembled Agency 2 has three Change Network Members, all from one agency (22). Rick fills multiple roles in this example.
  - Assembled Agency 3 (which contains only one agency) has seven Change Network Members, each role is filled by a different individual



# Agency Contacts vs. Agency Sub-Contacts Illustration

Assembled Agency	Agency	Change Network Members							Total
		Change Agent Primary Contact	Agency Contacts					Security	
			Subject Matter Expert (GL)	Subject Matter Expert (AP)	Subject Matter Expert (AR)	Technical/Interface	Training		
		1	0-1	0-1	0-1	0-1	0-1	0-1	1-7
<b>Assembled Agency 1</b>		1	1	1	1	1	1	0	6
	Agency 10	<b>Ann</b>	Joe	<b>Ken</b>	Jimmy		Paul	Sally	Sally
	Agency 15								
	Agency 70								

<b>Assembled Agency 1</b>	Agencies in	AP Agency Sub-	Expertise
<b>Subject Matter Expert</b>	Assembled	Contacts	
<b>(AP) Ken</b>	Agency 1		
	Agency 10	Ramona	Vendor Maintenance Expert
	Agency 10	Faye	Employee Expense/Travel Expert
	Agency 15	Tina	Petty Cash Expert
	Agency 70	Stephen	Payables Expert

← Ken is considered a Change Network Member. Typically when the Primary Contact, Ann, needs to communicate on AP tasks/issues, Ann will reach out to Ken and it will be Ken's responsibility to reach out to his agency sub-contacts.

← Agency Sub-Contacts are optional and are NOT considered Change Network Members



# Agency Contacts vs. Agency Sub-Contacts Illustration (cont.)

Assembled Agency	Agency	Change Network Members							Total
		Change Agent Primary Contact	Subject Matter Expert (GL)	Subject Matter Expert (AP)	Subject Matter Expert (AR)	Agency Contacts Subject Matter Expert <u>Technical/Interface</u>	Training	Security	
		1	0-1	0-1	0-1	0-1	0-1	0-1	1-7
<b>Assembled Agency 2</b>		1	0	0	0	1	1	0	3
	Agency 20								
	Agency 21								
	Agency 22	<b>Rick</b>	Rick	Rick	Rick	<b>Lee</b>	Cindy	Rick	

<b>Assembled Agency 2</b> <b>Technical/Interface</b> <b>Agency Contact -</b> <b>Lee</b>	Agencies in Assembled Agency 2	Technical/Interface Agency Sub- Contacts	Expertise
	Agency 20	Kris	Interface Architecture
	Agency 21	Candace	Interface Developer for a specific system interface
	Agency 21	Robert	Interface Developer for a different specific interface
	Agency 22	Lisa	Interface Developer for a different interface



Lee is considered a Change Network Member. Typically when the Primary Contact, Rick, needs to communicate on Technical/Interface tasks/issues, Rick will reach out to Lee and it will be Lee's responsibility to reach out to his agency sub-contacts.



Agency Sub-Contacts are optional and are NOT considered Change Network Members



# Agency Tasks

Description	Agencies	Project Phase(s)
Identify <b>Change Agents</b> and agency contacts	Assembled	Planning
Complete all <b>Chart of Accounts</b> mapping activities and define values	All	Design through Deploy
Validate <b>data conversion</b> and provide values for employees and vendors	All	Design through Deploy
Complete <b>end-user training</b> population survey	Assembled	Design
Review <b>interface</b> workshop material and complete data mapping, agency system interface build, and interface testing	All (Interfacing Agencies)	Design through Test
Complete <b>agency readiness</b> assessments	Assembled	Design through Deploy
Attend Change Network meetings	Assembled	Design through Deploy
Provide feedback to <b>agency specific configuration</b> and attend workflow configuration workshop	Assembled	Build
Attend <b>Business Process Workshops</b> and complete activities	Assembled	Build and Test
Identify agency trainers and participate in the <b>Train-the-Trainer</b> program	Representative	Build through Deploy
Participate in <b>User Acceptance Testing</b>	Representative	Test
Attend <b>Role Mapping</b> workshops and complete role mapping for all end-users	Assembled	Test
Coordinate end-user training	Assembled	Test and Deploy
Attend end-user training	All	Test and Deploy

**Note:** Wave 1 agencies had approximately 100 Agency Tasks



# Wave 1 Key Points – Managing Change

<b>Key Point</b>	<b>Considerations</b>
The Primary Contact is a crucial role	Staff the role appropriately and consider how this resource's tasks at the agency can be allocated to others to offset time spent on the project
Assign your best people (not necessarily who is available)	Your 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.
Come to all meetings as requested and be prepared to participate	Agencies that are fully engaged are better prepared for Cardinal
Plan now to commit people to be Cardinal trainers	These people will be subject matter experts for your agency. This is one of the best investments you can make.



# **Agency Involvement and Impacts**



# Chart of Accounts Overview



# Chart of Accounts and Accounting Transactions

## **What is the Chart of Accounts?**

It is the accounting structure that sets hierarchies and rollups for financial data

The Chart of Accounts (COA) structure and values are maintained in the General Ledger and aid in the recording and reporting of accounting information

## **What is a ChartField?**

It is an element within the Chart of Accounts. It represents one category of data (e.g., Business Unit, Department, Account), with various values that further define a transaction.

A combination of ChartFields defines an accounting distribution on a transaction

## **Why is the Chart of Accounts Important?**

- Provides a way to group transactions to facilitate review and analysis in a consistent manner
- Provides flexibility to create more detailed grouping of transactions depending on needs of users of financial information
- Facilitates the accumulation of detailed transactions for each account into summary accounts that are displayed on financial statements
- Support agency report needs
- Simplifies reporting using multi-dimensional elements (e.g., funds, programs)



# COA Element Ownership

**GL Business Unit**

**Account**

**Fund**

**Program**

**Department**

**Cost Center**

**Task**

**FIPS**

**Asset**

**Agency Use 1**

**Agency Use 2**

**PC Business Unit**

**Project**

**KEY**

	Agency Controlled		Centrally Controlled
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**Cardinal COA Element**



# Cardinal ChartFields – GL and PC Business Units

- The GL Business Unit is the key to all financial transactions in the system
- Represents an organization at an appropriation level and is used to define a financial reporting entity for General Ledger reporting purposes
- The Project Costing (PC) Business Unit is required on all transactions with a project value and is the same value as the GL Business Unit value
- Examples:

<b>GL and PC Business Unit</b>	<b>CARS</b>	<b>Cardinal</b>
Department of Accounts	151	15100
Department of Planning & Budget	122	12200
Virginia Museum of Fine Arts	238	23800

There is a clear crosswalk between existing CARS Agency codes and new Cardinal Business Unit codes . Additional "00" added after 3rd position (all other numbers remain the same).



# Cardinal ChartFields – Fund

- Defines a self-balancing set of accounts
- Records cash and other financial resources, together with related liabilities and residual equities or balances, and any corresponding changes
- Are segregated for the purpose of conducting specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations (e.g., restricted fund)
- Has only one defined purpose
- Examples:

<b>Fund</b>	<b>CARS</b>	<b>Cardinal</b>
<b>General Fund</b>	<b>0100</b>	<b>01000</b>
<b>Parking</b>	<b>0270</b>	<b>02700</b>
<b>Training &amp; Forms Recovery Fund</b>	<b>0202</b>	<b>02024</b>
<b>State Primary Fee Fund</b>	<b>0202</b>	<b>02023</b>

There is TYPICALLY a clear crosswalk between existing CARS Fund codes and new CardinalFund codes . In most instances, an additional "0" was added after 4th position (all other numbers remain the same). There are several exceptions to this rule.



# Cardinal ChartFields – Account

- Is a detailed classification of financial activity
- Used to specify the balance sheet account or operating account (e.g., expenditure, revenue codes) on financial transactions
- Stores an account type identifier, which indicates whether the value entered in the Account ChartField is an asset, liability, fund equity, expenditure, or revenue type account
- Examples:

Account	CARS GLA	CARS Revenue Source or Object Code	Cardinal
Cash with Fiscal Agent	109	-----	101090
Accounts Payable	502	-----	205020
Natural Gas Consumption Tax	961	01008	4001008
Oil	901	1324	5013240
Oil, Heating Fuel	901	1324	50132401



# Cardinal ChartFields – Account

## Account ChartField Comparison:

The Account ChartField incorporates a lot of important information into a single field. For example, it specifies whether the account is a balance sheet or operating account (account class). It also classifies the particular general ledger account, and categorizes the particular type of expenditure or revenue.

Cardinal Account ChartField Structure	Account Type	CARS GLA Range
1XXXXXX	ASSET	100-499
2XXXXXX	LIABILITY	500-799
3XXXXXX	FUND BALANCE (EQUITY)	800
4XXXXXX	REVENUE (OPERATING)	801-999
5XXXXXX	EXPENDITURE (OPERATING)	
6XXXXXX	TRANSFER (OPERATING)	

Cardinal to CARS Crosswalk Examples			
Cardinal Account	Cardinal Account Description	CARS GLA	CARS Revenue Source or Object Code
101010	Cash With The Treasurer of VA	101	N/A
220556	Payrl Susp-Deferred Comp	556	N/A
308000	Fund Balance	800	N/A
4009060	Miscellaneous Revenues	961	09060
5011230	Salaries, Classified	901	1123
609840	Cash Transfer In - GF/Non-GF	984	N/A

The Operating account type is used in Cardinal to refer to account types that will appear on an operating statement – such as the Statement of Revenues, Expenditures, and Changes in Fund Balance



# Cardinal ChartFields – Program

- Accumulates financial information related to activities or sets of activities
- Captures the cost of programs across funds
- Provides the basis for program budget formulation and control
- Examples:

<b>Program (includes Service Area)</b>	<b>CARS</b>	<b>Cardinal</b>
School Nutrition	18502	185002
Drug Enforcement	31005	310005
Immunization Program	40502	405002
General Management & Direction	69901	699001
Facilities & Ground Mngmt Svcs	69915	699015
Trial Processes	32103	321003
Circuit Courts	3210320	32100320
Mediation Services	3210388	32100388

There is a clear crosswalk between existing CARS Program codes and new Cardinal Program codes . Additional "0" added after 3rd position (all other numbers remain the same)



# Cardinal ChartFields – FIPS

- FIPS is the Federal Information Processing Standards and identifies cities, counties and towns of the Commonwealth of Virginia
- Utilized to track costs associated with these geographic designations
- Examples:

<b>FIPS</b>	<b>CARS</b>	<b>Cardinal</b>
Amelia	007	007
Bedford	019	019
Charlottesville	540	540

There is a clear crosswalk between existing CARS FIPS codes and new Cardinal FIPS codes. Values remain the same in Cardinal as in CARS.



# Cardinal ChartFields – Department

- Identifies a specific organization unit
- The organization element represents responsibilities and duties assigned to individuals and depicts reporting relationships that exist within an agency
- Agency size and complexity, as well as other variables, contribute to determine the organizational structure most appropriate for an individual agency
- Departments have people; otherwise, it might be a Cost Center to capture costs
- Examples:

Department	Cardinal
Director's Office	10000
Health and Human Resources	11300
Economic/Regulatory Analysis	11400
Budget Operations	12100
Administrative Services	13100
Best Management Practices Team	13300
Accounting and Administration	022
Financial Planning	023
Information Technology	024

Crosswalk between CARS and Cardinal may vary (or may not exist at all). For some agencies, organizational units are currently tracked via the CARS Cost Code. Cardinal values may be derived from existing CARS values, or may be created by the agency.



# Cardinal ChartFields – Project

- Used to capture a planned undertaking of something to be accomplished or produced, having a finite beginning and a finite ending, for which expenditures/costs and revenues are to be tracked
- Designed to track project and grant financial activity, which can cross budget years, funds, and departments
- Sending Non-Capital Outlay projects to Cardinal is optional if the project is not needed for statewide CAFR reporting
- Examples:

Project	Cardinal
Dulles Toll Road Building	C15409
Cardinal Project	0000089600
NFWF Grant Federal	SMV8006800
Bioscapes Exhibit	0008523912

Crosswalk between CARS and Cardinal may vary (or may not exist at all). For some agencies, project type costs are currently tracked via the Project Code or Cost Code. Cardinal values may be derived from existing CARS values, or may be created by the agency.

*Capital Outlay Projects will contain a "C" prefix*

*Project codes converted from CARS will contain an Agency Identifier prefix (excluding Capital Outlay projects).*

*Project codes created in Cardinal (after conversion) will be autogenerated numbers.*



# Cardinal ChartFields – Task

- Identifies the further breakdown of work or services performed against a Project or Cost Center
- Example:

<b>Task</b>	<b>Cardinal</b>
Applications	001
Data Management	002
Governance & Security	003
General Operating Support	14801
Technical Assistance	14802

Crosswalk between CARS and Cardinal may vary (or may not exist at all). For some agencies, this level of tracking is currently tracked via the CARS Task Code. Cardinal values may be derived from existing CARS values, or may be created by the agency.



# Cardinal ChartFields – Cost Center

- Used to capture administrative or operational related financial costs (e.g., Administration and Support, Training, Employee Programs, Research and Development)
- Is not used to capture costs directly related to a project
- Example:

<b>Cost Center</b>	<b>Cardinal</b>
Adminstration	5
Maintenance Operations	11000010
Admin Clearing Acct for SPCC	659800
Sale of Photographs	038
Exhibition Admissions	039
Mass Transit Employee Incentives	MT

Crosswalk between CARS and Cardinal may vary (or may not exist at all). For some agencies, administrative/operational type costs are currently tracked via the CARS Cost Code. Cardinal values may be derived from existing CARS values, or may be created by the agency.



# Cardinal ChartFields – Asset

- Used to capture financial transactions associated with various assets of an agency such as: buildings, lots, structures, facilities, or equipment
- Used in this context, it is for the purpose of tracking expenditures related to an asset, not for the purpose of tracking the value of the asset
- Examples:

<b>Asset</b>	<b>Cardinal</b>
<b>Pedestrian Bridge</b>	<b>00208</b>
<b>Hike &amp; Bike Trail RT 60</b>	<b>30060</b>
<b>Parking Lot 7</b>	<b>P007</b>
<b>Building 251</b>	<b>B251</b>

**Crosswalk between CARS and Cardinal may vary (or may not exist at all). Cardinal values may be derived from existing CARS values, or may be created by the agency.**



# Cardinal ChartFields – Agency Use 1 and Agency Use 2

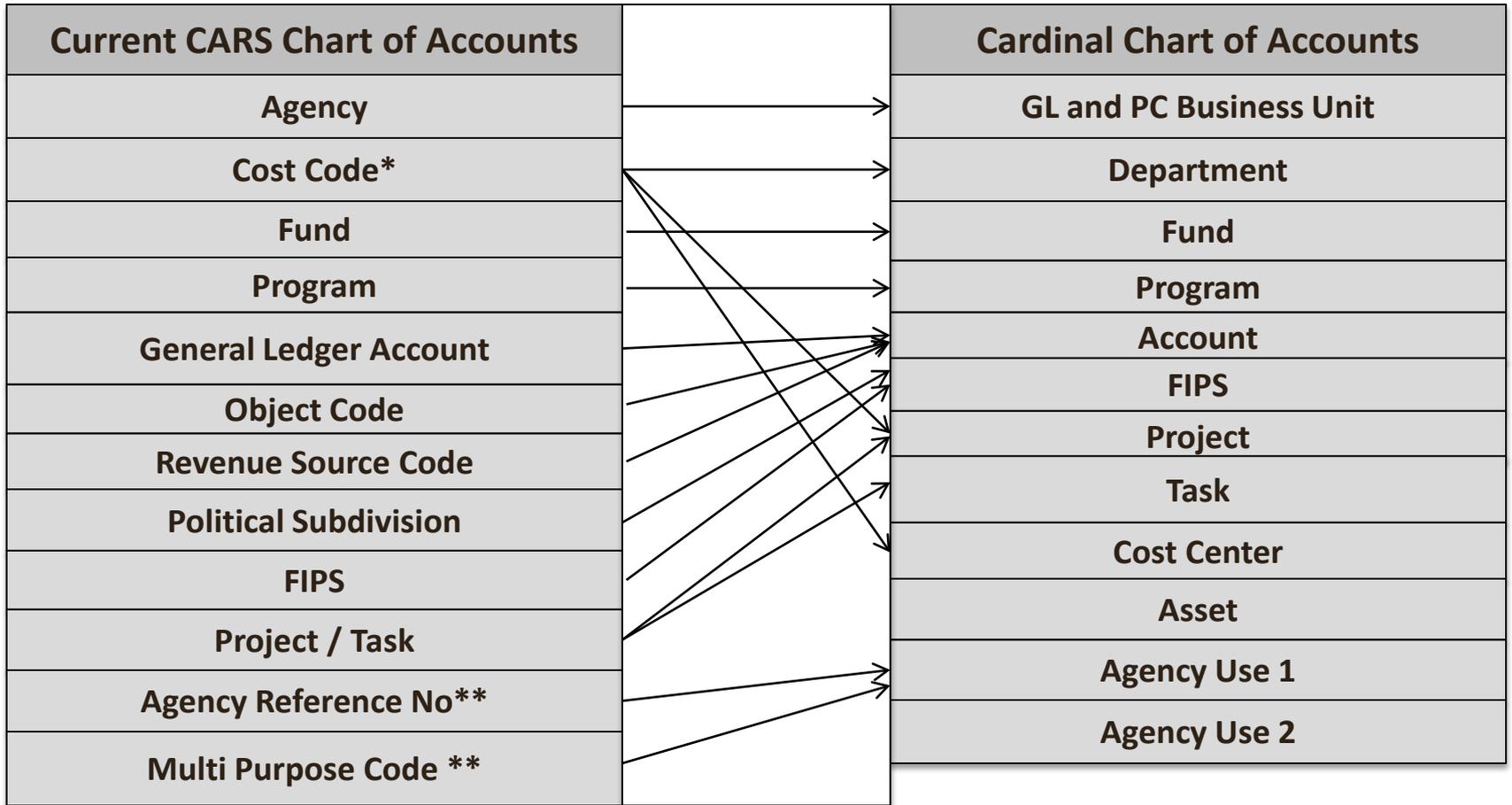
- Are flexible fields reserved for tracking either agency reporting fields or agency specific use
- Used when delivered ChartFields do not meet agency needs
- Examples:

Agency Use 1 or 2	Cardinal
Bill 1405	1405
Executive Conference 2014	39059
Employee Recognition Event	ER002
Gaston Storm	659

Crosswalk between CARS and Cardinal may vary (or may not exist at all). For some agencies, flexible tags are currently tracked via the CARS Multi-purpose Code. Cardinal values may be derived from existing CARS values, or may be created by the agency.



# COA Diagram



\*Agencies use Cost Code for multiple purposes; therefore, it may map to several new COA elements in Cardinal

\*\*These fields are not true CARS COA elements; they are not summarized to the ledger. An agency will have Agency Use 1 or any of the other new COA elements to map to where necessary.



# Cardinal ChartFields

ChartField Label	Technical Name	Max Length	Required?	Maintained
GL Business Unit	BUSINESS_UNIT_GL	5	All Transactions	Centrally
Fund	FUND_CODE	5	All Transactions	Centrally
Account	ACCOUNT	10	All Transactions	Centrally
Program	CHARTFIELD2	10	All Expenditures	Centrally
Department	DEPT_ID	10	All Transactions	Agency
FIPS	CLASS_CD	5	No	Centrally
PC Business Unit	BUSINESS_UNIT_PC	5	No	Centrally
Project	PROJECT_ID	10	No	Agency*
Task	PRODUCT	6	No	Agency
Cost Center	CHARTFIELD1	10	No	Agency
Asset	OPERATING_UNIT	8	No	Agency
Agency Use 1	CHARTFIELD3	10	No	Agency
Agency Use 2	BUDGET_REF	8	No	Agency

All ChartFields are character field type

\*Except for Capital Outlay and Commonwealth-wide Initiatives



# Wave 1 Key Points – Chart of Accounts

Key Point	Considerations
<p>Define your agency COA first, then determine the impact to your interface file layouts</p>	<p>Give ample thought to the type of reporting you will need from CARS (relative to the COA structure). Use this as an opportunity to address shortcomings or to enhance your financial reporting.</p>
<p>Each COA element is intended to be used for a specific purpose (excluding the two Agency Use elements). It is very important you follow the COA definition for each element.</p>	<p>Read each element carefully and review examples. Take time to understand the intent of each COA field and seek clarification when you are not sure. Your COA choices will serve as a foundation for your agency in Cardinal.</p>
<p>Just because the COA elements are available, does not mean that you have to use them all</p>	<p>If you are an interfacing agency, consider only utilizing the required COA elements in Cardinal (keeping the detail in your agency based system). This will likely save time and effort on interface development, ChartField maintenance, Cardinal error corrections, and reconciliations.</p>
<p>Evaluate changes to your agency based financial systems in the context of existing and future environments / processes (e.g., eVA, other agency based systems)</p>	<p>While the Cardinal COA structure and values will be adopted as the standard for the Commonwealth, switching to the new structure across the board will take time. You need to consider how the new COA structure will impact your entire operation.</p>



**Break**



# Major Business Process Impacts



# Global Impacts

- **Cardinal is a transactions-based system**
  - Cardinal transactions will replace CARS batch types and transaction codes
  - Each transaction (Accounts Payable voucher, General Ledger journal, Expense report, Accounts Receivable deposit) requires individual approval (versus the CARS approval by batch process)
  - Transactions have multiple editing (pass/fail) checkpoints before they are posted
- **End-users should have basic accounting knowledge**
  - Users should have an understanding of debits and credits
  - Users will need to know the new Chart of Accounts values and have basic accounting knowledge
- **CARS is the accounting system of record until June 2016**
  - Cardinal must be reconciled with CARS until CARS is retired
- **Cardinal consists of distinct modules (GL, AP, AR and EX)**
  - Transactions are entered and posted into Accounts Payable, Expenses and Accounts Receivable, then journal generated to the General Ledger
  - Because transactions have multiple points of editing, validation, and processing they can post in source modules before posting to General Ledger (impacting query and report results)
- **FINDS**
  - Financial data will not be loaded into FINDS once CARS is retired (after June 2016). Agencies that use FINDS downloads for reconciliation with CARS will need to use Cardinal reports and queries to obtain detail (as Cardinal will not be interfaced to CARS or FINDS).



# Major Business Impacts

- **Cardinal will be the system of record for Vendors**
  - One centralized vendor table, which is shared by all agencies and is owned and maintained centrally by the CVG (Commonwealth Vendor Group). eVA is the source of all procurement vendors in Cardinal.
  - Users must select pre-existing vendors, locations, and addresses when creating a voucher transaction. Users cannot add or maintain new vendors or addresses; instead, users need to submit a Vendor Maintenance Request form to the CVG.
  - Cardinal uses Vendor ID numbers to uniquely identify vendors and not the TIN number. Cardinal also stores the eVA VLIN at the vendor address level.
  - When processing refunds for vendors that do not already exist, a one-time vendor can be created by the CVG (or through the voucher upload interface for interfacing agencies). One-Time vendors are inactivated after they have been used on a voucher.
- **Inter-Agency Transfers (IATs) replaced by Agency to Agency transactions (ATAs)**
  - In Cardinal, payments made to other state agencies for goods and services are processed as vouchers in the AP module rather than IATs. All state agencies are set up as vendors. The paying agency only enters their agency's accounting distribution. A deposit is created in the AR module of the receiving agency to capture the inbound payment.



# Major Business Impacts

- **All petty cash transactions are tracked in Cardinal**
  - Petty cash accounting distributions and amounts are entered on vouchers
  - Petty cash vouchers must use Cardinal vendor
- **Employee reimbursements do not use SSN**
  - All employee non-payroll reimbursements will use the Expense module and require employee ID on the transaction
  - Employees cannot be paid using petty cash
  - Employees will not be set up on the vendor table
- **Cash impact on disbursements**
  - Disbursements (e.g., vouchers, employee expenses) are initially recorded to a payable account, not a cash account
  - Only disbursements (vouchers, expense reports, cash advances) are subject to available cash edit at the time the payment is issued. Cash balances are only affected when payment is made.



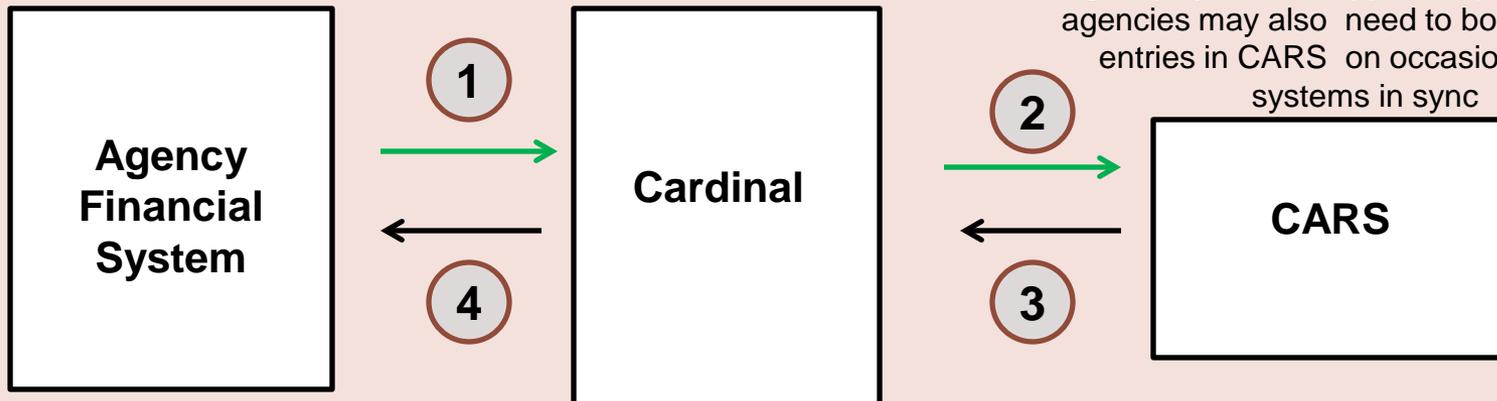
# Cardinal Reconciliation Model (Interfacing Agencies)

**Interfacing Agencies will be required to reconcile the three systems (Agency System, Cardinal and CARS) until CARS is retired**

Agency system will be the primary point of entry and approval for agency accounting transactions\*

Interfacing agencies may need to book adjusting entries in Cardinal on occasion to keep systems in sync

Until CARS is retired (end of Fiscal Year 2016), Central Journal Processing (e.g. Parking, etc.) will be initiated in CARS (Cardinal agencies will need to manually replicate these entries in Cardinal and the agency system as applicable). Interfacing agencies may also need to book adjusting entries in CARS on occasion to keep systems in sync



1 – New automated interfaces will feed agency transactions to Cardinal\*

2 – Existing automated interface will feed Cardinal transactions to CARS (voucher payment detail will NOT go to CARS)

3 – Existing automated interface will feed CARS history transactions to Cardinal, where they will be used ONLY for analysis purposes to assist in the reconciliation process (these transactions will not be processed in Cardinal as accounting entries)

4 – New automated interface will feed Cardinal history transactions to Agency system

\* Agency will interact with Cardinal in the same manner as they did with CARS. Not all agencies interface every transaction type. If you entered a transaction type directly into CARS, these will continue to be entered directly into Cardinal

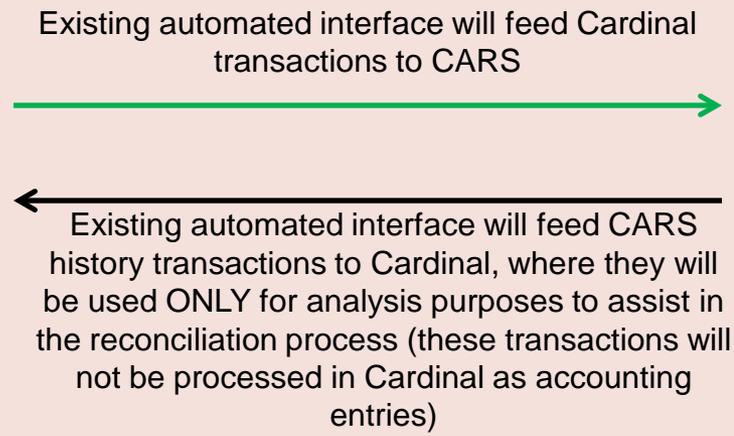
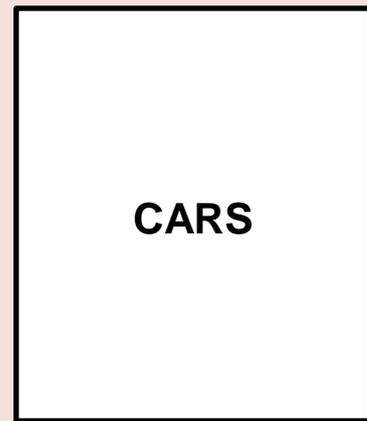
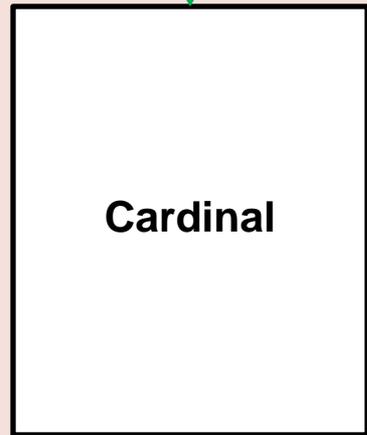


# Cardinal Reconciliation Model (Online Agencies)

**Online Agencies will be required to reconcile the two systems (Cardinal and CARS) until CARS is retired**

Cardinal will be the primary point of entry and approval for agency accounting transactions starting February 2016

Until CARS is retired (end of Fiscal Year 2016), Central Journal Processing (e.g. Parking, etc.) will be initiated in CARS (Cardinal agencies will need to manually replicate these entries in Cardinal as applicable). Cardinal agencies may also need to book adjusting entries in CARS on occasion to keep the two systems in sync





# Wave 1 Key Points – Business Process Impacts

<b>Key Point</b>	<b>Considerations</b>
Provide impact areas to agencies as soon as possible in the project timeline	Agencies begin to evaluate the impacts provided at this session
Evaluate and understand the interrelationship between business process changes and related issues	Leverage your agency contacts and keep your agency informed to best assess and be prepared for the change
Allocate the time necessary to submit the task correctly on the deadline. Do not wait until the last minute to complete the work. Ask for assistance from Cardinal when necessary.	Tasks benefit the agencies to set Cardinal up the way you want/need to transact/report



# Interface Overview



# Agency Interfaces

## Upload Interfaces

- Accounts Payable
  - Voucher Upload
  - Cash Advance Upload
  - Expense Report Upload
- Accounts Receivable
  - Funds Receipt Upload
- General Ledger
  - Journal Upload

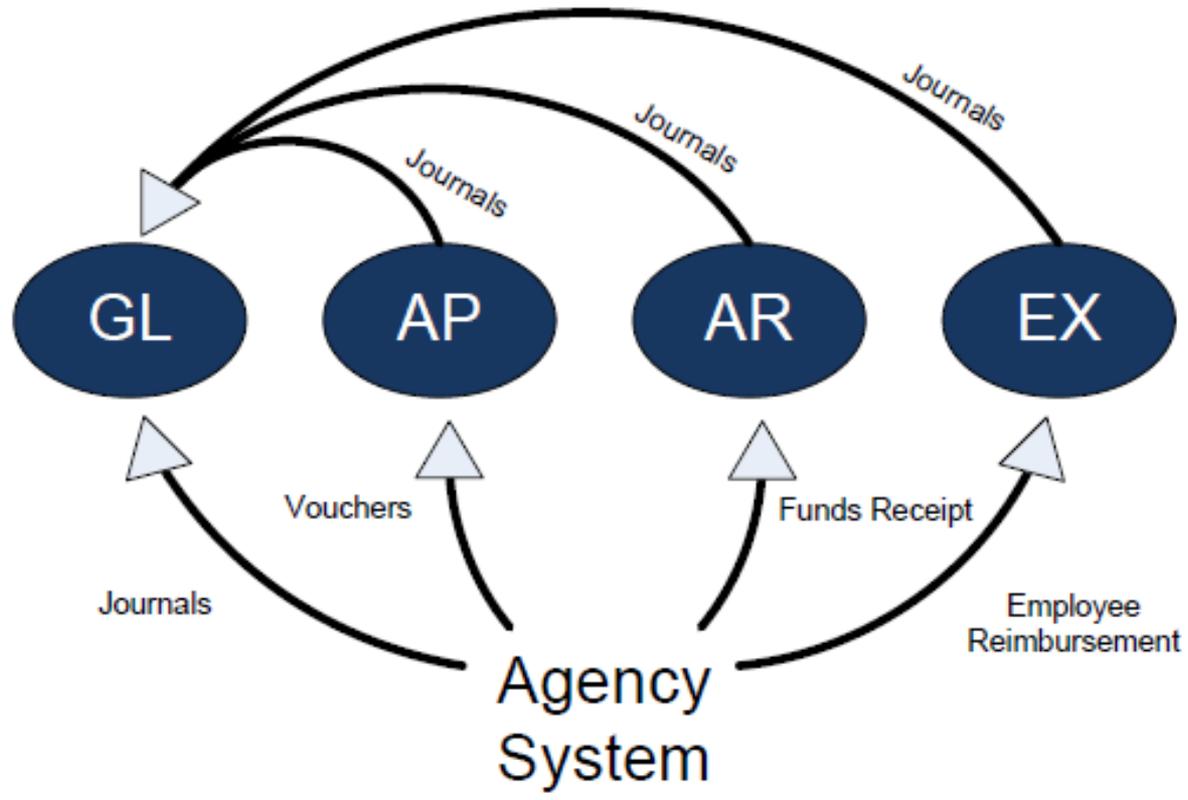
## Extract Interfaces

- Accounts Payable
  - Vendor Data Extract
  - Voucher Extract
  - Payment Recon Extract
  - 1099 Extract
  - Cash Advance Extract
  - Expense Report Extract
- Accounts Receivable
  - Funds Receipt Extract
- General Ledger
  - Journal Extract
  - Actuals Ledger Extract
  - Budget Ledger Extract
  - Chart of Accounts Extract



# Interface Overview

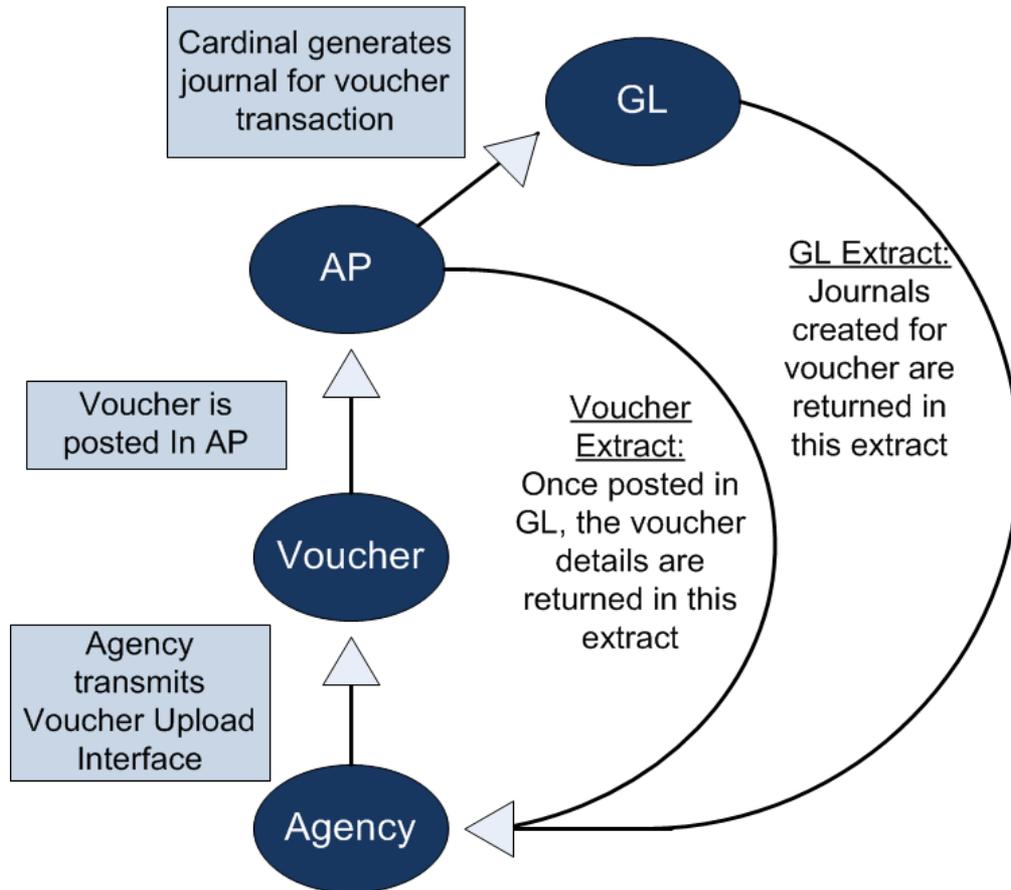
## Cardinal Module Integration





# Interface Overview

## Extract Relationship Example





# Accounts Payable

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
AP	AP.962	Vendor Data Extract	New Interface	<p>This interface extract provides new or updated vendors in the Cardinal Vendor tables. Vendors are considered any payee other than your own employees. It includes both eVA procurement vendors and fiscal vendors entered online in Cardinal. For recurring payments to vendors, Cardinal requires all vouchers to use a valid vendor.</p> <p>**Vendors that receive refund payments (e.g., tax refunds, student refunds) will be treated as one-time vendors and will not be sent in the Vendor Data Extract. See Voucher Upload for more information.</p> <p>**If you receive an eVA vendor extract file today, you will use this Cardinal extract in its place. The file contains data from Small Business and Supplier Diversity.</p>



# Accounts Payable

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
AP	AP.964	Voucher Upload	3, 4, D, P, R, X, 2 (for non-agency employees)	<p>This interface uploads vouchers for vendor payments, IAT payments to state agencies, and petty cash payments. For refund payments, one-time vendor vouchers (as noted in Vendor Data Extract) will be created from agency systems and interfaced into Cardinal. This transaction will require additional vendor details in the Voucher Upload file.</p> <p>**Agencies that use this interface are required to use valid Cardinal Vendors on their vouchers and we highly recommend receiving the Vendor Data Extract (AP.962) from Cardinal</p> <p>**DOA will require all agencies to record petty cash payments in Cardinal. Petty cash should not be used to reimburse employees</p>
AP	AP.943	Voucher Extract	3, 4, D, P, R, X, 2 (for non-agency employees)	<p>This interface extracts posted vouchers from the voucher tables to help agencies reconcile Cardinal to their agency system</p>



# Accounts Payable

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
AP	AP.967	Cash Advance Upload	3 and X (for agency employees)	<p>This interface uploads cash advance payment requests for your agency's employees</p> <p>**Cash advances to employees are captured as transactions on this interface and not through the Voucher Upload</p> <p>**Agencies that send employee cash advance transactions are required to have employee data in Cardinal. Cardinal will work with agencies to perform a one-time conversion of employees who have been paid for travel from CARS.</p> <p>**PMIS is the system of record for employees and Cardinal will not provide an employee extract interface</p> <p>**In Cardinal, employees cannot receive X batch (attachments) or specials (expedited payments)</p>
AP	AP.969	Cash Advance Extract	3 and X (for agency employees)	<p>This interface extracts any posted cash advances from the cash advance tables to help agencies reconcile Cardinal to their agency system</p>



# Accounts Payable

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
AP	AP.968	Expense Report Upload	2, 3 and X (for agency employees)	<p>This interface uploads non-payroll and non-cash advance payment requests for your agency's employees</p> <p>**Expense reimbursements to employees are captured as transactions on this interface and not through the Voucher Upload</p> <p>**Agencies that send employee expense report transactions are required to have employee data in Cardinal. Cardinal will work with agencies to perform a one-time conversion of employees who have been paid for travel from CARS.</p> <p>**PMIS is the system of record for employees and Cardinal will not provide an employee extract interface</p> <p>**In Cardinal, employees cannot receive X batch (attachments) or specials (expedited payments)</p>



# Accounts Payable

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
AP	AP.970	Expense Report Extract	2, 3 and X (for agency employees)	This interface extracts any posted expense reports from the expense tables to help agencies reconcile Cardinal to their agency system
AP	AP.705	Payment Recon Extract	Invoices Paid File Extract	This interface extracts newly posted and cancelled payments from Cardinal. It links voucher/cash advance/expense report data with payments/cancellations recorded in Cardinal.
AP	AP.973	1099 Extract	1099 Data from Reports	This interface extracts 1099 taxable data from Cardinal for agency reporting to IRS. <b>Alternatively</b> , Cardinal captures 1099-M reportable transactions and agencies can produce a 1099 file to send to the IRS from Cardinal.



# Accounts Receivable

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
AR	AR.39	Funds Receipt Upload	4, 7	This interface uploads funds receipt and deposit certificate data sent to Cardinal. This includes IAT deposits from other state agencies.
AR	AR.730	Funds Receipt Extract	4, 7	This interface extracts posted funds receipt data from deposit tables to help agencies reconcile Cardinal to their agency system



# General Ledger

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
GL	GL.600	Journal Upload	4, 6, F, A	<p>This interface uploads journal data sent to Cardinal</p> <p>**A spreadsheet journal upload (available to all agencies) can also be used to load journal data into Cardinal. It is not recommended as an alternative for agencies who send frequent and/or large journals on a regular basis.</p> <p>**For agencies that use this interface, the Cardinal team suggests the use of the Journal Extract (GL.595)</p> <p>**For Wave 1, agencies will need to enter their batch type F into Cardinal as a journal (online or through this interface). In Wave 2, FAACS will have a direct interface with Cardinal.</p>
GL	GL.595	Journal Extract	CARS History file	<p>This interface extracts posted journal data from the journal tables to help agencies reconcile. Journal data will include journals entered online, sub module journals, spreadsheet journal upload, journal upload, CIPPS payroll journal, and DOA entered journals. In Wave 2, FAACS journals will be included.</p>



# General Ledger

Module Area	Cardinal Interface Number	Interface Name	Batch Type or CARS Interface Cross Reference	Cardinal Interface Description
GL	GL102a	Chart of Accounts Extract	CARS Descriptor Table Extract	This interface extracts valid chart of account information from each of the ChartField tables in Cardinal that are applicable for use
GL	GL.288a	Actuals Ledger Extract	Operating File Extracts	This interface extracts expenditures and revenue posted <b>summarized</b> transactions from the actuals ledger in Cardinal
GL	GL.288b	Budget Ledger Extract	8, 0	This interface extracts current and prior year budget data from the budget ledger in Cardinal for budgets

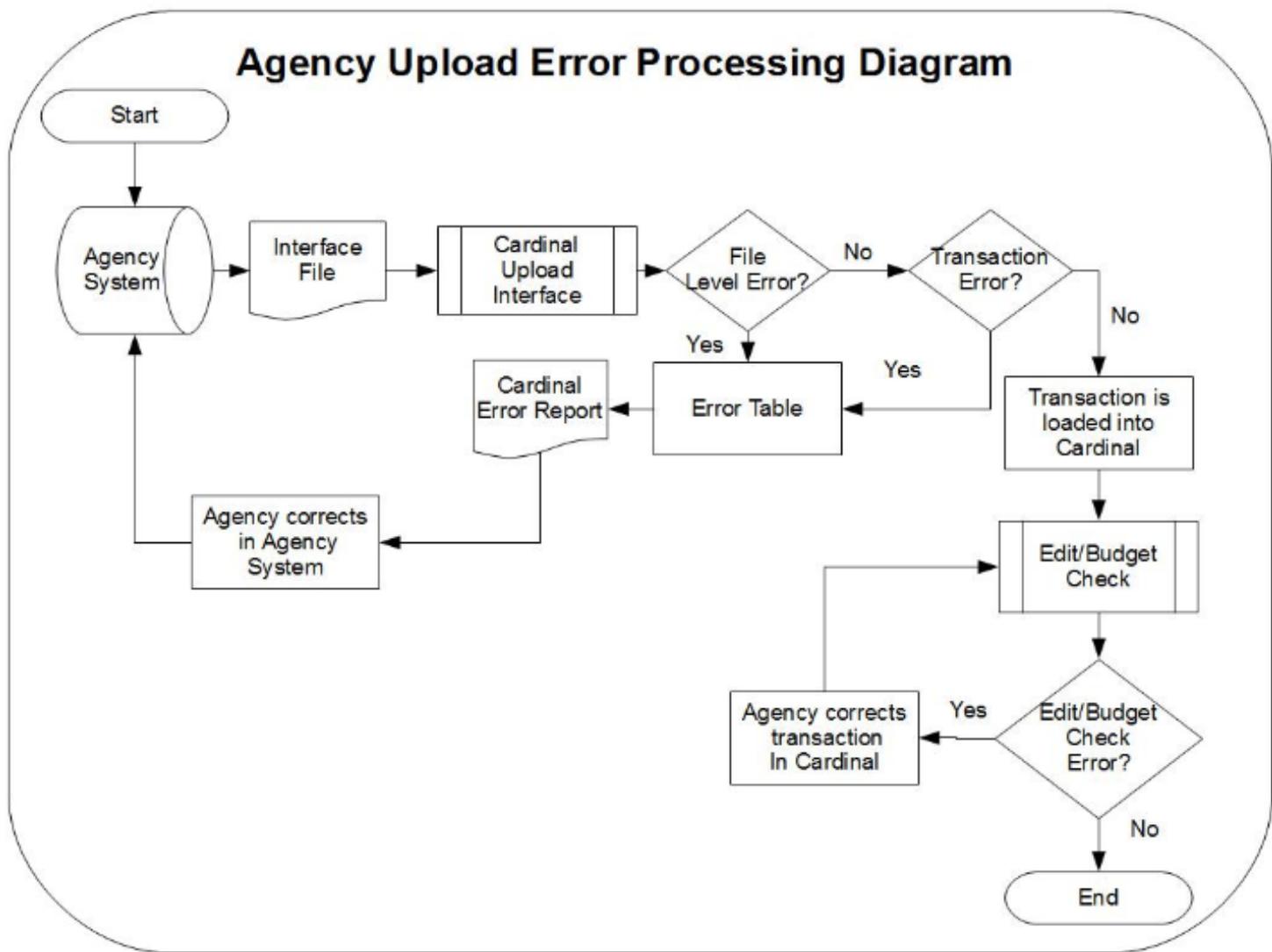


# Upload Interfaces: Error Processing Overview

- Upload files received from agencies that do not align with the Cardinal interface file layouts will result in errors:
  - File Level Errors: The file is not able to be processed by Cardinal and is rejected. The file must be corrected and re-sent to Cardinal
  - Transaction Errors: The file is successfully recognized and processed by Cardinal but individual transactions have errors. The transactions must be corrected and re-sent to Cardinal
  - Errors will be displayed on an error report that will be run for agencies automatically each night
- After a transaction is loaded in Cardinal, it will need to be edit/budget checked:
  - Transactions that fail edit/budget check will need to be corrected online in Cardinal



# Upload Interfaces: Error Processing Diagram





# Cardinal Transaction IDs

- Transmitted by agencies in Upload interface files to uniquely identify transactions in Cardinal
  - Voucher Upload: Voucher ID (VOUCHER\_ID)
  - Expense Report Upload: Expense Report ID (SHEET\_ID)
  - Funds Receipt Upload: Deposit Certificate Number (V\_DC\_TICKET\_NBR)
  - Journal Upload: Journal ID (JOURNAL\_ID)
- Displayed on the error report generated by Cardinal for transactions that are not able to be loaded into the system
- Can be used to locate the transaction in Cardinal
- Identify Cardinal transactions on Extract interface files
- Sent to CARS



# Cardinal Transaction IDs

- **Deposit Certificate (DC) number** is an eight-digit field and must be unique within an Accounts Receivable (AR) Business Unit in Cardinal

Transaction	Agency System	Cardinal	CARS
Interfaced deposit	Assumes an 8-digit agency system value (e.g., 00123456)	8-digit agency assigned system value (e.g., 00123456)	Cardinal sends the 8-digit value to CARS (e.g., 00123456)
Online deposit		8-digit agency assigned system value (e.g., 00234567)	Cardinal sends the 8-digit value to CARS (e.g., 00234567)

Note: Deposits in Cardinal require a Deposit ID in addition to the DC number. Cardinal will assign Deposit IDs for interfaced deposits. The use of auto-numbered Deposit IDs will be used for deposits entered online.

- **Expense Report ID** is a ten-digit field and must be unique throughout the system in Cardinal; the same ID cannot exist in multiple Business Units

Transaction	Agency System	Cardinal	CARS
Interfaced Expense Report	Assumes a 7-digit agency system value (e.g., 1234567)	3-digit agency reference code plus the 7-digit agency assigned system value (e.g., VIT1234567) <i>VIT = VITA</i>	From Jul-Aug, Cardinal removes the 3-digit agency reference code and adds an N (i.e., not payable) to the 7-digit agency assigned system value (e.g., 1234567N)
			From Sep-Jun, Cardinal removes the 3-digit agency reference code and sends the 7-digit agency assigned system value to CARS (e.g., 1234567)
Online Expense Report/Cash Advance		10-digit auto-generated value across the system (e.g., 0000016789)	From Jul-Aug, Cardinal removes the first 4 digits and adds an N (i.e., not payable) (e.g., 016789N)
			From Sep-Jun, Cardinal removes the first 3 digits (e.g., 0016789)



# Cardinal Transaction IDs

- **Voucher ID** is an eight-digit field and must be unique within an Accounts Payable (AP) Business Unit in Cardinal

Transaction	Agency System	Cardinal	CARS
Interfaced voucher or online voucher entered by interfacing agency*	Assumes a 7-digit agency system value (e.g., 1234567)	7-digit agency assigned system value (e.g., 1234567)	From Jul-Aug, Cardinal adds an N (i.e., not payable) to the Cardinal ID (e.g., 1234567N)
			From Sep-Jun, Cardinal sends the 7-digit Cardinal ID to CARS (e.g., 1234567)
Online voucher entered by online agency		8-digit auto-generated number by AP BU (e.g., 00000001)	From Jul-Aug, Cardinal removes the first digit and adds an N (i.e., not payable) to the Cardinal ID (e.g., 0000001N)
			From Sep-Jun, Cardinal sends the 8-digit Cardinal ID to CARS (e.g., 00000001)

Note: After CARS is retired, the Voucher ID field will be opened up to eight positions for interfacing agencies

- **Journal ID** is a ten-digit field and must be unique within a General Ledger Business Unit in Cardinal

Transaction	Agency System	Cardinal	CARS
Interfaced journal or online journal entered by interfacing agency*	Assumes an 8-digit agency system value (e.g., 12345678)	8-digit agency assigned system value (e.g., 12345678)	Cardinal sends the 8-digit value to CARS (e.g., 12345678)
Online journal entered by online agency		10-digit auto-generated value by GL BU (e.g., 0000000001)	Cardinal removes the first 2 digits and sends the last 8 digits of the Cardinal ID (e.g., 00000001)

Note: After CARS is retired, the Journal ID field would be opened up to 10 positions for interfacing agencies

\* Cardinal allows an interfacing agency to override the use of "NEXT" for auto-numbering of ID. Agencies can enter their own agency ID number when entering vouchers or journals.



# Wave 1 Key Points – Interfaces

Key Point	Considerations
Do not discount what you use FINDS for today	Evaluate your agency's uses of FINDS to determine what is needed from Cardinal
Cardinal <u>transaction extracts</u> (e.g., voucher extract) should be used for agency reporting and reconciliation (not for creating transactions in your agency-based systems)	Determine what data you need/want from Cardinal today for reporting and reconciliation
Determine impacts to agency systems and processes beyond the system updates/programs needed to generate an interface file	Plan for system changes in your project preparations. Assess all systems within the business process (e.g., Access databases, Excel files) to determine impact.
Interface File Layouts were 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



# **Take Aways and Next Steps**



# Take Aways from Meeting

- We have a lot of work ahead of us
  - Recognize this is an investment for your agency and the more you put in, the more you get out
  - Start to develop a preliminary plan to address resource constraints
  - Review today's handouts again on your own
  - Visit the Cardinal website to get a taste of what has been going on in Wave 1 – read the Wave 1 newsletters (Archive), preview training materials under the Statewide Toolbox
- 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



# Take Aways from Meeting (cont.)

- Do not underestimate the value of the Cardinal Change Network
  - Assign the right members from your agency
  - Plan to attend the required meetings/workshops
  - Take the task assignments and due dates seriously
- Interface work will likely be significant
  - Not just swapping out CARS fields for Cardinal fields
  - Changes may be needed to your agency based systems
  - Interfacing agencies may want to treat the interface effort as a Project
  - Assign someone to oversee the internal effort
  - Develop a plan, document key tasks, assign due dates, identify responsible parties
  - Start to develop a preliminary plan to address resource constraints



# Take Aways from Meeting (cont.)

- Start thinking about your strategy now
  - Do you have financial/operational reporting deficiencies that could possibly be improved by revamping the way you track budgets and spending (changing your Chart of Accounts use)
  - How will Chart of Accounts structure changes potentially impact your financial system, your processes, and your interaction with other systems that rely on financial data
  - How will the shift from Batch Types and Transaction Codes change your agency based systems and processes
  - Consider developing an inventory of your existing systems, applications, and interacting processes that will possibly be impacted by the Cardinal changes



# Next Steps

- Complete Agency Task #1: Fiscal Officers identify Wave 2 Assembled Agency Change Network Members
  - Primary Contact
  - Agency Contacts
- Change Network Members Attend Change Network Launch the week of October 13