Project Charter
UID 5368

Prepared for:
Lexington-Fayette Urban County Government

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1.0 Introduction

The Project Charter is designed to provide an overview of the foundation, structure and operating standards of the Lexington-Fayette Urban County Government (LFUCG) upgrade project. This document is a reference point for all parties responsible for the successful delivery of this project - to empower and make accountable the individual resources assigned to project roles and to establish focus for project delivery.

The Project Charter provides the framework for project operations. It is considered a guiding principle document for project team members.

1.1 Business Drivers

The LFUCG is seeking a fully integrated solution that offers long term strategic Return on Investment (ROI) through the adoption of delivered best practices. The individual business drivers include:

- Improved business processes supported by technology with the ability to easily implement image releases [1]as business requirements and technology change.
- Greater operational efficiency by leveraging best practices.
- Increased access to data and ease of use for staff and users throughout their departments.
- Improved integration to reduce redundancy of data input and retention, providing unified and integrated access to information to support business decisions.
- Integration with existing and/or planned IT applications.

1.2 Project Identity

The project will be known as *PeopleSoft Upgrade Project (PUP)*. The brand will be developed as part of the Change Management Process.

1.3 Project Scope

The LFUCG PeopleSoft upgrade project includes the PeopleSoft HCM, Financials and PeopleTools upgrades in accordance with LFUCG's strategic goals, industry standards, and delivered best practices. To support the defined business goals of the LFUCG, this upgrade will re-align the organization's PeopleSoft solutions to be a "vanilla" solution, with minimal customizations to the PeopleSoft delivered modules.

The detailed functional requirements were largely identified during a pre-planning phase undertaken by Metaformers and the LFUCG and will be validated by the Executive Steering Committee (ESC) prior to the commencement of the design phase of the project. The project will deliver systems and process capabilities through the fulfillment of LFUCG requirements.

1.3.1 Project Activities and Deliverables

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[1] An image release is a software update to the PeopleSoft application from Oracle.

The project will follow the MetaStream methodology, leveraging defined templates and activities within the methodology. Section 3.1 of this document details the methodology and how it will be leveraged for successful delivery.

The following sub-sections provide the key activities and deliverables by MetaStream phase. Individual responsibilities for detailed tasks will be identified within the Project Work Plan.

1.3.1.1 Strategy and Planning Phase

The strategy and planning phase allows the project team to validate the overall strategy and requirements for the project. These activities ready the project team for delivery activities including solution design, solution build, solution test, training, and deployment.

The following table defines responsibilities during the Strategy and Planning Phase.

Activity/Deliverable	Metaformers	LFUCG
Identify Mission, Business Objectives, and Performance Measures	Joint	Joint
Validate and Update Overall Scope and Assumptions	Joint	Joint
Define and Publish Project Charter	Joint	Joint
Validate, Update, and Publish Project Management Plan	Lead	Support
Develop Branding for project	Joint	Joint
Update Project Work plan	Lead	Support
Update Business Process Flow Maps	Lead	Support
Perform Project Kick-off Meeting	Joint	Joint
Validate and Update Project Standards and Administration	Support	Lead
Validate and Update Requirements Management Process	Lead	Support
Develop and Validate Requirements	Support	Lead
Update Requirements in Requirements Traceability Matrix (RTM)	Joint	Joint
Validate and Update Document Management and Review Process	Lead	Support
Validate and Update Quality Assurance Process	Lead	Support
Validate and Update Assumptions, Constraints, Risks and Other Critical Path Projects	Joint	Joint
Update Risk and Issues Management Plan	Lead	Support
Define Communication Plan	Lead	Support
Define Change Management Plan	Lead	Support
Complete Installation of 9.2 Demo Databases	Support	Lead
Define Test Plan	Lead	Support
Define Environment Management Plan	Lead	Support
Define Development Standards Plan	Lead	Support
Define Freeze Plan	Lead	Support
Create ESC Status Reporting Standards	Support	Lead
Create Project Repository	Support	Lead

Exhibit 1.3.1.1-1 – Strategy and Planning Phase Responsibility Matrix

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1.3.1.2 Design Phase

During the Design Phase, Metaformers Solution Architects will work closely with LFUCG to validate an understanding of the requirements, conduct Requirements Scrubbing sessions, and complete a blueprint design that will include business process maps, and proposed solutions for gaps. The project team will work on the design of interfaces, conversion programs, security, and reports during this phase. The end result of this phase is a detailed design of how the end system will look and operate from a business process perspective.

The following table defines responsibilities during the Design Phase.

Activity	Metaformers	LFUCG
Review and Update Future-State Business Process	Lead	Support
Design Configuration (what's available through setup)	Lead	Support
Design Customizations (through Application Designer)	Lead	Support
Design Interfaces	Support	Lead
Design Reports	Support	Lead
Design Public Queries	Support	Lead
Design Workflow	Lead	Support
Design Security	Support	Lead
Identify Policy and Procedure Changes	Support	Lead
Approve Policy and Procedure Updates	Support	Lead
Update Policy and Procedure Documentation	Support	Lead
Update RTM	Lead	Support

Exhibit 1.3.1.2-1 – Design Phase Responsibility Matrix

1.3.1.3 Build Phase

During the Build Phase, the project team will configure the solution to meet the design needs identified in the previous phase. Development of interfaces, conversion programs, and reports will also be completed during this phase.

The following table defines responsibilities during the Build Phase.

Activity	Metaformers	LFUCG
Prepare and Create Environments	Support	Lead
Complete Configuration of the Application	Lead	Support
Build/Unit Test Interfaces	Support	Lead
Build/Unit Test Reports (except where otherwise specifically assigned within the SOW)	Support	Lead
Build/Unit Test Public Queries	Support	Lead
Build/Unit Test Workflow	Lead	Support
Build/Unit Test Security	Support	Lead
Document exceptions from testing	Lead	Support
Apply Any Updates and Fixes	Support	Lead
Document PeopleSoft User Procedures	Support	Lead
Develop Organizational Impact Analysis	Lead	Support
Update RTM	Lead	Support

Develop Organizational Transition Plan	Joint	Joint

Exhibit 1.3.1.3-1 – Build Phase Responsibility Matrix

1.3.1.4 Test Phase

The Test Phase fully tests the PeopleSoft modules. Test results will be closely analyzed after each cycle and remedies will be delivered for issues defined as required for go-live.

The following table defines responsibilities during the Test Phase.

Activity	Metaformers	LFUCG
Create Testing Plans	Lead	Support
Create Test Scenarios	Support	Lead
Create Test Scripts	Joint	Joint
Perform Integration Test	Joint	Joint
Document Test Exceptions (Integration Testing)	Lead	Support
Perform Test Move to Production	Lead	Support
Perform User Acceptance Test	Support	Lead
Document Test Exceptions (User Acceptance Testing)	Joint	Joint
Perform Parallel Test for upgrade	Joint	Joint
Document Test Exceptions (Parallel Test for upgrade)	Lead	Support
Perform Performance Test	Support	Lead
Update RTM	Lead	Support
Evaluate Organizational Readiness	Joint	Joint

Exhibit 1.3.1.4-1 – Test Phase Responsibility Matrix

1.3.1.5 Train Phase

Training is critical to LFUCG's efforts to be organizationally ready to own and sustain their PeopleSoft solution. The project team will provide infrastructure and knowledge leadership in the development and execution of training.

The following table defines responsibilities during the Train Phase.

Activity	Metaformers	LFUCG
Create Detailed Training Plan	Lead	Support
Develop Training Materials	Support	Lead
Review and Validate Training Materials	Lead	Support
Training of Testers	Lead	Support
Classroom Training of Employees	Support	Lead
Classroom Training of Trainers (to train employees)	Lead	Support

Exhibit 1.3.1.5-1 – Train Phase Responsibility Matrix

1.3.1.6 Deploy Phase

The planning and execution of go-live activities will take place during the Deploy Phase. The following table defines responsibilities during the Deploy Phase.

Activity	Metaformers	LFUCG
Final Test Move(s) to Production	Lead	Support
Review and Update Deployment Plan	Lead	Support

Activity	Metaformers	LFUCG
Review and Update Production Support Plan	Lead	Support
Go-Live Decision	Support	Lead

Exhibit 1.3.1.6-1 – Deploy Phase Responsibility Matrix

1.3.1.7 Support Phase

Metaformers Solution Architects will work closely with LFUCG's support infrastructure to provide end user support. The following table defines responsibilities during the Support Phase.

Activity	Metaformers	LFUCG
Post Go-Live Issue Resolution and Support	Joint	Joint
Finalize RTM	Lead	Support

Exhibit 1.3.1.7-1 – Support Phase Responsibility Matrix

1.4 Project Goals & Objectives

The Project Sponsor has established a strategic vision of an Integrated Enterprise Solution leveraging delivered best practices from the Commercial Off The Shelf (COTS) [2] vendor. The solution will be vanilla containing no customizations or enhancements unless otherwise specified and approved by the LFUCG. The overarching objective of the project is to integrate LFUCG's human and financial capital management systems and functional business processes to establish a single, enterprise-wide best practice standard.

The objectives of the project include:
- Secure and stabilize the technical PeopleSoft Environment
- Improve user experience and productivity
- Maximize business efficiency, exploiting best practices, and minimizing customizations
- Create a modern and adaptable environment
- Develop a culture of continuous improvement
  Providing a sustainable solution for DES to manage moving forward

The Project Management team will leverage these objectives in the planning, delivery, measurement, and implementation of the LFUCG PeopleSoft upgrade.

1.4.1 Critical Success Factors

The critical success factors for the LFUCG PeopleSoft upgrade project are:

- Executive solidarity and support for the business process change
- Vision of Where we are Going and Why
- Embrace Change as an Opportunity to Improve
- Fast, Effective Decision-Making consistent with Vision and Project Goals
- Communication of Project Goals, Decisions, and Status throughout the Organization
- On-time and on-budget implementation of the scope
- Commitment of LFUCG resources: fiscal, human, and material

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[2] The COTS vendor is Oracle, which provides PeopleSoft.

- Coordination with other related LFUCG initiatives which could impact the upgrade project

By leveraging an effective knowledge transfer approach; the overall change management initiative will help LFUCG realize the critical success factors defined for the project. The following change management factors are the conditions that must be met for a successful change effort. These factors will have a direct impact on results. Associated with the change management factors are specific activities, shown in the table below.

Change Management Factors	
Related Activities	
Enable LFUCG stakeholders to transition to the new environment and adopt new behaviors	The activities to support this condition include the following: - Developing and implementing early alignment activities that engage stakeholders and acclimate them to the business changes in advance of the business process and technology implementation. - Providing communications to bolster awareness and education of the changes, ensure an understanding of the impacts to them as stakeholders, and generate enthusiasm for the benefits that will be delivered. - Assessing the readiness of the LFUCG stakeholders to accept and commit to the changes the Upgrade Project represents, and support division activities leading to Go-Live. - Managing a network of Change Agents to serve as an extension of the project team. They will provide assistance with communications (identifying needed messages, delivering information, etc.), change readiness assessments, implementation readiness (e.g., application and process testing). Their objective is to ensure that the stakeholders ultimately take control of the change so it is done "with them" not "to them". - Using an iterative measurement approach to change readiness assessments allows the upgrade Project to develop a baseline understanding from which to measure, monitor, and evaluate the effectiveness of change management strategies and activities. This enables us to employ corrective strategies where necessary to move LFUCG stakeholder through the phases of change adoption: awareness, understanding, acceptance, commitment and internalization.

Secure management support for the change effort	Sponsors among senior leadership can make or break a project of this magnitude. This sponsorship should represent all impacted organizations and should secure commitment from all levels of management within the impacted organizations. The executive-level activities that will be used to support transition to include the following: • Defining Sponsors communication channels for clear, consistent, and frequent messages to the organization. • Defining communication channels for open and frequent communications from the field organization to the upgrade leadership teams. • Defining core messaging components for Sponsor reinforcement related to the upgrade Project's benefits, metrics and accountabilities for the objectives and expected outcomes. • Building shared ownership so that managers and process owners have the right measurement tools to know what success looks like and what they should be doing to prepare their people and themselves for the transition to PeopleSoft 9.2.
Integrate change management concepts in all upgrade project activities	Change Management will accelerate the success of the project by applying: • Leading the people side of organizational change using an established framework so that LFUCG staff are better prepared for the changes brought about by the implementation of the upgrade Project • Identify the level of preparedness of the LFUCG staff to adopt the process, role and technology changes of the upgrade Project. This helps hone in on specific areas for adoption activities, such as increasing confidence and comfort with the new solutions, finding Early Alignment activities, stakeholders' skills and knowledge needs, and communications. • Collecting stakeholder feedback to inform tactical change management activities in the execution of each business area (business process design, functional design, solution architecture, and technical work streams.) • Assist the upgrade Project functional teams and LFUCG in improving core business operations that leverage PeopleSoft best practices consistent with the mission & objectives of the Project.

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Integrate "fun" into the implementation effort	Maintaining an internal, project team focus to ensure that the culture, climate and morale of the upgrade Project team remains high and successful at managing any potential conflict resolution. Executing Change Management activities with the LFUCG stakeholder community to deliver in a fun and enjoyable manner the messages, education, and impetus for adopting the new ways of doing business and related PeopleSoft technology.

Exhibit 1.4.1–1 Change Management Success Factors

1.5 Project Limitations and Constraints

As the project progresses and a detailed Project Work Plan is baselined, the Project Management Team will identify and assess any project limitations and constraints that need to be managed as risks and issues. Current constraints include limited budget and human resources.

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2.0 Project Organization

The project sponsors have established a strategic vision for the PeopleSoft upgrade and the PMT has identified the organizational resources needed to achieve that vision. The following sections detail the executive support and other resources to be committed to the project.

2.1 Executive Steering Committee

The Executive Steering Committee (ESC) is the governing body over the project and consists of business and technology stakeholders with full authority to make decisions on issues regarding resource funding, resource allocation, project scheduling and system functionality. The steering committee is also responsible for: reviewing project status; support for risk mitigation activities; expediting critical path issues; ensuring business needs are satisfied; resolving inter-departmental and vendor issues; and providing direction to the project team on business priorities, design issues and scope considerations.

The ESC serves as the Change Control Board (CCB), and, in this role, is responsible for managing potential change in scope for the project to include software change requests. A detailed description of the change control responsibilities is provided under separate cover in the Change Control Plan.

2.2 Project Management Team

The Project Management Team will oversee the day-to-day planning, organization and direction of resources in order to complete specific project activities and to focus the team on meeting project goals. The Project Management Team will develop the project strategy, plans, and project tracking procedures and will review project deliverables. Two-way communication forums are established between the Project Management Team and the Executive Steering Committee.

The following table provides specific role assignments for the Project Management Team:

Role	Description
Project Directors and Manager(s)	• Drives the overall project through project leadership • Develops project documentation that supports: methodology, project framework, operating standards, and accountability. • Responsible for the development and management of the Project Work Plan • Responsible for the development and adoption of the project charter and its core goals and principles • Management of resources, schedule and scope • Reports status • Facilitates team communication • Quality Assurance for and coordinating acceptance of all project deliverables • Submits and manages the project change request process
Project Leads (Functional Stream Leads and Technical Stream Leads)	• Responsible for defining and capturing requirements • Accountable for the design of processes to meet requirements • Manages the day-to-day aspects of the project for their area • Develops and maintains deliverables • Supports formal reviews and management reviews • Reports issues and risks issues • Recommends issue resolution approaches • Recommends risk mitigation strategies • Active involvement in issue resolution and risk mitigation tasks • Support change request process • Reviews and confirms major work products for the project • Works actively with SMEs
Change Management (CM) Lead	• Responsible for development, execution, and sustainment of project deliverables for Change Management • Responsible for training materials development • Responsible for training delivery in partnership with LFUCG training organization • Responsible for efforts supporting organization readiness • Responsible for branding and communication in relation to the project

Exhibit 2.2 Project Management Roles

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2.3 Subject Matter Experts

Subject Matter Experts (SMEs) serve as a conduit between the project team and the field during the life of the project, focusing on process support, communications, and support.

Role	Description
Subject Matter Experts	• Provides communication conduit to the field back to the Project Team / DES • Provides process subject matter expertize used in design validation, testing, training, and support • Provides the as-is business process and infrastructure expertise • Provides expert business understanding of the organization and its operations

Exhibit 2.3 SME Role

2.4 External Resources

Additional resources external to the LFUCG project team may include contractors, regulatory agencies, SME consultants, auditors, etc. The Project Management Team will work with the team to identify the need and timeline for external resource assistance. Initially the team will need to engage the following agencies for primary interfaces:
- Benefits Providers
- Banks/Credit Unions
- Other LFUCG Enterprise Applications (e.g., Accela, LexServ, Hyperion, LexRev, Cherwell, Astra, etc.)

The team may also engage other external resources, including, but not limited to:
- Background check companies
- Recruiting applicants
- Recruiting websites
- Training content providers

2.5 LFUCG Project Team Resources

The LFUCG Project Team Resource Commitment Levels and information related to the LFUCG Project Resource List are included in the Project Work Plan. This commitment level represents a reduction from the original contracted amount and represents the minimum levels required for project success.

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2.6 Metaformers Project Organization Chart

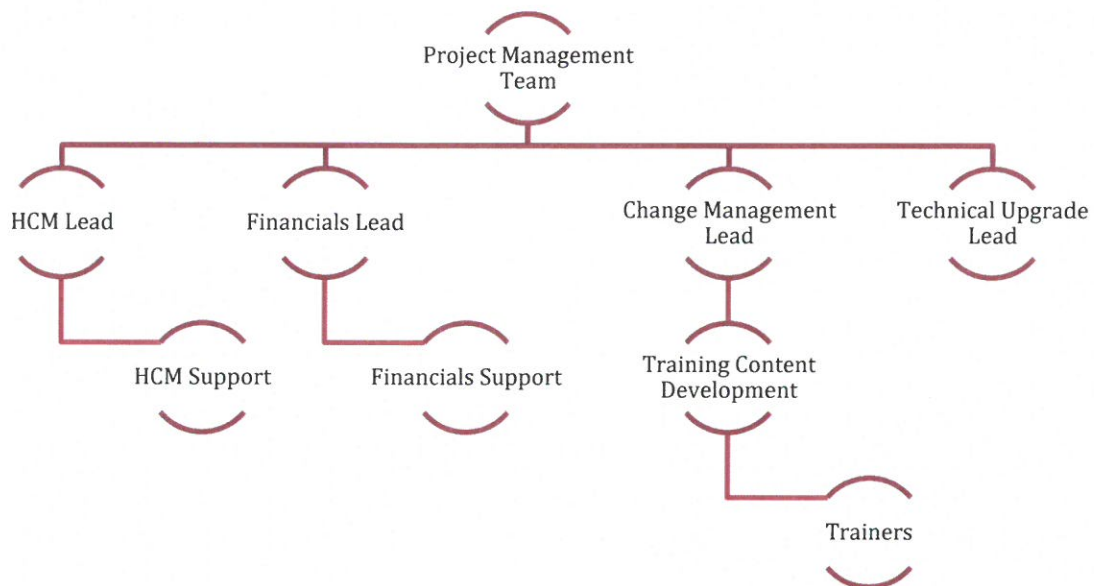The following chart provides an organizational view of the Metaformers project team.

Exhibit 2.6-1 Metaformers Team Organization Chart

3.0 Project Delivery

The execution of the LFUCG PeopleSoft upgrade Project will be a collaborative effort involving a number of internal LFUCG departments, external agencies and vendors, and the Metaformers team. The following sections describe how the project will be delivered at a tactical level.

3.1 Project Approach

The project will use the Metaformers MetaStream™ methodology to provide a structured approach focused on delivery, risk mitigation and quality. MetaStream™ consists of three primary phases: Planning, Delivery and Support. Phases overlap by design. For example, though elements of Design are predecessors to elements of Build, there are Build tasks that can be worked and completed prior to Design completion. The initial Strategy and Planning phase will conclude with the acceptance of this project charter and a baseline Project Work Plan.

Planning

Within Planning there are two phases: Strategy and Planning.

The strategy phase of MetaStream allows Metaformers to work closely with LFUCG to understand strategic objectives in relation to the project and the desired impact on the organization. Metaformers Project Director will work with LFUCG leadership to understand and document these objectives and goals.

The Plan phase involves the detailed development of planning documents used to structure the execution of the project. During this phase the MetaStream methodology will be introduced to the LFUCG PeopleSoft upgrade Project Team. A team kick-off will be held to ensure all team members understand the objectives of the project and the respective roles they will play in its success. Requirements will be reviewed to validate their applicability. Requirements that do not support a best practice future state will be eliminated where agreed to the by the LFUCG Project Director.

Delivery

Within Delivery there are five phases: Design, Build, Test, Train, and Deploy. During the Design phase the functional and technical Solution Architects will work closely with LFUCG's Project Leads to finalize the requirements, conduct FIT/GAP sessions, and propose solutions for resulting gaps. Metaformers will collaborate with LFUCG on the design of interfaces, security and reports during this phase. The end result of this phase is a detailed design of how the end system will look and operate from a business process perspective, meeting the requirements of LFUCG and optimizing best practice processes.

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Design

During the Design phase the project team will complete detailed designs. This will include: configuration, security, workflow, interfaces and reports. All designs will be recorded in Design Documents that will then be mapped on the Requirements Traceability Matrix (RTM) to their respective requirements. Configuration items will also be recorded in the Configuration Workbooks for each stream. There will be 12 business streams:

Stream No.	Stream Description	Modules
F1	Procure to Pay	Procurement (PO); eProcurement (ePro); Accounts Payable (AP)
F2	Order to Cash	Accounts Receivable (AR); Billing (BI)
F3	ESA	Projects; Contracts and Grants
F4	Record to Report	General Ledger (GL); Commitment Control (KK)
F5	Treasury	Cash Management; Deal Management
F6	Asset Management	Asset Management (AM)
H1	Workforce Administration	Human Resources; eProfile
H2	Workforce Development	Performance Management; ePerformance
H3	Time & Absences	Time & Labor
H4	Recruitment	Talent Acquisition Management (TAM); Candidate Gateway
H5	Workforce Rewards	Benefits; eBenefits; Payroll for NA; ePay; eCompensation
G1	General	Portal and General Requirements

Build

The Build phase consists of the construction and initial testing (unit testing) of individual components. To support this the team will configure the system to support the defined processes from the Design phase, build out GAP solutions agreed with the PMT, and develop interfaces and conversion programs. All test scripts used for the unit test be mapped to requirements on the RTM.

Test

A test plan will be developed early in the project, which will be based on the standards defined in MetaStream. Test script production will be managed through UPK. The testing approach from the MetaStream™ methodology to be used is thorough, iterative and measured.

Test results will be closely analyzed after each cycle and remedies will be identified for issues defined as required for go-live.

The following descriptions detail the testing phases:

Unit/Component Testing
The development and functional teams conduct component testing during the Build phase of the project. This test phase measures the capabilities of developed solutions to meet individual business function needs. During this phase foundation scripts are developed for testing.

Integration Testing
Integration Testing is focused on end-to-end business processes, integration with external components, as well as integration with internal components for the upgrade solution. The Metaformers Team will collaborate with LFUCG to complete the foundation testing scripts during this phase. There will be multiple cycles of each test until the issue rate is below the tolerance levels defined as part of the exit criteria in the test plan.

User Acceptance Testing (UAT)
User Acceptance Testing takes place as confirmation by LFUCG end-users that the system performs according to the defined and agreed design. User Acceptance Testing is designed to verify that the various PeopleSoft components performed as expected by the general user community. The scope of UAT includes configuration, gaps, interfaces, security, and workflow.

Regression Testing
Regression testing is performed as a final test of the system's readiness in the Integration and UAT test cycles. Regression Testing serves as confirmation that issues identified in defined test phases were appropriately addressed, and that resolution of previous issues did not introduce new issues. It is comprised of a sub-set of the test scenarios/scripts defined for Integration and User Acceptance Testing.

Performance Testing
During Performance testing the Metaformers Team will collaborate with LFUCG's technical team and use automated tools provided by LFUCG to test the PeopleSoft upgraded solution. Performance tuning is a critical part to any successful PeopleSoft project, and the maintenance of indexes and statistics is critical to on-going performance management. Metaformers will work with LFUCG's DBA to create and manage indexes and stats to optimize performance, both as part of the performance-testing phase, and also throughout the deployment to production.

Parallel Testing
Parallel testing is an additional user test focused method performed to validate data integrity, consistency, and accuracy prior to implementing the new PeopleSoft upgraded solution. This type of testing will be performed to validate the Gross Payroll calculations produced by

PeopleSoft 9.0 to those produced by PeopleSoft 9.2. This test phase allows the legacy system to be tested in parallel with the new pre-production system, utilizing the same data transactions in both for a period up to three pay periods. The project team will reconcile the logic of the pre-production system to the legacy system. Should there be any variances, the team will reconcile the variances, or address any non-reconcilable variances in the pre-production system configuration/logic. The updated pre-production system will be retested against the legacy system to verify that errors have been corrected, until all errors have been eliminated.

Each phase of testing will include entry and exit criteria. These criteria are used to measure the capability of the system to move into a testing phase and the measures of success for the phase to be considered complete. Throughout the Test Phase all scripts will be mapped on the RTM back to the original requirements.

Train

Early in the project the Change Management Lead will work with the Advisory Groups, Project Leads and SMEs to identify the user groups, support groups, and management groups that require training for the PeopleSoft solution. Training sessions will be scheduled in a timely fashion, minimizing the impact to organization operations. It is recognized that with a large group to train that the training solution will be a hybrid of: on-line classes/webinars, training materials and tip sheets, in-person classes, and town-hall style on-site training.

Training documentation and materials will be an output of the Train phase used in support of the training effort, and can be used thereafter by LFUCG. Metaformers recognizes the criticality of the production of sustainable training materials, which LFUCG will own post go-live.

When close to finalization of the training solution, the Change Management team will deliver a classroom training session to a pilot group, measuring the effectiveness of the delivered solution. Once the pilot session has been completed and the approach/materials adjusted for lessons learned, the project team would deliver training to other identified LFUCG trainers. This will allow the LFUCG trainers to take the knowledge learned and, along with Metaformers, deliver training sessions to the broader community. This "train the trainer" approach is a proven-effective approach that minimizes the cost to LFUCG, and improves solution ownership and organizational readiness, while maintaining a peer-peer relationship between trainer and trainee. On completion of training sessions, the training team will conduct effectiveness surveys with the trainees, and, if required, address outstanding issues that may exist with user comfort levels with the planned solution.

Deploy

The LFUCG PeopleSoft Deployment Plan will be developed during the build phase in the project, defining scope, approach and high-level activities that will occur during deployment. The deployment plan will include checkpoints

throughout the project that are indicators of progress and readiness for deployment. This plan is drafted and accepted during the Planning phase, though is finalized during the Deploy phase. The MetaStream™ Methodology includes multiple simulated move to production dry runs, validating the process for the final move to go-live, as well as a thorough post implementation validation of production. To support this approach, the Project Work Plan includes numerous upgrade passes during the Build and Test phases, and then test and final moves to production during the Deployment phase.

Go-Live

- As preparation for go-live Metaformers will work with the project team and perform actions required to migrate developed modules/objects into Production. The team will execute a go-live checklist, addressing issues as required and do a complete validation of the new production system and newly implemented modules.
- Go Live preparations also include soft and hard freeze periods during which stability is paramount to ensuring smooth Go Live. Freeze periods are fully defined in The Freeze plan. Freeze periods enforce control on changes to the system that could impact the project and initatives. The control will susside in the CCB. All project team members and supporting LFUCG resources identified as having go-live responsibilities must be either on-site as defined in the Go Live Schedule, or available via phone at all times during the go-live period. Members of the Executive Steering Committee will be available for the Go-No-Go Decision and otherwise available for any executive involvement needed.

Support
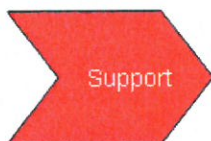
The final phase of the methodology is the Support phase. During this phase, functional and technical solution architects will work closely with the LFUCG DES organization to provide end user support. The project team will also validate that knowledge transfer to LFUCG is complete during this phase.

3.2 Project Timeline

The Project Work Plan, once baselined, will contain the detailed schedule for the project.

3.3 Project Management Plans

The following sections provide a summary of the major subsidiary plans included in the overall Project Management Plan for the LFUCG PeopleSoft upgrade Project. Detailed plans will be provided during the Planning Phase.

3.3.1 Change Control Plan

The project will operate within the scope defined within the Statement of Work. Where a change is initiated for business or operational necessity the change control process, detailed in the Change Control Process will be initiated.

3.3.2 Risk and Issue Management

Team member concerns and perceived conflicts will be escalated to the Project Management Team, and at their discretion, to the Executive Steering Committee. Details pertaining to the identification, analysis, and management of risks and issues are contained in the Risk, Issue, and Action Item Management Plan.

3.3.3 Document Management and Review Plan

Documents will be managed in accordance with the Document Management and Review Plan.

3.3.4 Change Management Plan

LFUCG's solution ownership and organizational readiness involve effective change management. The change management process involves the tracking of change impacts, the actions taken relative to those impacts, and the transition of impacts to risks or issues. The Change Management Plan will detail the framework of operations and the processes to support effective change management throughout the course of the project.

Project Status Reporting

A monthly Executive Steering Committee Status Report will be documented providing key metrics and performance of the project on a month-to-month basis

Document Prepared by: Andrew Beck

Contributors: Sheryl Pearson

Version Control History

Version Number	Detail	Actioned by	Date of Change
1.0	Draft Complete	Andrew Beck	02/26/2017
1.1	Draft QA	Sheryl Pearson	03/02/2017
1.2	Draft Presented to Customer	Andrew Beck	03/02/2017
1.3	Draft Updates from Customer	Bud Ratliff	03/15/20117
1.4	Final Updates Complete	Bud Ratliff	05/02/2017
1.5	Final QA	Andrew Beck	05/09/2017
1.6	Draft Final Presented to Customer	Andrew Beck	05/09/2017
1.7	Final Comments from Customer	Bud Ratliff	05/09/2017
2.0	Final Presented to Customer	Andrew Beck	05/09/2017

Exhibit v.1 – Version Control History

Document Sign-Off

This document has been delivered to the LFUCG to meet requirements of the Statement of Work and/or Project Work Plan. The following authorized personnel approve this document.

Project Management Review

Phillip Stiefel

5/10/17
Date

Signature

Andrew Beck

5/10/2017
Date

Signature

Bud Ratliff

5/10/2017
Date

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Chad Cottle

5/10/17
Date

Signature

Aldona Valicenti

5/9/2017
Date

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William O'Mara

5/10/2017
Date

Signature

Sally Hamilton

5/11/2017
Date

Signature