

Local Education Authority (LEA)

Exhibit A – Statement of Work



Public Schools of North Carolina

State Board of Education
Department of Public Instruction

Prepared for: **LEA**
Client address
City, ST Zip

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1. Executive Summary

This Statement of Work (SOW) is intended to document the scope, roles, responsibility, tasks, and timeframe for the implementation of the Oracle Cloud applications for the LEA. This project is the LEA's blueprint to improve and integrate the business processes, move away from legacy systems, and more broadly leverage the integrated software applications.

This Executive Summary section is intended as an overview of the LEA's project objectives, scope, and timeline for the project. Following the Executive Summary, the terms of the SOW are documented in more detail.

The new solution is cloud-based, departmentalized, role-based, and utilizes modern interfaces that will maximize the automation of processes throughout the LEA's. The solution includes web-based accessibility 24x7x365, extensive reporting capability, and will interface with existing internal and external software as needed. CherryRoad will be implementing Oracle's Cloud solution that will provide the LEA a hosted cloud solution, technical training, staff training, system specifications, installation, configuration, as well as ongoing support and maintenance services.

1.1. Project Objectives

The LEA has partnered with CherryRoad to build, implement, and maintain Oracle's Cloud solution to meet its requirements in replacing their legacy system(s). The project objectives are to implement an integrated Finance and Human Resource System that includes the data migration, other system integrations/interfaces (satellite applications) in order to modernize the LEA's application(s) platform.

1.2. Project Scope

The Oracle Cloud Service modules included in scope are below:

- | | |
|---|---|
| 1. Financials Cloud Service | 13. Enterprise Performance Reporting Cloud Service |
| 2. Expenses Cloud Service | 14. Human Capital Management Base Cloud Service |
| 3. Automated Invoice Processing Cloud Service | 15. Payroll Cloud Service |
| 4. Forms Recognition Cloud Service | 16. Time and Labor Cloud Service |
| 5. Purchasing Cloud Service | 17. Workforce Compensation Management Cloud Service |
| 6. Procurement Contracts Cloud Service | 18. Career Development Cloud Service |
| 7. Self Service Procurement Cloud Service | 19. Goal Management |
| 8. Supplier Portal Cloud Service | 20. Learning Cloud Service |
| 9. Sourcing Cloud Service | 21. Performance Management Cloud Service |
| 10. Supplier Qualification Management Cloud Service | 22. Additional Test Environment(s) |
| 11. Inventory Management Cloud Service | |
| 12. Planning and Budgeting Cloud Service | |

NOTE: LEA can add/reduce the Oracle Cloud Service modules in scope. Subscription and implementation costs would vary accordingly.

There are six key areas of focus within the Financial and Human Capital Management areas that the project is required to deliver substantial improvements upon completion:

- Enable near real-time position visibility and control
- Provide data management and advanced analytics for decision support
- Replace discontinued and obsolete systems
- Simplify monitoring and compliance
- Eliminate unnecessary duplication
- Increase efficiency of operations

Oracle Cloud Services is a cloud-based system architecture with no local infrastructure maintenance or support requirements. The modern Oracle Cloud Services environment will include the following attributes:

- Tightly coupled Human Resources (HR) and Financial (i.e. fully integrated)
- Employee self-service portal
- Mobile as a primary user interface
- Contemporary and standards-based application interfaces and data exchanges
- Timely linkage between licensure, position, and salary
- Advanced data integration, analytics, and visualization
- Reliable, secure, scalable, and service-oriented support
- State-level rollup and interactive dashboards

1.3. Out-of-Scope

Work not specifically listed in this agreement as In-Scope is considered Out-of-Scope for this SOW. CherryRoad and the LEA will address alterations to the final and approved scope of this SOW through the Change Management Process. Oracle Cloud is a Software as a Service (SaaS) solution and thus the customization of Oracle Cloud is considered Out of Scope for this SOW.

1.4. Overall Program Approach

CherryRoad and the Department of Public Instruction School Business System Modernization Program Office (DPI or SBSM) will develop a baseline system and database configuration (“Golden Template”) during an initial pilot. There will be key LEA’s identified to participate in the template development that covers the key functionality of the software that will be utilized in future rollouts to the remaining LEAs. This will be done in order to adhere to the overall program schedule and estimated costs across LEAs. The Golden Template will be used as the starting point for each LEA configuration and shall supersede the technical specifications section 12 b) of CherryRoad’s Technical Proposal to the DPI RFP.

Upon completion of the “Golden Template” it is DPI’s desire to conduct “Rollout Waves” that would comprise of identified LEA’s to be rolled out in each wave. With an aggressive schedule, it will be important to keep additional configurations to the “Golden Template” to a minimum to ensure production integrity as the program proceeds. A change management process will be developed in conjunction with CherryRoad, the LEAs and DPI to minimize production disruption as well as balancing continued progress with the program/project rollout in future LEAs/Waves. A Program Office will be established by DPI and CherryRoad to oversee the LEA implementations. All changes will be approved by the Program Office for purposes of implementation consistency.

A. CherryRoad’s Master Templated Instance (“Golden Template”) Approach

A master templated instance will be created for LEA and charter school enterprise resource planning functions, state-level reporting systems, and state-level licensure. The templated system will be used as a baseline or “starting point” for use by all LEAs and charter schools of varying sizes and complexities. When a given entity wishes to perform its system modernization, the templated instance will be utilized as a starting point to quickly get the modernization to a point that would normally take months of design, configuration, testing, and development to obtain. This approach drastically reduces implementation time and makes the best use of taxpayer dollars.

The template is not intended to be a complete “off-the-self” system because each LEA/charter will have its own unique requirements. Rather, it is a rapid approach that will eliminate duplication of effort by sharing pre-configured business processes, reporting, and integration that is commonly shared or mandated across all NCDPI entities.

This template will be comprised of the following:

- Payroll, HR, fund accounting, procurement, general ledger, and related financial and HR applications.
- State-level reporting systems support the development of state and federal reports, monitoring, compliance, and general auditing functions associated with the management and allotment of state and federal funds.
- Licensure as an input to payroll and a data source for many reports.
- Modernized common business processes, integrations, and workflows.

The master template will account for DPI and the LEAs business processes as well as the following:

- Standardized chart of accounts
- Standardized and commonly used reports
- Tightly coupled HR and payroll
- Employee Self-Service portal
- Mobile as the primary user interface
- Contemporary and standards-based application interfaces and data exchanges. The integration will use a common integration platform and pre-configured integration points for integrations used across DPI.
- Timely linkage between licensure, position, and salary
- Advanced data integration, analytics, and visualization
- Reliable, secure, scalable, and service-oriented support
- State-level rollup and interactive dashboards

In addition to the composition of the templated instance, CherryRoad will deliver a common implementation approach along with reusable project artifacts to be used on every implementation as follows:

- Project management
- Planning and discovery for each LEA
- Solution design
- Design of LEA-specific configurations
- Implementation of DPI mandated requirements
- Solution deployment and testing

- Design and development of LEA-specific interfaces and integrations
- Design and development of LEA-specific conversions
- Testing
- Implementation and training
- Production support

B. Master Template Usage and Rollout

At the point in which the templated instance is completed, it will be available for all LEAs and charter school implementations to jumpstart their system modernization efforts. The process will be repeatable. The steps required to replicate the template for a given LEA are as follows:

1. Engage with CherryRoad to obtain the Oracle Cloud Service subscription license representative of the project scope.
2. Engage with CherryRoad to provision the SaaS environment with Oracle.
3. Engage with CherryRoad to implement the Master Template and begin the implementation process with certain templates including the following:
 - a. Base configurations
 - b. Reports (common local, state, federal reporting reports and business reports)
 - c. Integration connectors and processes
 - d. Time collection and payroll formulas common to DPI entities
 - e. Implementation process deliverables, test scripts, and documentation
 - f. Jumpstart project plan with work breakdown structure
 - g. Project management artifacts and jumpstart approach
 - h. Change management artifacts
 - i. Standard process training materials
4. Implement the configuration and common data elements into the LEA's environment.
5. Import foundational data.
6. Setup common Time collection and payroll formulas.
7. Import the standard reports into the environment.
8. Setup integration platform and import connectors and integration processes.
9. Setup project management share site with project plan, deliverables, artifacts training, and change management materials.

C. Post Template Rollout

The implementation of the Master Template will be used as a feeder into and accelerated implementation process where we will then begin to gather requirements specific to the individual LEA. From this point, CherryRoad will continue with a traditional Cloud-based implementation approach to accomplish the following:

- Gather individual LEA requirements and complete design
- Configure additional functionality and business requirements
- Develop any additional integration points
- Develop any additional required reports
- Fully test the system (unit, payroll parallel, system integration with end-to-end processes, user acceptance)
- Perform change management functions
- Complete training materials and perform end-user training
- Go-Live and Support

2. Project Governance

The purpose of this section is to define the resources required to adequately establish the business needs, objectives, and priorities for the project; communicate the goals to other project participants; and provide support and guidance to accomplish these goals. Project governance also defines the structure for issue escalation and resolution, change control review and authority, and organizational change management activities.

The preliminary governance structure establishes a clear escalation path when issues and risks require escalation above the project manager level. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiation Stage of the project.

The graphic below illustrates an overall team perspective where CherryRoad and the Local Education Agency collaborate to resolve project challenges according to defined escalation paths. In the event project managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, CherryRoad implementation management and the Local Education Agency steering committee become the escalation points to triage responses prior to escalation to the Local Education Agency and CherryRoad executive sponsors. As part of the escalation process, each project governance tier presents recommendations and supporting information to facilitate knowledge transfer and issue resolution. The Local Education Agency and CherryRoad executive sponsors serve as the final escalation point.



The following groups provide additional programmatic oversight over the LEA projects.

2.1. LEA Governance

Depending on the Local Education Agency’s organizational structure and size, the following governance roles may be filled by one or more people.

A. LEA Project Manager

The Local Education Agency’s project manager(s) coordinate project team members, subject matter experts, and the overall implementation schedule and serves as the primary point of contact with CherryRoad. The Local Education Agency project manager(s) will be responsible for reporting to the Local Education Agency steering committee and determining appropriate escalation points.

B. Education Business System Advisory Committee and School Business System Modernization Program Office

The Educational Business System Advisory Committee (EBSAC) understands and supports the cultural change necessary for the project and fosters an appreciation of the project’s value throughout the organization. EBSAC will receive regular updates on project progress, project decisions, and achievement of project milestones and provide guidance and direction as necessary. The Educational Business System Advisory Committee also provides support to the DPI project manager(s) by communicating the importance of the project to all impacted departments. The DPI steering committee is responsible for ensuring the project has appropriate resources, provides strategic direction to the project team, for making timely decisions on critical project issues or policy decisions. The DPI steering committee also serves as primary level of issue resolution for the project.

C. LEA Steering Committee

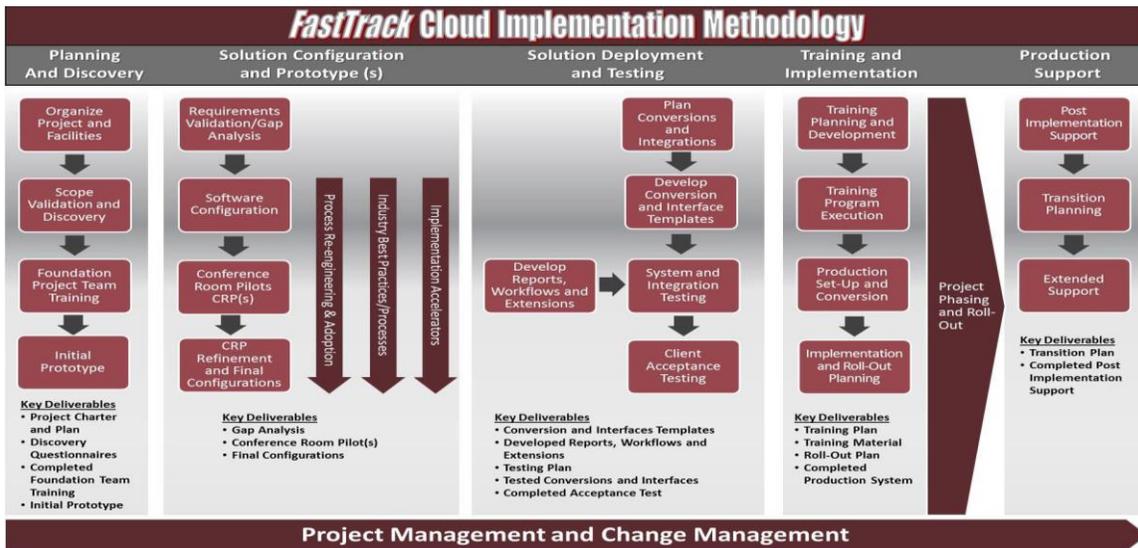
The LEA steering committee understands and supports the cultural change necessary for the project and fosters an appreciation of the Project’s value throughout the organization and oversees the project manager(s) and the project. Through participation in regular LEA Steering Committee meetings, the LEA steering committee remains updated on all project progress, project decisions, and achievement of project milestones. The LEA steering committee also provides support to the project manager(s) by communicating the importance of the project to all impacted departments. The LEA steering committee is responsible for ensuring the project has appropriate resources, provides strategic direction to the project team, for making timely decisions on critical project issues or policy decisions. The LEA steering committee also serves as primary level of issue resolution for the project.

D. LEA Executive Sponsor(s)

The LEA’s executive sponsor(s) is part of the LEA Steering Committee and provides support to the project by allocating resources, providing strategic direction, and communicating key issues about the project and the project’s overall importance to the organization. When called upon, the executive sponsor also acts as the final authority on all escalated project issues. The executive sponsor engages in the project, as needed, in order to provide necessary support, oversight, guidance, and escalation, but does not participate in day-to-day project activities. The executive sponsor empowers the LEA steering committee, project manager(s), and functional leads to make critical business decisions for the Local Education Agency.

3. Implementation Approach

The project team will follow the CherryRoad *FastTrack* Cloud Implementation Methodology. *FastTrack* addresses the entire implementation lifecycle, from strategic systems planning through system support. The following diagram illustrates the major phases/tasks in the *FastTrack* Implementation Methodology and the key deliverables/milestones in each phase.



The *FastTrack* Implementation Methodology consists of five key project stages essential for a Cloud software implementation. The major stages include:

Stage 1 – Initiation	The project team will develop a series of planning deliverables that establish the implementation approach and project standards.
Stage 2 – Planning & Discovery	The project team will conduct initial discovery sessions to gain understanding of the Oracle Cloud applications and how they align with the LEA’s business processes, legacy system data, and operational considerations.
Stage 3 – Design & Development	The project team will configure the Oracle Cloud applications to align with the LEA’s requirements while also developing required conversions, interfaces, and reports. A series of prototype work sessions are conducted to unit test the application configuration, demonstrate how the LEA’s requirements will be met using the Oracle Cloud applications, and what business process changes will need to be implemented by the LEA
Stage 4 – Testing & Training	The project team will conduct system integration and user acceptance testing to confirm the application configuration, converted data, interfaces, and reports meet the end-to-end business processes of the LEA. During this stage, the project team will also execute the training program, which includes train-the-trainer sessions followed by the LEA-led end-user training.
Stage 5 – Deploy & Support	The project team will execute the steps required for the LEA to Go-Live on the Oracle Cloud applications, including the migration of application configuration, converted data, interfaces, reports, and security. The Go-Live is then followed by CherryRoad production support services.

3.1. Deliverables/Milestones

The project team will follow the CherryRoad deliverable/milestone-based implementation approach. Deliverables/milestones are the building blocks of the project with each implementation task rolling up to a deliverable or milestone. There is a total of 33 deliverables/milestones included in the CherryRoad implementation approach. Several deliverables and milestones are one-time work products that apply across each of the five project phases. However, most of the deliverables and milestones are completed specifically for the individual project phases.

The implementation approach organizes the CherryRoad deliverables into five (5) Implementation Tracks. Implementation Tracks indicate the project team members primarily responsible for the completion of the deliverable or milestone. The table below lists the Implementation Tracks and the total number of deliverables/milestones that will be developed within each track.

Track		Number of Deliverables
1	Project Management	11
2	Functional	10
3	Development	5
4	Organizational Change Management	3
5	Training	4
TOTAL		33

NOTE: this table may be adjusted by CherryRoad and DPI due to the templated approach for repetitive LEAs. This will be finalized during specific statement of work for each LEA.

Each deliverable/milestone has an identification (ID) that will be referenced by the Statement of Work, project schedule, project deliverables, and project status reports. The following table indicates if the item is a deliverable or a milestone and lists both the LEA’s role and CherryRoad’s role in the completion of the deliverable/milestone.

Appendix B includes the detailed definition for each Track deliverable/milestone listed in the following tables. The definitions include the description, acceptance criteria, the LEA’s role, CherryRoad’s role, and assumptions that apply to each individual deliverable/milestone.

A. Implementation Tracks

ID	Deliverable/Milestone Name	Deliverable/ Milestone	LEA Role	CherryRoad Role
Track 1 – Project Management				
P01	Initial Project Startup	Milestone	Assist	Lead
P02	SharePoint Site	Deliverable	N/A	Lead
P03	Project Charter	Deliverable	Assist	Lead
P04	Baseline Project Schedule	Deliverable	Assist	Lead
P05	Project Kickoff	Deliverable	Lead	Assist
P06	Project Scope Acceptance	Deliverable	Assist	Lead

ID	Deliverable/Milestone Name	Deliverable/Milestone	LEA Role	CherryRoad Role
P07	Test Plan	Deliverable	Assist	Lead
P08	Production Cutover Plan	Deliverable	Assist	Lead
P09	Completed Production System (Go Live)	Milestone	Assist	Lead
P10	Project Status Reports – Weekly	Deliverable	Share	Share
P11	Steering Committee Reports – Monthly	Deliverable	Share	Share
Track 2 – Functional Management				
F01	Initial Discovery Questions	Deliverable	Assist	Lead
F02	Initial Prototype	Milestone	Participate	Lead
F03	Gap Analysis	Deliverable	Participate	Lead
F04	Conference Room Pilot	Milestone	Participate	Lead
F05	Complete System Test	Milestone	Assist	Lead
F06	Module Configuration Documents	Deliverable	Participate	Lead
F07	Workflow Design Document	Deliverable	Assist	Lead
F08	Complete Integration Test	Milestone	Assist	Lead
F09	Complete User Acceptance Test	Milestone	Lead	Participate
F10	Completed Post Implementation Support	Milestone	None	Lead
Track 3 – Development				
D01	Development Approach	Deliverable	Assist	Lead
D02	Complete Conversion Process Templates	Milestone	Assist	Lead
D03	Complete Conversion Data Validation	Milestone	Assist	Lead
D04	Complete Interface/Integration Templates	Milestone	Assist	Lead
D05	Complete Reports	Milestone	Assist	Lead
Track 4 – Organizational Change Management				
O01	Stakeholder Analysis	Milestone	Execute	Advise
O02	Organizational Change Management Project Plan	Deliverable	Execute	Advise
O03	Operations & Maintenance Plan	Deliverable	Execute	Advise
Track 5 – Training				
T01	Complete Foundation Project Team Training	Milestone	Participate	Lead
T02	Training Plan	Deliverable	Assist	Lead
T03	Deliver Train-the-Trainer Training	Milestone	Assist	Lead
T04	Deliver End-User-Training	Milestone	Lead	Assist

B. Deliverable Submission and Approval Process

Drafts shall be provided by CherryRoad, when applicable, of each deliverable prior to formal submittal. The LEA shall review and provide written approval or comments, as appropriate. In general, comments, issues, or sign-off shall be provided within 5 work days after receipt of the final draft. If

necessary and so instructed to do so, each deliverable will be revised as appropriate and another draft of the final version submitted within 5 work days. The LEA shall respond to resubmitted deliverables and review updated content related to the findings in the first review session within 5 work days. CherryRoad and the LEA holidays are not considered work days for the purposes of deliverable acceptance. If a CherryRoad or the LEA holiday falls within the deliverable review period, the project team will follow a mutually agreeable schedule deviation.

Designated Approvers			
LEA/DPI	LEA/DPI Name	CherryRoad	CherryRoad Name
Program Manager		Project Manager	
Program Director			

If LEA approver does not accept or reject the deliverable within the allotted time and does not communicate any timeframe in which a decision will be made, the escalation process shall be followed. If delays in acceptance cause the project schedule to be extended, a change order may be required. If the deliverable requires alteration in the future, the change management process will be used.

If agreement on a deliverable cannot be made, notice shall be given of such event **and the following process shall be followed:**

Department of Public Instruction shall use the following escalation path for resolution:		CherryRoad will use the following escalation path for resolution and approval:		
1) Project Manager 2) Program Director 3) Vice President of Implementation 4) Division President		1) Program Manager 2) Program Director 3) Superintendent of Public Instruction 4) Dispute resolution terms as defined in the agreement		
Approval Escalation Path				
Level	LEA/DPI	LEA/DPI Name	CherryRoad	CherryRoad Name
1	Program Manager		Project Manager	
2	Program Director		Program Director	
3	Superintendent of Public Instruction		Vice President of Implementation	
4			Division President	

A “sign-off” form for the LEA to indicate its approval, disapproval, or other comment shall accompany each formal/final deliverable submission. If the LEA and CherryRoad are unable to come to agreement on the acceptance of a deliverable, the Dispute Resolution Process described in the Contract will define resolution.

3.2. Work Breakdown Structure (WBS) Diagram

The Work Breakdown Structure (WBS) organizes the project deliverables/milestones and serves as the foundation from which the Baseline Project Schedule will be developed. A WBS numbering convention will be included in the project schedule, which will be developed using Microsoft Project.

In addition to the project schedule WBS, a WBS diagram will be created to provide a graphical depiction of the CherryRoad deliverable/milestone-based methodology. Within the WBS diagram, the project deliverables and milestones are organized both horizontally and vertically. First, the deliverables/milestones are displayed in a left-to-right horizontal configuration that depicts the progression of deliverables to be completed within each of the five Implementation Stages.

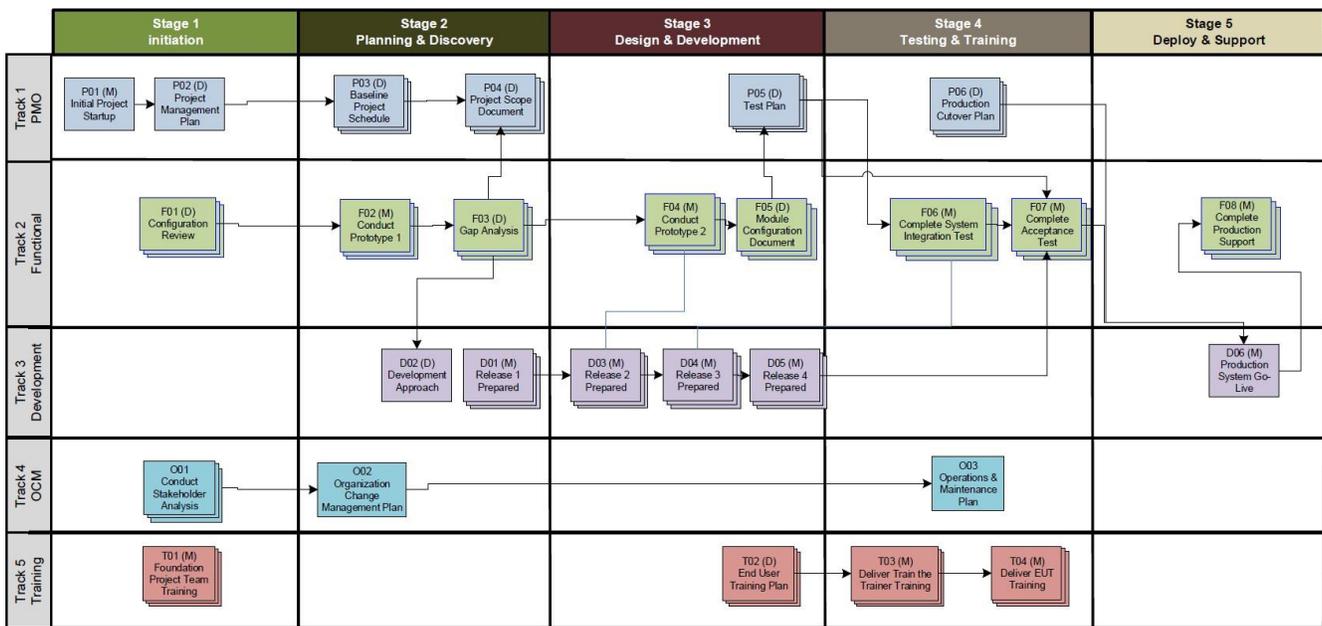
Stage 1 – Initiation
Stage 2 – Planning & Discovery
Stage 3 – Design & Development
Stage 4 – Testing & Training
Stage 5 – Deploy & Support

The deliverables/milestones are also aligned vertically by Implementation Tracks, which are organized by the project disciplines within the team. Most deliverables and milestones will require collaboration across project disciplines, so the deliverable/milestone is located in the Implementation Track where the primary responsibility for completing the activity resides.

Track
Project Management
Functional
Development
Organizational Change Management
Training

In addition to organizing deliverables and milestones by Implementation Stage and Implementation Track, the WBS diagram also illustrates the dependencies between project deliverables/milestones by establishing connectors where an individual deliverable/milestone is connected to its predecessors and successors.

Deliverables Work Breakdown Structure (WBS)



NOTE: The above WBS is for illustrative purposes only. A standard WBS will be determined as part of the programmatic activities between DPI and CherryRoad.

3.3. Implementation Scope

Implementation Scope defines the product features and development items that will be implemented by the project team during the LEA's implementation. The following elements of scope are included in the sections that follow:

Requirements Traceability (page 12)	CherryRoad explains the activities during each stage that help achieve traceability of requirements during the course of the project.
Application Configuration (page 13)	LEA's license agreement includes a list of Oracle Cloud software. The scope of implementation services will be to license and configure the necessary Oracle modules and third-party applications identified to successfully meet the requirements listed in Section 3.5 of this SOW.
Report/Dashboard Development (page 1)	CherryRoad explains approach to report development.
Interface Development (page 1)	CherryRoad describes approach to interface development including respective roles and responsibilities for the LEA and CherryRoad.
Conversion Development (page 1)	CherryRoad describes approach to conversion development including respective roles and responsibilities for the LEA and CherryRoad.
Training Development and Delivery (page 3)	LEA and CherryRoad have established a scope of foundation and end-user training to be developed and delivered.

3.4. Requirements Traceability

The primary purpose of Requirements Traceability is to ensure that the CherryRoad responses to the LEA's requirements are properly implemented throughout the implementation lifecycle. In addition, as new requirements are identified, the implementation team will track and document them. This section describes the stages and associated deliverables and milestones within the implementation methodology which the CherryRoad and the LEA team will utilize to validate requirements traceability.

The table below lists each of the implementation stages and deliverables which are utilized as gateways for requirements traceability.

Stage	Deliverable	Activity
Stage 1 – Initiation	P01 Initial Project Startup	Requirements are loaded into a Requirements Traceability Matrix (RTM).
Stage 2 – Planning & Discovery	F02 Gap Analysis	Development items are identified and documented with corresponding requirements.
Stage 3 – Design & Development	P06 Project Scope Acceptance	Revised Requirements list is codified and memorialized. RTM is updated.
Stage 4 – Testing & Training	F09 Complete User Acceptance Testing	Test scripts executed to confirm requirements. RTM is updated.
Stage 5 – Deploy & Support	P11 Complete Production Support	Provides a final reconciliation that all requirements have been designed, developed, and successfully tested. RTM is updated.

3.5. Application Configuration

The scope of the project includes the software applications functionality detailed below and the implementation of features necessary to satisfy the functional requirements included in the RFP. The application details in this section provide functionality configuration information for each of the functional applications to be deployed, configured, and implemented in order to satisfy the functional requirements included in the RFP.

The list of software to be implemented from the CherryRoad proposal follows:

Oracle Cloud Application	Functionality	Description	Scope In/Out	Additional Detail
1. Financials Cloud Service				
2. Expenses Cloud Service				
3. Automated Invoice Processing Cloud Service				
4. Forms Recognition Cloud Service				
5. Purchasing Cloud Service				
6. Procurement Contracts Cloud Service				
7. Self Service Procurement Cloud Service				
8. Supplier Portal Cloud Service				
9. Sourcing Cloud Service				
10. Supplier Qualification Management Cloud Service				
11. Inventory Management Cloud Service				
12. Planning and Budgeting Cloud Service				
13. Enterprise Performance Reporting Cloud Service				
14. Human Capital Management Base Cloud Service				
15. Payroll Cloud Service				

Oracle Cloud Application	Functionality	Description	Scope In/Out	Additional Detail
16. Time and Labor Cloud Service				
17. Workforce Compensation Management Cloud Service				
18. Career Development Cloud Service				
19. Goal Management				
20. Learning Cloud Service				
21. Performance Management Cloud Service				

3.6. Chart of Accounts

The foundation for Uniform Education Reporting System (UERS) reporting is a standard Chart of Accounts (COA) that is maintained by the DPI in the BAAS Oracle system. COA files are maintained by Fiscal Year (FY) and are published daily for the Vendors to download. The LEA configuration will need to comply with State UERS standards.

3.7. Report/Dashboard Development

During Stage 3 – Design & Development, the project team will review the LEA’s report requirements as listed in the section that follows during the gap analysis effort. The project team will then determine the scope of development that will be required to meet those report requirements. The P06 Project Scope document will be updated to include the approved report development items.

A. Development Responsibilities

CherryRoad will be responsible for developing the standard reports necessary to meet DPI State reporting requirements as mutually agreed to by DPI and CherryRoad at the program management level. CherryRoad will also provide training to the LEA staff in how to use the ad hoc reporting tools (OTBI & BI Publisher) that are available so that LEA resources can develop additional custom reports with CherryRoad providing guidance as needed.

3.8. Interface Development

During Stage 3 – Design & Development, the project team will review LEA’s current interface and integration points as listed in the table below as part of the F02 Gap Analysis effort. The project team will then determine the scope of development that will be required to meet those interface requirements. The P06 Project Scope document will be updated to include the approved interface development items.

A. Development Responsibilities

The LEA will be responsible for creating spreadsheet data or extract files of data from external systems to be interfaced to Oracle and will process data extracts created by CherryRoad based on requirements for the data / file structure provided by the LEA for outbound interface data. In addition, the LEA will be responsible for all interface verification and reconciliation activities that will be required for the new ERP system. LEA’s key responsibilities for Interfaces will include:

- Assisting CherryRoad staff in understanding current legacy system and interface requirements.
- Supporting the CherryRoad Interface Design efforts by assisting in the creation of file design layouts to enable successful loading of the data to the targeted LEA or North Carolina targeted application.
- Reviewing automated File Loader and Spreadsheet Loader processes and templates prepared by CherryRoad.
- Extracting required interface data from legacy systems and populating the interface spreadsheets and/or creating a file in the format desired by the File Loader processes.
- Processing a data extract created by CherryRoad and handling all outbound interface requirements to legacy applications.
- Assisting CherryRoad in testing all interfaces.
- Completing all data cleansing needed for interfaces.
- Conducting interface reconciliation

Some of the key integration and interfaces to/from Oracle Cloud, along with certain State reporting requirements are note below. The above table will be completed for these and other systems specific to each LEA.

EDDIE	Educational Directory and Demographical Information Exchange. NCDPI assigns schools and districts manage the demographic information. The Human Resources service needs the ability to create local sites for managing staff as well.
PowerSchool	Statewide student information system (SIS).
Applicant Tracking	State applicant tracking system(s) includes: Applitrack, PeopleAdmin’s TeacherMatch, and SearchSoft.
Position Control	The Position Information Report is important to ensure every employee is in a position that is in the adopted budget. Staffing is a large part of the LEA/School budget and it is critical that the LEA ensures positions and their respective locations. Budget codes and full or part-time status are all accurate and reported appropriately. The Position Information Report is a file listing the LEA school personnel by budgeted position for all fund types. DPI will now report the SS200 and SS300 reports from this file.
Adjustments	LEAs are required to send their financial information to NCDPI including refunds and salary adjustments. Currently, the vendors send the automated adjustments to NCDPI’s IRM system. IRM validates and interfaces the auto adjustment data to Salary Compliance/Administration System, external General Ledger (GL) system (MSA/DBS/GEAC), NC Accounting System (NCAS), and the LEA Cash Management System (CMS).
BAAS	Budgets and Amendments System. LEAs and Charter Schools are required to submit their Federal Budgets and Amendments to NCDPI for approval to receive their federal funds. Per federal requirements, additional information is required when they are budgeting positions/salaries or equipment. NCDPI’s BAAS system collects their federal budget and amendment information and displays for the Program Consultants to review and approve. Approvals and comments are sent back to the LEAs.
ORBIT	System that grants employers, employees and retirees’ online access to retirement accounts and transactions. <ul style="list-style-type: none"> • Enrolling all new eligible members into the Retirement System by introducing Employee Self Service to all new members. • Submitting the required Employee and Employer contributions via the monthly Contribution Summary Instructions (CSI). • Certifying employee termination information. • Reporting retirees who return to work as State Retirees Subject to Restrictions (STRS) or Local Retirees Subject to Restrictions (LOCRS).
Treasurer’s Office	<ul style="list-style-type: none"> • LEAs must handle their cash management through the NC Department of State Treasurer. Article 6A of the NC State Statutes (§ 147-86.12) directs that all school administrative units and their officers and employees are subject to the provision of G.S. 147-86.11 with respect to moneys required by law to be deposited with the State Treasurer and with respect to moneys made available to the school administrative unit for expenditure by warrants drawn on the State Treasurer. (1985, c.709, s.1.) • As directed in Chapter 96 of NC Generate Statutes, LEAs must interact with the NC Division of Employment Security. This includes quarterly tax and wage reports, adjustments to said report, and unemployment reporting.
Staff UID	For all LEA paid staff, Staff UID will assign a unique identifier to Staff who participate in the North Carolina public school system. Unique IDs follow staff between school districts and remain valid even if they move out of state and then return to a NC public school.

Accruals	Ten-month employees at the LEAs have the option to be paid over 12 months. Depending on the school calendar, the payments are made in the next Fiscal Year; therefore, NC must accrue these payments. The accrual file provides the needed information for the accrual at year end.
Installments	Ten-month employees at the LEAs have the option to be paid over 12 months. This file is a summary of the installment payments made in July and August of the following Fiscal Year.
Monthly Financial Report	<ul style="list-style-type: none"> House Bill 6 (1996 Regular Session of the 1995 General Assembly) mandated that DPI modify/expand UERS to provide information on the use of funds at the LEA and school level. LEAs must report all their expenditures down to the school number or location level using the "location" section of the account number. The location section is the three digits immediately following the object number in the LEA Statewide Chart of Accounts. The Monthly Financial Report (MFR) is a file listing the LEAs and Charter Schools (CS) General Ledger Balances at the end of each reporting period. This file is used for reporting and data analysis. The last MFR file of the year (Period 13) is used for the Annual Financial Report (AFR) which produces the per pupil expenditure information by LEA/CS in addition to other information shown in the Statistical Profile that is published annually.
UERS General Expense	General Expense/Accounts Payable information is collected from Public School Systems for reporting and analysis.
UERS Payroll	<ul style="list-style-type: none"> Payroll information is collected from Public School Systems for reporting, analysis and compliance. Data is interfaced into NCDPI's Salary Compliance System to validate employees are paid in compliance with State and Federal laws. LEAs can review the results via reports on DPI's Licensure/Salary website. Millions of dollars in refunds are processed annually based on noncompliance.
Salary Refund Process	Any refund initiated requires updates to the vouchers sent to DPI.
UERS Voucher Process	Payroll checks must be split up and reported as vouchers to DPI – each check is split based on voucher requirements. This includes unique pay code for each line item on the check.
Code Changes/ Retroactive Costing	There will be times when a code changes and this change must be propagated through the system; including payroll, costing, and subsequent vouchers.
Pay codes/formulas	<ul style="list-style-type: none"> There are over 100 earning elements/pay codes, each element must be mapped to a formula. Some will be flat, some simple calculations, others are complex formulas (e.g., supplemental pay).
Legislative Salary Adjustments	Each year educator salaries are adjusted. This includes experience level and pay level changes. Additionally, if the state doesn't have a budget passed by July 1st, they must do retroactive pay changes. These retroactive changes would then affect costing, vouchers, etc.
Personnel Activity Reporting	

Federal Grant Reporting	Federal grant reporting is a critical function. Many LEAs receive federal grants and must comply with the Personnel Activity Reporting as required by the US Department of Education. This must include time tracking in addition to the required reporting.
Other	Other Interface Functionality contained in Attachment A of the CherryRoad Proposal Response

3.9. Conversion Development

During Stage 3 – Design & Development, the project team will review the LEA’s conversion requirements during the F03 Gap Analysis effort. The project team will then determine the scope of development that will be required to meet those conversion requirements. The Project Scope document will be updated to include the approved conversion development items.

A. Conversion Responsibilities

The LEA will be responsible for creating spreadsheet data or extract files of data from external systems to be converted or interfaced to Oracle and for any manual conversion efforts including data cleansing and conversion reconciliation that will be required for the new ERP system.

The LEA’s responsibilities for conversion will include:

- Assisting CherryRoad staff in understanding current legacy system and data conversion requirements.
- Supporting the CherryRoad Conversion Design efforts.
- Reviewing automated File Loader and Spreadsheet Loader processes and templates prepared by CherryRoad to support conversions.
- Extracting required conversion data from legacy systems and populating the conversion spreadsheets and/or creating a file in the format desired by the File Loader processes.
- Assisting CherryRoad in testing all automated conversions.
- Completing all data cleansing and manual conversions.

The following platforms/applications will be the potential sources of data and information:

- LINQ (Human Resources and Financial)
- LINQ/HRMS
- SunPac/HRMS
- K12E/HRMS
- Lawson
- Oracle

NOTE: CherryRoad and DPI to agree to a standard data conversion scope for all LEAs. Any variation from this standard may be subject to additional fees. CherryRoad’s best practice conversion approach will be leveraged.

B. LEA-specific Conversion Table

The following table is to be completed for each LEA's for their specific anticipated conversions. The project team will review these conversions during F02 Gap Analysis to determine the final scope of conversions that must be developed. The information included in the table is for illustrative purposes only.

Conversion #	LEA System	LEA Item	Amount of Data to Convert	Oracle Cloud Application	Oracle Cloud Module	Scope In/Out
		Demographic Data	Current			
		Dependent Information	Current			
		Emergency Contact Information	Current			
		Benefits Details	Current			
		Total Compensation	Current			
		Absence Accruals	Current			
		Total Absences	Current			
		Time off Required	Current			
		Paid Time Off Banks	Current			
		FMLA Leave Status	Current			
		Electronic Time Sheets (if necessary)	Current			
		Employee Development Information	Current			
		Training Course / Classes Taken	Current			
		Required Training	Current			
		Recruitment and Application	2 years			

C. Potential Payroll Conversion

The following is not an all-inclusive list of potential payroll conversion information and scope and high-level responsibilities:

- CherryRoad will provide base line HR interface specifications, including details of any mandatory fields
- CherryRoad will provide base line non-HR data record (info types) specifications, e.g. allowances, deductions
- The LEA will conduct preliminary investigation and identify legacy data source (system/s)
- The LEA if necessary, will source a payroll register report and/or other payroll reports to establish control counts for relevant periods
- The LEA will provide Year to date (YTD) data
- Cherry Road will provide YTD specifications
- CherryRoad will provide a full list of wage types required, including customer specific wage types codes
- CherryRoad will determine frequency of uploads - Is it a single load YTD accumulated or a PTD (month by month) load?
- CherryRoad will advise what wage types are added together to produce total accumulators

D. Potential Financial Conversion

The following ins not an all-inclusive list of potential financial areas of conversion:

- Chart of Accounts
- Open Purchase Orders
- Closed Purchase Orders
- Open Invoices
- Closed Invoices
- GL Opening Balances and Closing Balances (TBD on approach) by month for "N" years
- Vendor Master File
- Bank Account Information (if necessary)

3.10. Training Development

During Stage 3 – Design & Development, CherryRoad's team will work with the LEA training lead/team to develop a training plan and curriculum. During Stage 3 – Design & Development, the training content will be created by the LEA's training team with CherryRoad's functional team providing guidance via review of the material.

During Stage 4 – Testing & Training, the LEA's training delivery team will deliver training to the end-users in preparation for Go-Live.

CherryRoad and DPI **working with LEA representation** will determine standard training approach for all LEAs following a 'train-the-trainer' training model. CherryRoad's Learning Management System will be utilized. Any LEA deviation would be subject to additional fees.

4. Implementation Timeline

At the conclusion of Stage 2 – Planning & Discovery, CherryRoad will provide a detailed Project Plan which includes the necessary tasks, resources, and associated dates to achieve the agreed upon scope of the project.

Additionally, CherryRoad will account for Oracle delivering updates within the implementation timeline. CherryRoad will work with the LEA during the Initiation Stage to document the procedures and processes for these quarterly updates.

As stated previously, for each project, the CherryRoad approach organizes implementation deliverables and milestones into sequential implementation stages. A sample timeline has been provided below.

4.1. Project Schedule Work Breakdown Structure (WBS)

The schedule below was developed in Microsoft Project and will serve as the basis for the Baseline Project Schedule.

Task		Duration	Start	Finish
CherryRoad Sample Project Plan				
Stage 1 – Initiation				
P01	Initial Project Startup			
P02	SharePoint Site			
P03	Project Charter			
P04	Baseline Project Schedule			
P05	Project Kickoff			
Stage 2 – Planning & Discovery				
O01	Stakeholder Analysis			
F01	Initial Discovery Questions			
F02	Initial Prototype			
T01	Complete Foundation Project Team Training			
F03	Gap Analysis			
F04	Conference Room Pilot			
D01	Development Approach			
O02	Organizational Change Management Project Plan			
Stage 3 – Design & Development				
P06	Project Scope Acceptance			
P07	Test Plan			
D02	Complete Conversion Process Templates			
D03	Complete Conversion Data Validation			
D04	Complete Interface/Integration Templates			
D05	Complete Reports			

Task		Duration	Start	Finish
T02	Training Plan (End User)			
Stage 4 – Testing & Training				
P08	Production Cutover Plan			
F05	Complete System Test			
F06	Module Configuration Documents			
F07	Workflow Design Document			
F08	Complete Integration Test			
T03	Deliver Train-the-Trainer Training			
F09	Complete User Acceptance Test			
Stage 5 – Deploy & Support				
T04	Deliver End-User-Training			
O03	Operations & Maintenance Plan			
P09	Completed Production System (Go-Live)			
F10	Completed Post Implementation Support			

NOTE: The above schedule will be completed and the timeline added to reflect the project timing.

5. Implementation Team

5.1. Joint Project Team

The graphic below depicts the joint the NCDPI (green), LEA (Blue), and CherryRoad (red) project team organization chart.



5.2. LEA Project Roles

Role	Description
Project Executive/ Steering Committee	<p>This team is made up of representatives from several executive level departments in the LEA that come together to coordinate, plan, and approve the project activities with both the LEA and CherryRoad Project Managers.</p> <ul style="list-style-type: none"> • Manage the project's direction so it continues to align with the original mission and goals set forth at the beginning of the project • Commit the required resources to the project • Monitor the progress and the organizational impacts of the project • Empower the project team to make decisions • Resolve escalated issues • Generate timely decisions, supporting the Project Managers to accomplish the project goals • Remove obstacles to meeting critical success factors that may impact the successful outcome of the project

Role	Description
<p>Project Manager</p>	<p>The project manager works hand in hand with the CherryRoad Project Manager to ensure scheduled tasks are being completed on schedule and resolving project hurdles.</p> <ul style="list-style-type: none"> • Manages LEA resources and work efforts to ensure they are on schedule • Coordinates and directs day-to-day activities for LEA team members. • Monitors project execution against the baseline project plan. • Acts as a single point of contact for LEA • Escalates project issues through LEA’s organization. • Accepts or Rejects LEA’s Work Products.
<p>Change Management Lead</p>	<p>A Client “insider” who is a well-connected, respected manager or professional, with a well-developed network and credibility, should fill this role. If possible, experience in managing change, managing people, responsibility for communications, or past success in implementing significant change projects, would be preferred. The Change Management Lead works closely with the CherryRoad Change Management Lead to design and deploy change management initiatives throughout the project. This person is a strategic communicator and is capable of creating relationships with different groups and personalities, including those resistant to the project.</p> <ul style="list-style-type: none"> • Advise the CherryRoad Change Management Lead on the organization’s culture, communication preferences, political landscape, project history, etc. • Receive coaching, knowledge sharing, methodologies, tools, templates, etc., from the CherryRoad Change Management Lead. • Select and obtain assignment approval for internal change management team members. • Identify stakeholders and target groups who will be affected by the change. • Identify potential “Change Coordinators” or other potential partners within target groups. • Assist in the creation of institution assessment or survey strategies, tools, and events. • Assist in analysis / validation of assessment findings and recommendations. • Participate in creating, presenting, and deploying Change Management/Communication Plan(s). • Facilitate access for the CherryRoad Change Management Lead to executives and other internal contacts necessary for the change management process. • Lead the internal deployment of change activities.
<p>Core Team and Subject Matter Expert (SME)</p>	<p>The core team is comprised of representatives from the business and Information Technology divisions. Members of this team will be assigned to the project and will be called upon as needed to provide leadership and input into key decisions and core business processes throughout the project. Specific SME's groups directly impacted by business functions within the system are included in various aspects of the project for input into core business process definitions.</p> <ul style="list-style-type: none"> • Supports the creation and signoff of the functional requirements, as well as other business level documents (e.g., configuration documentation). • Actively participate during testing phases. • Validation, Testing, and signs-off all data has been converted. • Support business process changes and document any policy changes for the appropriate approval. Participates in scope definition and project planning activities. • Performs project activities according to project plan. • Reports weekly status, issues, and potential risks to the project managers. • Ensures that information provided to project team is up-to-date and accurate.

Role	Description
Technical Lead	<p>The technical lead is the conduit and representative for LEA for any technical related activities. They will work with the CherryRoad Technical lead and participate in conversion, integrations, interfaces and other sessions and information gathering. They will identify other technical resources that may need to be involved and oversee their assignments. They will work with core team in gathering technical design information for exporting data, sending information to other systems and receiving data from other systems.</p> <ul style="list-style-type: none"> • Supports the data extract, preparation, and validation for all conversions. • Provides design requirements for interfaces to third party systems □ • Supports set-up of new team members and security requirements. • Actively participates during testing phase for integrations. • Performs project activities according to project plan. • Reports weekly status, issues, and potential risks to the project managers. • Ensures that information provided to project team is up-to-date and accurate.

5.3. *CherryRoad Project Roles*

Role	Description
Executive Sponsor	<p>This individual is ultimately the owner of the project. The Executive Sponsor approves tollgates and project completion, advocates for the project at the highest level in the company as well as serves as an escalation point if the teams planning and executing the project require a decision or reach an impasse.</p>
Engagement Manager (EM) / QA	<p>Under the guidance of the Executive Sponsor, the EM supports the Project Management team in achieving resolution of issues, mitigation of risks, and decisions on project change orders. The EM participates in Executive and Steering Committee meetings to review progress and provides budgetary oversight.</p>
Project Manager	<p>Under the guidance of the Executive Sponsor and Engagement Manager, the CherryRoad Project Manager works with CherryRoad resources to plan, coordinate, oversee, and manage the overall execution of the project implementation to ensure delivery of contractual deliverables and milestones.</p> <ul style="list-style-type: none"> • Provides leadership for the Project. • Functions as the primary CherryRoad contact for implementation issues. • Responsible for following the CherryRoad Methodology and for completing the Project Work Products in accordance with the contract provisions and the Project Charter document on time and within budget. • Works closely with the LEA Project Manager to communicate Project progress, identify and resolve key issues and to manage and control the scope of the Project.

Role	Description
<p>Change Management Lead</p>	<ul style="list-style-type: none"> • Provides guidance and direction to the Client Change Management Lead. Supports the Client Change Management Lead in defining and deploying the change strategies, processes, tools, and solutions. • Utilizes proprietary methods and tools to develop the overall Organizational Change Management Plan for the implementation. • Advises the client on best practices and trends in Change Management activities • Advises the team in working on the different components of Change Management activities (strategic change, organizational alignment, communications, and knowledge transfer). • Ensures Change Management activities are aligned with the overall project timeline and key milestones, and are integrated with other work streams as required • Assists the Client Change Management Lead to manage the overall Change Management Plan, conduct weekly status reporting, identify issues, and manage risks. • Assists and reviews Change Management activities as required by the project, such as but not limited to, draft communication materials, created and delivered knowledge transfer materials, workforce transition plans and readiness surveys.
<p>Functional Team/Business Analyst</p>	<p>This team is comprised of Oracle functional business area leads and specialists.</p> <ul style="list-style-type: none"> • Managing and resolving process issues. • Present decision items to CLIENT in written form. • Issuing status reports, and reporting progress to the project management team. • Facilitate the transfer of knowledge to Client staff. Provide functional guidance to the project team. • Provides options for issue resolution and identifies business process improvement opportunities. • Configuration of the system to support defined Business Processes.
<p>Technical Team</p>	<p>This team is comprised of the technical groups from CherryRoad and will be assigned based on project requirements and plan.</p> <ul style="list-style-type: none"> • Interface Developers • Data Migration/Conversion Architects • Security Support • Custom Report Writers

A. On-site/Remote Staffing

CherryRoad staffing will be assigned to the LEA project as full-time on-site, part-time on-site, and remote.

- **Full-Time On-site:** The Business Analysts will be near full-time on-site for the duration of the project.
- **Part-Time On-site:** The PMO, Functional Leads, and Change Management Lead will be assigned to the project on a part-time capacity based on the length of the project.
- **Remote:** The Center of Excellence positions will participate in the project remotely for the time periods listed in the CherryRoad staffing plan. These resources will be providing technical and functional support to the leads and business analysts.

5.4. Implementation Staffing Plan

A. CherryRoad Staffing

The table below includes the CherryRoad project team positions and planned participation by month.

This staffing plan represents an estimate of effort based upon the requirements as defined in this Statement of Work. The CherryRoad Project Manager will adjust CherryRoad project team member participation as required through the completion of the project.

Staffing Plan to be added based on scope.

B. LEA Staffing

The graphic below outlines the staffing plan for the LEA with expected roles and resources. While it is expected over the course of the project that the resources may change for business reasons, the roles will remain.

Staffing Plan to be added based on scope.

This project organizational structure will be updated for the programmatic approach. As previously noted in the Executive Summary, several LEAs will likely be implemented concurrently under the direction of a Program Office which will include representatives from DPI, CherryRoad, and respective LEAs.

C. LEA On-site Location

CherryRoad will perform on-site services from the following locations.

Facility Name	Facility Address

D. Work Schedule

The standard project workweek for consultants working at the Customer facility is Monday through Thursday, with four days on-site. Work site arrival time on Mondays will be no later than 9:00AM local time, with work site departure no earlier than 3:00PM local time on Thursday. Customer and CherryRoad may agree to modifications to the workweek for individuals or specific time periods.

6. Payment Schedule

The total implementation services costs are broken down into two (2) categories: Monthly Project Management/Status payments and Deliverable/Milestone payments. The two sample tables below show how this information will be captured for each project.

6.1. Project Management Payment Schedule

The table below depicts a sample Project Management payment schedule for a 12-month project. Overall Project Management activities account for a total of 15% of the overall project cost, billed monthly.

ID	Title	Target Completion Date	Percentage
1	Month 1 Project Management	End of Month 1	1.25%
2	Month 2 Project Management	End of Month 2	1.25%
3	Month 3 Project Management	End of Month 3	1.25%
4	Month 4 Project Management	End of Month 4	1.25%
5	Month 5 Project Management	End of Month 5	1.25%
6	Month 6 Project Management	End of Month 6	1.25%
7	Month 7 Project Management	End of Month 7	1.25%
8	Month 8 Project Management	End of Month 8	1.25%
9	Month 9 Project Management	End of Month 9	1.25%
10	Month 10 Project Management	End of Month 10	1.25%
11	Month 11 Project Management	End of Month 11	1.25%
12	Month 12 Project Management	End of Month 12	1.25%

6.2. Deliverable/Milestone Payment Schedule

The table below depicts a sample Deliverable/Milestone payment schedule.

The table will be updated for standard deliverables/milestones as determined by CherryRoad and DPI. Deviation from these standards by any LEA may result in additional fees. Payments are to be made upon LEA approval of each deliverable/milestone.

ID	Payment Deliverables/Milestones	Target Approval Date	Percentage
P01	Initial Project Startup		8%
P02	SharePoint Site		5%
P03	Project Charter		5%
P04	Baseline Project Schedule		5%
P05	Project Kickoff		5%
F03	Gap Analysis		5%
D01	Development Approach		5%

ID	Payment Deliverables/Milestones	Target Approval Date	Percentage
P06	Project Scope Acceptance		5%
P07	Test Plan		4%
T02	Training Plan (End User)		2%
P08	Production Cutover Plan		2%
F05	Complete System Testing		5%
F06	Module Configuration Documents		4%
F08	Completed Integration Test		5%
T03	Deliver Train-the-Trainer Training		2%
F09	Completed User Acceptance Test		5%
P09	Completed Production System Go Live		8%
F10	Completed Post Implementation Support		5%
	Project Management (billed monthly)		15%

6.3. Additional Services

The LEA can use the rate card below for additional services in 2019 not in the deliverable-based payment schedule. On-site implementation costs will not exceed 20% of billed services. Annual rate increases will not be more than 3% per year.

Resource Category	Hourly Rate
Project Manager	\$180
Change Management Specialist	\$165
Functional Lead Analyst	\$160
Lead Analyst	\$155
Consultant	\$150
Technical Lead Analyst	\$160
Technical Analyst	\$130
Center of Excellence (COE) Resource	\$150
Offshore Resource	\$70

To be determined specific to each LEA and be utilized for non-standard DPI scope activities.

Appendix A. Glossary of Terms

Term		Definition
1	Acceptance Criteria	Acceptance criteria are the standards that must be achieved by the project team for an individual deliverable or milestone to be considered complete.
2	CherryRoad Role	The function CherryRoad serves in the completion of an individual project deliverable or milestone. The CherryRoad role is defined in Appendix B for all project deliverables and milestones.
3	Decision Document	The purpose of a decision document is to aid project leadership in evaluating complex, impactful project decisions. A decision document will explain a project issue, the corresponding decision that must be made, the pros and cons of possible resolutions, and the project team's recommendation for resolution.
4	Deliverable	Within a project phase, a deliverable is a documentation work product required for the completion of the project phase. Deliverables are managed in the project schedule with subtasks, predecessor tasks, and successor tasks designated. There is a definition of each deliverable included in Appendix B of the Statement of Work.
5	Gantt Chart	A Gantt chart is a bar chart used in the Statement of Work to depict the project schedule for an individual project phase.
6	Go-Live Date	A single Go-Live date is established for each project phase. The Go-Live date marks the date in which the system of record for the LEA's production business processes transition from the LEA's legacy system to the Oracle Cloud system.
7	Implementation Stage	Each project phase is divided into five components called implementation stages. The five implementation stages are Initiation, Planning & Discovery, Design & Development, Testing & Training, and Deploy & Support. Implementation stages organize the project deliverables and milestones in the order in which they will be completed.
8	Implementation Track	Implementation tracks are work streams that group similar deliverables and milestones according to those project team members and positions primarily responsible for the completion of those deliverables and milestones. There are five implementation tracks that are repeated for each project phase: Project Management, Functional, Technical, Organizational Change Management, and Training.
9	Milestone	Within a project phase, a milestone is a progress point indicating the completion of key activities and the advancement of the project phase. Milestones are managed in the project schedule with sub-tasks, predecessor tasks, and successor tasks designated.
10	Project Phase	The highest level in which project work is organized is identified as a project phase. The Statement of Work then organizes the implementation approach, implementation timeline, implementation team, and payment schedule by project phase.
11	Project Team	The project team is the joint group of the LEA and CherryRoad staff assigned to the Oracle Cloud implementation project for the LEA.
12	Prototype	For each project phase, 1 to 2 separate prototypes will be conducted. Prototypes are a series of work sessions where CherryRoad team members will demonstrate designated requirements by showing functions, features, and capabilities of the Cloud applications.

Term		Definition
13	Release	A release is a planned cycle of application configuration, reports, interfaces, conversions, and security setup that is completed to prepare the non-production environment for key project activities such as prototype sessions, test cycles, and end-user training. Within each project phase, there will be up to five releases.
14	Requirements Traceability	Requirements traceability is the ability to follow the life of a requirement through the implementation life cycle, identifying the functionality used to achieve the requirement and the satisfactory testing and validation of that system functionality.
15	Requirements Traceability Matrix (RTM)	The RTM is a spreadsheet that links requirements and test results, thereby demonstrating the scope of approved requirements has been achieved by the implementation of the Oracle Cloud system.
16	LEA Role	The LEA role is the function the LEA serves in the completion of project deliverables and milestones. The LEA role is defined in Appendix B for all project deliverables and milestones.
17	Work Breakdown Structure (WBS)	The WBS is a hierarchically organized representation of all the project work. The WBS divides the project tasks into smaller, manageable work packages for maintaining better control of the project tasks. A WBS numbering convention will be included in the project schedule, which is developed using Microsoft Project.
18	WBS Diagram	In addition to the project schedule numbering convention, a WBS diagram has been created to provide a graphical depiction of the project phase deliverables and milestones.

Appendix B. Deliverable Definitions

A deliverable definition section will be included. Standard deliverables will be agreed to by DPI and CherryRoad. Any LEA deviation may result in additional fees. The below table has been included for illustrative purposes only to depict the details included for each deliverable.

Appendix B includes the detailed deliverable definition for each of the thirty-three (33) deliverables listed in Section 3 Implementation Approach of this Statement of Work. Each deliverable definition includes the following information:

1. Deliverable/Milestone Number
2. Deliverable/Milestone Name
3. Implementation Stage
4. Implementation Track
5. Type (Deliverable Document or Milestone)
6. Deliverable/Milestone Description
7. Sub-deliverable/milestone IDs (if the deliverable is reproduced each project phase)
8. LEA Role
9. CherryRoad Role
10. Acceptance Criteria
11. Deliverable/Milestone Assumptions

B.1. Project Management Deliverable Definitions

Eleven (11) of the thirty-three (33) deliverables/milestones reside in the Project Management Implementation Track.

Track 1 – Project Management	
P01	Initial Project Startup
P02	SharePoint Site
P03	Project Charter
P04	Baseline Project Schedule
P05	Project Kickoff
P06	Project Scope Acceptance
P07	Test Plan
P08	Production Cutover Plan
P09	Completed Production System (Go Live)
P10	Project Status Reports – Weekly
P11	Steering Committee Reports – Monthly

The definitions for each of the Project Management Implementation Track deliverables/milestones are included below.

NUMBER	P01		NAME	Initial Project Startup	
STAGE:	1 – Initiation	TRACK:	1 – Project Management	TYPE:	Milestone
DESCRIPTION:	The P01 Initial Project Startup milestone marks the start of Phase 1.				
SUB-DELIVERABLES/ MILESTONES:	Each LEA Project will have an Initial Project Startup.				
FORMAT:	NA				
LEA ROLE:	<ul style="list-style-type: none"> Participate and support the project kick-off Lead the logistics and scheduling of the kick-off meeting 				
CHERRYROAD ROLE:	<ul style="list-style-type: none"> Updating the project schedule to reflect the completion of the milestone Facilitating a project kick-off meeting with the Core Project Team and relevant stakeholders Create the slideshow and/or project kick-off materials for the kick-off meeting 				
ACCEPTANCE CRITERIA	The milestone will be achieved when the CherryRoad team begins working on the Stage 2 – Planning & Discovery deliverables and the project kick-off meeting is complete.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. Kick-off meeting date will be set and agreed upon contract approval.					

NUMBER	P02		NAME	SharePoint Site	
STAGE:	1 – Initiation	TRACK:	1 – Project Management	TYPE:	Deliverable
DESCRIPTION:	The P02 SharePoint site will contain the central project repository for the collection of artifacts and project activity. This is a standardized site for each LEA project.				
SUB-DELIVERABLES/ MILESTONES:	Each LEA Project will have their specific SharePoint Site.				
FORMAT:	Microsoft SharePoint				
LEA ROLE:	<ul style="list-style-type: none"> Provide feedback to CherryRoad on any additional requirements. 				
CHERRYROAD ROLE:	<ul style="list-style-type: none"> Create the LEA Project SharePoint Site Facilitating a meeting to review the site with Project Management first and then the project team. 				
ACCEPTANCE CRITERIA	The milestone will be achieved once a walkthrough of the site is performed and access is granted to LEA team members.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
None.					

NUMBER	P03		NAME	Project Charter													
STAGE:	1 – Initiation	TRACK:	1 – Project Management	TYPE:	Deliverable												
DESCRIPTION:	<p>The P03 Project Charter deliverable will be a collaboratively created document representing the standard tasks and activities required of the project team to work effectively and efficiently to complete the project.</p> <p>The P03 Project Charter deliverable contains the following project management processes.</p> <table border="0"> <tr> <td>1. Scope management plan</td> <td>7. Risk management plan</td> </tr> <tr> <td>2. Schedule management plan</td> <td>8. Escalation plan</td> </tr> <tr> <td>3. Quality management plan</td> <td>9. Document management plan</td> </tr> <tr> <td>4. Human resources management plan (including RACI – Responsibilities Matrix)</td> <td>10. Change Request management/approval plan</td> </tr> <tr> <td>5. Communications management plan</td> <td>11. Knowledge Transfer plan</td> </tr> <tr> <td>6. Issues management plan</td> <td></td> </tr> </table>					1. Scope management plan	7. Risk management plan	2. Schedule management plan	8. Escalation plan	3. Quality management plan	9. Document management plan	4. Human resources management plan (including RACI – Responsibilities Matrix)	10. Change Request management/approval plan	5. Communications management plan	11. Knowledge Transfer plan	6. Issues management plan	
1. Scope management plan	7. Risk management plan																
2. Schedule management plan	8. Escalation plan																
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4. Human resources management plan (including RACI – Responsibilities Matrix)	10. Change Request management/approval plan																
5. Communications management plan	11. Knowledge Transfer plan																
6. Issues management plan																	
SUB-DELIVERABLES/ MILESTONES:	The P03 Project Charter deliverable will be shared with each LEA project and updated according as part of the master template.																
FORMAT:	Microsoft Word																
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Attend deliverable review meetings • Approve Deliverable 																
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create deliverable • Facilitate deliverable review meetings 																
ACCEPTANCE CRITERIA	Delivery of the project charter and client approval of the plan.																
DELIVERABLE/MILESTONE ASSUMPTIONS:																	
<ol style="list-style-type: none"> 1. Following the approval of the P03 Project Charter deliverable, future changes to the project management processes will be mutually agreed upon by the LEA and CherryRoad through the documented change management process. 																	

NUMBER	P04	NAME	Baseline Project Schedule											
STAGE:	1 – Initiation	TRACK:	1 – Project Management	TYPE: Deliverable										
DESCRIPTION:	<p>CherryRoad will prepare a detailed Project Work Plan that will identify each specific deliverable and milestone in the Schedule of Deliverables as well as intermediate tasks and deliverables as necessary for effective project scheduling and control. This Plan will consist of an MS Project Plan, saved using the “save as baseline” option, identifying each of the phases/tasks, milestones, and deliverables associated with each task, estimated duration of each phase/task, and the type and level of participation of CherryRoad and LEA staff necessary to achieve the plan objectives, along with the associated task dependencies. The Work Plan will include specific responsibilities for both CherryRoad and LEA staff. The Work Plan will identify the critical path within each Phase.</p> <p>The P03 Baseline Project Schedule is developed in Microsoft Project, and will include the following data elements for each project task:</p> <table border="0"> <tr> <td>1. Description</td> <td>6. Assigned Resource(s)</td> </tr> <tr> <td>2. Duration</td> <td>7. Baseline Start Date</td> </tr> <tr> <td>3. % Complete</td> <td>8. Baseline End Date</td> </tr> <tr> <td>4. Start Date</td> <td>9. Dependency (if any)</td> </tr> <tr> <td>5. End Date</td> <td></td> </tr> </table>				1. Description	6. Assigned Resource(s)	2. Duration	7. Baseline Start Date	3. % Complete	8. Baseline End Date	4. Start Date	9. Dependency (if any)	5. End Date	
1. Description	6. Assigned Resource(s)													
2. Duration	7. Baseline Start Date													
3. % Complete	8. Baseline End Date													
4. Start Date	9. Dependency (if any)													
5. End Date														
SUB-DELIVERABLES/ MILESTONES:	There will be a Baseline Project Schedule deliverable for each LEA project. Each LEA will leverage a templated baseline project schedule and update accordinging as part of the master template.													
FORMAT:	Microsoft Project													
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Attend deliverable review meetings • Approve deliverable 													
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create deliverable • Facilitate deliverable review meetings • Maintain the project schedule in accordance with the P03 Project Charter 													
ACCEPTANCE CRITERIA	Delivery of the project plan and client approval of the plan as a baseline.													
DELIVERABLE/MILESTONE ASSUMPTIONS:														
<ol style="list-style-type: none"> 1. The Project Schedule is a living document that will be regularly maintained in accordance with the P03 Project Charter deliverable. 2. Following the completion of the P06 Project Scope Document, the project schedule will be updated to include all agreed upon development items including conversions, interfaces, and reports. 3. A single baseline schedule will be established following the approval of the P04 Baseline Project Schedule deliverable. 														

NUMBER	P05		NAME	Project Kickoff	
STAGE:	1 – Initiation	TRACK:	1 – Project Management	TYPE:	Deliverable
DESCRIPTION:	CherryRoad will provide a draft kick off slide deck that will provide a summary of the overall project. Most items will be from the P03 Project Charter and P04 Baseline Project Schedule.				
SUB-DELIVERABLES/ MILESTONES:	Once created this deliverable can be used as part of the master template for each LEA project.				
FORMAT:	Microsoft PowerPoint				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Organize and schedule the Kickoff meeting • Co-Present with CherryRoad at the Kickoff meeting • Approve deliverable 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create deliverable • Facilitate deliverable review meetings • Co-Present at the kickoff meeting 				
ACCEPTANCE CRITERIA	Delivery of the kickoff slides and kickoff meeting.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
None.					

NUMBER	P06		NAME	Project Scope Document	
STAGE:	2 – Planning & Discovery	TRACK:	1 – Project Management	TYPE:	Deliverable
DESCRIPTION:	<p>AP06 Project Scope Document deliverable is an MS Word document that lists the application features and all development that will be included in the project phase. The P06 Project Scope Document deliverable is completed following the F02 Gap Analysis deliverable. Following the completion of the deliverable, the project schedule is updated with detail tasks, dates and resources for the completion of the project phase.</p> <p>The P06 Project Scope Document will list each of the Oracle Cloud ERP application and third-party functions / development objects, including conversions, interfaces, and reports/dashboards that will be implemented. The deliverable will categorize the scope of work as follows:</p> <ol style="list-style-type: none"> 1. Application Functions 2. Conversions 3. Reports/Dashboards 4. Interfaces 5. Security <p>For each category, the P06 Project Scope Document will list the specific requirements that will be implemented.</p>				
SUB-DELIVERABLES/ MILESTONES:	There will be a Project Scope Document deliverable for each LEA project. Once created this deliverable can be used as part of the master template for each LEA project.				
FORMAT:	Microsoft Word				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Attend deliverable review meetings • Approve deliverable 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create deliverable • Facilitate deliverable review meetings 				
ACCEPTANCE CRITERIA	Delivery of the project scope document and client approval of the document.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
<ol style="list-style-type: none"> 1. The P06 Project Scope Document deliverable is completed following the F02 Gap Analysis Document. 2. Following the completion of the P06 Project Scope Document the CherryRoad Project Manager will update the Requirements Traceability Matrix 					

NUMBER	P07		NAME	Test Plan	
STAGE:	3 – Design & Development	TRACK:	1 – Project Management	TYPE:	Deliverable
DESCRIPTION:	<p>CherryRoad will prepare a Test Plan describing how LEA will prepare for and execute the system, integration, and user acceptance tests. This plan provides a description of the testing approach, the tools and techniques to be used, and a preliminary schedule for the testing effort. The Test Plan will describe in detail, all the requisite steps to complete LEA's acceptance testing. The document will also identify the internal and external testing participants and testing environments to be utilized. The Acceptance Test will serve as LEA's basis for accepting the system and beginning full production operations.</p> <p>The P07 Test Plan deliverable is an MS Word document that outlines a detailed plan to complete the acceptance test for each project phase. The P07 Test Plan will include the following information for the system, integration, and user acceptance test cycles:</p> <ol style="list-style-type: none"> 1. Description of the test activity / phase 2. Test entrance criteria 3. Test environment 4. Testing methods and procedures 5. Testing script examples 6. Test scope 7. Test schedule 8. Test participants 9. Test exit criteria 				
SUB-DELIVERABLES/ MILESTONES:	There will be a Test Plan deliverable for each project LEA Project. Once created this deliverable can be used as part of the master template for each LEA project.				
FORMAT:	Microsoft Word				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Attend deliverable review meetings • Approve deliverable 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create deliverable • Facilitate deliverable review meetings 				
ACCEPTANCE CRITERIA	Delivery of the test plan and client acceptance of the plan.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. The scope of content to be included in the P07 Test Plan deliverable will be consistent with the acceptance criteria for the corresponding project phase.					

NUMBER	P08	NAME	Production Cutover Plan	
STAGE:	3 – Design & Development	TRACK:	1 – Project Management	TYPE: Deliverable
DESCRIPTION:	The P08 Production Cutover Plan deliverable outlines the CherryRoad and LEA activities to transition to the production systems for the project phase. The deliverable will identify all the dependencies for initiating the cutover to production, the production migration itself, and the post-implementation processes that must be executed to stabilize the production system. The deliverable will include a step-by-step detailed cutover plan for migrating the data and metadata from the non-production environment into the production environment.			
SUB-DELIVERABLES/ MILESTONES:	There will be a Production Cutover Plan deliverable for each LEA project.			
FORMAT:	Microsoft Word, Microsoft Project/Excel			
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Attend deliverable review meetings • Approve deliverable 			
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create deliverable • Facilitate deliverable review meetings • Provide Knowledge Transfer and documentation 			
ACCEPTANCE CRITERIA	The P08 Production Cutover Plan deliverable will include a narrative plan, outlining the approach for deploying the system into the production environment include the following: <ol style="list-style-type: none"> 1. Tasks and dependencies for implementing the production infrastructure 2. Data conversion sequencing including extract generation and data load 3. Application configuration management through the completion of the cutover activities 4. Security configuration management through the completion of the cutover activities 5. Step-by-step tasks for completing the development objects (interfaces and reports/dashboards) migrations 6. Department production cutover considerations 7. Communication channels to follow during the production cutover 8. Fallback plan, if necessary The P08 Production Cutover Plan will account for each cutover task needed to complete the migration to production and operational support, and the sequence of events that must be followed to complete the migration successfully. The deliverable will include an MS Project schedule. For all tasks required to complete the go live, the schedule will include: <ol style="list-style-type: none"> 1. Start date/time 2. End date/time 3. Primary Resource 4. Secondary resource assigned 5. Predecessor tasks 6. Comments 			
DELIVERABLE/MILESTONE ASSUMPTIONS:				
<ol style="list-style-type: none"> 1. The scope of content to be included in the P08 Production Cutover Plan deliverable will meet the acceptance criteria listed above. 2. The granularity of tasks and timings to be tracked in the P08 Production Cutover Plan deliverable will be more detailed than what is regularly maintained in the project schedule. The information in the P08 Production Cutover Plan deliverables will not also be maintained in the project schedule; however, the Production Cutover Plan task will be tracked on the project schedule 				

B.2. Functional Deliverable Definitions

Ten (10) of the thirty-three (33) deliverables/milestones reside in the Functional Implementation Track.

Track 2 – Functional Management	
F01	Initial Discovery Questions
F02	Initial Prototype
F03	Gap Analysis
F04	Conference Room Pilot
F05	Complete System Test
F06	Module Configuration Documents
F07	Workflow Design Document
F08	Complete Integration Test
F09	Complete User Acceptance Test
F10	Completed Post Implementation Support

The definitions for each of the ten (10) Functional Implementation Track deliverables/milestones are provided below.

NUMBER	F01		NAME	Initial Discovery Questionnaires	
STAGE:	2 – Planning & Discovery	TRACK:	2 – Functional	TYPE:	Deliverable
DESCRIPTION:	CherryRoad will provide a series of questionnaires for each module and any relevant options so that module leads can document LEA expectations, key business flows, data, and basic processes. The purpose of the questionnaires is for the CherryRoad team to obtain basic information on module configuration and related LEA business processes, data, and potential gaps.				
SUB-DELIVERABLES/ MILESTONES:	There will be an Initial Discovery Questionnaires deliverable for each LEA project. This deliverable can be used as part of the master template for each LEA project.				
FORMAT:	Microsoft Word				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Complete questionnaires • Attend questionnaire review meetings • Approve deliverable 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Prepare questionnaires • Conduct questionnaire review sessions • Analyze questionnaire responses • Submit deliverable 				
ACCEPTANCE CRITERIA	The F01 Initial Discovery Questionnaires deliverable is complete for each project phase when the following tasks have been completed: <ol style="list-style-type: none"> 1. Questionnaires have been completed by CherryRoad and provided to LEA project manager for distribution to LEA subject matter experts 2. CherryRoad has conducted questionnaire review sessions with LEA assigned subject matter experts, thereby allowing LEA to proceed with completing the questionnaires. 3. Analysis are applied to the requirements traceability based on results from the review sessions 				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. The F01 Initial Discovery Questionnaires are the basis for the F02 Gap Analysis Sessions, and therefore will be completed by corresponding LEA business process subject matter experts in accordance with the project schedule.					

NUMBER	F02	NAME	Initial Prototype		
STAGE:	2 – Planning & Discovery	TRACK:	2 – Functional	TYPE:	Milestone
DESCRIPTION:	An initial baseline prototype will be demonstrated showing functions, features, and capabilities of the Cloud Applications. A review of standard configurations, workflows, and delivered capabilities will be demonstrated by CherryRoad functional consultants.				
SUB-DELIVERABLES/ MILESTONES:	Each LEA project will have an Initial Prototype.				
FORMAT:	N/A				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Attend prototype sessions Provide feedback in the prototype sessions Review updated documentation and outcome from the prototype sessions 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Prepare prototype sessions, utilizing the discovery session questionnaires and GFOA workflows as part of background Conduct CherryRoad lead prototype sessions 				
ACCEPTANCE CRITERIA	The F02 Conduct Initial Prototype milestone is complete for each project when the following tasks have been completed: <ol style="list-style-type: none"> CherryRoad has performed the prototype sessions. The following documents will be updated: requirements traceability matrix, issues log document and decision log. 				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
<ol style="list-style-type: none"> F02 Conduct Initial Prototype sessions will provide an initial review of the functions, features, and capabilities of the cloud application. There will be limited LEA specific configuration and Oracle business processes. LEA acknowledges the prototype sessions will convey a basic understanding of the system only. CherryRoad will provide minutes and definitions discussed and agreed upon in the prototype sessions 					

NUMBER	F03	NAME	Gap Analysis		
STAGE:	2 – Planning & Discovery	TRACK:	2 – Functional	TYPE:	Deliverable
DESCRIPTION:	The Initial Prototype will be used by the project team to conduct the F03 Gap Analysis work sessions. For each module, a Gap Analysis will be prepared that identifies gaps between the requirements and delivered functionality and best practice configurations. Where “Gaps” exist, CherryRoad will document the gap and how the gap will be addressed via software configuration, custom report or process change. When appropriate the Gap Analysis will be re-visited prior to each Prototype.				
SUB-DELIVERABLES/ MILESTONES:	There will be a Gap Analysis deliverable for each LEA project.				
FORMAT:	Microsoft Word, Microsoft Excel				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Attend Gap Analysis work sessions Provide input for deliverable Review and approve deliverable 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Facilitate Gap Analysis work sessions, utilizing the discovery session questionnaires Prepare and deliver Gap Analysis Facilitate deliverable review sessions 				
ACCEPTANCE CRITERIA	Prior to conducting the Gap Analysis work sessions, the project management team will designate the schedule, agenda, and attendees for each session. During the sessions, the project team will analyze the Oracle Cloud functionality and its ability to satisfy the corresponding LEA requirements. Following the Gap Analysis work sessions, the project team will produce a deliverable document that includes the following: <ol style="list-style-type: none"> Updated Requirements List Gap List by Functional Area Gap resolution 				
DELIVERABLE/MILESTONE ASSUMPTIONS:	<ol style="list-style-type: none"> Gap resolutions are limited to configuration changes, development of new reports/dashboards, or changes to LEA business processes. Any proposed extensions to the application would require analysis of both system and cost impact. All extensions of the application would require agreement by both LEA and CherryRoad. Considerations for extensions of the application will not delay approval of the F03 Gap Analysis deliverable 				

NUMBER	F04	NAME	Conference Room Pilot
STAGE:	2 – Planning & Discovery	TRACK:	2 – Functional
DESCRIPTION:	Conference Room pilot will bring together all groups to review the Oracle Cloud application from end to end using the initial prototype environment. This is a high level walk through of the application to ensure awareness of all groups and their understanding of the system.		
SUB-DELIVERABLES/ MILESTONES:	There will be a Conference Room Pilot for each LEA project		
FORMAT:	N/A		
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Coordinate and Schedule the pilot sessions with CherryRoad • Participate in conference room pilot • Attend pilot session • Provide feedback during the pilot session • Review and Accept deliverables and outcome from the pilot session 		
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Prepare and conduct pilot session 		
ACCEPTANCE CRITERIA	The F04 Conference Room Pilot milestone is complete for each project when the following tasks have been completed: <ol style="list-style-type: none"> 1. CherryRoad has conducted the conference room pilot session in accordance with the published schedule. 2. The Conference Room Pilot Milestone will serve as the final foundation training session for LEA team users 		
DELIVERABLE/MILESTONE ASSUMPTIONS:			
<ol style="list-style-type: none"> 1. F04 Conference Room Pilot will provide a walkthrough of the functions, features, and capabilities of the cloud application to meet LEA's requirements and business processes. LEA specific configuration and data will be limited to that which is completed as part of the F02 Initial Prototype milestone. 2. LEA requirements not scheduled to be included in the F04 Conference Room Pilot will be deferred to F05 Complete System Testing, F08 Integration Testing and/ or F09 Complete User Acceptance testing. 			

NUMBER	F05	NAME	Complete System Test
STAGE:	4 – Testing & Training	TRACK:	2 – Functional
DESCRIPTION:	The F05 Complete System Test milestone marks the completion of the System Test cycle as defined by the P07 Test Plan deliverable. During system test the project team will fully convert data, test end-to-end business processes in the Oracle Cloud application, including converted data. Completion of the F05 Complete System Test milestone certifies that the system configuration is ready for integration testing.		
SUB-DELIVERABLES/ MILESTONES:	There will be a Complete System Test milestone for each LEA project phase.		
FORMAT:	N/A		
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Review system test scripts and update as necessary Participate in the execution of system test scripts Participate in the resolution of system test issues 		
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Prepare delivered Oracle system test scripts Lead the execution of system test scripts Lead the resolution of issues and problems uncovered during the system test cycle 		
ACCEPTANCE CRITERIA	<p>The scope, participants, and schedule of F05 Complete System Test milestone will follow the approach established by the P07 Test Plan deliverable. The F05 Complete System Test milestone is complete when:</p> <ol style="list-style-type: none"> 1. Requisite Test Scripts have been documented for the system test cycle 2. System test scripts have been executed or placed on hold by LEA and CherryRoad 3. All issues have been recorded in accordance with the P03 Project Charter 4. No critical issue as mutually agreed upon shall prevent the start of integration testing and/or end user training 5. Non-critical issues are placed on a parking lot, as mutually agreed upon, with a timeline defined to address those issues 		
DELIVERABLE/MILESTONE ASSUMPTIONS:			
<ol style="list-style-type: none"> 1. The method for determining priority and urgency of test scripts and test issues will be defined by the P07 Test Plan deliverable. 2. F05 Complete System Test will be executed in the environment established for System Testing. 3. Approval of the milestone will not be withheld due to configuration items, which LEA and CherryRoad mutually agreed not to include in the system test cycle. 			

NUMBER	F06	NAME	Module Configuration Document	
STAGE:	4 – Testing & Training	TRACK:	2 – Functional	TYPE: Deliverable
DESCRIPTION:	The F06 Module Configuration Document marks the completion of the Oracle Cloud Application configuration as agreed upon by LEA and CherryRoad prior to the start of the acceptance testing test cycle. The Module Configuration Document will need to be kept up-to-date based on feedback from all test cycles and after production.			
SUB-DELIVERABLES/ MILESTONES:	There will be a Module Configuration Document deliverable for each LEA project. Once created this deliverable can be used as part of the master template for each LEA project.			
FORMAT:	Microsoft Word, Microsoft Excel			
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Attend deliverable review sessions • Approve deliverable 			
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Prepare and deliver Module Configuration Document • Facilitate deliverable review meetings • Maintain keeping the Module Configuration Document up-to-date as changes occur or bugs during testing lead to changes. 			
ACCEPTANCE CRITERIA	The F06 Module Configuration Documents will include the following information for the corresponding project phase: 1. Oracle Cloud Application configuration by module and corresponding integrations, where applicable 2. Key configuration design decisions			
DELIVERABLE/MILESTONE ASSUMPTIONS:				
1. LEA and CherryRoad recognizes that configuration management is an ongoing effort, and the Oracle Cloud Application configuration is drafted early in the project and will be approved during the Stage 4 – Testing & Training. The Module Configuration Document will be kept up-to-date as changes occur or bugs during testing lead to changes.				

NUMBER	F07	NAME	Workflow Design Document
STAGE:	4 – Testing & Training	TRACK:	2 – Functional
DESCRIPTION:	The F07 Workflow Design Document provides an overview of any workflow setup during the project.		
SUB-DELIVERABLES/ MILESTONES:	There will be a Workflow Design Document deliverable for each LEA project.		
FORMAT:	Microsoft Word, Microsoft Excel		
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for deliverable • Attend deliverable review sessions • Approve deliverable 		
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Prepare and deliver Workflow Design Document • Facilitate deliverable review meetings • Maintain keeping the Workflow Design Document up-to-date as changes occur or bugs during testing lead to changes. 		
ACCEPTANCE CRITERIA	The F07 Workflow Design Document will include the following information for the corresponding project phase: <ol style="list-style-type: none"> 1. Approval Process for Key System Processing 2. Key workflow configuration design decisions 		
DELIVERABLE/MILESTONE ASSUMPTIONS:			
<ol style="list-style-type: none"> 1. The F07 Workflow Design Document is based on delivered Oracle workflow. 2. LEA and CherryRoad recognizes that workflow management is an ongoing effort, and the Workflow Design Document is drafted early in the project and will be approved during the Stage 4 – Testing & Training. The Workflow Design Document will be kept up-to-date as changes occur or bugs during testing lead to changes. 			

NUMBER	F08	NAME	Complete Integration Test	
STAGE:	4 – Testing & Training	TRACK:	2 – Functional	TYPE: Milestone
DESCRIPTION:	The F08 Complete Integration Test milestone marks the completion of the Integration Test cycle as defined by the P07 Test Plan deliverable. During integration test the project team will fully convert data, test end-to-end business processes in the Oracle Cloud application, including converted data, interfaces, and reports/dashboards. Completion of the F08 Complete Integration Test milestone certifies that the system is ready for user acceptance testing and end user training.			
SUB-DELIVERABLES/ MILESTONES:	There will be a Complete Integration Test milestone for each LEA project.			
FORMAT:	N/A			
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Review integration test scripts Participate in the execution of integration test scripts Participate in the resolution of integration test issues 			
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Prepare Oracle business process integration test scripts Lead the execution of integration test scripts Lead the resolution of issues and problems uncovered during the integration test cycle 			
ACCEPTANCE CRITERIA	<p>The scope, participants, and schedule of F08 Complete Integration Test milestone will follow the approach established by the P07 Test Plan deliverable. The F08 Complete Integration Test milestone is complete when:</p> <ol style="list-style-type: none"> 1. Requisite Test Scripts have been documented for the integration test cycle 2. Integration test scripts have been executed or placed on hold by LEA and CherryRoad 3. All issues have been recorded in accordance with the P03 Project Charter 4. No critical issue as mutually agreed upon shall prevent the start of user acceptance test and/or end user training 5. Non-critical issues are placed on a parking lot, as mutually agreed upon, with a timeline defined to address those issues 			
DELIVERABLE/MILESTONE ASSUMPTIONS:				
<ol style="list-style-type: none"> 1. The method for determining priority and urgency of test scripts and test issues will be defined by the P07 Test Plan deliverable. 2. F08 Complete Integration Test will be executed in the environment established for Integration Testing. 3. Approval of the milestone will not be withheld due to configuration items, which LEA and CherryRoad mutually agreed not to include in the integration test cycle. 				

NUMBER	F09	NAME	Complete User Acceptance Test
STAGE:	4 – Testing & Training	TRACK:	2 – Functional
DESCRIPTION:	The F09 Complete User Acceptance Test milestone marks the completion of the User Acceptance Test cycle as defined by the P07 Test Plan deliverable. Completion of the F09 Complete User Acceptance Test milestone certifies that the system is ready for Go-Live.		
SUB-DELIVERABLES/ MILESTONES:	There will be a Complete User Acceptance Test milestone for each LEA project.		
FORMAT:	N/A		
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Prepare user acceptance test scripts • Execute user acceptance test cycle • Document user acceptance test results 		
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Prepare unit, system, test scripts and methodology (if combining in one deliverable) • Support LEA user acceptance test • Resolve issues and problems uncovered during user acceptance test cycle 		
ACCEPTANCE CRITERIA	<p>The scope, participants, and schedule of F09 Complete User Acceptance Test milestone will follow the approach established by the P07 Test Plan deliverable. The F09 Complete User Acceptance Test deliverable is complete when:</p> <ol style="list-style-type: none"> 1. Requisite Test Scripts have been documented for the user acceptance test cycle 2. User acceptance test scripts have been executed or placed on hold by LEA and CherryRoad 3. All issues have been recorded in accordance with the P03 Project Charter 4. No critical issue as mutually agreed upon preventing production go live remain open 5. Non-critical issues are placed on a parking lot, as mutually agreed upon, with a timeline defined to address those issues 		
DELIVERABLE/MILESTONE ASSUMPTIONS:			
<ol style="list-style-type: none"> 1. The method for determining priority and urgency of test scripts and test issues will be defined by the P07 Test Plan deliverable. 2. F09 Complete User Acceptance Test will be executed in the environment established for User Acceptance Testing. 3. In the event low priority conversion, interface, and report/dashboard development items, as agreed to by LEA and CherryRoad, are outstanding at the start of the user acceptance test cycle, the project team may complete the F09 Complete User Acceptance Test milestone if both LEA and CherryRoad agree on the approach. Approval of the milestone will not be withheld due to low priority development items, which LEA and CherryRoad mutually agreed not to include in the user acceptance test cycle. 			

NUMBER	F10	NAME	Complete Production Support
STAGE:	5 – Deploy & Support	TRACK:	2 – Functional
DESCRIPTION:	Following the P10 Production System Go Live, the CherryRoad project team will provide thirty (30) days of production support to LEA for each project.		
SUB-DELIVERABLES/ MILESTONES:	There will be a Complete Production Support milestone for each LEA project.		
FORMAT:	N/A		
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Lead LEA production operations • Participate in resolution of production issues and problems • Attend remedial training as needed 		
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Support LEA production operations • Lead resolution of production issues and problems • Provide remedial training as needed • Provide quick tips for Help Desk to use/distribute 		
ACCEPTANCE CRITERIA	The F10 Complete Production Support milestone is complete when: <ol style="list-style-type: none"> 1. CherryRoad has participated in the implementation support period in accordance with the staffing plan 2. Thirty (30) days of production support to the LEA project 		
DELIVERABLE/MILESTONE ASSUMPTIONS:			
<ol style="list-style-type: none"> 1. The resolution of production issues is a cyclical operations' process where issues are continuously opened, analyzed, and resolved. Issues opened during the Thirty (30) day CherryRoad production support period will be resolved by CherryRoad in order of priority. Issue prioritization will follow the standards for issue management as defined by the P03 Project Charter deliverable. Production issues that cannot be resolved in the support period will be transitioned to LEA for resolution, unless LEA and CherryRoad mutually agree for CherryRoad to complete the issue resolution following the thirty (30) day production support period. 2. Any issues still on the parking lot during the 30 days will be resolved and system/user documentation updated accordingly 			

B.3. Development Deliverable Definitions

Five (5) of the thirty-three (33) deliverables reside in the Development Implementation Track.

Track 3 – Development	
D01	Development Approach
D02	Conversion Process Templates
D03	Complete Conversion Data Validation
D04	Interface/Integration Templates
D05	Complete Reports

The deliverable definitions for each of the five (5) Development Implementation Track deliverables are included below.

NUMBER	D01		NAME	Development Approach	
STAGE:	1 – Planning & Discovery		TRACK:	3 – Development	
TYPE:	Deliverable				
DESCRIPTION:	The D01 Development Approach will describe in detail the tasks that will be performed to handle LEA’s conversion, interface, reporting, and security requirements. The deliverable will describe how these development items will be developed/configured, tested, and implemented in production.				
SUB-DELIVERABLES/ MILESTONES:	There will be a single D01 Development Approach deliverable completed for all LEA projects. The deliverable will used through the other projects and will not be recreated.				
FORMAT:	Microsoft Word				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide input for the deliverable • Attend deliverable review meetings • Approve deliverable 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create the deliverable • Facilitate deliverable review meetings 				
ACCEPTANCE CRITERIA	<p>The D01 Development Plan will be an MS Word document that outlines a detailed plan to handle development items during LEA implementation. The document will include the following:</p> <ol style="list-style-type: none"> 1. Conversion strategy including conversion scope, approach, standards, timeline, testing method, LEA/CherryRoad roles, and assumptions. 2. Integration strategy including interface scope, approach, standards, timeline, testing method, LEA/CherryRoad roles, and assumptions. 3. Report/Dashboard strategy including reporting scope, approach, standards, timeline, testing method, LEA/CherryRoad roles, and assumptions. 4. Application security strategy including scope, approach, standards, timeline, testing method, LEA/CherryRoad roles, and assumptions. 5. Disaster Recovery/Business Continuity strategy 6. Knowledge transfer and sharing activities completed. 				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
<ol style="list-style-type: none"> 1. The conversion strategy will utilize a series of standard templates and tools to meet the conversion requirements for the project. The D01 Development Plan will not diverge from these standard templates, file formats, and conversion tools unless mutually agreed upon by LEA and CherryRoad. 2. The interface strategy will utilize a series of standard templates and tools to the extent possible to meet the interface requirements for the project. The D01 Development Plan will not diverge from these standard templates, file formats, and interface tools, unless mutually agreed upon by LEA and CherryRoad 					

NUMBER	D02	NAME	Complete Conversion Process Templates		
STAGE:	3 - Design & Development	TRACK:	3 – Development	TYPE:	Milestone
DESCRIPTION:	The Complete D02 Conversion Process Templates milestone represents the delivery and loading of data from legacy systems into the corresponding Oracle module. For all conversion items, the project team will follow the standards defined by the D01 Development Approach deliverable.				
SUB-DELIVERABLES/ MILESTONES:	The D02 Conversion Process Template will be leveraged at multiple LEA's.				
FORMAT:	Excel, flat file				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • LEA assigned conversion tasks • Export Data from existing system in template format 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Deliver Conversion Templates • Load data into Oracle Cloud system • CherryRoad assigned conversion tasks 				
ACCEPTANCE CRITERIA	The D02 Conversion Process Template will be provided for each conversion identified in the Conversion Requirements Matrix. Each D02 conversion item will be developed and unit tested in accordance with the standards defined by the D01 Development Approach.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. Following P06 Project Scope Document, the CherryRoad Project Manager will update the requirements matrix conversion section indicating the conversion items that will be included in D02.					

NUMBER	D03	NAME	Complete Conversion Data Validation		
STAGE:	3 - Design & Development	TRACK:	3 – Development	TYPE:	Milestone
DESCRIPTION:	Following the D02 Complete Conversion Process Templates milestone. CherryRoad will coordinate sessions to load data into the system and request LEA to review and validate the data.				
SUB-DELIVERABLES/ MILESTONES:	There will be a data validation session for each conversion item, for each LEA project.				
FORMAT:	N/A				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • LEA assigned conversion tasks • Export Data • Review Data • Approve Data 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • CherryRoad assigned conversion tasks • Load data • Coordinate review sessions • Assist with review 				
ACCEPTANCE CRITERIA	The D03 Complete Conversion Data Validation is performed for all conversions. Each D03 Complete Conversion Data Validation item will be validated in accordance with the standards defined by the D02 Development Approach.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. Data Validation is only a review of Data by LEA in the Oracle Cloud System. It is not a system, integration or user acceptance testing.					

NUMBER	D04	NAME	Complete Interface/Integration Templates		
STAGE:	3 – Design & Development	TRACK:	3 – Development	TYPE:	Milestone
DESCRIPTION:	The D04 Complete Interfaces/Integration Templates milestone represents the delivery and loading of data from legacy or 3rd party systems into the corresponding Oracle module. For all interface items, the project team will follow the standards defined by the D01 Development Approach deliverable.				
SUB-DELIVERABLES/ MILESTONES:	The D02 Conversion Process Template will be leveraged at multiple LEA's.				
FORMAT:	N/A				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • LEA assigned interface/integration tasks • Export Data from legacy or 3rd party systems in template format or Import Data from Oracle Cloud into legacy or 3rd party systems. • Manage direct relationships with 3rd party vendors. 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Deliver Interface/Integration Templates • Load data into Oracle Cloud system from templates or export data from Oracle in required template format. • CherryRoad assigned interface/integration tasks 				
ACCEPTANCE CRITERIA	D04 Complete Interfaces/Integration Templates will be provided for each interface/integration identified in the Interface Requirements Matrix. Each D04 interface/integration item will be developed and unit tested in accordance with the standards defined by the D01 Development Approach.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. Following P06 Project Scope Document, the CherryRoad Project Manager will update the requirements matrix interface section indicating the interface items that will be included in D02.					

NUMBER	D05	NAME	Complete Reports		
STAGE:	3 – Design & Development	TRACK:	3 – Development	TYPE:	Milestone
DESCRIPTION:	The D05 Complete Reports milestone represents the delivery of user reports. For all report items, the project team will follow the standards defined by the D01 Development Approach deliverable.				
SUB-DELIVERABLES/ MILESTONES:	The D05 Complete Reports will be leveraged at multiple LEAs.				
FORMAT:	None				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide Report requirements and samples • Complete a report requirement design document 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Create the report • CherryRoad assigned report tasks 				
ACCEPTANCE CRITERIA	The D05 Complete Reports will include those reports identified in the Report Requirements Matrix. Each D05 Complete Reports item will be developed, and unit tested in accordance with the standards defined by the D01 Development Approach.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. Following P06 Project Scope Document, the CherryRoad Project Manager will update the requirements matrix report section indicating the report items that will be included in D05.					

B.4. Organizational Change Management Deliverable Definitions

Three (3) of the thirty-three (33) deliverables reside in the Organizational Change Management Implementation Track.

Track 4 – Organizational Change Management	
O01	Stakeholder Analysis
O02	Organizational Change Management Plan
O03	Operations & Maintenance Plan

The deliverable definitions for each of the three (3) Organizational Change Management Implementation Track deliverables are included below.

NUMBER	O01		NAME	Stakeholder Assessment	
STAGE:	2 – Planning & Discovery	TRACK:	4 – OCM	TYPE:	Deliverable
DESCRIPTION:	The identification and qualification of LEA employees and external stakeholders, at all levels, who may have an interest or connection with the project. This list will be used to schedule, draft, and distribute relevant messages and informational activities throughout the project. Stakeholders will be assessed in terms of their “Interest” and “Influence” regarding the Oracle Cloud ERP project. This qualification will help the project team focus and engage with those stakeholders deemed critical to project success.				
SUB-DELIVERABLES/ MILESTONES:	There will be a Stakeholder Assessment deliverable for each LEA project.				
FORMAT:	Microsoft Word, Microsoft Excel				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Identify LEA and external stakeholder roles Identify LEA employees in each role, by department Identify external stakeholders by role Lead assessment of stakeholder "Interest" and "Influence" Participate in necessary stakeholder interviews Create deliverable 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Draft assessment framework (Spreadsheet) Support the population of the stakeholder spreadsheet Support the assessment of stakeholder "Interest" and "Influence" Support stakeholder interviews Review deliverable and provide feedback to LEA 				
ACCEPTANCE CRITERIA	The deliverable will be complete when the stakeholder spreadsheet is populated and an agreed upon reasonable number of stakeholders identified to be deemed necessary for engagement throughout the project. A summary assessment document (Word) will be drafted collaboratively by the OCM team describing how to engage the “necessary” stakeholders throughout the project.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
<ol style="list-style-type: none"> LEA will identify and qualify key stakeholders from each department in specified roles, and external stakeholders as appropriate. Stakeholders include business area leads, subject matter experts, technical team, project manager and steering committee members. LEA will maintain and update the list of LEA stakeholders throughout the project so that its clear the proper LEA resources are included in all project activities. 					

NUMBER	O02	NAME	Organizational Change Management and Plan	
STAGE:	2 – Planning & Discovery	TRACK:	4 – OCM	TYPE: Deliverable
DESCRIPTION:	The purpose of this O02 Organizational Change Management Plan deliverable is to define the approach, resources and schedule for each major component within the Organizational Change Management (OCM) implementation track that will be used to manage organizational change to support LEA. Major OCM components include leadership support, department readiness, and communications.			
SUB-DELIVERABLES/ MILESTONES:	There will be a single O02 Organizational Change Management Plan for each LEA project.			
FORMAT:	Microsoft Word			
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Participate in O02 Organizational Change Management Plan work sessions • Identify LEA communication vehicles available to the project team • Participate in the creation of the deliverable • Upon completion of the plan, the LEA OCM lead will be responsible for facilitating the day to day work. 			
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Facilitate the O02 Organizational Change Management Plan work sessions • Facilitate the creation of the deliverable • Upon completion of the plan, the CherryRoad OCM Lead will review plan progress and provide guidance. 			
ACCEPTANCE CRITERIA	<p>The O02 Organizational Change Management Plan will establish the following for change management components for LEA implementation project:</p> <ol style="list-style-type: none"> 1. Scope of Organizational Change Management work 2. Leadership Support 3. Readiness (Working with leadership and departments) and Gap Analysis (skills, structure, personnel) 4. Communications <p>Regarding communications, the plan will define the scheduled one-way and two-way communications and will minimally include the following key variables associated with each form of communication:</p> <ol style="list-style-type: none"> 1. Activity 2. Target Audience 3. Objective 4. Key Messages 5. Development Owner 6. Delivery Owner 7. Transmittal Option(s) 8. Frequency 			
DELIVERABLE/MILESTONE ASSUMPTIONS:				
<ol style="list-style-type: none"> 1. Upon completion of the plan, LEA OCM lead will be responsible for facilitating the day to day work, and the CherryRoad OCM Lead will review plan progress and provide guidance 2. The OCM plan will describe the readiness, communications, user feedback loop, and training frameworks to ensure they align with the OCM principles and practices. 				

NUMBER	O03	NAME	Operations & Maintenance Plan	
STAGE:	5 – Deploy & Support	TRACK:	4 – OCM	TYPE: Deliverable
DESCRIPTION:	The O03 Operations and Maintenance Plan deliverable defines the support structure, roles, methods, policies, and procedures for managing LEA’s production environment post go-live. The deliverable defines LEA’s approach to transitioning from an implementation project team to a post implementation support organization.			
SUB-DELIVERABLES/ MILESTONES:	There will be an Operations & Maintenance Plan deliverable for each LEA project.			
FORMAT:	Microsoft Word			
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Lead the O03 Operations & Maintenance Plan work sessions • Create the deliverable • Upon completion of the plan, LEA will responsible for implementation of the O03 Operations & Maintenance Plan 			
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Participate in the O03 Operations & Maintenance Plan work sessions as requested by LEA • Provide best practice experience and recommendations for the 003 Operations & Maintenance Plan • Support the creation of the deliverable • Provide sample templates and documents where available 			
ACCEPTANCE CRITERIA	The O03 Operations and Maintenance Plan will provide planning and direction for the post implementation support stage. <ol style="list-style-type: none"> 1. Post Implementation Operations and Maintenance Support Objectives 2. Operations and Maintenance Support Teams, including roles and responsibilities 3. Operations and Maintenance Support Organization structure(s) 4. RACI Chart describing and comparing support organizations roles and responsibilities 5. Business Process and System Governance 6. Portfolio management including intake of requests, setting priorities and decision making 7. Help Desk Policies and Procedures 8. Security Policies and Procedures 9. Disaster Recovery/Business Continuity Policies and Procedures 			
DELIVERABLE/MILESTONE ASSUMPTIONS:				
1. This deliverable will be developed in partnership with CherryRoad. LEA will assume lead responsibility, and CherryRoad’s OCM Lead will participate actively to ensure the deliverable related tasks are completed per the project schedule.				

B.5. Training Deliverable Definitions

Four (4) of the thirty-three (33) deliverables reside in the Training Implementation Track.

Track 5 – Training	
T01	Complete Foundation Project Team Training
T02	Training Plan
T03	Deliver Train-the-Trainer Training
T04	Deliver End-User-Training

The deliverable definitions for each of the four (4) Training Implementation Track deliverables are included below.

NUMBER	T01	NAME	Complete Foundation Project Team Training
STAGE:	2 – Planning & Discovery	TRACK:	5 – Training
		TYPE:	Milestone
DESCRIPTION:	Foundation Project Team Training is intended to serve as a system software orientation, and to provide LEA project team members with exposure to the Oracle Cloud architecture and navigation very early in the project. The early exposure will better enable the project team to effectively participate in the subsequent gap analysis sessions and eventual testing sessions.		
SUB-DELIVERABLES/ MILESTONES:	There will be a Complete Foundation Project Team Training milestone for each LEA project.		
FORMAT:	Learning Management System (LMS)		
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Attend foundation project team training Complete applicable Oracle Training - Oracle Foundation Course 		
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Prepare foundation project team training sessions Suggest Oracle Training - Oracle LaunchPad and Guided Learning Starter Packs Conduct foundation project team training sessions 		
ACCEPTANCE CRITERIA	<p>The T01 Complete Foundation Project Team Training milestone is complete when LEA project team members have participated in and completed the designated training sessions. The sessions will cover the following subject matter:</p> <ol style="list-style-type: none"> Orientation provided on the basic system architecture (e.g., look and feel of the system, tool bars and icons, drop down lists, etc.) and system navigation Orientation is also provided on the basic operations and transaction flow of each of the Cloud Applications modules individually, as well as how these modules work in an integrated fashion. 		
DELIVERABLE/MILESTONE ASSUMPTIONS:	<ol style="list-style-type: none"> The goal of Foundation Project Team Training is to give the core project team an overview of the software, so they have seen its basic features prior to going into the gap sessions. The sessions will not provide LEA project team members with an in-depth understanding of the software features, functions, and capabilities All foundation team orientation materials will be delivered utilizing a baseline LMS. No additional material will be developed. Oracle Training participation is the responsibility of LEA project team members to gain a deeper understanding of the applicable module(s) 		

NUMBER	T02	NAME	Training Plan
STAGE:	3 – Design & Development	TRACK:	5 – Training
DESCRIPTION:	The T02 Training Plan deliverable defines the training strategy to be adopted for LEA's system implementation and presents an overview of the planned training courses and timeline for the end users, and Functional SMEs. System Administrator and Application Administrator training is performed via knowledge transfer. Administrators and Help Desk staff are welcome to attend end user training but there is no formal training specifically geared toward those roles.		
SUB-DELIVERABLES/ MILESTONES:	There will be a Training Plan deliverable for each LEA project.		
FORMAT:	Microsoft Word		
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide trainee population data as requested by CRT for development of the deliverable • Plan LEA training facilities • Provide input for deliverable • Attend deliverable review meetings • Approve deliverable 		
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> • Analyze LEA training requirements • Create deliverable • Facilitate deliverable review meetings 		
ACCEPTANCE CRITERIA	<p>The T02 Training Plan deliverable documents the overall training plan. The plan will be considered complete when the following items have been determined:</p> <ol style="list-style-type: none"> 1. Population of LEA employees that will require training 2. Preliminary Course Catalog that will be included in the training curriculum design sessions 3. End user training program milestones and project schedule 4. Post production support team training program milestones and project schedule (e.g., Help Desk, Functional SMEs, System Administrators, etc.) 5. Recommended Oracle training – Oracle LaunchPad, Guided Learning Starter Packs 6. Recommended facilities and training logistics including classrooms and connectivity 7. Methods to be employed for training 		
DELIVERABLE/MILESTONE ASSUMPTIONS:			
1.			

NUMBER	T03		NAME	Deliver Train-the-Trainer Training	
STAGE:	4 – Testing & Training	TRACK:	5 – Training	TYPE:	Milestone
DESCRIPTION:	The T03 Deliver Train-the-Trainer Training milestone marks the completion of the Train-the-Trainer workshops attended by LEA trainers. Course enrollment and evaluation procedures are also included. Train-the-Trainer workshops are conducted in accordance with the T02 Training Plan deliverable.				
SUB-DELIVERABLES/ MILESTONES:	There will be a Deliver Train-the-Trainer Training milestone for each LEA project.				
FORMAT:	Learning Management System (LMS)				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Identify and make available prospective LEA trainers Organize the logistics and attendees for the Train-the-Trainer workshops LEA trainers attend the Train-the-Trainer training workshops 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Plan the Train-the-Trainer workshops Create the training materials to be used through a combination of a Learning Management System (LMS) and custom content for the Train-the-Trainer SMEs Manage the delivery of the Train-the-Trainer workshops Conduct the Train-the-Trainer workshops 				
ACCEPTANCE CRITERIA	<p>The T03 Train-the-Trainer milestone will be complete when each of the following Train-the-Trainer delivery tasks has been completed:</p> <ol style="list-style-type: none"> Complete training materials and walk through review sessions Complete training workshops in accordance with the T02 Training Plan deliverable CherryRoad trainers conduct first training class for each class with LEA trainers as attendees in accordance with T02 Training Plan deliverable 				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. LEA will assist CherryRoad in creating custom content to prepare training materials for end-users.					

NUMBER	T04		NAME	Deliver End User Training	
STAGE:	5 – Deploy & Support	TRACK:	5 – Training	TYPE:	Milestone
DESCRIPTION:	The T04 Deliver End User Training milestone marks the completion of the End User Training classes as planned for in the T02 Training Plan deliverable. Course enrollment and evaluation procedures are included.				
SUB-DELIVERABLES/ MILESTONES:	There will be a Deliver End User Training milestone for each LEA.				
FORMAT:	Learning Management System (LMS)				
LEA ROLE/ RESPONSIBILITIES	<ul style="list-style-type: none"> Create/modify CBT and/or courseware creation Deliver End User Training Track training attendance Track training evaluation 				
CHERRYROAD ROLE/ RESPONSIBILITIES:	<ul style="list-style-type: none"> Support the end user training program Resolve LMS and/or training environment issues and problems 				
ACCEPTANCE CRITERIA	The T04 Deliver End User Training milestone will be considered complete when all end user training classes, as defined by the T02 Training Plan deliverable, have been conducted. Deliver training for Application Admin/Functional SMEs, System Admin/Technical Training and all are complete and conducted in a timely manner.				
DELIVERABLE/MILESTONE ASSUMPTIONS:					
1. CherryRoad will assist LEA in preparing training materials to be used using a combination of a Learning Management System (LMS) and custom content from the T03 Train-the-Trainer workshops.					
2. LEA will provide training for Application Admin/Functional SMEs, System Admin/Technical Training.					

Appendix C. Assumptions

1. Additional third-party and CherryRoad provisioned applications may be used as part of the overall solution as long as such applications meet or exceed North Carolina Department of Information Technology requirements.
2. LEA Project Team members will be available to the project as needed to meet timelines and assigned task completion. Project will be communicated as a priority.
3. LEA Project Teams will use the CherryRoad SharePoint site which will be part of the templated approach to facilitate and reduce project ramp up time and deployment of templated approach.
4. <ADDITIONAL ASSUMPTIONS TO BE ADDED>

Appendix D. Requirements Table

A business and technical requirements section will be included in this section. This table will be the consolidation of standard requirements agreed to between DPI and CherryRoad, coupled with LEA specific requirements (which may be subject to additional fees).