

City of Roseville

Statement of Work

4/17/17

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Section 1: Back ground and Overview of Project

The City of Roseville is an incorporated city with a population of more than 122,000 residents, located in Placer County, approximately 16 miles northeast of Sacramento, California. The City is a Charter city operating under City Council/City Manager form of government.

With growth projected over the next decade, the City has recognized the need to improve its ability to deliver services and reduce operational costs using modern technology. The new ERP system is intended to meet the entire suite of administrative management requirements of the City over the next decade through a state-of-the-art technology and software infrastructure.

Some of the many services the City provides its residents include:

- Public Safety (Fire and Police)
- Environmental Utilities (water, waste water, refuse, recycle, storm water)
- Electric Utility
- Public Transportation
- Planning (Building Inspections, Inspections, Code Enforcement)
- Economic Development
- Financial
- Housing Services
- Parks and Recreation
- Library
- Public Works

The City's primary financial system is SunGard Public Sector's Integrated Financial and Administrative Solution (IFAS). While the IFAS system has been stable and reliable it lacks integration to other key City systems, a modern user interface as well as other features that are intuitive and common with modern systems.

The City desires to deploy and implement an Enterprise Resource Planning (ERP) System that meets the administrative and business management needs of the City including Financial Management, Procurement, Human Capital Management and Budgeting.

1.1 Project Criteria for Success

With this project, the City aims to improve business processes, gain efficiencies, simplify and standardize use of systems, and install core public sector ERP functionality.

The City identified the following items they would consider project successes when the ERP is implemented:

- Improved business processes
- Integration with other primary city systems
- Improved reporting
- Ad-hoc reporting that can be performed by users using system reporting tools
- Redesigned chart of accounts
- Management self-service

- Employee self-service
- Workflow and electronic signatures
- Effective dating capabilities
- Integration with CalPERS
- Improved open enrollment process
- More efficient use of personnel resources
- Reduction of shadow systems

1.2 Project Scope

The project scope includes all tasks necessary for delivering the overall project criteria for success, implementation of the scope identified in this section as defined by the appropriate roles and responsibilities of this SOW.

Core ERP

- Financials
 - General Ledger
 - Purchasing / Contracts
 - Accounts Payable
 - Accounts Receivable/Misc. Billing
 - Project / Grant Accounting
 - Capital Assets
 - Budget
- HR/Payroll
 - Human Resources
 - Benefit Administration
 - Leave Management
 - Payroll

The City will continue to use its existing Time Entry and Scheduling applications and interface to the new ERP System.

The City will be deploying and implementing these functions using an Oracle SaaS/Cloud based solution.

1.2.1 Functional / Module Scope

The application module descriptions in this section provides an overview of each of the functional applications to be implemented. The functionality proposed will cover all functional areas within each category listed below and as is more thoroughly described in SOW Exhibit 6 - Functional Requirements.

A brief description of each major application component is outlined next:

ORACLE ERP CLOUD SERVICE

Oracle ERP Cloud Services modules to be implemented to meet the City's requirements includes the following products:

- **Fusion Financials Cloud Service** includes the following modules:
 - **Fusion General Ledger** – The Fusion Financials General Ledger applications is a comprehensive, flexible, and advanced general ledger solution that supports all accounting, financial reporting, allocation, and journal entry processes.
 - **Fusion Payables and Payments** – Fusion Accounts Payable and Payments provides efficient invoicing capabilities and payment processes to address all vendor, employee and related payment activity.
 - **Fusion Receivables** – Fusion Accounts Receivable manages and tracks all billing and cash collection activities along with a comprehensive Customer database, automated billing and statement generation, and multiple methods to record cash and revenue
 - **Fusion Assets** – records, tracks, and manages all capital assets including accounting for those assets, depreciation, location tracking, and employee assignments.
 - **Fusion Cash Management** – is a comprehensive cash accounting solution that supports full bank integration, cash planning and projections, and auto reconciliation with all cash related transactions.
- **Fusion Expenses** – is a travel and expense management solution that is fully integrated with accounts payable.
- **Fusion Automated Invoice Cloud Service** - provides out-of-the-box invoice imaging integration. Supplier invoices can be scanned with intelligent document recognition and then automatically routed to the appropriate finance personnel for faster completion, approval and payment processing. Invoice images can be viewed directly within Fusion Payables
- **Fusion WebCenter Forms Recognition Cloud Service** - is a learning-based intelligent document recognition (IDR) solution that can recognize, categorize and extract information from any type of document. Oracle WebCenter Forms Recognition uses intelligence - not templates - to effectively locate, extract, and link data to back-end systems and processes
- **Fusion Transactional Business Intelligence Cloud Service** – is a reporting facility that allows non-transactional users to receive and create reports from data in the ERP System.
- **Purchasing** – Oracle Fusion Purchasing automates purchasing transactions and provides a robust work area for buying professionals to manage exceptions. Organizations can execute routine transactions without manual intervention, increase productivity, and enforce compliance at every step. Supplier and agreement controls can be leveraged to automate purchase order creation from requisitions and communicate purchase orders to suppliers.
- **Self-Service Procurement** – Oracle Fusion Self-Service Procurement provides a user-friendly approach to managing employee requests for goods and services and automates and simplifies the receiving process.
- **Fusion Sourcing** - Oracle Sourcing is an electronic solicitation management application for both buyers and suppliers. It allows the buyers to create, manage, and publish their solicitations so that suppliers can view them electronically and respond online. It supports various types of solicitations

including RFI (Request for Information), RFQ (Request for Quote), RFP (Request for Proposal), and ITB (Invitation to Bid). Buyers can create solicitations to include: Terms and conditions; Suppliers based on commodity codes; and Requirements, or questions, which can be weighted and scored

- **Fusion Supplier Portal** - An integral part of Oracle Fusion Procurement, Oracle Fusion Supplier Portal improves the way you interact and collaborate with suppliers. With Oracle Fusion Supplier Portal, your suppliers gain access to a secure, integrated work area that provides full visibility to transactions, offers closed loop collaboration, and enables electronic invoicing. Suppliers can be quickly on-boarded through a simple online registration process. And once they are active, suppliers can easily manage their contact information to ensure that you have up to date and accurate information. Suppliers can also manage their business classifications during registration.
- **Procurement Contracts** – Oracle Fusion Procurement Contracts helps an organization create quality contracts faster and reduce risk with consistent enterprise standards, policies that govern their use, and flexible tools.
- **Enterprise Planning and Budgeting** – Oracle Planning and Budgeting Cloud Service is a flexible planning application based on Oracle Hyperion Planning that supports enterprise wide planning, budgeting, and forecasting in a cloud-based deployment model. Oracle Planning and Budgeting Cloud Service provides a Web and Microsoft Office enabled planning and modeling framework that supports driver based planning to help connect operational assumptions to financial outcomes.
- **Enterprise Performance Reporting Cloud Service** - Enterprise Performance Reporting Cloud is a secure, collaborative, and process driven service for defining, authoring, reviewing, and publishing financial and management report packages.
- **Projects Financials Cloud Service** – Project Financial Management applications in the Oracle Project Portfolio Management Cloud Service enable you to plan, organize, and manage activities, resources, cost, billing, and revenue to bring about the successful completion of specific project goals and objectives.
- **Fusion Grants Management** – Oracle Fusion Grants Management allows you to have complete visibility into the all aspects of your awards. Quickly visualize the current spending status and drill into funding, budget, commitment, and expenditure details, as well as all related conversations and documents
- **Fusion Contracts Billing** – Oracle Fusion Project Contract Billing delivers a highly flexible approach to project contract-based billing, segregating the planning and execution of project work with a comprehensive, integrated solution providing full control over contract terms, rates and limits including when and how to recognize revenue and generate invoices.

ORACLE HUMAN CAPITAL MANAGEMENT (HCM) CLOUD SERVICE

The following modules in the HCM Cloud will be deployed and implemented for the City:

- **Fusion HCM Base Cloud Services** – include the following modules:
 - **Fusion Human Resources** – delivers seamless management of employees, contingent workers and other persons across the enterprise that may have simple or complex work relationships with the organization. Human Resources provides a simple user interface to deliver relevant and secure information to users. Best-in practice processes, interactive organizational charts, collaborative tools, predictive analytics, and productive self-service are natively delivered out-of-the box.

- **Fusion Benefits** – Oracle Fusion Benefits is a rules-based benefits application that enables organizations to manage and deliver benefits programs to meet their mission, objectives, and strategic alignment to the organization. It supports the cafeteria style of choosing benefits as well as flex credits if required. Benefits self-service presents the employee with an intuitive process that guides them through selection of their eligible benefits. Employees can review and update their contacts as part of the enrollment guided process and also select dependents and beneficiaries in a separate step at the end of the enrollment process.
- **Fusion Absence Management** – As an integral part of the Oracle HCM Cloud Service solution, Absence Management enables organizations to create basic and complex as well as highly differentiated absence plans while providing simplified and smart absence transactions for employees, managers, and administrators.
- **Fusion Payroll** – Oracle Fusion Payroll is a rules-based payroll management system enabling workforce cost controls that ensure the entire workforce is paid on time and according to compensation rules. Fusion Payroll provides process flows that appear as checklists allowing users to configure payroll processing steps and assign owners and deadlines. Fusion Payroll also provides a Payroll Dashboard that proactively brings payroll information directly to the user in real-time

THIRD-PARTY PRODUCTS/APPLICATIONS

The following third-party products/applications will be incorporated into the overall implementation of the new ERP System.

- **Vertex** – Oracle Payroll Cloud Service in the United States includes delivery of the required Vertex Tax Calculation Module ADP has been removed

1.2.2 Organizational Scope

All Organizations/Departments in the City that interact with or are impacted by the new ERP System will be included in the scope of the project.

1.2.3 Data Conversion Scope

Conversion Data

The scope of data to be converted for the City's ERP System has been summarized in Exhibit 1 – Conversions in this SOW.

Conversion Responsibilities

The City 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 City's responsibilities for conversion will include:

- Assist 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 conversion activities.
- Conducting conversion reconciliation and verification.

1.2.4 Interface Scope

Anticipated Interfaces

The scope of required Interfaces for the City's ERP System has been summarized in Exhibit 2 – Interfaces to the SOW.

Interface Responsibilities

The City 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 for outbound interface data. In addition, the City will be responsible for all interface verification and reconciliation activities that will be required for the new ERP System.

The City's key responsibilities for Interfaces will include:

- Assist CherryRoad staff in understanding current legacy system and interface requirements.
- Supporting the CherryRoad Interface Design efforts.
- Reviewing automated File Loader and Spreadsheet loader processes and template 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 and verification.

1.2.5 Modification / Enhancement Scope

There are no "customizations, modifications or code enhancements" of the Oracle Cloud applications permitted in a SaaS/Cloud environment. The general approach for the ERP system implementation assumes that the City will adapt their business processes and use the delivered best practices, reports and workflows to meet their needs.

To meet any unique requirements of the City, CherryRoad will:

- Implement City-specific configurations and business rules using standard delivered functionality.
- Incorporate and configure the delivered and industry best practice workflows and business processes in the applications.
- Recommend any needed business process changes for the City to implement.

1.2.6 Reporting Scope

The general approach for the ERP system implementation assumes that the City will adapt their business processes and use the delivered best practices, reports and workflows to meet their needs. The Oracle Cloud/SaaS application products come complete with a large number of standard reports for each module.

In this regard:

- Specific custom reports to be created by CherryRoad are not in scope.
- Should a report be required to specifically meet a functional requirement that cannot otherwise be met, CherryRoad will perform up to 100 hours of such report creation activities at no additional cost.
- Any custom reports needed to meet unique City reporting requirements will be identified during the Gap Analysis and developed by the City using the ad-hoc reporting and workflow tools available with the Oracle Cloud software.
- CherryRoad has allocated 200 hours of training to the City in the use of Oracle report development tools and will assist the City in identifying and designing any custom reports at no additional costs.

1.2.7 Workflow Scope

The general approach for the ERP system implementation assumes that the City will adapt their business processes and use the delivered best practices, reports and workflows to meet their needs.

In this regard:

- The Oracle Cloud/SaaS application products come complete with a large number of standard workflows for each module.
- Delivered workflows can be configured to support City specific business rules and processing requirements.
- If delivered workflows require custom SQL configurations to meet unique City workflow and approval requirements as supported by the Cloud applications – CherryRoad will include three (3) such configurations within our scope as mutually determined by CherryRoad and the City. In the event more than three (3) of such configurations are necessary to satisfy the City's functional requirements, CherryRoad will develop all configurations as necessary to satisfy requirements and the additional effort will be handled via a change request.
- The City will also adjust its workflow and approval business processes to meet unique workflow requirements as needed.

1.2.8 Deliverables

As part of the implementation process, CherryRoad will produce a variety of deliverables and establish milestones for completion of tasks and activities.

A description of the deliverables/milestones for the City's ERP System implementation are included in Section 4.3 – Deliverables/Milestone

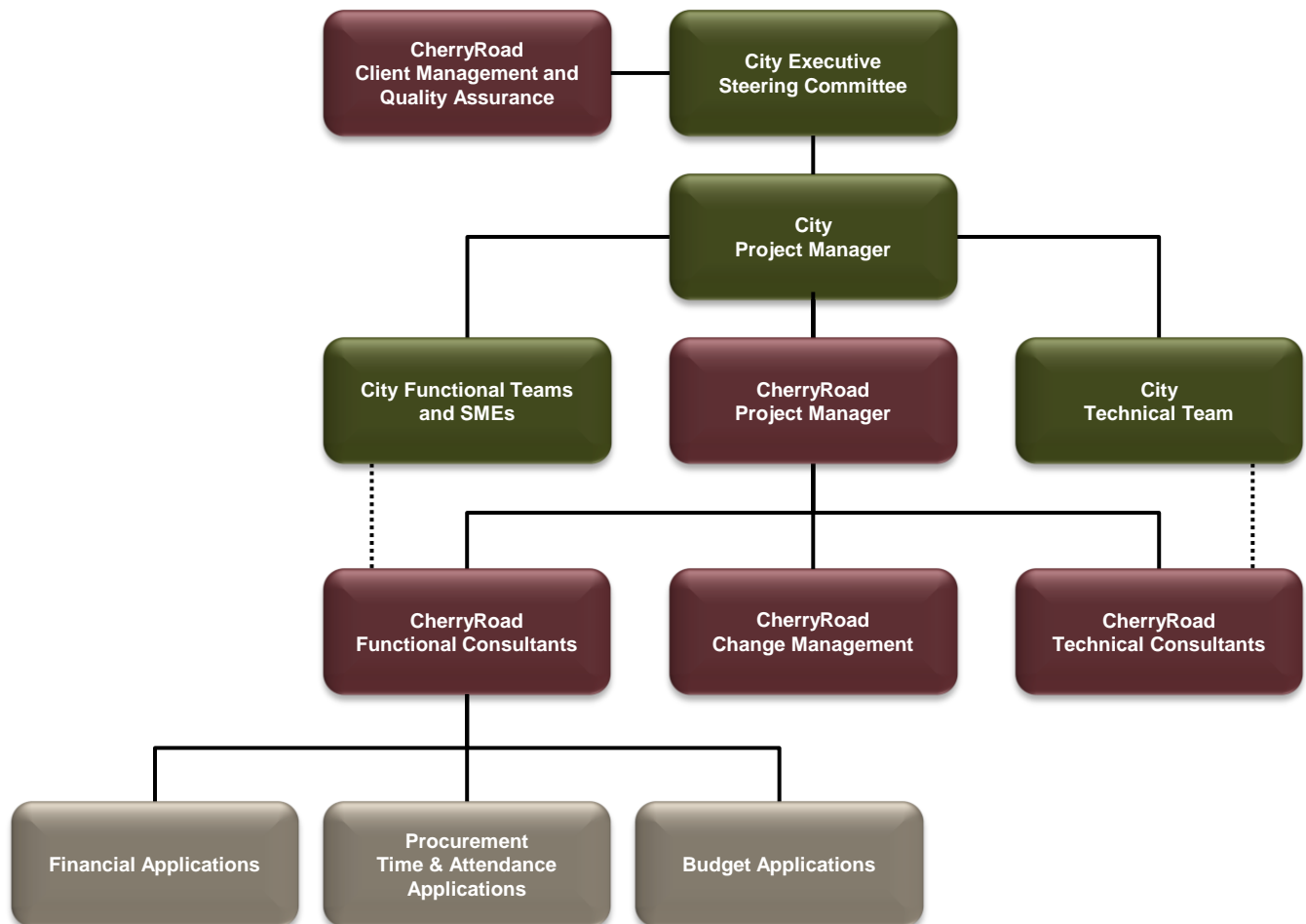
Section 2: Project Governance

The City's ERP System project presents organizational, staffing, and managerial challenges to the project team. The need to work with representatives from multiple organizations and units within the City and the need to complete this effort in an aggressive timeframe demands a project structure that:

- Facilitates communication with the City and within the project team.
- Is organized into manageable teams, each whom have designated responsibilities for specific areas of the project.
- Provides for continuity in staff from analysis and planning through implementation.
- Provides a thorough review and quality assurance mechanism.

The project organization shown below is designed to achieve all of these objectives.

City of Roseville – ERP System Implementation Proposed Project Organization



2.1 City Project Structure and Responsibilities

The City Steering Committee

The City Steering Committee will have oversight responsibility for the entire project. The Steering Committee should generally consist of a diverse group of administrators and managers representing major functional areas of the City. The Steering Committee does not make decisions. The Steering Committee's main responsibility is to ensure that the project is proceeding according to plan and major organizational issues related to the project are being adequately addressed and resolved by the project team.

This committee will be responsible for:

- Coordination with City executives;
- Establishing quality control standards for use by the project teams; and,
- Convening periodic quality assurance meetings to review progress-to-date.
- Ensure project resources are assigned to project.

City Project Manager

The City will assign a dedicated project manager. The implementation vendor's primary point of contact in matters of project management will be the City Project Manager. In his or her project management role, the City Project Manager will be responsible for:

- Coordinating the reporting, review and quality control process;
- Facilitating the effective participation of City staff;
- Resolving questions raised by Vendor requiring clarification of City requirements, policies, and procedures;
- Monitoring the progress of all principal Project participants;
- Facilitating the timely resolution of issues raised by the Vendor; and
- Reviewing and accepting or rejecting Milestones, Deliverables, and the System.

The City Project Manager shall be the person to whom the Vendor shall request review and Acceptance of Milestones and Deliverables.

City Functional Team Leads/Subject Matter Experts (SMEs)

The City will assign individuals as Functional Team Leads for each of the modules or major business areas being implemented. One Functional Team Lead will be assigned to each of the Oracle modules. These individuals will work closely with CherryRoad during all activities and tasks, and will be the City's primary point of contact relative to their particular module responsibilities. It is not expected that the Functional Team leads will be assigned full time; however, the implementation project will be their primary responsibility, during the implementation process. These individuals will participate in all aspects of the implementation including lead roles from the City side during

- The Configuration/Map-Gap Analysis Sessions and Workshops.
- Assistance and support to CherryRoad in the prototype system setup and configuration.
- Participate in the prototype presentation sessions provided by CherryRoad.

- Take a lead role in the City acceptance test of each module.
- Participate in train-the-trainer and other training sessions.
- May act as City trainers to train end-user community.
- Provide implementation and post implementation support to end users.

City Non-Lead Project Members

The City should also assign additional individuals to support the overall implementation team effort (as needed). These individuals will bring additional departmental and subject matter experience and insight and participate during the various stages of implementation. The exact number of Non-Lead Project Members to be assigned will be at the discretion of City.

CherryRoad recommends no more than 4-5 individuals per module or business area. Types of tasks that these individuals may participate in include:

- Initial Project Team Training
- Configuration/Map-Gap Analysis Sessions and Workshops
- Prototype Workshops
- Acceptance Testing
- End User Training

City Technical Staff

The City will assign a Technical Lead who will be responsible for coordinating all of the City technical responsibilities regarding this project. Particular responsibilities of this individual will be to:

- Coordinate the installation and setup of City system hardware (if any)
- Coordinate City efforts associated with the Oracle Cloud
- Coordinate and oversee the duties of other City technical team members assigned to the project, for interface, conversion and report writing responsibilities.

The City will assign other technical staff to the project on an as needed basis to complete City's responsibilities regarding interface and conversion file preparation and report writing.

City Change/Process Management Staff

The City will assign a change management coordinator(s) who will be responsible for coordinating all of the City change and communications management activities regarding this project. Particular responsibilities of this individual will be to:

- Assist the CherryRoad Change Management Coordinator in preparing a Change Management Plan.
- Leading Change Management activities by engaging City departments and change agents in those departments with communicating project goals, benefits.
- Leading Communications activities to keep City departments and staff informed of project status, progress and training activities.
- Facilitation and organizing meetings to obtain feedback for City staff and department users on the new system.

The City will assign other change management staff in the departments to serve as change management agents on an as needed basis to complete City's responsibilities related to change management.

2.2 Vendor Project Roles and Responsibilities

CherryRoad Project Manager

An assigned CherryRoad Project Manager will have overall responsibility for the vendor efforts and the individual teams within our project organization. The CherryRoad Project Manager will report to an assigned City Project Manager who will have overall responsibility for the project on behalf of the City. The CherryRoad Project Manager will be dedicated to the City ERP Implementation. In addition to managing staff and work efforts, our Project Managers are "working managers" and will provide significant guidance to the project team in terms of product functionality or public sector best practices.

The CherryRoad Project Manager will be responsible for numerous management and coordination tasks including:

- Developing project workplans, schedules, and budgets.
- Supervising the day-to-day activities of the project team.
- Developing and maintaining communication and involvement with key City management personnel.
- Resolving project related issues.
- Playing a lead role in key project/module design and implementation of best practices.
- Reviewing all interim and final deliverables.
- Monitoring progress against workplans, schedules, and budgets.
- Reviewing final products prior to quality assurance reviews.

Quality Assurance/Client Manager

Assisting and supporting the Project Manager is a senior CherryRoad executive in a Quality Assurance/Client Management role. The QA/Client Management function will provide advisory services and periodic review of major project milestones and will assist the Project Team by reviewing major deliverables, identifying major issues and risks, and communicating the project direction and strategy.

CherryRoad Functional Team

In each of the phases of the effort, there will be a team of individuals working with the Project Manager and City staff who will conduct the gap analysis and configuration for each functional area in order to ensure that the business needs and objectives of the City and the individual users in each department are being met.

This team will work closely with City management and end users to identify and validate requirements for the new system and simultaneously review and re-engineer business processes in order to meet these requirements. This team will then configure the software to meet business needs and prototype the new system with key users and management.

Following this, the functional teams will prepare end users for migration to the new system through training, documentation, and implementation support. A separate but integrated component of the Functional Team will be change management activities provided by the CherryRoad Client Manager who will work with the City and other CherryRoad staff in developing and executing a change management process within the City.

CherryRoad Technical Support Team

The responsibility of the Technical Support Team is to translate the requirements and re-engineered business processes (from earlier efforts) from the analysis and configuration phase, work with City staff in the design, development and testing of interface and conversion processes, and assist in the overall testing of the system.

In addition, this team will be responsible for the coordination of all technical support and issue resolution activities with Oracle Cloud operations, as well as working with City Technical staff to establish network connectivity to the Oracle Cloud and to ensure adequate performance and response times.

2.3 Third Party Vendors

Oracle Payroll which is a proposed module provides a comprehensive Cloud solution for configuring and calculating payroll including deductions and gross to net calculations. ADP, manual processes or an alternative solution will be required to handle the actual tax filings for Federal, State and Local taxes. If ADP is selected, Oracle Payroll will create and transmit a file to ADP each pay period to facilitate this tax filing.

CherryRoad will manage this integration and interfacing requirement with ADP if ADP is selected

2.4 Project Management

Project Management refers to those tasks accomplished by the management team to administer and control the overall project, manage project resources, and to track, document and communicate project issues.

Key Project Management Activities associated with the City's ERP implementation include:

- **Project Plan** – where a Project Plan and Summary Project Dashboard is managed and maintained. This detailed plan will also be used to monitor project progress during implementation. In this activity, we review the project plan on a periodic basis, usually weekly, and update it to reflect the current status of project tasks and deliverables.
- **Staff and Resource Management** – which includes day-to-day supervision and management of the Project Team, monitoring completion of tasks and activities, and resolving issues.
- **Project Status Reporting** – this includes both weekly Team Meetings and Monthly Steering Committee/Project Sponsor Meeting and Reports

- **Issue Management** – Given the importance of the issue or problem resolution process to our methodology, we track and manage issues as part of our weekly project management meetings. Numerous tools are used including online Issue Logs and White Papers.
- **Quality Assurance** – The basic goals for quality management of ERP technology projects are to assure:
 - Project deliverables meet their stated requirements.
 - Project management processes are appropriately followed.
 - Project risks are being monitored and evaluated

While QA staff will be monitoring and reviewing Project Status Reports and Steering Committee Reports on an ongoing and routine basis, specific Quality Assurance Reviews will be conducted at key milestone points in the project.

2.4.1 Project Plan

CherryRoad and the City will jointly prepare a final Project Plan as one of the first Deliverable of the implementation.

The Project Plan will include the following components:

- MS Projects Gantt Chart
 - Tasks and Activities by Phase
 - Resources
 - Milestones/Deliverable
 - Predecessors
 - Assignment of Tasks
- Description of Project Phases
- Description of Implementation Approach and Methodology
- Project Management Tools

2.4.2 Project Documentation

CherryRoad will establish a Project Documentation Library on the City's network. This includes establishment of a shared network directory and workspace that contains all project documentation and deliverables to promote collaboration and communications between the Project Team members.

2.4.3 Project Status Reports

CherryRoad will prepare the following Project Status reports:

- **Weekly Team Status Report** – CherryRoad and the City Project Manager will jointly prepare a weekly Project Status report and coordinate a weekly meeting with City SME/ project staff to review and discuss project progress, issues, and up-coming activities. Current issues and resolution responsibilities will also be review and tracked during this meeting.

- **Monthly Steering Committee Report** – CherryRoad and the City Project Manager will jointly prepare a Monthly Steering Committee report that provides project status and overall progress to the City Steering Committee. Specific issues requiring Steering Committee attention or other policy level information will also be provided.

2.4.4 Steering Committee Meetings

A monthly Steering Committee meeting will be held with CherryRoad and City Management staff to review project progress and discuss any issues requiring Steering Committee attention or resolution. Depending on the status and stage of the project, upon request, the Steering Committee may meet bi-monthly.

2.4.5 Requirements Traceability Matrix

CherryRoad will use the RFP Requirements Matrix to conduct a “gap analysis”, define a solution for each requirement, and prepare a Requirements Traceability Matrix. This Traceability Matrix will be used as the final and established requirements blueprint against which acceptance will be evaluated. The Requirements Traceability Matrix will also be used during testing (and used through the entire project) to ensure scope and processes pass.

2.4.6 Issue Log

CherryRoad will develop and manage an Issue Log that tracks all project issues during the implementation. This Issue Log will identify:

- Issue Description
- Identified By
- Resolution Assignment Person
- Resolution Due Date
- Issue Status (Open, In-Process, Closed)
- Issue Resolution Description

2.4.7 Decision Matrix

CherryRoad will develop and manage a Decision Matrix that tracks all decision to be made during the implementation. Note this Decision Matrix can be incorporated into the Issue Log if required.

This Decision Matrix will identify:

- Decision Description
- Decision Impact
- Identified By
- Assigned Person
- Decision Due Date
- Current Status (Open, In-Process, Closed)
- Decision Description

2.5 Acceptance

2.5.1 Deliverable / Milestone Acceptance

A list and description of all expected deliverables/milestones has been included Section 4.3 – Deliverables/Milestones.

The following process will be followed for review of all deliverables/milestones:

- CherryRoad will submit the deliverable and/or indicate completion of a milestone by submitting a Deliverable/Milestone Form.
- The City will review the deliverable or completed milestone and provide feedback to CherryRoad within 5 business days.
- CherryRoad will make any necessary revisions to the deliverable or task and re-submit the Deliverable for review. The process outlined above will be repeated until acceptance has occurred or the City or CherryRoad utilize the dispute resolution process.
- The deliverable/milestone Form will be signed-off by the Project Manager to indicate acceptance of a deliverable/milestone.
- Upon acceptance the deliverables/milestones will be invoiced at the amounts designated in the Payment Schedule.

2.5.2 ERP System / Phase Acceptance

Acceptance of each phase will be a milestone event upon the “go-live” of each ERP Project Phase.

2.5.3 Acceptance Form

A Sign-Off Form to signify completion of a Deliverable/Milestone will be mutually developed by CherryRoad and the City.

2.6 Issue Resolution

CherryRoad will track all identified project issues using an Issue Log (see 2.4.6)

2.6.1 Issues Resolution Process

The process to be followed for Issue Resolution includes:

- Issues are identified by the Project Team members (CherryRoad and City).
- Issues are documented and tracked on the Issue Log where a team member (CherryRoad or City) is identified as the person responsible for resolution.
- As, needed, individual meeting are held with appropriate team members to review and discuss issues requiring resolution.
- Issues requiring Steering Committee input or resolution and forwarded to Steering Committee members along with impacts and options. Steering Committee issues are reviewed during the Monthly Steering Committee Meetings.
- Once a resolution is reached, the Issue Log is update and the Issue is closed.

Section 3: Technology Requirements

3.1 Technology Architecture

The proposed solution is for a SaaS deployment. Operational tasks such as installation, patches, ongoing maintenance, upgrades, monitoring, and backup and recovery are managed by Oracle Cloud Operations and those costs are included as part of the subscription costs.

3.2 System and Device Requirements

System and device requirements are shown in the table below.

Simplified User Interface on Desktop Devices	<p>Require minimum native screen resolution of 1280x1024 and one of the supported browsers below.</p> <ul style="list-style-type: none"> Internet Explorer 11.x, 10.x, 9.x Mozilla Firefox 24+ Google Chrome 35+ Apple Safari 7.x and 6.x
Simplified User Interface on Tablet Devices	<p>Require minimum native screen resolution of 1280x1024 and one of the supported devices below.</p> <ul style="list-style-type: none"> Apple Devices: Safari on iPad2, iPad 3rd Generation, iPad 4th Generation, iPad Mini 2, iPad Mini 3, iPad Air, iPad Air 2 Android Devices: Google Chrome 35+. See Android Device Support note below this table.
Desktop User Interface on Desktop Devices	<p>Require minimum native screen resolution of 1280x1024 and one of the supported browsers below.</p> <ul style="list-style-type: none"> Internet Explorer 11.x, 10.x, 9.x Mozilla Firefox 24+ Google Chrome 35+ Apple Safari 7.x and 6.x
Oracle Tap (Mobile Applications)	<p>Apple Devices:</p> <ul style="list-style-type: none"> iPhone: iOS 7.x and 8.x on 5, 5c, 5s, 6, 6+ iPad: iOS 7.x and 8.x on all models (Except 1st Generation) Android Devices Android OS4.x+. See Android Device Support note below this table.
Oracle Social Network (OSN)	<p>Browser Support:</p> <ul style="list-style-type: none"> Internet Explorer 11.x, 10.x, 9.x Mozilla Firefox on Windows 31+ Google Chrome on Windows Apple Safari on Mac – Safari 7, 8 Apple Devices iOS 7, iOS 8 iPhone Devices: iPhone 5, iPhone 5s, iPhone 5c, iPhone 6, iPhone 6+ iPad Devices - iPad 2, iPad 3, iPad 4, iPad Mini, iPad Air, iPad Air 2, iPad Mini with retina, iPad Mini 3

	<p>Android Phone and Tablet:</p> <ul style="list-style-type: none"> • Android OS 4.x+ , OS 5.x+ • Add-In for Microsoft Outlook • Windows 7 and Windows 8 • Outlook 2007, 2010, and 2013 - (32/64 bit) • Desktop Client • Windows 7 and Windows 8 • Apple OS X 10.7, 10.8, 10.9, and 10.10
ADFdi Add-in for Microsoft Excel	<p>Client Platform Support:</p> <ul style="list-style-type: none"> • Microsoft Excel 2007 and 2010 (.xlsx, .xlsm) on Microsoft Windows 7, Windows 8

3.3 Required Environments

The Oracle ERP and HCM Cloud Services will be provisioned to include 3 environments:

- Production
- Development
- Test/Training

EPM Cloud includes 2 environments

- Production
- Development/Test

3.4 Hardware Availability

Hardware availability is included in Oracle Cloud Services Agreement already provided to the City by Oracle.

3.4.1 Requirements for Project Start

A signed/executed CherryRoad Cloud Services Agreement is required for starting the project.

A signed Services Contract with CherryRoad (which can include the CherryRoad Cloud Services Agreement by reference) is also required for starting the project.

Section 4: Implementation

4.1 Schedule

The City's ERP System will be implemented in a measured and phased manner over a 17 month period. This will allow for the significant organizational and related changes that will occur as a result of the new system to be effectively managed within the City and minimize the overall risk. Kickoff is planned for June, 2017.

The phasing approach and strategy is based on the following factors:

- **Stabilize Basic Operations First** – By splitting capabilities over several phases, the City can stabilize core operations and functions first before adding on new modules. This also allows the City user and administrators to “come up the learning curve” and get comfortable with the new system in a more manageable way.
- **Reduced Impact on the City Staff** – by phasing in functions over time, City staff are not overly burdened with having to support too many modules being implemented at one time. In addition, by not going live on an HR/payroll system at year end when the City staff are often busy with the New Year's activities – the impact on key the City staff during cut-over is mitigated.
- **Minimize Temporary Interfaces** – this approach minimizes temporary or bridge interfaces or temporary manual procedures that will be necessary if other phasing strategies are adopted.
- **Mitigate Risk** – a phased approach is more manageable, allowing for a risk adverse implementation of the full system over time.

4.1.1 Project Phases

Assuming a project start of no later than June 2017, our schedule will allow for the implementation in the following Phases or Waves:

- **Phase I** – Financials and Procurement Cloud Applications timeline is June 2017-June 2018 with a Go Live scheduled July 2018 or as defined in the project plan.
 - Financials Cloud
 - G/L
 - A/P
 - A/R
 - Cash Management
 - Assets
 - Expenses
 - Automated Invoice Processing Cloud Service
 - Fusion WebCenter Forms Recognition Cloud Service
 - Fusion Transactional Business Intelligence Cloud Service
 - Procurement Cloud
 - Purchasing
 - Self-Service Procurement

- Procurement Contracts
 - Project Portfolio Cloud
 - Project Financials
 - Project Contract Billing
 - Grants
- **Phase IIA** – Human Capital Management (HCM) applications timeline is October 2017-September 2018 with a Go Live scheduled October 2018 or as defined in the project plan.
 - Human Resources Base
 - HR
 - Benefits
 - Absence Management
 - Payroll

Phase IIB – Budgeting applications by September 2018 or as defined in the project plan.

- Enterprise Planning and Budgeting
- Enterprise Reporting Cloud Service

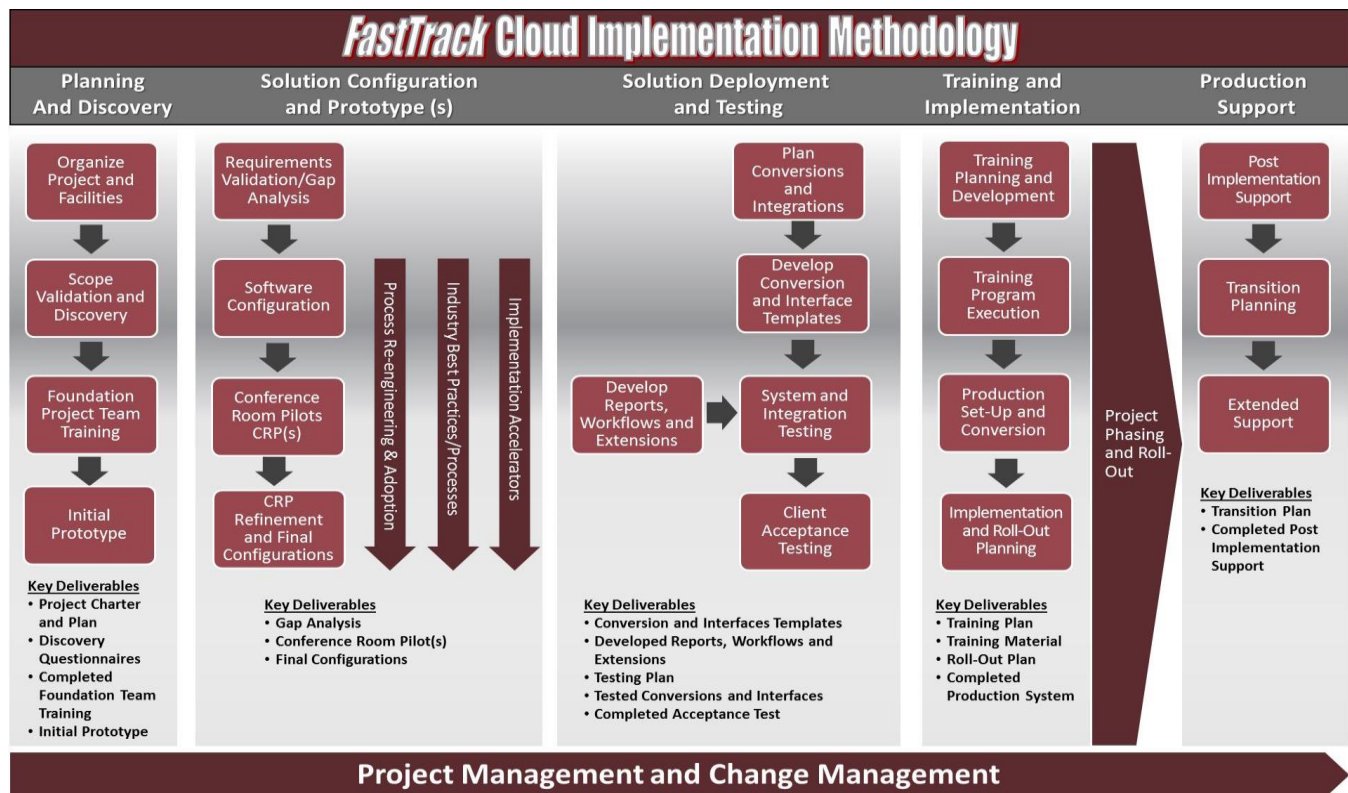
The Summary Phasing Schedule for the project is shown in the following chart.

	2017							2018									
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
City of Roseville, CA ERP Project	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Phase I - ERP																	
Phase IIA - HCM																	
Phase IIB - Budgeting																	

4.2 Implementation Methodology / High Level Plan

CherryRoad will use our own *FastTrack* Fusion Implementation Methodology as a guide for the implementation of Oracle-Cloud based applications and technology at the City.

The following diagram illustrates the major phases/tasks in the *FastTrack* Fusion Implementation Methodology and the key deliverables/milestones in each phase.



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

4.2.1 Project Management

Project Management refers to those tasks accomplished by the management team to administer and control the overall project, manage project resources, and to track, document and communicate project issues.

Key Project Management activities associated with the City's ERP System implementation include:

- **Project Plan** – where a Project Plan and Summary Project Dashboard is managed and maintained. This detailed plan will also be used to monitor project progress during implementation. In this activity, we review the project plan on a periodic basis, usually weekly, and update it to reflect the current status of project tasks, activities, and deliverables.
- **Staff and Resource Management** – which includes day-to-day supervision and management of the Project Team, monitoring completion of tasks and activities, and resolving issues.
- **Project Status Reporting** – this includes both weekly Team Meetings and Monthly Steering Committee/Project Sponsor Meeting and Reports
- **Issue Management** – Given the importance of the issue or problem resolution process to our methodology, the City will track issues and CherryRoad will manage issues as part of our weekly project management meetings. Numerous tools are used including online Issue Logs and White Papers.

- **Quality Assurance** – The basic goals for quality management of ERP System technology projects are to assure:
 - Project deliverables meet their stated requirements.
 - Project management processes are appropriately followed.
 - Project risks are being monitored and evaluated

While QA staff will be monitoring and reviewing Project Status Reports and Steering Committee Reports on an ongoing and routine basis, specific Quality Assurance Reviews will be conducted at key milestone points in the project. Please see section 7 for our complete Quality Assurance process.

4.2.1.1 Implementation Tasks Roles

Please see Exhibit 5 for the complete the Deliverable/Milestone plan.

<u>TASK</u>	<u>CHERRYROAD ROLE</u>	<u>CITY ROLE</u>
1. Manage Project Staff	Manage and coordinate CherryRoad Staff and overall project management.	Manage and coordinate City staff and overall project management.
2. Weekly Project Status Reporting (D)	Prepare and deliver Status Report.	Assist in preparation of Status Report.
3. Steering Committee Reporting	Assist in preparation of Steering Committee Report	Prepare Agenda and assist preparation of report and schedule Steering Committee meeting.
4. Conduct Quality Assurance Review	Conduct periodic QA reviews. Prepare QA Report.	Participate in QA Reviews
5. Provision and Support Oracle Cloud Environment	Manage provisioning and support of cloud environment	None
6. Maintain Project Management Tools	Prepare and maintain: <ul style="list-style-type: none"> • Project plan (develop) • Requirements traceability • Decision Matrix 	Assist in managing and updating Project Management tools as needed. The City will own and maintain: <ul style="list-style-type: none"> • Issue Log • Project documentation site • Project Plan (maintain)

4.2.2 Project Planning and Discovery

The Project Planning and Discovery phase ensures that all the facets of the project are directed towards meeting the defined goals and objectives. This includes the people, the deployed technology, and the methods and approach for completing the tasks and activities associated with the project.

As one of the first steps in this phase, a detail Project Charter and Plan is prepared and approved by all parties. This final plan provides a schedule and resources for the project and serves as an overall guide to monitor project progress and track the completion of milestones and deliverables.

Prior to the official Project Kick-Off, CherryRoad will prepare and deliver a set of Discovery Questionnaires for the City to complete. These questionnaires are designed to get basic answers from the city related to data, processes and business rules, and organizational considerations.

CherryRoad will conduct a series of workshops to review the completed Discovery Questionnaires and use this information to prepare, configure and deliver an initial Best Practices Prototype System with Gap Analysis that will be used as a baseline to design and configure the city's final solution – a joint effort plan with the City, CherryRoad and Oracle

As part of these workshops, CherryRoad will conduct a series of overview training sessions for the City Project Team that demonstrate the initial Cloud prototype, basic navigation and processing capabilities and the pre-configured data and workflows in the software.

4.2.2.1 Implementation Tasks Roles

TASK	CHERRYROAD ROLE	CITY ROLE
7. Prepare Project Questionnaires (D)	Prepare initial Project Questionnaires.	Complete initial Project Questionnaires.
8. Complete Project Questionnaires	Review Questionnaires with City.	Organize City Staff and Facilities.
9. Organize Project Team	Organize Project Team members, roles and responsibilities, and project facilities and resources.	Support CherryRoad is locating team and facilities
10. Conduct Project Kick-Off and Orientation	Prepare Kick-Off Meeting and Orientation.	Attend Project Kick-Off
11. Prepare Final Project Plan (D)	Prepare Final Project Plan.	Provide input and review Final Project Plan.
12. Conduct Foundation Team Training (M)	Prepare Foundation Team Training Materials and deliver Project Team Training.	Attend Project Team Training.
13. Conduct Workshops to Review Questionnaires	Lead workshops and review session to assess completed Project Questionnaires.	Participate in workshops.
14. Prepare Initial Prototype (M)	Configure initial Prototype system and demonstrate to City	Attend review sessions and provide feedback on initial Prototype

4.2.3 Solution Configuration and Prototype(s)

The Solution Configuration and Prototype(s) phase is a critical component of the CherryRoad *FastTrack* methodology and sets the stage for all future phases of the project. This phase incorporates all of the tasks necessary to analyze and review the “Best Practices software configuration” and make necessary changes to address the city’s business requirements. This includes finalizing a new chart-of-accounts, adjusting standard workflow and adding additional fields on transactions and screens/forms that are specific to each client.

Oracle Cloud/SaaS applications include a specific tool to support rapid configuration for a SaaS/Cloud based solution including. CherryRoad will use and leverage the Oracle Fusion Functional Setup Manager to rapidly configure the Cloud applications to meet the requirements of the city.

Using this productivity tool you can implement the Oracle Fusion applications through a standard and consistent process:

- Learn about and analyze implementation requirements and steps.
- Configure Cloud applications to meet requirements.
- Get complete visibility to setup requirements and steps through guided, sequential lists, downloadable for project management and planning.
- Enter all required setup data from links available directly from the task list to user interfaces.
- Export and import data from one database instance to another for rapid setup of alternate environments for testing, training, etc.
- Validate all setups by reviewing setup data reports.

Functional Setup Manager provides a fully integrated guided process for end-to-end applications implementation



The approach to be followed for the Solution Configuration and Prototype phase consists of a set of structured analysis sessions with key users to validate new system requirements and analyze how the Cloud software applications can be tailored to meet the unique requirements of the city's business. Because the Cloud/SaaS solution database is already configured with basic public sector best practices – the analysis typically focuses on gaps and the changes and additions required to incorporate the city's specific functions and business needs. The initial Prototype system prepared in the prior phase will be used as a baseline during this analysis process.

Key activities in the Gap Analysis include:

- A review and validation of system requirements.
- Discussion of how to improve business processes for the City.
- CherryRoad to review existing as-Is and To-Be City process maps.
- Mapping of user requirements (from business process improvement decisions) to baseline software capabilities and Best Practices configurations:
 - Gap Analysis
 - Re-designing of business processes
 - Review, acceptance and incorporation as appropriate of industry “best practices”
 - Change management impacts
- Solution Designs to address gaps, new extensions and reports.

Once the gap analysis is completed, the initial prototype is re-configured and updated to meet the unique requirements identified in the previous tasks. The City Prototype will contain configurations that are City-specific and can be used to review basic business processes and Roseville-specific data and City's solutions for addressing gaps in functionality.

This includes setting-up and configuring a fully functioning software application with:

- Business Rules
- City Specific Codes and Configuration Options
- New or Additional Fields on Forms/Screens
- Approval Rules
- Workflow and Routing
- Specific Validation Requirements
- Representative Users and Security

Typical configurations to address the unique requirements of a customer's business could include the deployment and enablement of:

- **Flexfields** – Oracle Flexfields allow you to add user defined fields to your Oracle Cloud Applications quickly and without coding. These customizable fields are part of the Oracle Cloud Applications Architecture and can be used to capture more information that is unique to a customer business models and processes. Once setup, Flexfields automatically appear on the appropriate screens and data capture. The can also be used in workflows, ad-hoc reports and for integration with external systems. Since Flexfields are a delivered component of the application, they are fully upgrade safe.

- **Tailoring Applications Look and Feel** – Oracle Cloud Applications also provide the ability to tailor the look and feel of the application to suit business needs. Some of the available configurations include the ability to hide, enable, reorder, rename, and highlight the elements of the application. Oracle applications support two type of “tailoring”; one that is controlled and mandated by the organization; and one that allows individuals to “personalize” the application to their requirements. In both cases, an Oracle tool that is part of the Cloud Applications to make these configurations quickly and easily.
- **Workflow Configurations** – Oracle Cloud Applications contain a number of built-in workflows that are based on commonly used best practices. The solution also allows users to manage workflow processes to their specific requirements. A graphical user interface is available for users to easily modify and customize workflows.
- **Personalizations** – Are used to change an individual’s view of a portal or application page. Other users are not affected by this change. Oracle Composer is a delivered tool to simplify the personalization process by displaying information in a role-based view, so that users only see components relevant to them

Once the configuration of Cloud Applications has been completed, the final step in this phase is the preparation and demonstration of two more Prototypes or Conference Room pilots (CRPs). In this activity, CherryRoad creates a working CRP of a fully configured application and demonstrates the prototype to key users. This prototype is subsequently used to make refinements and changes as demonstrated in subsequent CRP activities until the entire system represents a fully working and functioning solution.

The CRPs are also useful tools for key user to gain hand-on access and “come up the learning curve” by processing real transactions and reviewing new and re-engineered business processes within the new system shortly after the initial prototype is completed, within the first few months of project start.

4.2.3.1 Implementation Tasks Roles

TASK	CHERRYROAD ROLE	CITY ROLE
15. Review and validation of functional requirements	Review Functional Requirements: <ul style="list-style-type: none"> • Map functional requirements to application capabilities, and assess “gaps”. Discuss solutions for gaps. • Identification of how each requirement is met • Identification of Gaps • Design how each gap will be address via configuration changes and additions, new reports or extensions to the application 	Participate in Reviews/Meetings. <ul style="list-style-type: none"> • Map functional requirements to application capabilities, and assess “gaps”. • Discuss solutions for gaps. • Identification of how each requirement is met • Identification of Gaps
16. Conduct Gap Analysis	<ul style="list-style-type: none"> • Conduct review and analysis sessions 	Participate in Reviews/Meetings. Participate in Gap Analysis discussions. Review and accept recommended solutions for addressing gaps.

TASK	CHERRYROAD ROLE	CITY ROLE
17. Prepare and Finalize Gap Analysis (D)	Prepare Gap Analysis Document	Review Gap Analysis Document
18. Configure Prototype/ CRP	Configure Roseville Prototype for each module and processes across modules including: <ul style="list-style-type: none"> • COA • Business Rules • Workflows • Approvals • Security • Standard Reports 	Support configuration process, clarify questions and issues raised by CherryRoad, make decisions on City-specific configurations.
19. Conduct Prototype Review Sessions and Demonstrations	Organize and conduct review sessions for Roseville Prototype. Make adjustments and changes as needed. Prepare additional Prototype(s) as needed to refine and reflect changes and additions. Review with City.	Participate in Prototype(s) review and assessment. Provide feedback, recommend additional changes in process or configurations as needed. Get hands-on with Prototype(s) and achieve knowledge transfer.
20. Completed Prototype (M)	Finalize Roseville Prototype. Import configurations to additional Test and Training environments.	Attend Prototype demonstrations. Support configuration process. Clarify questions and issues raised by CherryRoad. Make decisions on City-specific configurations.
21. Document Final Module Configurations (D)	Prepare Final Configurations Document.	Review Final Configurations Document.

4.2.4 Solution Deployment and Testing

In the Solution Deployment and Testing phase, all development activity needed for the new system is planned and executed. Typical development activity will include:

- Integration/Interfaces
- Conversion processes
- New Custom Reports (if any)

For Interface and Conversions to be developed, this phase incorporates the following key activities:

- Interface and Conversion Specifications and Design - where all required interfaces and automated conversion programs are designed and processing specification documented.
- Interface and Conversion Development - where interfaces and automated conversion programs or spreadsheet templates are developed
- Interface and Conversion Testing where interfaces and automated conversion processes are unit tested with test data

Standard Oracle tools to support Integrations/Interfaces and Conversions for Fusion Cloud implementations include:

- **File Based and Spreadsheet Loader** – File Based Loader or Spreadsheet Loader as a powerful and efficient method of importing bulk data into Oracle Cloud Applications. The upload process can be scheduled to reduce manual intervention in the integration process. In addition, File Based Loader and Spreadsheet Loader leverage the core business objects that serve as the foundation for the Cloud solution – meaning that all edits, business rules and validation logic that an online user would be subject to also govern all data being loaded into the Cloud Applications as well. Spreadsheet Loader allows business users to work with data within a familiar Excel format and upload bulk data into the system.
- **System Extract** – Outbound data can be extracted using System Extract or built-in reporting tools like Oracle Transactional Business Intelligence. System Extract consists of a set of prebuilt templates delivered by Oracle on certain defined Oracle data objects. It is ideal for complex reporting and extraction needs, such as distribution of data to third-party systems. Customers can also easily modify existing templates or create their own templates to extract virtually any data in their Cloud service.
- **Web Services** – Web Services are utilized as a standardized way of integrating Cloud services with other disparate application systems. These Web Services, when invoked or initiated by an event, carry out business process functions. The function of each Web service is described in a Web Service Description Language (WSDL) file. This simple architecture ensures that users need only invoke the required web services and expect the correct results, without going into further complexities. Delivered Oracle Cloud Application web services are documented and available for review within the Oracle Enterprise Repository.

Once the development of conversion and integration processes and extended capabilities are completed, they are thoroughly tested. The CherryRoad Testing task in our *FastTrack* methodology covers all the tasks necessary to plan and execute all the testing necessary before production operations. Tests are conducted from both a functional (does it do what it is specified to do?) and a performance (does it adversely impact system performance or does it meet performance requirements?) perspective.

The four kinds of tests performed are:

- **Unit Tests** - performed on individual programs to validate the program logic;
- **System/Integration Tests** - performed on a logical component of programs to validate the accuracy and completeness at performing the designed functions as well as testing interaction between programs and subsystems;
- **Performance Tests** - performed on the entire system to verify the ability of the software to perform under "stress" conditions;
- **User Functional Tests** - performed on the entire system by users and management representatives to verify system functionality and usability.

4.2.4.1 Implementation Tasks Roles

TASK	CHERRYROAD ROLE	CITY ROLE
22. Analyze Interface Requirements	Review interface requirements with the City. Confirm interfaces and integration approach.	Support CherryRoad during interfaces review and analysis. Obtain documentation on interfaces as needed.
23. Design and Finalize Interface Processes	Design interface processes, map data, and finalize all interfaces.	Assist CherryRoad in legacy side interface design process (data mapping, legacy system requirements, etc.)
24. Prepare Interface File Loader and/or Spreadsheet Template Formats (D)	Prepare file loader and Spreadsheet template formats.	Assist in reviewing file loader and spreadsheet formats to be used for interfaces. Test creating files and populating spreadsheet templates.
25. Create Interface Files and/or Spreadsheet to Oracle	Process Interface files and spreadsheet templates into Oracle Cloud. Review and confirm interfaced data in Oracle.	Extract data from legacy interface system. Prepare Interface file(s) and/or populate spreadsheet templates.
26. Create Extracts Files and/or Spreadsheets from Oracle	Create extract files or spreadsheets for all data to be interfaced from Oracle to existing City legacy system or 3 rd parties.	Process extract file(s) or spreadsheets and in legacy systems).
27. Test and Finalize Interface Processes (M)	Test all interfaces to and from Oracle. Document test results. Make changes and adjustments as needed.	Test all interfaces to and from Legacy system. Document test results. Make changes and adjustments as needed.
28. Analyze Conversion Requirements	Review conversion requirements with the City. Confirm data to be converted and conversion approach.	Support CherryRoad during conversion review and analysis. Obtain documentation on existing data to be converted as needed.
29. Design and Finalize Conversion Processes	Design conversion processes, map data, and finalize all conversions.	Assist CherryRoad in legacy side conversion design process (data mapping, legacy system requirements, etc.)
30. Prepare Conversion File Loader and/or Spreadsheet Template Formats (D)	Prepare file loader and Spreadsheet template formats.	Assist in reviewing file loader and spreadsheet formats to be used for converting. Test creating files and populating spreadsheet templates.
31. Validate and clean up conversion data	Support City in data validation	Review, clean-up and validate all data needed for conversion from legacy systems.

TASK	CHERRYROAD ROLE	CITY ROLE
32. Create Conversion Files and/or Spreadsheet to Oracle	Process conversion files and spreadsheet templates into Oracle Cloud. Review and confirm converted data in Oracle.	Extract conversion data from legacy system. Prepare conversion file(s) and/or populate spreadsheet templates.
33. Test and Finalize Conversion Processes (M)	Test all conversion processes to Oracle. Document test results. Make changes and adjustments as needed.	Test all conversion extracts from Legacy system. Document test results. Make changes and adjustments as needed
34. Train City on Cloud Reporting Tools	CherryRoad will train the City on the Cloud Reporting Tools.	Attend training sessions on Reporting Tools
35. Review Gap Analysis Solution for Custom Report	All custom reports identified in the Gap Analysis will be reviewed and the Cloud reporting tool needed for development will be identified.	Review custom reporting requirements with CherryRoad. Use existing reports to determine formats.
36. Design Custom Reports	Support City efforts to design/layout custom reports and assist in mapping fields to Cloud data.	Prepare designs for all custom reports required. Review with CherryRoad.
37. Use Cloud Tools to Develop Custom Reports	Support City efforts to develop custom reports using Cloud Reporting Tools.	Use Cloud Reporting Tools to develop new reports.
38. Test Custom Reports	Support City efforts to test custom reports using Cloud Reporting Tools.	Run and test custom developed reports.
39. Prepare Acceptance Test Plan (D)	CherryRoad will prepare an Acceptance Testing Plan that defines the testing strategy, tools, and processes for the City's Acceptance Test.	Assist CherryRoad in reviewing and finalizing testing strategy, identifying timeframe for testing, and finalizing testing tools (scripts, forms, etc.).

4.2.5 Training and Implementation

The CherryRoad training approach is designed to help mobilize an organization for change and assess the landscape for change issues.

Under the CherryRoad Training approach, there are four key tasks that needed to be completed for the development and execution of an effective training program.

- **Training Assessment** – where the training needs of an organization and the logistics are determined and a Training Plan is prepared.
- **Training Development** – where standard CherryRoad Training Material is customized to reflect the City's configuration and business processes and rules.
- **Training Delivery and Execution** – where training classes are conducted and delivered.
- **Training Evaluation** – where the effectiveness of the Training program is measured and any remedial training needed is conducted.

The CherryRoad training approach is designed to provide clients with the training they need to effectively use the new system in their defined roles. CherryRoad's general philosophy is to use "customized" train-the-trainer training delivered by CherryRoad staff using custom developed training materials. In addition, our training approach also establishes a permanent training database on-site that may be used for "hand-on" training and to support long-term training needs.

Concurrent with the execution of a training program, a variety of Production preparation activities occur including:

- Establishing the Production environment
- Performing final configurations in Production
- Migrating all extensions and city specific business objects to Production
- Establishing users and related security profiles
- Running and validating final conversions
- Preparing Go-Live Checklists for the user organizations and validating readiness
- Preparing a post-production support strategy

4.2.5.1 Implementation Tasks Roles

<u>TASK</u>	<u>CHERRYROAD ROLE</u>	<u>CITY ROLE</u>
40. Assess Training Requirements	CherryRoad will conduct meetings to assess and analyze City training requirements.	Provide information on staff to be trained, training facilities, and train-the-trainer strategy for end users.
41. Prepare Training Plan (D)	Prepare Training Plan that identifies, training approach, specific classes, facilities and tools.	Review Training Plan City to assign dedicated person for in depth review
42. Prepare Train-the-Trainer/SME Training Material (D)	Prepare Training Material for all core SMEs and City trainers	Review Training Material City to assign dedicated person for in depth review
43. Prepare End-User Training Material	Assist the City in using prepared SME Training Material to prepare Training Classes for end-users.	Use SME training material to prepare training material for end-users based on job roles. City designs and train active staff on role
44. Provision and Prepare Training Environment	Provision and configure a Training database to support all training activities	None
45. Conduct Train-the-Trainer/SME Training (M)	CherryRoad will conduct and deliver all SME/Train-the-Trainer training	Organize and attend training classes. Identify participants
46. Conduct End User Training	CherryRoad will conduct two end-user training classes for each subject	Organize and deliver all remaining end-user training required for City staff

<u>TASK</u>	<u>CHERRYROAD ROLE</u>	<u>CITY ROLE</u>
47. Prepare Acceptance Test Environment	Provision and configure a Testing database to support City Acceptance Test activities	Establish Users/Roles for staff conducting Testing activities
48. Prepare Acceptance Test Scripts	Support City's preparation of Test Scripts. Provide samples from other clients as needed.	Prepare Test Scripts.
49. Conduct Acceptance Test (M)	Support City's Acceptance Testing process. Resolve issue and problems reported	Conduct Acceptance Test and document results, and problems. Retest after issue/problem resolution.
50. Prepare Production Environment	Provision the City's Production database and Cloud environment	None
51. Establish and Configure the Production Environment	Configure and set up all final City configurations and 3 rd Party integration.	Assist CherryRoad in configuring Production environment (for knowledge transfer).
52. Migrate all Interfaces and City Specific Business Objects (Reports, Interfaces, automated conversions) to Production	Migrate and establish City-specific interface and conversion processes and custom reports	Assist Cherry Road in migrating and establishing all City business objects to Production environment for knowledge transfer).
53. Establish Users and Related Security Profiles	Assist City in defining all City Users, roles and responsibilities	Set-Up Users, Roles and Responsibilities. City will identify dedicated resource
54. Prepare Final Conversion Files	Review final City conversion files for Production.	Create final conversion files for loading including any data clean-up activities.
55. Run Final Conversions	Execute final automated conversion processes	Validate final conversion runs
56. Execute any Manual Conversions	Assist City in completing any manual conversion needed.	Execute any manual conversion activities.
57. Validate and Reconcile Converted Data	Support City in validating all converted data for Production.	Review and validate converted data in Production
58. Create and execute cutover strategy	CherryRoad will create a detailed cutover strategy with document steps and execute this as part of go live	The City will own certain steps in the cutover plan and will be responsible for executing on these steps
59. Validate Business Readiness	Support City in validating business readiness	City will monitor and report on business readiness and will take steps to help the business close any gaps in readiness
60. Prepare a Post-Production	CherryRoad will assist the City in the creation of a Production	City will create a post-production support plan that documents how

<u>TASK</u>	<u>CHERRYROAD ROLE</u>	<u>CITY ROLE</u>
Support Strategy (D)	Support Plan.	the City will support the new system after go-live
61. MILESTONE – GO LIVE (M)	None	None

4.2.6 Production Support

CherryRoad recognizes the importance of providing on-site support to end-users and technical staff after live operations and our methodology specifically incorporates these activities. The goals of this phase are to make the city 'self-sufficient' functionally and technically in the operations and use of the new system.

To facilitate this, CherryRoad provides the following support:

- Question and answer type of support
- Help-desk support
- System monitoring
- Performance monitoring
- Remedial training
- Transition documentation and planning

One of the key components of this phase is the preparation of a Transition Plan document. This deliverable provides comprehensive documentation of the software status (release levels, patches applied, etc.), client-specific configurations and project documentation (libraries where project designs and deliverables are maintained).

CherryRoad will end its implementation assistance by debriefing management on our assessment of the current status of the project and by offering recommendations, which will enhance the overall use of the system in the future.

In addition to Post Implementation Support that is provided on every project as part of the CherryRoad *FastTrack* Methodology, CherryRoad has included a long-term support structure and assistance beyond the first month of implementation.

A description of the long term support services is included as Exhibit 3 – Long Term Support Services.

4.2.6.1 Implementation Tasks Roles

<u>TASK</u>	<u>CHERRYROAD ROLE</u>	<u>CITY ROLE</u>
62. Prepare Post-Implementation Transition Plan	CherryRoad will prepare a Transition Plan after go-live that documents all project activities, and serves to transition support activities to the City	Review Plan and organize internal staff to support the system
63. Review/Finalize Post-Implementation Transition Plan (D)	Conduct Review meetings and update Transition Plan	Review and approve Transition Plan
64. Provide Post-Implementation Support (M)	CherryRoad will provide 1 month of Post-Implementation support for each phase.	Final approval of milestone

4.3 Deliverables and Milestones

As part of the implementation process, CherryRoad will produce a variety of deliverables and establish milestones for completion of tasks and activities.

The following presents a description of each deliverable/milestone.

Deliverable/Milestone Number: 3	
Deliverable/Milestone Name: Project Plan/Charter (Deliverable)	Phase: Phase I & Phase II Planning and Organization
Objective: To establish a final Project Plan and Schedule for ERP System Project	
Scope: 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 Gantt chart, saved used as 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 city staff necessary to achieve the plan objectives. The Work Plan will include specific responsibilities for both CherryRoad and city staff.	
Format: Word Document and MS Project Plan	
Sample Outline: Introduction Project Objectives Project Organization Roles and Responsibilities Project Status Reporting MS Project Plan	
Notes / Expectations: N/A	
City Role: Participate in planning sessions Review deliverable	
CherryRoad Role: Conduct review sessions Prepare deliverable	
Acceptance Criteria: Complete deliverable as defined in the SOW. City final approval	

Deliverable/Milestone Number: 2	
Deliverable/Milestone Name: Initial Discovery Questionnaires – Phase I (Deliverable)	Phase: Phase I Planning and Organization
Objective: To obtain basic information on Phase I modules and related City processes and data	
Scope: CherryRoad will provide a series of questionnaires for each module so that module leads can document city expectations, key business flows, data, and basic processes.	
Format: Word Document	
Sample Outline: Introduction Instructions Questionnaires for each Phase I module/business area	
Notes / Expectations: N/A	
City Role:	

Complete questionnaires Review questionnaires
CherryRoad Role: Prepare Questionnaires Conduct review sessions Analyze Questionnaire responses
Acceptance Criteria: Provide city specific questionnaire to City

Deliverable/Milestone Number: 4	
Deliverable/Milestone Name: Completed Foundation Team Training – Phase I (Milestone)	Phase: Phase I Planning and Organization
Objective: Training is intended to provide city Project Team members with the exposure to the Oracle Cloud architecture and navigation very early in the project in order for them to be able to effectively participate in the subsequent gap analysis and prototype processes.	
Scope: Training provided to the city project team on the basic system architecture (e.g., look and feel of the system, tool bars and icons, drop down lists, etc.) and system navigation. Training is also provided to the project team 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.	
Format: Complete and deliver all foundation team training materials and project team training as defined in the SOW.	
Sample Outline: Not Applicable – Milestone	
Notes / Expectations: N/A	
City Role: Attend training	
CherryRoad Role: Prepare training sessions Deliver training	
Acceptance Criteria: Complete training as defined in this SOW City final approval	

Deliverable/Milestone Number: 5	
Deliverable/Milestone Name: Initial Prototype – Phase I (Milestone)	Phase: Phase I Planning and Organization
Objective: To configure and demonstrate an initial prototype system to support gap analysis and City-specific configurations	
Scope: An initial baseline prototype will be established and demonstrated showing functions, features and capabilities of the Cloud Applications. A review of standard configurations, workflows and delivered capabilities will be demonstrated and assessed.	
Format: None	
Sample Outline: Not Applicable – Milestone	
Notes / Expectations: N/A	
City Role:	

Attend prototype demonstrations
CherryRoad Role: Prepare and deliver prototype demonstration sessions
Acceptance Criteria: City's final approval Initial prototype covering full functional scope of project for Phase 1 is completed and delivered and demonstrated to the City.

Deliverable/Milestone Number: 6	
Deliverable/Milestone Name: Gap Analysis – Phase I (Deliverable))	Phase: Phase I Solution Configuration and Prototype(s)
Objective: To review the Functional Requirements, existing City process maps (as-is & to-be) industry best practices, and map to baseline Cloud functionality in order to identify “gaps” and how they will be addresses	
Scope: For each application, a Gap Analysis will be prepared that identifies gaps between the requirements and delivered functionality and best practice configurations. This will include: <ul style="list-style-type: none"> • Mapping of city requirements to Oracle Cloud functionality, including a mapping of workflow requirements • Identification of how each requirement is met • Identification of Gaps • Design of how each map will be address via configuration changes and additions, new reports or extensions to the application 	
Format: Word and Excel	
Sample Outline: Introduction Objectives Requirements Validation Gap Analysis and Recommended Solutions	
Notes / Expectations: N/A	
City Role: Attend Gap Analysis sessions Review and approve Gap Analysis	
CherryRoad Role: Prepare and deliver Gap Analysis	
Acceptance Criteria: Deliverable complete and delivered to City as defined in the SOW.	

Deliverable/Milestone Number: 7	
Deliverable/Milestone Name: Conference Room Pilot(s) – Phase I (Milestone)	Phase: Phase I Solution Configuration and Prototype(s)
Objective: To develop a working city specific prototype of Cloud modules and business processes with city specific data, workflows, chart of accounts, etc.	
Scope: Specific system setup requirements identified in the Gap Analysis Document will be configured within the prototype system for all of the application modules. In addition, any Flexfields or new user-defined fields will be developed within the prototype, workflow will be configured and personalizations will be added. CherryRoad will configure all of the unique city requirements in a Prototype application and also demonstrate the prototype system to the project team showing how the requirements have been incorporated within the prototype setup.	

The prototype will be closely reviewed and demonstrated by the project team to identify any requirements overlooked or misunderstood during analysis. Corrections will be made to the prototype and demonstrations continued until all requirements are identified and included.	
Format: N/A – This is a milestone	
Sample Outline: N/A	
Notes / Expectations: N/A	
City Role: Attend Prototype sessions Review and approve configured Prototype(s)	
CherryRoad Role: Configure city specific Prototype(s) Demonstrate Prototype(s) Finalize Prototype	
Acceptance Criteria: Conference room pilot completed and reviewed to identify any unmet City requirements.	
City's final approval	

Deliverable/Milestone Number: 8	
Deliverable/Milestone Name: Final Module Configurations - Phase I (Deliverable)	Phase: Phase I Solution Configuration and Prototype(s)
Objective: To document the final configurations for the Cloud Applications based on the Prototypes.	
Scope: The Final Configurations deliverable documents all of the final configurations in the Cloud Application including all changes, additions and new workflows incorporated.	
Format: Word and Excel	
Sample Outline: TBD	
Notes / Expectations: N/A	
City Role: Review Final Configurations Document	
CherryRoad Role: Prepare Final Configurations Document Review Final Configurations with City	
Acceptance Criteria: Final configurations are reviewed and accepted by City and final configuration document prepared and includes documentation for all City modules and requirements.	

Deliverable/Milestone Number: 11	
Deliverable/Milestone Name: Conversion Process Templates – Phase I (Deliverable)	Phase: Phase I Solution Deployment and Testing
Objective: To document the conversion data and processes and prepare conversion spreadsheet templates and file formats to support the automated conversion needed for the project.	
Scope: CherryRoad will analyze conversion requirements and prepare a series of spreadsheet templates and file formats to support the city in preparing conversion data and files. These template will be either in a File Loader or Spreadsheet Loader format. A map from existing files or tables will be provided with each template to assist the city in filling up each spreadsheet or preparing a file for loading.	
Format: Word and Excel	

Sample Outline: Introduction Conversion Data and Approach Matrix Spreadsheet Loader Template File Loader Formats
Notes / Expectations: N/A
City Role: Review Conversion Process Template Extract and Clean Conversion Data Prepare Spreadsheet Template with Conversion Data Prepare File Loader Files
CherryRoad Role: Analyze Conversion Requirements Prepare Conversion Process Templates Review and finalize with City
Acceptance Criteria: Conversions are analyzed to define requirements. All conversions are documented using conversion process templates. Data is loaded into the application and tested.

Deliverable/Milestone Number: 9	
Deliverable/Milestone Name: Interface Templates – Phase I (Deliverable)	Phase: Phase I Solution Deployment and Testing
Objective: To document the interface data and processes and prepare interface spreadsheet templates and file formats to support the automated interfaces needed for the project.	
Scope: CherryRoad will analyze and prepare a series of templates to support the city in preparing interface data and files for Interface into Oracle Cloud based on the needs of the vendor receiving the file. These templates will be either in a File Loader or Spreadsheet Loader format. A map from existing files or tables will be provided with each template to assist the city in filling up each spreadsheet or preparing a file for loading. For Interfaces/Integration requirements from Oracle Cloud – CherryRoad will prepare data extracts using standard Data Extract utilities for transmission to external systems.	
Format: Word and Excel	
Sample Outline: Introduction Interface Approach Matrix Spreadsheet Loader Template File Loader Formats	
Notes / Expectations: N/A	
City Role: Review Interface Process Templates Extract and Prepare Interface Data to Oracle Prepare and populate Spreadsheet Templates with Interface Data Prepare File Loader Files Use data extract files from Oracle to interface back to external systems	
CherryRoad Role: Analyze Interface Requirements Prepare Interface Process Spreadsheet Templates Document File loader specifications Review and finalize with City Load Interface Data into Cloud Applications and Test Interface Processes Create data extract files for city to process for interfaces from Oracle	

Acceptance Criteria:

Interface requirements are defined using interface process templates. All interface data is loaded/extracted and tested per requirements of this SOW.

Deliverable/Milestone Number: 12	
Deliverable/Milestone Name: Tested Conversion Processes – Phase I (Milestone)	Phase: Phase I Solution Deployment and Testing
Objective: Completed Conversion Processes	
Scope: This milestone represents completed testing of all conversion processes using the standard Oracle Cloud file and spreadsheet loader processes.	
Format: N/A	
Sample Outline: N/A – This is a Milestone	
Notes / Expectations: N/A	
City Role: Review Completion of Conversion Processes. Perform validation of interface data Test conversion processes Provide feedback to Oracle	
CherryRoad Role: Load Conversion Data into Cloud Applications and Test Conversion Processes Test Conversion Processes	
Acceptance Criteria: Conversions tested and issues resolved City's final approval	

Deliverable/Milestone Number: 10	
Deliverable/Milestone Name: Tested Interface Processes – Phase I (Milestone)	Phase: Phase I Solution Deployment and Testing
Objective: Completed Interface Processes	
Scope: This milestone represents completed testing of all Interface/Integration processes using the standard Oracle Cloud file and spreadsheet loader processes and data extract capabilities.	
Format: N/A	
Sample Outline: N/A – This is a Milestone	
Notes / Expectations: N/A	
City Role: Review Completion of Interface Processes Perform validation of interface data Test interface processes Provide feedback to Oracle	
CherryRoad Role: Test Interface Processes	
Acceptance Criteria: Interfaces tested and issues resolved City's final approval	

Deliverable/Milestone Number: 13	
Deliverable/Milestone Name: Testing Plan – Phase I (Deliverable)	Phase: Phase I Solution Deployment and Testing
Objective: To document the Acceptance Test Plan and Strategy	
Scope: CherryRoad will prepare an Acceptance Test Plan describing how the city will prepare for and execute the acceptance test. 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 Acceptance Test will serve as the city's basis for accepting the system and beginning full production operations	
Format: Word and Excel	
Sample Outline: Introduction Testing Strategy and Approach Test Scripts Testing Tools Testing Schedule Acceptance Criteria	
Notes / Expectations: N/A	
City Role: Review and approve Testing Plan	
CherryRoad Role: Analyze Testing Requirements Prepare Testing Plan Review and finalize with City	
Acceptance Criteria: Test Plan completed as defined in this SOW and delivered to city	

Deliverable/Milestone Number: 17	
Deliverable/Milestone Name: Completed Conditional Acceptance Test – Phase I (Milestone)	Phase: Phase I Solution Deployment and Testing
Objective: Document Completion of City Acceptance Test	
Scope: This milestone represents completion of the city Acceptance Test and certification that the system is ready for go live.	
Format: N/A	
Sample Outline: N/A – This is a Milestone	
Notes / Expectations: N/A	
City Role: Prepare Acceptance Test Scripts Execute Acceptance Test Review and report results	
CherryRoad Role: Support city Acceptance Testing Resolve issues and problems	
Acceptance Criteria: Configured system meets scope as defined in this SOW and adheres to functional requirements. All material errors are corrected and City shall have the approval for the decision to go-live.	

Deliverable/Milestone Number: 14	
Deliverable/Milestone Name: Training Plan – Phase I (Deliverable)	Phase: Phase I Training and Implementation
Objective: To document the Training Plan and Strategy	
Scope: This document presents the overall training strategy to be adopted for the ERP System implementation and presents an overview of the recommended training courses and schedule for the ERP System training program.	
Format: Word	
Sample Outline: The Training Plan will contain a detailed discussion of the following topics: <ul style="list-style-type: none"> • Training Assessment – Presents a review of the overall training needs of the city ERP System and identifies the types of training needed. • Description of Training Courses – Provides a brief synopsis of the individual training courses, topics to be presented, prerequisites, timing, etc. • Training Facilities – Discusses the facilities, equipment, and forms, needed to execute and manage the ERP System training program. • Training Schedule – Presents a detailed schedule and calendar for the ERP System training program (train-the-trainer and final end-user training) 	
Notes / Expectations: N/A	
City Role: Assess Training Needs and Users Plan Training Facilities Review Training Plan	
CherryRoad Role: Analyze Training Requirements Prepare Training Plan Review and finalize with City	
Acceptance Criteria: Prepare Training plan as defined in this SOW.	

Deliverable/Milestone Number: 15	
Deliverable/Milestone Name: Phase I Training Material – by module (Deliverable)	Phase: Phase I Training and Implementation
Objective: To prepare the Training Material for Train-the-Trainer/SME Training	
Scope: CherryRoad will prepare City specific Training Material for each module for the “train-the-trainer” training program which CherryRoad will execute. The city will work with the CherryRoad Training Material to prepare all end-user training.	
Format: Word	
Sample Outline: TBD	
Notes / Expectations: N/A	
City Role: Review Training Material	
CherryRoad Role: Prepare Training Material Review and finalize with City	

Acceptance Criteria: Training materials developed and delivered to City.
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Deliverable/Milestone Number: 16	
Deliverable/Milestone Name: Train-the-Trainer Training – by module (Milestone)	Phase: Phase I Training and Implementation
Objective: To deliver and complete the final Train-the-Trainer/SME classes and program	
Scope: This milestone represents completion of the Train-the-Trainer/SME training program.	
Format: N/A	
Sample Outline: N/A – This is a Milestone	
Notes / Expectations: N/A	
City Role: Organize and attend Train-the-Trainer/SME Training sessions	
CherryRoad Role: Conduct Train-the-Trainer/SME Training sessions Evaluate Training	
Acceptance Criteria: Train the trainer training completed for each module. City's final approval	

Deliverable/Milestone Number: 18	
Deliverable/Milestone Name: Roll-Out and Post Implementation Support Plan – By Phase (Deliverable)	Phase: Phase I Training and Implementation
Objective: The objectives of this document are to summarize the final ERP System implementation steps and provide a recommended strategy for providing post implementation support for the ERP System project after it is put into production on the Oracle Cloud	
Scope: <ul style="list-style-type: none"> • Implementation Checklist – which provides a final checklist of the remaining ERP System implementation activities as well as a contingency procedure in the event that ERP System cannot be brought live according to the current schedule. • Post-Implementation Support Strategy – which describes how ERP System support will be provided to users after production operation begins. 	
Format: Word	
Sample Outline: TBD	
Notes / Expectations: N/A	
City Role: Review Roll-Out Plan	
CherryRoad Role: Prepare Roll-Out Plan Review and finalize with City	
Acceptance Criteria: Roll Out and Post Implementation Support Plan developed and delivered to city.	

Deliverable/Milestone Number: 19

Deliverable/Milestone Name: Completed Production System – Phase I Go Live (Milestone)	Phase: Phase I Production Support
Objective: Go Live and begin Production operations for Phase I	
Scope: This milestone represents delivery of a completed Production database ready for go live, with all configurations and conversions.	
Format: N/A – Milestone	
Sample Outline: N/A	
Notes / Expectations: N/A	
City Role: Create Final Conversion Files/Data Support establishment of Production Security and Users Conduct Final Validation	
CherryRoad Role: Prepare, configure and deliver Production System Execute final conversions Establish Security Establish Users Support validation of Production data	
Acceptance Criteria: System is operating as planned per requirements and design documents Users are able to log in, access data, and input data as required in the system HR and Finance are able to execute transactions as expected in support of business functions	

Deliverable/Milestone Number:20	
Deliverable/Milestone Name: Transition Plan – Phase I (Deliverable)	Phase: Phase I Production Support
Objective: The objectives of this document are to document the current Production environment and facilitate the transition of operations and support to the city	
Scope: This document provides an outline of the post-implementation activities necessary to maintain the ERP System production system for all of the ERP System applications. In addition, it will provide the information necessary to facilitate the transition of these activities from CherryRoad to the city.	
Format: Word	
Sample Outline: The document will cover the following topics: Issue Identification and Resolution Procedures; System Administration; Oracle Support; Software Patches and Upgrades; Documentation on Interfaces; and final configurations.	
Notes / Expectations: N/A	
City Role: Review Transition Plan	
CherryRoad Role: Prepare Transition Plan Review and finalize with City	
Acceptance Criteria: Transition Plan developed as defined in this SOW and delivered to city	

Deliverable/Milestone Number: 21

Deliverable/Milestone Name: Implementation Support –Phase I (Milestone)	Phase: Phase I Production Support
Objective: Provide 30 days of post-production support to include one month end close process. Provide support during first quarter closing process for quarterly tax reporting.	
Scope: This milestone represents completion of the post-implementation support period.	
Format: N/A – Milestone	
Sample Outline: N/A	
Notes / Expectations: N/A	
City Role: Assist in problem reporting and resolution Grant Final acceptance	
CherryRoad Role: Support operations Provide remedial training as needed Resolve issues and problems	
Acceptance Criteria: Post Go-Live support period completed and Final acceptance granted for by the City as defined in Section 4.3.2.	

Deliverable/Milestone Number: 22	
Deliverable/Milestone Name: Initial Discovery Questionnaires – Phase II (Deliverable)	Phase: Phase II Planning and Organization
Objective: To obtain basic information on Phase II modules and City processes and data	
Scope: CherryRoad will provide a series of questionnaires for each module so that module leads can document city expectations, key business flows, data, and basic processes.	
Format: Word Document	
Sample Outline: Introductions Instructions Questionnaires for each Phase II module/business area	
Notes / Expectations: N/A	
City Role: Complete questionnaires Review questionnaires	
CherryRoad Role: Conduct review sessions Prepare deliverable	
Acceptance Criteria: Provide customized Discovery questionnaires to City	

Deliverable/Milestone Number: 23	
Deliverable/Milestone Name: Completed Foundation Team Training – Phase II (Milestone)	Phase: Phase II Planning and Organization
Objective: Training is intended to provide city Project Team members with the exposure to the Oracle Cloud architecture	

and navigation very early in the project in order for them to be able to effectively participate in the subsequent gap analysis and prototype processes.	
Scope: Training provided to the city project team on the basic system architecture (e.g., look and feel of the system, tool bars and icons, drop down lists, etc.) and system navigation. Training is also provided to the project team 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.	
Format: None	
Sample Outline: Not Applicable – Milestone	
Notes / Expectations: N/A	
City Role: Attend training	
CherryRoad Role: Prepare training sessions Deliver training	
Acceptance Criteria: Complete training as defined in this SOW City's final approval	

Deliverable/Milestone Number: 24	
Deliverable/Milestone Name: Initial Prototype – Phase II (Milestone)	Phase: Phase II Planning and Organization
Objective: To configure and demonstrate an initial prototype system to support gap analysis and City-specific configurations	
Scope: An initial baseline prototype will be established and demonstrated showing functions, features and capabilities of the Cloud Applications. A review of best practice configurations, workflows and delivered capabilities will be demonstrated and assessed.	
Format: None	
Sample Outline: Not Applicable – Milestone	
Notes / Expectations: N/A	
City Role: Attend prototype demonstrations	
CherryRoad Role: Prepare and deliver prototype demonstration sessions	
Acceptance Criteria: Initial prototype covering full functional scope of project for Phase 2 is completed and delivered and demonstrated to the City. City's final approval	

Deliverable/Milestone Number: 25	
Deliverable/Milestone Name: Gap Analysis – Phase II (Deliverable)	Phase: Phase II Solution Configuration and Prototype(s)
Objective: To review the Functional Requirements, industry best practices, and map to baseline Cloud functionality in order to identify “gaps” and how they will be addresses	

Scope: For each application, a Gap Analysis will be prepared that identifies gaps between the requirements and delivered functionality and best practice configurations. This will include: <ul style="list-style-type: none"> Mapping of city requirements to Oracle Cloud functionality, including a mapping of workflow requirements Identification of how each requirement is met Identification of Gaps Design of how each map will be address via configuration changes and additions, new reports or extensions to the application
Format: Word and Excel
Sample Outline: Introduction Objectives Requirements Validation Gap Analysis and Recommended Solutions
Notes / Expectations: N/A
City Role: Attend Gap Analysis sessions Review and approve Gap Analysis
CherryRoad Role: Prepare and deliver Gap Analysis
Acceptance Criteria: Complete and provide deliverable as defined in this SOW.

Deliverable/Milestone Number: 26	
Deliverable/Milestone Name: Conference Room Pilot(s) – Phase II (Milestone)	Phase: Phase II Solution Configuration and Prototype(s)
Objective: To develop a working city specific prototype of Cloud modules and business processes with city specific data, workflows, chart of accounts, etc.	
Scope: Specific system setup requirements identified in the Gap Analysis Document will be configured within the prototype system for all of the application modules. In addition, any Flexfields or new user-defined fields will be developed within the prototype, workflow will be configured and personalizations will be added. CherryRoad will configure all of the unique city requirements in a Prototype application and also demonstrate the prototype system to the project team showing how the requirements have been incorporated within the prototype setup. The prototype will be closely reviewed and demonstrated by the project team to identify any requirements overlooked or misunderstood during analysis. Corrections will be made to the prototype and demonstrations continued until all requirements are identified and included.	
Format: N/A – This is a milestone	
Sample Outline: N/A	
Notes / Expectations: N/A	
City Role: Attend Prototype sessions Review and approve configured Prototype(s)	
CherryRoad Role: Configure city specific Prototype(s)	

Demonstrate Prototype(s) Finalize Prototype
Acceptance Criteria: Conference room pilot completed and reviewed to identify any unmet City requirements. City's final approval

Deliverable/Milestone Number: 27	
Deliverable/Milestone Name: Final Configurations - Phase II (Deliverable)	Phase: Phase II Solution Configuration and Prototype(s)
Objective: To document the final configurations for the Cloud Applications based on the Prototypes.	
Scope: The Final Configurations deliverable documents all of the final configurations in the Cloud Application including all changes, additions and new workflows incorporated.	
Format: Word and Excel	
Sample Outline: TBD	
Notes / Expectations: N/A	
City Role: Review Final Configurations Document	
CherryRoad Role: Prepare Final Configurations Document Review Final Configurations with City	
Acceptance Criteria: Final configurations are reviewed and accepted by City and final configuration document prepared and includes documentation for all City modules and requirements.	

Deliverable/Milestone Number: 28	
Deliverable/Milestone Name: Conversion Process Templates – Phase II (Deliverable)	Phase: Phase II Solution Deployment and Testing
Objective: To document the conversion data and processes and prepare conversion spreadsheet templates and file formats to support the automated conversion needed for the project.	
Scope: CherryRoad will analyze conversion requirements and prepare a series of spreadsheet templates and file formats to support the city in preparing conversion data and files. These template will be either in a File Loader or Spreadsheet Loader format. A map from existing files or tables will be provided with each template to assist the city in filling up each spreadsheet or preparing a file for loading.	
Format: Word and Excel	
Sample Outline: Introduction Conversion Data and Approach Matrix Spreadsheet Loader Template File Loader Formats	
Notes / Expectations: N/A	
City Role: Review Conversion Process Template Extract and Clean Conversion Data Prepare Spreadsheet Template with Conversion Data Prepare File Loader Files	
CherryRoad Role: Analyze Conversion Requirements	

Prepare Conversion Process Templates Review and finalize with City Load Conversion Data into Cloud Applications and Test Conversion Processes
Acceptance Criteria: Conversions are analyzed to define requirements. All conversions are documented using conversion process templates. Data is loaded into the application and tested.

Deliverable/Milestone Number: 29	
Deliverable/Milestone Name: Interface Templates – Phase II (Deliverable)	Phase: Phase II Solution Deployment and Testing
Objective: To document the interface data and processes and prepare interface spreadsheet templates and file formats to support the automated interfaces needed for the project.	
Scope: CherryRoad will analyze and prepare a series of templates to support the city in preparing interface data and files for Interface into Oracle Cloud based on the needs of the vendor's receiving file. These templates will be either in a File Loader or Spreadsheet Loader format. A map from existing files or tables will be provided with each template to assist the city in filling up each spreadsheet or preparing a file for loading. For Interfaces/Integration requirements from Oracle Cloud – CherryRoad will prepare data extracts using standard Data Extract utilities for transmission to external systems.	
Format: Word and Excel	
Sample Outline: Introduction Interface Approach Matrix Spreadsheet Loader Template File Loader Formats	
Notes / Expectations: N/A	
City Role: Review Interface Process Templates Extract and Prepare Interface Data to Oracle Prepare and populate Spreadsheet Templates with Interface Data Prepare File Loader Files Use data extract files from Oracle to interface back to external systems	
CherryRoad Role: Analyze Interface Requirements Prepare Interface Process Spreadsheet Templates Document File loader specifications Review and finalize with City Load Interface Data into Cloud Applications and Test Interface Processes Create data extract files for city to process for interfaces from Oracle	
Acceptance Criteria: Interface requirements are defined using interface process templates. All interface data is loaded/extracted and tested per requirements of this SOW.	

Deliverable/Milestone Number: 30	
Deliverable/Milestone Name: Tested Conversion Processes – Phase II (Milestone)	Phase: Phase II Solution Deployment and Testing
Objective: Completed Conversion Processes	
Scope: This milestone represents completed testing of all conversion processes using the standard Oracle Cloud file and spreadsheet loader processes.	

Format: N/A
Sample Outline: N/A – This is a Milestone
Notes / Expectations: N/A
City Role: Review Completion of Conversion Processes Perform data validation Provide feedback to Oracle
CherryRoad Role: Test Conversion Processes
Acceptance Criteria: Conversion processes tested and issues resolved City's final approval

Deliverable/Milestone Number: 31	
Deliverable/Milestone Name: Tested Interface Processes – Phase II (Milestone)	Phase: Phase II Solution Deployment and Testing
Objective: Completed Interface Processes	
Scope: This milestone represents completed testing of all Interface/Integration processes using the standard Oracle Cloud file and spreadsheet loader processes and data extract capabilities.	
Format: N/A	
Sample Outline: N/A – This is a Milestone	
Notes / Expectations: N/A	
City Role: Review Completion of Interface Processes Perform validation of interface data Provide feedback to Oracle	
CherryRoad Role: Test Interface Processes	
Acceptance Criteria: Interfaces tested and issues resolved City's final approval	

Deliverable/Milestone Number: 32	
Deliverable/Milestone Name: Testing Plan – Phase II (Deliverable)	Phase: Phase II Solution Deployment and Testing
Objective: To document the Acceptance Test Plan and Strategy	
Scope: CherryRoad will prepare an Acceptance Test Plan describing how the city will prepare for and execute the acceptance test. 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 Acceptance Test will serve as the city's basis for accepting the system and beginning full production operations	
Format: Word and Excel	
Sample Outline: Introduction Testing Strategy and Approach Test Scripts	

Testing Tools
Testing Schedule
Notes / Expectations: N/A
City Role: Review Testing Plan
CherryRoad Role: Analyze Testing Requirements Prepare Testing Plan Review and finalize with City
Acceptance Criteria: Test Plan completed as defined in this SOW and delivered to city

Deliverable/Milestone Number: 33	
Deliverable/Milestone Name: Completed Acceptance Test – Phase II (Milestone)	Phase: Phase II Solution Deployment and Testing
Objective: Completed City Acceptance Test	
Scope: This milestone represents completion of the city Acceptance Test and certification that the system is ready for go live.	
Format: N/A	
Sample Outline: N/A – This is a Milestone	
Notes / Expectations: N/A	
City Role: Prepare Acceptance Test Scripts Execute Acceptance Test Review and report results	
CherryRoad Role: Support city Acceptance Testing Resolve issues and problems	
Acceptance Criteria: Configured system meets scope as defined in this SOW and adheres to functional requirements. All material errors are corrected and City is ready for go-live. City's final approval	

Deliverable/Milestone Number: 34	
Deliverable/Milestone Name: Training Plan – Phase II (Deliverable)	Phase: Phase II Training and Implementation
Objective: To document the Training Plan and Strategy	
Scope: This document presents the overall training strategy to be adopted for the Phase II ERP System implementation and presents an overview of the recommended training courses and schedule for the ERP System training program.	
Format: Word	
Sample Outline: The Training Plan will contain a detailed discussion of the following topics: <ul style="list-style-type: none"> • Training Assessment – Presents a review of the overall training needs of the city ERP System and identifies the types of training needed. 	

<ul style="list-style-type: none"> • Description of Training Courses – Provides a brief synopsis of the individual training courses, topics to be presented, prerequisites, timing, etc. • Training Facilities – Discusses the facilities, equipment, and forms, needed to execute and manage the ERP System training program. • Training Schedule – Presents a detailed schedule and calendar for the ERP System training program (train-the-trainer and final end-user training)
Notes / Expectations: N/A
City Role: Assess Training Needs and Users Plan Training Facilities Review Training Plan
CherryRoad Role: Analyze Training Requirements Prepare Training Plan Review and finalize with City
Acceptance Criteria: Training Plan completed as defined in this SOW and delivered to city

Deliverable/Milestone Number: 35	
Deliverable/Milestone Name: Phase II Training Material – by module (Deliverable)	Phase: Phase II Training and Implementation
Objective: To prepare the Training Material for Train-the-Trainer/SME Training	
Scope: CherryRoad will prepare Training Material for each module for the “train-the-trainer” training program which CherryRoad will execute. The city will work with the CherryRoad Training Material to prepare all end-user training.	
Format: Word	
Sample Outline: TBD	
Notes / Expectations: N/A	
City Role: Review Training Material	
CherryRoad Role: Prepare Training Material Review and finalize with City	
Acceptance Criteria: Training materials developed and delivered to City.	

Deliverable/Milestone Number: 36	
Deliverable/Milestone Name: Train-the-Trainer Training – by module (Milestone)	Phase: Phase II Training and Implementation
Objective: To deliver and complete the final Train-the-Trainer/SME classes and program	
Scope: This milestone represents completion of the city Acceptance Test and certification that the system is ready for go live.	
Format: N/A	
Sample Outline: N/A – This is a Milestone	
Notes / Expectations: N/A	
City Role: Organize and attend Train-the-Trainer/SME Training sessions	
CherryRoad Role:	

Conduct Train-the-Trainer/SME Training sessions Evaluate Training
Acceptance Criteria: Train the trainer training completed for each module. City's final approval for each module.

Deliverable/Milestone Number: 37	
Deliverable/Milestone Name: Roll-Out Plan and Post Production Support Strategy – By Phase (Deliverable)	Phase: Phase II Training and Implementation
Objective: The objectives of this document are to summarize the final ERP System implementation steps and provide a recommended strategy for providing post implementation support for the ERP System project after it is put into production on the Oracle Cloud	
Scope: <ul style="list-style-type: none"> • Implementation Checklist – which provides a final checklist of the remaining ERP System implementation activities as well as a contingency procedure in the event that ERP System cannot be brought live according to the current schedule. • Post-Implementation Support Strategy – which describes how ERP System support will be provided to users after production operation begins. 	
Format: Word	
Sample Outline: TBD	
Notes / Expectations: N/A	
City Role: Review Roll-Out Plan	
CherryRoad Role: Prepare Roll-Out Plan Review and finalize with City	
Acceptance Criteria: Complete deliverable as defined in this SOW.	

Deliverable/Milestone Number: 38	
Deliverable/Milestone Name: Completed Production System – Phase II Go Live (Milestone)	Phase: Phase II Production Support
Objective: Go Live and begin Production operations	
Scope: This milestone represents delivery of a completed Production database ready for go live, with all configurations and conversions.	
Format: N/A – Milestone	
Sample Outline: N/A	
Notes / Expectations: N/A	
City Role: Create Final Conversion Files/Data Support establishment of Production Security and Users Conduct Final Validation	
CherryRoad Role: Prepare, configure and deliver Production System Execute final conversions Establish Security Establish Users Support validation of Production data	
Acceptance Criteria: System is operating as planned per requirements and design documents Users are able to log in, access data, and input data as required in the system HR and Finance are able to execute transactions as expected in support of business functions	

Deliverable/Milestone Number: 39	
Deliverable/Milestone Name: Transition Plan – Phase II (Deliverable)	Phase: Phase II Production Support
Objective: The objectives of this document are to document the current Production environment and facilitate the transition of operations and support to the city	
Scope: This document provides an outline of the post-implementation activities necessary to maintain the ERP System production system for all of the ERP System applications. In addition, it will provide the information necessary to facilitate the transition of these activities from CherryRoad to the City.	
Format: Word	
Sample Outline: The document will cover the following topics: Issue Identification and Resolution Procedures; System Administration; Oracle Support; Software Patches and Upgrades; Documentation on Interfaces; and final configurations.	
Notes / Expectations: N/A	
City Role: Review Transition Plan	
CherryRoad Role: Prepare Transition Plan Review and finalize with City	
Acceptance Criteria: Transition Plan developed as defined in this SOW and delivered to city	

Deliverable/Milestone Number: 40

Deliverable/Milestone Name: Implementation Support –Phase II (Milestone)	Phase: Phase II Production Support
Objective: Provide 1 month of post-production support	
Scope: This milestone represents completion of the post-implementation support period.	
Format: N/A – Milestone	
Sample Outline: N/A	
Notes / Expectations: N/A	
City Role: Assist in problem reporting and resolution	
CherryRoad Role: Support operations Provide remedial training as needed Resolve issues and problems	
Acceptance Criteria: Post Go-Live support period completed and Final acceptance granted for the City as defined in Section 4.3.2.	
City's final approval	

Section 5: Change/Project Management

CherryRoad will provide change management services to support the City's change management and communications strategy for the new ERP System. The four major components of the CherryRoad OCM approach include:

- Change Governance
- Communications
- Readiness
- Training

CherryRoad has recognized the importance of executing a Change Management strategy at the City. In this regard, we will provide a part-time (approximately 60-80 hours/month on average) Change Management/Process Specialist to work with a City Change Management Coordinator to execute change management during the ERP project.

On-site vs. off-site presence of our Change/Process Management will vary by month but it is anticipated that approximately 25% of activities will be conducted on-site.

CherryRoad will develop and OCM plan during the first few weeks of the project, comprised of the four components described above. These components will be integrated into the CherryRoad project plan to not only support project activities but to create a foundation of user support that will continue well beyond Go Live. Additionally, to build the City ownership and expertise, CherryRoad will provide OCM guidance to the City staff throughout the project on all OCM related activities.

The following table summarizes the major OCM related activities during each stage of each project phase. In the table, the following definitions apply:

- Lead – Has primary responsibility for the task and plays the lead role in the coordination and completion of activities
- Participate – plays an active role in the task and assisting the lead party in the coordination and completion of activities.
- Assist – plays a passive role in the task and assisting the lead party in the coordination and completion of activities.

Phase	Summary of OCM Activities	CherryRoad	City
Planning and Organizing	<ul style="list-style-type: none"> • Create Governance • Complete Stakeholder Analysis • Develop Communication Plan • Create Readiness Network 	Assist	Lead
Solution Configuration and Prototyping	<ul style="list-style-type: none"> • Facilitate Governance Meetings • Facilitate Readiness Activities • Execute Communications Plan • Document Change Impacts 	Assist	Lead
Solution Deployment and Testing	<ul style="list-style-type: none"> • Facilitate Governance Meetings • Facilitate Readiness Activities • Execute Communications Plan • Development of Training 	Assist	Lead
Training and Implementation	<ul style="list-style-type: none"> • Facilitate Governance Meetings • Facilitate Readiness Activities • Execute Communications Plan • Delivery of Training 	Assist	Lead
Support	<ul style="list-style-type: none"> • Facilitate Governance Meetings • Facilitate Readiness Activities • Execute Communications Plan 	Assist	Lead

Section 6: End User Training

The core guiding principles for capability development involves two targeted training audiences. The two targeted audiences are: (1) project team members who will participate in the implementation process, and (2) end-users who will interact with the new system. Because the training requirements are different for each audience, two training methods are used. The two training methods are:

Foundational Team Training (FTT) – This training is a conceptual overview of Oracle Cloud products depicting its look and feel and high level functionality for key business processes. System terminology and special features are also introduced. Team members will utilize this information to effectively participate in CherryRoad’s Discovery Sessions led by CherryRoad functional team members.

End-User Training (EUT) – Methods for training end-users must ensure that learning experiences and supporting documentation are clear, concise, and user-friendly. Oracle Cloud was designed and developed using best business practices. Therefore CherryRoad EUT materials will reflect Oracle’s best business practice approach in a clear, concise, and user-friendly manner while incorporating City specific tailored functionality.

CherryRoad’s Cloud Training content provides role based training available online 24/7 for Employee, Manager, and Core user roles. Our materials are readily available through the CherryRoad Training Product Library. CherryRoad introduces City specific functionality through the “View Detail” button which enables us to incorporate tailored or customized content to your learner’s experience.

CherryRoad will plan and prepare Training Material for the “train-the-trainer/Subject Matter Experts (SME) training classes, train City trainers/subject matter experts. The City will be responsible for executing the final end user training program with support from CherryRoad.

The following table summarizes the responsibilities for the major tasks and activities associated with the training effort:

Training Activity	CherryRoad	City
Project team/FTT training delivery (courses are on-line vanilla off-the shelf)	Lead	Assist
Development of Training Plan/Strategy document	Lead	Assist
Train-the-Trainer course development for Trainers/SMEs	Lead	Assist
Supporting Policy and Procedure Development	Participate	Lead
Train-the-Trainer/SME delivery	Lead	Assist
End-user training material development	Assist	Lead
End-user training delivery – Module Training	Assist	Lead
End-user training delivery Self Service Training	Assist	Lead
Knowledge Transfer	Lead	Assist
Logistics and training administration	Assist	Lead
Training rooms and facilities (Whiteboards, projectors, copying for material, etc.)	N/A	Lead

6.1 Training Coordination

All training activities will be planned and coordinated by CherryRoad in close cooperation with the City Project Manager.

A formal Training Plan deliverable will be prepared that will be used as a guide to coordinate all training activities. This document presents the overall training strategy to be adopted for the ERP System implementation and presents an overview of the recommended training courses and schedule for the ERP System training program.

The Training Plan will contain a detailed discussion of the following topics:

- Training Assessment – Presents a review of the overall training needs of the City ERP System and identifies the types of training needed.
- Description of Training Courses – Provides a brief synopsis of the individual training courses, topics to be presented, prerequisites, timing, etc.
- Training Facilities – Discusses the facilities, equipment, and forms, needed to execute and manage the ERP System training program.
- Training Schedule – Presents a schedule and calendar for the ERP System training program (train-the-trainer/SME and final end-user training)

6.2 Training Material Development

Handout training material/documentation will be prepared for each course offered for the ERP System. Each Training Class Material will be developed by CherryRoad using an online Learning Management System (LMS) for basic navigation and process training, and standard MS Office Tools (Word, PowerPoint, etc.) for City-specific custom content. This custom content will incorporate:

- City Business Processes and Rules
- City Data and Fields
- Screen by Screen instructions

Custom content will be built based on the final configured ERP system, so that users can be trained on the system they will see and use when they go live.

For any technical training that may be needed, CherryRoad recommends that all technical training will be accomplished by Oracle Education, and training materials and facilities will be provided by Oracle.

6.3 Training Courses

Project Team/Foundation Training

Project Team/Foundation Training is typically conducted at the start of the project for each phase. CherryRoad will utilize an online LMS to conduct this training.

Project Team/Foundation Training components include:

- **Management Orientation Training** – This initial training will be conducted during the Project Planning and Discovery phase of the project to orient users at all levels to basic system functionality, concepts and key goals and objectives of the effort.
- **Navigation Training** – This training is provided to train the core team on the basic navigation, menu, and related capabilities of the Oracle Cloud software.
- **Initial Module Training** – CherryRoad will conduct overview training on each of the modules to be implemented in each phase. This training will focus on a specific module and cover navigation concepts, baseline functionality, processing and workflow and other concepts specific to a given module. The goal of this training is to prepare core users of a module for the subsequent configuration and prototype(s) sessions.

Train-the-Trainer and End User Training

The Train-the-Trainer (TTT) method is intended to prepare the City instructors for delivering instructor-led courses only. Key to the methodology is “Trainer Workshops” facilitated by CherryRoad training developers. Module leads (the City and CherryRoad) are scheduled to participate in trainer Workshop 3 listed below.

The recommended TTT methodology involves four basic steps for assigned instructors. At a minimum, instructors should participate in steps 2 through 4. The four basic steps are:

1. **Participate in materials testing and/or walk-thru review sessions.**
2. **Attend Trainer Workshop 1 – “Learn How to be a Successful Trainer.”** The first half of the workshop is designed to equip instructors with the knowledge needed to be successful in the classroom. CherryRoad uses a combination of two proven learning methodologies in the classroom in order to maximize the success rate of the instructor. The first method is known as the “Natural Learning Cycle”. The second method is the widely accepted Malcolm Knowles Adult Learning Principles.

The second half of the workshop is designed to bring added value to the classroom experience for both the instructor and the attendee. A workshop package is developed and provided for each instructor to assist them during their training delivery. It contains information other than the curriculum that is vital to the success of their training class. Examples may include:

- Classroom Protocol and Instructor Checklist
- Training Schedule Assignments
- Technical / Facility Troubleshooting and Contact Procedures
- Enrollment and Attendance Procedures
- Absence Procedures (Instructor and Student)
- Evaluation Process
- Accessing Training Material

3. **Attend Trainer Workshop 2** - Attend the course(s) that instructors are assigned to deliver. This course is taught by CherryRoad. Classroom instructional training covers the actual subject matter or curriculum that employees are expected to learn during a specific class. The City trainers attend class “as if” they were a student themselves. They will use the exact same training materials that were developed for the course as an employee would when they attend the course. This method teaches instructors the curriculum and allows them to experience the same apprehensions, or excitement that their fellow employees may also experience.
4. **Study course materials on self-study basis.**

In cases where train-the-trainer training is applicable, the following process will be followed:

- CherryRoad will prepare training materials to be used using a combination of an LMS and Custom Content for trainers/SMEs
- CherryRoad will train “Trainers” as described above and City SME’s
- The City will use the CherryRoad Custom Content to prepare training materials for end-users
- CherryRoad will support City Trainer led efforts for end-user training.

6.4 Training Delivery

All Project Team/FTT training described in 6.3 will be delivered by CherryRoad.

All SME/Training-the-Trainer Training will be delivered by CherryRoad

Any End-User Training will be delivered by the City.

6.5 Training Evaluation and Follow Up

All user training will be evaluated to obtain feedback from participants and to determine if additional remedial training is necessary. CherryRoad may use as appropriate, several approaches to verify that knowledge transfer has taken place either through formal or informal training and mentoring:

- **Training Audit** – CherryRoad may conduct a training audit after completion of end-user training to evaluate the effectiveness of the training program
- **User Surveys** – Users will complete a user survey so that we can assess training effectiveness and knowledge transfer
- **Training Workshops** – during the initial weeks of live operations, CherryRoad recommends a centralized workshop facility where users can come and enter their initial transactions while having direct support from CherryRoad staff.

Section 7: Quality Assurance

The basic goals for quality management of ERP technology projects are to assure:

- Project deliverables meet their stated requirements.
- Project management processes are appropriately followed.
- Project risks are being monitored and evaluated

While QA staff will be monitoring and reviewing Project Status Reports and Steering Committee Reports on an ongoing and routine basis, specific Quality Assurance Reviews will be conducted at key milestone points in the project. The following are some of the key project milestones that will be reviewed by the QA Team:

Final Project Plan – The QA team will review, assess and present recommendations to the Steering Committee on the Final Project Plan deliverable. Specifically, the QA team will highlight key milestone dates and potential risks areas and focus on:

- Documentation standards
- Issue Tracking Processes and Procedures
- Status and Management Reporting Procedures

Gap Analysis Documents Review – the QA team will review and provide an overall system assessment of the finalized Implementation Gap Analysis (Configuration Design) documents prepared by the project team. Specific emphasis will be given to a review of:

- Workflows
- Incorporation of Best Practices
- Reporting Strategy

System Prototype Review – the QA team will obtain and assess user feedback and comments on the system prototype and make recommendations for change and enhancement if required.

Training and Change Management Plan – The QA team will review the overall Training Plan and strategy and provide an assessment of:

- Communications strategy
- The overall Training approach
- Training evaluation

Implementation/Roll-out Strategy Assessment – The QA team will conduct a detailed assessment of how “prepared” the City is for the final roll-out of applications and make recommendations for risk mitigation if required. Also the final Post-Implementation Support Plan is reviewed to ensure that the support strategy after the system is life is adequate and the City has the technical and organizational structure in place

Section 8: Post Live Support

8.1 Post Live Support Scope

As part of the implementation methodology, CherryRoad will provide post “go-live” support to the City for each phase of the project.

The scope of the post live support will include:

- Question and answer type of support
- Help-desk support
- Problem assessment
- Issue resolution
- Remedial training
- Transition documentation and planning

One of the key components of this phase is the preparation of a Transition Plan document. This deliverable provides comprehensive documentation the final configurations, any client-specific reports and workflows, and all project documentation (libraries where project designs and deliverables are maintained).

Also included in Post Live Support is support for one time system events. This shall include Client’s year-end close, CAFR development, 1099 generation, fixed asset depreciation, encumbrance rollover, interest apportionment, budget development (including operation, personnel/position, and capital) and load of budget to GL, W-2 generation, benefit open enrollment, and any required tax reporting.

8.2 Post Live Support Duration

Except for one time system events, one month of Post Go Live Support by the project team will be provided for each of the 2 Phases of the project.

Long term managed services support to be provided by CherryRoad is described in SOW Exhibit 3.

Section 9: Facility Requirements

9.1 Project Team Equipment

The City will provide the following equipment for CherryRoad to support the ERP Implementation project.

- 1 PC/Workstation projector for training and analysis
 - 3 PCs/Workstations for SIS staff configured as follows
 - Dual Core or better, 1G Htz + processor
 - 2G of RAM
 - 100G Hard Drive
- Network connectivity to the Oracle Cloud where software is installed and to the City's Network
- Network disk space for project files and documentation library
- MS Office 2010+
- MS Project – on Project Manager's PC
- Explorer/Safari/Chrome Browser
- Internet Access
- E-Mail internal and external
- Office Supplies
 - Copying facilities
 - Telephone access including long distance for project purposes only
 - General office supplies for the project

9.2 Project Team Facilities / Workspace / Security Access

- Project Space and Facilities – to accommodate 3 SIS Consultants
 - Desks
 - Chairs
 - Parking at project site
 - Conference/Meeting Rooms
 - White Board
 - Availability of a conference room holding 8-10 people with white boards
 - Training Room – with PC/Workstations connected to the Cloud/SaaS to support up to 8 trainees

Section 10: Personnel Requirements

Personnel requirements are identified in SOW Exhibit 4 – Staffing Plan

Section 11: Payment Schedule

The Payment Schedule is included as SOW Exhibit 5.

Section 12: Appendix

12.1 Functional Requirements

Functional Requirements are included as Exhibit 6

12.2 Module Description

Module Descriptions are included as Exhibit 7

12.3 Deliverable Expectation Documents

As part of our Project Charter/Project Plan, CherryRoad will include a summary description of each deliverable/milestone along with expected content.

12.4 Staffing and Matrix

Staffing Matrix is included as Exhibit 4.