# EXHIBIT A-B3: SUPPLEMENT TO CORE FINANCIAL STATEMENT OF WORK (FMS 2.0 - ENVISION – PART 2)

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# 1. INTRODUCTION

The City of Los Angeles (City) currently utilizes the Supply Management System (SMS) for all procurement and inventory management functions and business processes by all Council-Controlled departments. SMS runs on PeopleSoft Financials v9.0. SMS has been in production operations at the City since 2001.

In 2011, the City partnered with CGI Technologies and Solutions Inc. ("CGI") to implement the Financial Management System (FMS) as the financial system for all Council-Controlled departments. FMS runs on CGI Advantage Financial v3.8. The City has implemented four major modules (functions) of the CGI Advantage Financial application: 1) Accounts Payable (AP) for the setup and payment of City vendors, 2) Accounts Receivable (AR) for the billing and collection of payments from City customers, 3) Cost Accounting to track project/grant expenditures used to support the processing of cost reimbursements, and 4) General Ledger for financial reporting and budgetary controls.

The City has decided to explore replacing SMS with the Procurement, Inventory, and Vendor Self Service (VSS) modules of CGI Advantage to fully integrate its Procurement and Inventory Management functions with the Citywide FMS ("FMS 2.0: Integrated Financial and Procurement System").

CGI's implementation methodology is comprised of 4 phases:

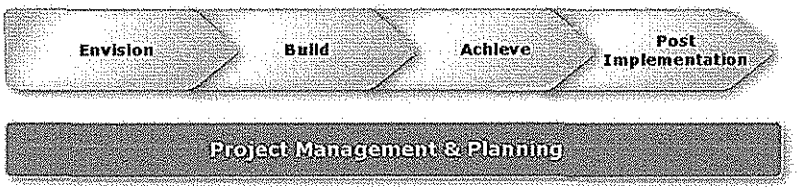
**Envision**. The Envision phase develops the blueprint for the implementation of the new FMS 2.0 system, which consists of documenting the current business processes, conducting a review of those processes, and perform a fit-gap analysis of the current system processes in CGI Advantage.

**Build**. The Build phase includes the construction and preparation of the new system to support the business processes. The objective of the Build phase is to design, configure, integrate, build, and test the new system and business processes.

**Achieve**. The Achieve phase integrates the system components established in the Build phase with the ongoing business and represents system Go-live for production operations.

**Post-Implementation**. The Post-Implementation phase activities include monitoring performance in production operations and resolving production incidents.

**Exhibit A–1 Implementation Methodology**



The City further elected to breakdown the Envision phase into two separate parts:

**Envision – Part 1**

- *Fit-Gap Analysis:* The objective of the Fit-Gap Analysis is to determine the level of fit between the City's current business processes and CGI Advantage functionality by performing application prototyping based on the City's documented business processes. A Fit-Gap Analysis of the prototype results will determine the modifications required to the CGI Advantage application or the City's business processes in order to support the City's business processes. A high-level assessment of the current interfaces between SMS and external systems and the data conversion requirements to convert SMS data to CGI Advantage will also be conducted during this phase.

**Envision – Part 2**

- *Implementation Assessment:* The objective of the Implementation Assessment is to analyze the system implementation requirements and create strategies for data conversion, system interfaces, reporting/inquiry, training, documentation, security and workflow, and software modifications to CGI Advantage. These strategy documents will establish the implementation scope and document the approach as to how each area will be implemented within the scope of the FMS 2.0 project. The strategy documents will be the basis for developing detailed plans for each area during the Build Phase.
- *New Scope Items to Analyze and Prototype:* Analyze and prototype any new scope items identified during Envision – Part 1.

From October 2013 through February 2014, the City and CGI engaged in the Envision Phase – Part 1, to analyze the Fit-Gap between the Procurement, Inventory Management, and VSS modules of CGI Advantage and the City business processes for Commodity based Purchasing, Commodity based Accounts Payable, Inventory and Vendor Management.

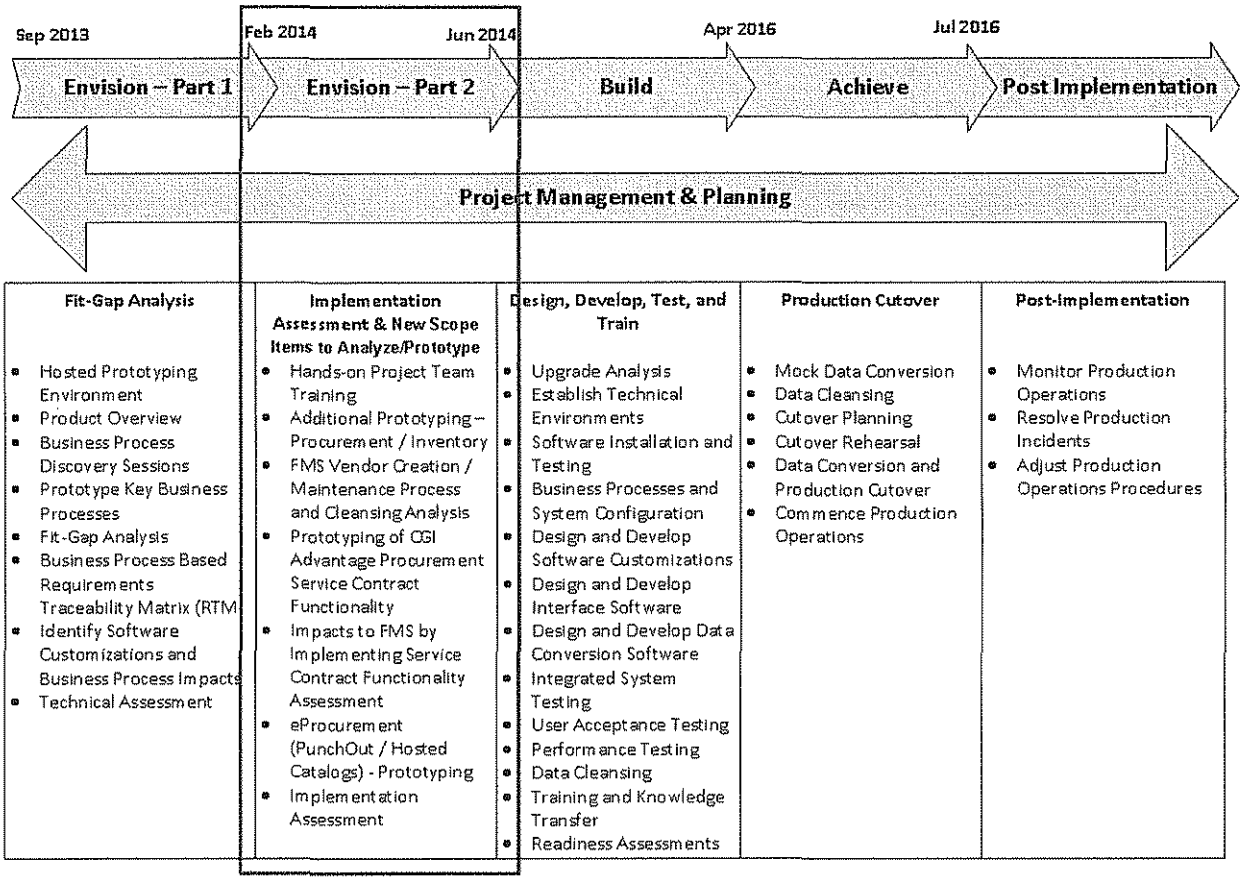
During Envision – Part 1, the City identified new scope items to analyze and prototype during Envision – Part 2. These scope items include the following major areas:

1. Hands-on Product Training (Procurement / Inventory / Accounts Payable) and Prototyping
2. Deferred and Additional Procurement / Inventory / Accounts Payable / VSS Prototyping
3. FMS Vendor Creation / Maintenance Process and Cleansing Analysis
4. Service Contract Prototyping and Impacts to Existing FMS Processes
5. eProcurement (Punch Out and Hosted Catalogs)

The Implementation Assessment and the items described above will be part of the Envision – Part 2 as summarized in Exhibit A-2.

This document is the Statement of Work (SOW) to complete the *Envision – Part 2.*

## Exhibit A–2 City of LA Implementation Approach




| Fit-Gap Analysis | Implementation Assessment & New Scope Items to Analyze/Prototype | Design, Develop, Test, and Train | Production Cutover | Post-Implementation |
|---|---|---|---|---|
| • Hosted Prototyping Environment<br>• Product Overview<br>• Business Process Discovery Sessions<br>• Prototype Key Business Processes<br>• Fit-Gap Analysis<br>• Business Process Based Requirements Traceability Matrix (RTM)<br>• Identify Software Customizations and Business Process Impacts<br>• Technical Assessment | • Hands-on Project Team Training<br>• Additional Prototyping – Procurement / Inventory<br>• FMS Vendor Creation / Maintenance Process and Cleansing Analysis<br>• Prototyping of CGI Advantage Procurement Service Contract Functionality<br>• Impacts to FMS by Implementing Service Contract Functionality Assessment<br>• eProcurement (PunchOut / Hosted Catalogs) - Prototyping<br>• Implementation Assessment | • Upgrade Analysis<br>• Establish Technical Environments<br>• Software Installation and Testing<br>• Business Processes and System Configuration<br>• Design and Develop Software Customizations<br>• Design and Develop Interface Software<br>• Design and Develop Data Conversion Software<br>• Integrated System Testing<br>• User Acceptance Testing<br>• Performance Testing<br>• Data Cleansing<br>• Training and Knowledge Transfer<br>• Readiness Assessments | • Mock Data Conversion<br>• Data Cleansing<br>• Cutover Planning<br>• Cutover Rehearsal<br>• Data Conversion and Production Cutover<br>• Commence Production Operations | • Monitor Production Operations<br>• Resolve Production Incidents<br>• Adjust Production Operations Procedures |

# 2. SCOPE OF WORK

This section describes the scope of work for the Envision – Part 2 phase.

### 2.1. CGI Hosted Advantage Prototyping Environment

This task includes the continuation of hosting version 3.10 of CGI Advantage Financial, Procurement, Inventory Management, and Vendor Self Service software modules in a CGI hosted prototyping environment.

Additionally, CGI will host an eProcurement prototyping environment to facilitate the prototyping of Punch Out and Hosted Catalog business process scenarios.

CGI will install a test vendor site for punch out on CGI hosted environment and maintain it throughout the prototyping period from March through June 2014. The City will provide assistance with network access where necessary.

### 2.2. Hands-on Product Training

CGI will provide City SMEs with hands-on training on CGI Advantage Procurement, Inventory and Accounts Payable modules. CGI will setup the training environment, develop the training materials and deliver the hands on training on CGI Advantage. City will provide the training facilities/scheduling logistics and attend the training classes.

### 2.3. Hands-on Prototyping

The prototyping sessions in Envision – Part 1 were conducted by CGI and the results were reviewed with the City. In order to promote further City acceptance and adoption, the City staff will perform hands-on prototyping of the scripts that were developed in Envision – Part 1. CGI and the City will jointly select the scripts to conduct hands-on prototyping. CGI will support the City in the re-execution of a select number of the prototyping scripts.

### 2.4. Deferred and Additional Prototyping – Procurement / Inventory / Accounts Payable / VSS

During Envision – Part 1, a list of open items was identified and was deferred to Envision – Part 2. These open items include additional research required to determine a level of fit of select City business scenarios with CGI Advantage as well as creation and execution of deferred prototyping scenarios for Procurement, Inventory, Accounts Payable, and VSS.

This task will include researching deferred open items, the creation of additional prototyping scripts, execution of the prototyping scripts, updates to the Business Process based Requirement Traceability Matrix (RTM), and updates to the Fit Gap document from Envision – Part 1.

### 2.5. FMS Vendor Creation/Maintenance Process and Cleansing Analysis

The City has expressed interest in moving towards a single Vendor database for Service and Commodity Vendors with the merging of SMS and FMS. The existing process of how Vendors are established / maintained in FMS, including the process with LATAX to establish the Business Tax Registration Certificate (BTRC), and how SMS Vendors are currently established in FMS will be reviewed.

The City has expressed issues with the current process (e.g., duplicate Vendor records established, BTRC inferring legal name causing issues with payments, etc.). This analysis will document those issues and provide recommendations for potential resolution. There is also interest from the City in moving towards one database for Service and Commodity Vendors with the merging of SMS into FMS in order to take full advantage of the Vendor Self Service functionality and improve the Vendor experience of doing business with the City. This task will analyze the effort to cleanse the existing data / process changes needed in order to achieve this goal.

CGI will perform the following:

- Facilitate Discovery Sessions with Controller, GSD, Finance, and ITA around the existing Vendor and BTRC Process between FMS, SMS, and LATAX.
- Document the current business process and issues/pain points identified by the City
- Analyze the existing business process and the existing Vendor data in FMS / SMS and make recommendations on how to resolve the existing issues
- Analyze the Vendor cleansing impacts / effort needed in order to achieve the City's goal of a clean unique Vendor
- Create an FMS Vendor Creation / Maintenance Process and Cleansing Analysis document including:
    - Executive Summary
    - Current Business Process
    - Current Issues
    - Recommendations for Improvement
    - Impacts to Existing Process
    - Data Cleansing Strategy and Approach

### 2.6. Prototyping of CGI Advantage Procurement Service Contract Functionality

The City is interested in leveraging the Service Contract functionality in the CGI Advantage Procurement module in order to take advantage of potential benefits such as:

- Centralized Service and Commodity Contract Information (Amount, Type, etc.)
- Streamlined approach for Electronic Invoice Submission on VSS for both Service and Commodity vendors

The City currently utilizes FMS for operational management and accounting of Service Contract functionality. The scope of this effort is limited to analyzing those functions that are currently performed in FMS that may be performed in the Procurement module.

CGI will perform the following:

- Prepare and conduct a series of Discovery Sessions
- Documentation of the discovery sessions

- Jointly, with the City, identify Business Processes to be Prototyped
- Configure Prototyping Environment
- Develop Prototype Scripts
- Conduct Prototyping
- Document Prototyping Results
- Analyze Level of Fit
- Updates to the Business Process based Requirements Traceability Matrix (RTM)
- Create a new Service Contract chapter of the Fit-Gap document from Envision – Part 1

### 2.7. Assessment of Impacts to FMS by Implementing Service Contract Functionality

The assessment of impacts to FMS from implementing Service Contract functionality needs to be analyzed for a clear picture of the change management and business process impacts that will culminate from implementing the functionality.

The following areas will be analyzed:

- System Functionality (Limited to FMS functionality currently being utilized)
  - Usage of Reporting Code/Sub Reporting Code/Contract Budget Structure 91
  - Accounting Impacts
  - Budget Control Impacts
- Configuration
- Interfaces
- Reports
- Conversion
- Training

CGI will create an *Impacts to FMS by Implementing Service Contract Functionality Assessment Document* including:

- Current Process
- New Process
- Impacts
- Potential Business Process Improvement

### 2.8. Prototyping of eProcurement (Punch Out and Hosted Catalog)

The City is interested in potentially replacing their existing SciQuest functionality with CGI Advantage eProcurement functionality. The analysis of replacing existing SciQuest functionality will require prototyping of City eProcurement functionality requirements with CGI Advantage eProcurement solution. This will include Punch Out and Hosted Catalog functionality in Procurement and Vendor Self Service modules.

City will Provide documentation on current City business processes, business scenarios to prototype, and business requirements.

CGI will do the following:

- Review Documentation Provided by City
- Jointly, with the City, identify Business Processes to be Prototyped
- Configure Prototyping Environment

- Develop Prototype Scripts
- Conduct Prototype Sessions
- Document Prototype Results
- Updates to the Business Process based Requirements Traceability Matrix (RTM)
- Create a new eProcurement chapter of the Fit-Gap document

## 2.9. Implementation Assessment

### 2.9.1. Implementation Assessment

During the Implementation Assessment task, activities will be performed to establish the scope and develop implementation strategies for software modifications, data conversion, reporting/forms, interfaces, training, and security and workflow activities. The results of these activities will be consolidated into the Implementation Analysis Document (IAD).

#### 2.9.1.1. Business Process Improvements

This section of the IAD will list the business process improvements that the City and CGI team have identified throughout the Envision phase. This will include business process improvements from the replacement of SMS with the CGI Advantage Procurement/Inventory modules into one FMS system, the implementation of Vendor Self Service, and the potential business process improvements from implementing Service Contract functionality.

#### 2.9.1.2. Software Modification Strategy

The objective of the Software Modification Strategy is to document the scope of the software modifications and the overall approach as to how and when these modifications will be developed, implemented and tested. Using the software modifications identified in the results of the Fit-Gap Analysis, CGI will work with the City to re-evaluate the proposed software modifications and determine which software modifications are still needed and any additional software modifications that are required. An assessment of the impact of FMS custom modifications will also be included. Based on the Software Modification Strategy and as an initial activity during the Build Phase, a Software Modification Plan will be developed to provide additional detail to the required software modifications and provide the basis for the software modification design, development, and system test effort detailed planning.

#### 2.9.1.3. Data Conversion Strategy

The Data Conversion Strategy will define the scope of the data conversion and data cleansing effort and how data will be converted from the City's current systems to CGI Advantage. The strategy document will discuss the CGI conversion tools that will be used. The Data Conversion Strategy will identify the types of target data and the volume of historical data to be converted. Based upon this high-level strategy, a cross-reference will be developed identifying the data stores in the current system, and the associated data stores in CGI Advantage. For each of the tables, documents, and ledgers, a level of the conversion complexity will be identified. The level of conversion complexity will be classified as one of the following:

- **Automated:** The automated conversion is one in which the data extraction, data transformation, and data load to the new system can be handled completely by a series of executed jobs or scripts. This method may require the use of conversion crosswalk files (i.e., files that translate data values to the new FMS values) to alter the structure of the data and default any empty or new fields. Additionally, there may be a need to review or cleanse the data prior to loading it into the target application database.
- **Semi-Automated:** The semi-automated conversion method is used when the data to be converted may be assembled manually (e.g., entered into an Excel spreadsheet), but the actual loading into the target database is supported by an automated process.
- **Manual:** The manual conversion method entails entering the data to be converted directly into the online application. This method can be used when the data does not exist in the City's systems or manual entry into the FMS application would be faster than designing, developing, and testing an automated or semi-automated conversion process. This method is typically reserved for tables with small (less than 100 records) conversion volumes. The volume of data converted will also factor into the complexity of the conversion. A large amount of data will have an impact on the overall level of effort for a conversion as well as the complexity of the conversion. Smaller volumes of data will be converted manually or semi-automatically.

An assessment of the impact of FMS tables will also be included.

#### 2.9.1.4. Report and Form Strategy

The objective of this task is to confirm the reporting and form scope and to develop the overall approach for providing the reports and forms needed by the end users. During this task, the CGI staff will work with the City to develop a comprehensive list of the reports and forms desired. The output of this task will be the Report and Form Strategy that lists and describes the desired set of reports and forms; identifies who requires the reports and forms; categorizes them as to their level of complexity; and recommends a strategy of how to generate the report and forms.

The complexity of a report drives the cost of the report in terms of design, development, and testing. The complexity of a report is dependent on the number of tables accessed, special formatting, computations, etc. CGI will work with the City to come up with a set of guidelines for the rating of reports in terms of their complexity and cost to design, develop and system test.

This strategy will focus on the design, development, and testing of the custom reports and forms to be produced using the CGI infoAdvantage suite of reporting tools and using the bundled Adobe suite of form tools. Reporting and form requirements will be gathered by reviewing the current production reports/inquiries and forms. The disposition of each report and form will be categorized as follows:

- **Replace** – The report or form will be replaced by a CGI Advantage report or form functionality.
- **Create** – The report or form cannot be addressed by CGI Advantage baseline reporting and form functionality. A new report and/or form will need to be developed.
- **Eliminate** – The report or form is no longer needed and can be eliminated.

The Report and Form Strategy includes an approach to either replace or feed the existing data mart(s)/data warehouse(s).

An assessment of the impact of FMS reports and forms will also be included.

#### 2.9.1.5. Interface/Integration Strategy

The Interface/Integration Strategy will list and describe the current set of interfaces; categorize whether interfaces are inbound or outbound; identify source or destination systems; and recommend an appropriate strategy in terms of retrofitting, eliminating, rebuilding or replacing the interface. System interfaces will be prioritized based on the extent of modifications required for the interface and the mission critical degree of the interface. The level of change required for each interface will be categorized as follows:

- **Low Impact** – Minor modification to the interface will be required, such as changes to format of data.
- **Medium Impact** – A moderate level of changes will be required for the interface.
- **High Impact** – A significant level of modification or a complete re-write will be required for the interface.

Where applicable, the Interface/Integration Strategy will leverage the use of Pervasive Data Integrator, a CGI Advantage third party tool.

An assessment of the impact of FMS interfaces will also be included.

#### 2.9.1.6. Training Strategy

Training requirements will be identified that include the number and types of users to be trained, the types of training and documentation to be provided, the required training configuration and courses, as well as how each course will be delivered. Documentation requirements will include the type of documentation, the media for the documentation, as well as methods for maintaining and distributing the documentation.

#### 2.9.1.7. Security and Workflow Strategy

This document provides a strategy and approach for implementing the CGI Advantage Security and Workflow areas for FMS 2.0. It identifies the basic tasks and activities to be accomplished, the roles and responsibilities of those performing the tasks, as well as associated guidelines and assumptions.

The underlying goal of this document is to provide a roadmap and methodology for the CGI Advantage Security and Workflow implementation that provides the direction and information to facilitate the setup the security and workflow with FMS 2.0 for the implementation of the CGI Advantage Procurement, Inventory, and Vendor Self Service modules at the City.

### 2.9.2. Implementation Analysis Document

The results of the analysis performed and work products developed during the Envision phase and the Implementation Assessment will be consolidated into the Implementation Analysis Document. This will include the updated Business Process based Requirements Traceability Matrix (RTM), implementation strategies and roadmap for the Build and Achieve Phases. CGI will develop an Executive Summary for the Implementation Analysis Document that summarizes the overall results of the Envision Phase activities.

An Implementation Roadmap and Plan will be created that takes into account the established scope and strategies of the various implementation areas. The Implementation Roadmap and Plan will describe the roadmap for planning and executing based on the strategies developed in the Implementation Assessment. This document will also describe the roadmap for planning and executing the technical implementation components (e.g., software development and testing, establishing the technical platforms for development, testing, and production operations), and the tasks, schedules, planning assumptions, and resources necessary for implementing CGI Advantage Procurement, Inventory Management, and Vendor Self Service modules in the Build and Achieve Phases.

## 3. Project Plan Roles and Responsibilities

Exhibit A-3 below shows the major activities and tasks performed during the project and the roles and responsibilities of both CGI and the City of Los Angeles.

Exhibit A–3 Project Plan Roles and Responsibilities

| Activity/Task | CGI Roles | CGI Responsibilities | City Roles | City Responsibilities |
|---|---|---|---|---|
| CGI Hosted Prototyping Environment | • Software Installer<br>• Technical Lead | • Install a test Vendor PunchOut site on CGI hosted environment<br>• Hosting CGI Advantage Financial, Procurement, Inventory Management, and Vendor Self Service software modules v 3.10 in the Prototype Environment provided by CGI<br>• Maintain environment throughout prototyping | • Network Administrator | • Provide assistance with network access where necessary |
| Hands-on Product Training | • CGI Training Team<br>• Functional Team Leads | • Set-up Training Environment for product training<br>• Develop Training Materials<br>• Deliver Training on CGI Advantage | • Business Experts | • Provide training facilities/scheduling logistics<br>• Attend training classes |
| Hands-On Prototyping | • Functional Team Leads | • Identify selected business processes to be prototyped<br>• Support City in re-executing the Envision - Part 1 scripts | • Business Experts | • Identify and approve selected business processes to be prototyped<br>• Provide prototyping facilities/scheduling logistics<br>• Hands-on execution of selected prototype scripts from Envision – Part 1 |
| Deferred and Additional Prototyping | • Functional Team Leads | • Configure Prototyping Environment<br>• Develop Prototype Scripts for Deferred and Additional Scenarios<br>• Conduct Prototype Sessions for | • Business Experts | • Jointly, with CGI, identify business processes to be prototyped<br>• Participate in Prototype |

| Activity/Task | CGI Roles | CGI Responsibilities | City Roles | City Responsibilities |
|---|---|---|---|---|
| | | Deferred and Additional Scenarios<br>• Document Prototype Results<br>• Update RTM for prototyping results<br>• Update Fit Gap document for prototyping results | | Sessions for Deferred and Additional Scenarios<br>• Review and Approve Prototype Scripts and Results |
| FMS Vendor Creation / Maintenance Process and Cleansing Analysis | • Functional Team Leads | • Facilitate Discovery Sessions with Controller, GSD, Finance, and ITA around the existing Vendor and BTRC Process between FMS, SMS, and LATAX.<br>• Document the current business process and issues/pain points identified by the City<br>• Analyze the existing business process and the existing Vendor data in FMS / SMS and make recommendations on how to resolve the existing issues<br>• Analyze the Vendor cleansing impacts / effort needed in order to achieve the City's goal of a clean unique Vendor<br>• Create an FMS Vendor Creation / Maintenance Process and Cleansing Analysis document including:<br>o Executive Summary<br>o Current Business Process<br>o Current Issues<br>o Recommendations for Improvement<br>o Impacts to Existing Process<br>o Data Cleansing Strategy and Approach | • Business Experts | • Provide documentation on current City business processes and issues<br>• Actively participate in discovery sessions<br>• Provide access to and SME guidance on relevant FMS, SMS, and LATAX data<br>• Review and Approve the FMS Vendor Creation / Maintenance Process and Cleansing Analysis document |
| Prototyping of CGI Advantage Procurement Service Contract | • Functional Team Leads | • Review documentation provided by City<br>• Prepare for and conduct a series of discovery sessions | • Business Experts | • Provide documentation on current City business processes, business scenarios to prototype, |

| Activity/Task | CGI Roles | CGI Responsibilities | City Roles | City Responsibilities |
|---|---|---|---|---|
| Functionality | | • Documentation of discovery session<br>• Identify selected business processes to be prototyped<br>• Configure Prototyping Environment<br>• Develop Prototype Scripts<br>• Conduct Prototype Sessions<br>• Document Prototype Results<br>• Update RTM for prototyping results<br>• Create a new Service Contract chapter of the Fit-Gap document | | and business requirements<br>• Actively participate in discovery sessions<br>• Participate in Prototype Sessions<br>• Review and Approve Prototype Scripts and Results |
| Assessment of Impacts to FMS by Implementing Service Contract Functionality | • Functional Team Leads<br>• Technical Lead | • Perform an assessment of the Impacts to FMS by Implementing Service Contract Functionality. The following areas will be analyzed:<br>o System Functionality<br>▪ Usage of Reporting Code/ Sub Reporting Code/Contract Budget Structure 91<br>▪ Accounting Impacts<br>▪ Budget Control Impacts<br>o Configuration<br>o Interfaces<br>o Reports<br>o Conversion<br>o Training<br>• Create an Impacts to FMS by Implementing Service Contract Functionality Assessment document including:<br>o Current Process<br>o New Process<br>o Impacts<br>o Potential Business Process Improvement | • Business Experts<br>• Functional Team Leads<br>• FMS IT Management<br>• SMS IT Management | • Provide documentation on current City business process<br>• Actively participate in assessment<br>• Provide access to and SME guidance on relevant FMS data<br>• Review and Approve the Impacts to FMS by Implementing Service Contract Functionality Assessment document |

| Activity/Task | CGI Roles | CGI Responsibilities | City Roles | City Responsibilities |
|---|---|---|---|---|
| eProcurement (PunchOut / Hosted Catalogs) - Prototyping | • Functional Team Leads<br>• Technical Lead | • Review documentation provided by City<br>• Identify selected business processes to be prototyped<br>• Configure Prototyping Environment<br>• Develop Prototype Scripts<br>• Lead Prototype Sessions<br>• Document Prototype Results<br>• Update RTM for prototyping results<br>• Create a new eProcurement chapter of the Fit-Gap document | • Business Experts | • Provide documentation on current City business processes, business scenarios to prototype, and business requirements<br>• Participate in Prototype Sessions<br>• Review and Approve Prototype Scripts and Results |
| Implementation Assessment | • Functional Team Leads<br>• Technical Lead | • Perform a Reporting assessment for the FMS 2.0 project<br>• Perform a Training assessment for the FMS 2.0 project<br>• Perform a Security and Workflow assessment of FMS 2.0 project<br>• Document the Overall Implementation Strategy and the results of the analysis during the Envision Phase. Sections of the document include:<br>o Executive Summary<br>o Business Process Improvements<br>o Fit Gap Analysis Summary<br>o Implementation Roadmap<br>o Software Modification Strategy<br>o Data Conversion Strategy<br>o Report and Form Strategy<br>o Interface Strategy<br>o Training Strategy<br>o Security and Workflow Strategy | • Business Experts<br>• Functional Team Leads<br>• FMS IT Management<br>• SMS IT Management | • Jointly identify business process improvements<br>• Review drafts and approve final versions of the strategy documents<br>• Provide input to the analysis |