



**NORTH CAROLINA**  
State Board of Education  
Department of Public Instruction

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# Report to the North Carolina General Assembly

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Improve Education Financial and Information  
Transparency:  
Annual Progress Report

*S.L. 2017-57, Section 7.16.(f)*

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**Date Due: March 15, 2026**  
DPI Chronological Schedule, 2025-2026

# STATE BOARD OF EDUCATION

## State Board of Education Vision:

Every public school student in North Carolina will be empowered to accept academic challenges, prepared to pursue their chosen path after graduating high school, and encouraged to become lifelong learners with the capacity to engage in a globally-collaborative society.

## State Board of Education Mission:

The mission of the North Carolina State Board of Education and the North Carolina Superintendent of Public Instruction is to use their constitutional authority to guard and maintain the right to a public education for every student in North Carolina and to support public school units in providing every student an excellent education that prepares them for success in their next phase of life.

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# NC DEPARTMENT OF PUBLIC INSTRUCTION

**Maurice “Mo” Green, State Superintendent / 301 N. Wilmington Street / Raleigh, North Carolina 27601-2825**

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## **DEPARTMENT OF PUBLIC INSTRUCTION STRATEGIC PLAN**

This initiative and report align with the North Carolina Department of Public Instruction Strategic Plan by supporting modern, secure, and interoperable systems that improve operational efficiency, transparency, and data informed decision-making. Through the Systems Modernization program, NCDPI has advanced its commitment to Achieving Educational Excellence by modernizing and integrating core business systems, strengthening statewide operational performance, and enabling more reliable, accessible student, finance, and business data across PSUs and the State. Informed decision-making. Through the Systems Modernization program, NCDPI has advanced its commitment to Achieving Educational Excellence by modernizing and integrating core business systems, strengthening statewide operational performance, and enabling more reliable, accessible student, finance, and business data across PSUs and the State.-informed decision-making. Through the Systems Modernization program, NCDPI has advanced its commitment to Achieving Educational Excellence by modernizing and integrating core business systems, strengthening statewide operational performance, and enabling more reliable, accessible student, finance, and business data across PSUs and the State.

### **Pillar 5 – Optimize Operational Performance**

#### **Focus Area: 3 - Modernize NCDPI and PSU operations**

- 1 - Implement with limited challenges to the NCSIS. (August 2025)
- 2 - Modernize the financial, human resources and licensure systems across both NCDPI and PSUs

#### **Measures:**

- 2 - All PSUs are live on the North Carolina Student Information System powered by Infinite Campus (NCSIS) with minimal critical incident rate in the first year of full implementation
- 3 – Establish a baseline and increase the number of PSUs that adopt modernized financial and human resources systems.
- 4 - Establish a baseline and increase the percentage of PSUs using data analytic tools for student, finance and business data.

## **EXECUTIVE SUMMARY**

In Session Law 2016-94, the General Assembly directed the North Carolina Department of Public Instruction (NCDPI) to begin the work to modernize business systems, with an initial focus on finance, payroll, and human resources. The scope was expanded by the General Assembly in 2017 to include other statewide strategic applications including Licensure and the Student Information System (SIS). The work to modernize the Student Information System, Online Licensure, Agency School Business, Grants Management and consolidated Data

Reporting, as well as PSU Enterprise Resource Planning (ERP) continues as we enter the second half of the decade plus of work that began in 2019. A PSU ERP system integrates Finance & Human Resource capabilities to streamline business processes and provide accurate information. Modernization efforts advance business systems toward cloud-based applications and use modern interoperable design principles. The work to modernize agency and PSU systems is a collaborative approach involving staff from DPI, PSUs, vendors, and subject matter experts. This work is ongoing and is conducted with an iterative approach.

#### **ACCOMPLISHMENTS THIS YEAR AND NEXT STEPS**

Over the past year, the work completed includes ongoing PSU ERP transitions, agency financial systems optimizations, modernization of the Student Information System, online licensure solicitation, and consolidated data reporting.

**PSU ERP Modernization:** As of March 1, 2026, sixteen LEAs have migrated to cloud-based ERP systems. 2025-2026 ERP accomplishments include:

- Winston-Salem went live with Tyler MUNIS Financials on July 1, 2025, and will go live with HR/Payroll on July 1, 2026
- Guilford completed an RFP for Oracle ERP and began implementation with go-live for Financials and HR/Payroll planned for July 1, 2026.
- Charlotte-Mecklenburg went live with Oracle ERP Financials and Supply Chain Management, and plan to go live with HR/Payroll on January 1, 2027
- Three districts live on SylogistED Cloud ERP
  - Asheboro City Schools
  - Macon County Schools
  - Sampson County Schools
  - Rowan-Salisbury Schools
- Eight districts live on LINQ Cloud ERP
  - Ashe County Schools
  - Clay County Schools
  - Currituck County Schools
  - Edenton-Chowan Schools
  - Elizabeth City-Pasquotank Public Schools
  - Lexington City Schools
  - Washington County Schools
  - Hyde County Schools
  - Bladen County Schools
  - Anson County Schools
  - Durham County Schools

#### **Agency Financial Systems Modernization**

Several accomplishments have been made in agency technical finance operations. The DPI financial reporting has been migrated from a mainframe system to cloud-based services. This includes the migration of PSU monthly reporting and cash management. We have developed

interim applications to refine requirements for an eventual comprehensive solution as an iterative approach to developing while operating. Applications include:

- Creation of a new web-based cash management system which provides easier use and better real-time data to PSUs
- Ongoing enhancements to the technical submission of monthly PSU data that allows for more timely processing of files and reporting for districts
- Implemented a new UERS Payroll Summary file to support accurate reporting with ongoing plans to automate and streamline reporting
- Continuing development of interactive data dashboards of PSU financial data

### **Student Information Systems**

A contract for the new statewide Student Information System was awarded to Infinite Campus in November of 2023. The current SIS contract with PowerSchool expired on June 30, 2025. The new NCSIS, NC Student Information System, on Infinite Campus implementation began July 1, 2024. This work has focused on accuracy of data, ease of transition, and providing direct support.

- Completed statewide SIS implementation to Infinite Campus on August 25, 2025 with all LEAs and most charter schools fully implemented.
- In 2024-2025 academic year, 444,000 students operated on Infinite Campus.
- In 2025-2026 academic year, all 1.55M students are fully on Infinite Campus.
- Ongoing SIS support will continue throughout 2026 and is planned for 2027 as PSUs transition to and optimize use of the new system. As with any enterprise data system implementation, users must adapt business processes and learn new operational procedures. To support this transition, ten regional SIS support staff have partnered closely with Infinite Campus to provide hands-on assistance, ensure effective implementation, and promote long-term success.
- Student transcripts were successfully available electronically and accessible locally and interfaced to be available via CFNC.org
- Required state and federal reports using SIS have been developed.
- Third-party integrations have been re-integrated with a focus on ongoing interoperability.
- Ongoing SIS support will continue through 2026–27, transitioning from implementation support to long-term operational maturity and optimization.

### **Licensure**

The previous bid for the licensure system was cancelled due to the ongoing licensure reform work. The current licensure RFP was released in October 2025 and responses are under review, with an anticipated award date of 3<sup>rd</sup> quarter of 2026. The RFP includes the potential for improved reporting and position control.

**Identity and Access Management (IAM):** An RFP for a new statewide identity and access management system was cancelled in September 2024 due to a lack of sustainable funding. DPI will rebid the IAM in 2026 contingent upon expansion funding. This is a critical

infrastructure system that provides secure access to applications and ensures all students and teachers can reach needed resources.

**Consolidated Data and Reporting:** Modernizing DPI's data environment is a critical foundation for ensuring that newly modernized systems can function effectively, deliver high-quality insights, and support informed decision-making. Without a unified and streamlined data architecture, even the most advanced applications cannot produce reliable, timely, and actionable information. Unifying disparate data systems is essential to creating clean, authoritative data sources that answer key policy and operational questions, reduce duplicative processes, streamline technology operations, and significantly reduce long-term technical debt. This work is being strengthened through a federal investment designed to accelerate and sustain these improvements.

DPI supplemented the modernization funds to modernize the data environment with USED grant funds. DPI was awarded a \$4 million grant from the U.S. Department of Education to support and enhance the DPI Statewide Longitudinal Data System. This provides an opportunity to modernize CEDARS services. The technical architecture design is focused on consolidating data, systems, and interoperability; streamlining operations; and automating integrations, with the goal of ensuring accessible, consistent, accurate, and timely data. This project is aligned with and complements the SIS modernization project.

## FUTURE NEEDS AND RECOMMENDATIONS

### 1. Expansion Funding

For a full and successful PSU ERP implementation, a minimum of \$45 million expansion budget appropriation will be needed. This amount is based on PSU feedback indicating anticipated vendor selection, anticipated costs, local staffing capacity, and speed of delivery. **Exhibit B** in this report details this need. It should be noted that as systems are modernized, the ongoing subscription and maintenance costs have increased. This is not an abnormal outcome of modernizing software systems as software costs and inflationary factors have driven costs up. As the projects are completed and in operation, increased funding for ongoing subscription costs may be needed. DPI is potentially unable to proceed with the implementation of a new Licensure system and a new IAM system without increased appropriate funding.

With the necessary funds appropriated and available, DPI will be positioned to move briskly into Memoranda of Understanding (MOUs) with PSUs that are prepared to implement and migrate to modern cloud-based ERP solutions. Funding certainty enables DPI and participating PSUs to finalize vendor selections, secure implementation resources, and align project schedules without delay. It also allows for structured planning, appropriate staff backfilling or support structures, and adherence to the strengthened *Pre-Go-Live* governance framework that has been established to ensure successful transitions. Entering MOUs promptly upon receipt of funds will accelerate statewide modernization, reduce reliance on legacy systems, mitigate

cybersecurity and operational risk, and provide a clear, coordinated path toward full financial and human capital systems transformation.

## **2. ERP Vendor Benchmarking**

NCDPI will partner with the Enterprise Business Systems Advisory Committee (EBSAC) to conduct a comprehensive benchmarking of ERP vendors to ensure Public School Units (PSUs) have access to solutions that most closely align with required finance and human resources functional standards. Ongoing challenges, particularly within finance operations, have highlighted the need for a more rigorous evaluation of current vendor performance and capabilities. Through this renewed benchmarking process, NCDPI and EBSAC will identify areas for improvement and strengthen confidence in the vendor partners available to PSUs to select as they modernize and enhance their business operations. This will also support the establishment of a grants program for PSU vendor selection. DPI must be able to continue to require UERS file conformity from ERP vendors and the required business operations functionality needed by schools.

## **3. Regional Centers of Excellence**

DPI and the PSU advisory should explore establishing regional Centers of Excellence, modeled after the success of the SIS implementation regional trainers, aligned to the most broadly adopted ERP platforms to strengthen implementation and operational support. By augmenting functional expertise, technical configuration knowledge, data conversion practices, and change management resources within defined regions, DPI and PSUs could reduce duplicative effort, accelerate onboarding, and improve implementation quality. These Centers of Excellence serve as shared knowledge hubs supporting standardized best practices, peer collaboration, ongoing training, and post-go-live optimization while preserving local control. This model would enhance scalability, lower total cost of ownership over time, and increase the likelihood of consistent, successful ERP migrations statewide.

## TABLE OF CONTENTS

|                                                                       |          |
|-----------------------------------------------------------------------|----------|
| <b>STATE BOARD OF EDUCATION .....</b>                                 | <b>2</b> |
| <b>EXECUTIVE SUMMARY .....</b>                                        | <b>3</b> |
| Accomplishments This Year and Next Steps .....                        | 3        |
| FUTURE Needs.....                                                     | 5        |
| Foreword .....                                                        | 7        |
| IMPROVE EDUCATION FINANCIAL AND INFORMATION TRANSPARENCY .....        | 7        |
| Background .....                                                      | 7        |
| Defining “Modern” .....                                               | 10       |
| Completed Projects.....                                               | 10       |
| Grants Management Consolidation .....                                 | 10       |
| SIS IMPLEMENTATION .....                                              | 11       |
| Anonymous Reporting System .....                                      | 11       |
| PSU APPLICANT TRACKING AND STATEWIDE JOB BOARD .....                  | 12       |
| AS/400 Mainframe as a service migration.....                          | 12       |
| Ongoing Work .....                                                    | 12       |
| Licensure modernization .....                                         | 13       |
| Identity and access management (IAM) modernization .....              | 13       |
| PSU Financial and HR/payroll ERP Systems Migration .....              | 13       |
| PSU Financial and HR Systems Decision Analysis .....                  | 15       |
| PSU Enterprise Resource Planning (ERP) Implementation Schedules ..... | 16       |
| Operational Data Store Framework and Data Analytics .....             | 17       |
| New Work .....                                                        | 17       |
| Agency Financial MAINFRAME Modernization.....                         | 18       |
| PSU NCEDCLOUD IAM System Modernization .....                          | 19       |
| Modernization Timeline.....                                           | 20       |
| Budget .....                                                          | 22       |
| Future Needs.....                                                     | 24       |



## FOREWORD

School Business Systems Modernization (BSM) is specified in *Session Law 2017-57* as follows:

### IMPROVE EDUCATION FINANCIAL AND INFORMATION TRANSPARENCY

*SECTION 7.16.(a) The Department of Public Instruction shall implement the School Business System Modernization Plan, as proposed by the State Board of Education in the report required by Section 8.15(b) of S.L. 2016-94, using the funds appropriated by this act for that purpose. It is the intent of the General Assembly to fund a multiphase, multiyear project to (i) modernize State and local education financial, human capital, and school information systems, (ii) provide for a common reporting system and analytics system, (iii) integrate financial, payroll, human resources, and related human capital systems through the use of a new software as a service enterprise resource planning (ERP) solution, make enhancements to existing local systems, or both, and (iv) link the State licensure system with the upgraded local systems. The State Superintendent of Public Instruction (State Superintendent) shall review and improve business processes in the Department of Public Instruction, as appropriate, and modernize State systems at the Department.*

The NC Office of the Superintendent of Public Instruction provides this report pursuant to Section 7.16.(f) that specifies:

*The State Superintendent shall submit annual reports to the Committee and the Fiscal Research Division by March 15 of each year on the expenditure of funds for the project and progress of implementation until the completion of the project.*

## BACKGROUND

The 2016 NC General Assembly directed the development of a plan to modernize the systems used by the Department of Public Instruction (NCDPI), Financial and Business Services Division, to manage and deliver funds and technical support services to local school administrative units and charter schools (*S.L. 2016-94, Sec. 8.15*). The School Business Systems Modernization plan was presented to the General Assembly in 2017, and the 2017 General Assembly provided initial funding (*S.L. 2017-57*) and directed that the State Superintendent implement the plan. Key elements of the plan include modernized local systems that interact with NCDPI systems, modernized NCDPI systems that support and interact with local and other State agency systems, and modernized data integration, analytics and reporting for improved transparency and efficiency of operations and compliance monitoring.

Since the beginning, the program has made significant accomplishments including initial grants management consolidation, LEA AS/400 hardware moved off-premise, anonymous safety reporting, applicant tracking and hiring, statewide job board, LEA AS/400 hardware migrated to Mainframe as a Service in 2024, 22 LEA AS/400 systems terminated altogether in 2024, sixteen LEAs migrated to Cloud ERP systems, IT cloud consolidation efforts, expanded the PSU Chart of Accounts to provide additional segments for better reporting, implemented Grant Year tracking in the chart of accounts, and implementing a new Payroll Summary file

into UERS reporting requirements to confirm that certified employees are paid correctly at the PSUs. The average salary used for budgeting purposes and other federal and state legislative reporting is derived from this summary file. The Payroll Summary file has enhanced the existing auditing process in determining if the PSUs have overspent state funds based on months or position allotments. It is also used to determine if there are any salary-related overspent Federal funds.

In 2019, two vendors were awarded convenience contracts to provide modernized ERP systems to North Carolina Public School Units (PSUs). A series of pilots were selected to begin the development of a standard template that would identify business requirements consistent across Local Education Agencies (LEAs) and allow for more streamlined implementations for districts that implemented the systems in the future. Significant technical complexity in combination with a global pandemic that restricted travel and state budget delays. Upgrade from NCAS to NCFS at agency level slowed down or halted the progress of these pilot implementations. Additionally, significant differences between small and large districts' needs, and differences between districts in general, emerged presenting both implementation and standardization challenges. Ongoing vendor reviews to ensure the PSU ERP needs are being met is conducted routinely by the Education Business Systems Advisory Committee (EBSAC).

The first two district implementations to go fully live, New Hanover County Schools on Tyler Munis ERP on July 1, 2021, and Gaston County Schools on Oracle Cloud ERP January 1, 2022, both struggled posts go-live. While New Hanover's struggles were significant and burdensome on financial and HR staff, they had minimal outward-facing impact. New Hanover's initial struggles have been resolved. However, Gaston County's struggles were significant and public. Gaston County had numerous struggles with payroll errors for several months of post conversion. While many errors were addressed quickly via paper checks or the next 24-48 hour off-cycle payroll runs, some errors took deep analysis to correct. A significant post-implementation effort has been provided by the Gaston County finance team, the CherryRoad implementation team, and Oracle Advanced Client Services payroll subject matter experts to get issues resolved and the district is now in significantly better shape, and the payroll issues have been resolved. The Gaston County Schools HR helpdesk was established post implementation and processes an expected volume of tickets in line with the district size. All file submissions and interfaces have been stable for more than 18 months now for Gaston. Gaston remains under a direct contract with CherryRoad Technologies, Inc. The DPI MSA contract with CherryRoad Technologies, Inc. expired April 17, 2024.

NCDPI paused all new PSU ERP go-lives effective March 17, 2022, while work began to stabilize the districts and develop new governance. This included a new twelve-page Pre-Go-Live Checklist which requires sign-off from NCDPI School Business, School Business Systems Modernization, the PSU, and the Vendor prior to any new Go-Live. The new governance requires full pro forma parallel payroll testing and validation, and new UERS and ORBIT testing

and validation. Following two months of full pro forma parallel testing and validation sign-off, Swain County Schools had a successful HR/Payroll Go-Live on Tyler Munis ERP in January 2023.

Guilford County Schools experienced multiple issues with their Oracle Cloud ERP implementation prior to moving to production. Combined with the challenges observed in Gaston County, Guilford County Schools and CherryRoad Technologies mutually agreed to terminate their contract. Guilford County Schools issued a comprehensive RFP for a new Software Integrator for Oracle Fusion Cloud ERP on September 19, 2022. Following a fair and open competitive bidding process, an evaluation team (including representation from the NCDPI Office of Systems Modernization) determined a proposal from IBM Consulting, Inc. represented the best value. Guilford County Schools awarded a contract to IBM Consulting, Inc. on January 10, 2023. NCDPI subsequently issued a vendor approval letter acknowledging that IBM Consulting, Inc. is now an approved implementation provider for Oracle Cloud ERP software under School Business Systems Modernization. Initially, IBM Consulting and Guilford County Schools scheduled go-live for Q4 2025. Due to personnel turnover on both sides, the go-live has been extended to July 2025. Guilford and IBM are committed to completing the testing required to ensure a successful go-live before cutting over.

CMS and CherryRoad Technologies similarly agreed to terminate their contract, and CMS issued a comprehensive RFP for a new Software Integrator for Oracle Cloud ERP in May of 2023. CMS issued an award to Advanced Software Technologies (AST) in early 2024 to complete their Oracle Cloud ERP implementation. CMS and AST have scheduled a bifurcated go-live with a planned January 2025 Financials go-live and July 2027 HR/Payroll go-live. Important to note is that IBM published a press release on January 16, 2025, announcing that they would be acquiring AST in Q1 2025.

Winston-Salem Forsyth chose to leverage the Tyler MUNIS Convenience Contract pricing and is planning a phased go-live for Financials on July 1, 2025, and HR/Payroll on January 1, 2026. The good news is that Cloud ERP vendors are now applying lessons learned regarding the nuances of North Carolina Public School Business and public schools in general and using those lessons learned to create a set of K-12 tools and scripts to enhance the difficult implementation process. Tyler MUNIS is applying specific lessons learned in New Hanover and Swain to their Winston-Salem Forsyth implementation and AST is applying a K-12 specific toolkit they have developed through 9 large district implementations across the country. Both projects are on track. NCDPI personnel continue to work with districts on cleaning up their data prior to migrations, reviewing project plans and milestones, and assisting with completion of required testing. NCDPI is also working with Cloud ERP vendors to move to API based submission of HR reports such as the SS-200.

## DEFINING “MODERN”

Before a modernization initiative can be successful, it is critical to identify the end goals of the modernization initiative and what it means to be “modern.” In many circles, this simply means “shifting away from a mainframe system.” While that is indeed a component of a modernization initiative, the success of a modernization initiative starts with clearly articulated design principles that every project can exemplify. The School Business Systems Modernization initiative defines a “modern system” as one that is:

- **People first:** Modern systems put people first. They are aware of the users of the system and provide an experience to allow users easy access to the functions they need at any given time.
- **Cloud-Based:** Moving IT infrastructure out of traditional server rooms and into the cloud enables systems to be scalable, redundant, secure, and available.
- **Security and Privacy as a Mindset:** Instead of applications where security and privacy are an afterthought, modern applications are built with security and privacy in mind from the ground up. Multiple technical and non-technical resources are in place to prevent data breaches and cyberattacks, and users have access only to the information they need and nothing else.
- **Buy Services, Not Tools:** For the State and PSUs, where IT personnel are at a premium, procuring software from vendors as a full-stack service instead of a tool that needs to be configured and maintained makes the most of limited resources.
- **Robust, Extensible Services:** The tools in a software-as-a-service offering have the capabilities to complete the business functions they are designed to complete, while also offering the ability to interoperate and integrate with other services to form a more complete, modular ecosystem.
- **Improve Processes:** Modern systems do not just provide a new interface for the same processes but allow operational processes to be modernized in conjunction with software tools.
- **The Data You Need, When and How You Need It:** Users of the system should be able to see detailed data, summary data, dashboards, and raw data based on what they need at any given time.
- **Transparency:** Modern systems are designed to promote transparency and accountability for all stakeholders.

## COMPLETED PROJECTS

### GRANTS MANAGEMENT CONSOLIDATION

Grants management is ongoing work to ensure the best system is employed. Past accomplishments significantly streamlined the Grants Management System (GMS). The current system uses LINQ’s E-Grants product (formerly owned by HMB). In 2021, the contract was restructured to ensure that it was easy for new divisions to onboard using the system. In 2026, a solicitation will be issued for a new Grants Management System that can support updated agency financial system processes.

An advisory board, led by the Modernization Division, meets regularly to collect feedback from various divisions and the PSU contacts, to manage the growth of the system, and communicate needs and enhancement requests back to the vendor. This advisory board also created efficiency in the agency by replacing a separate contract for each grant with a combined contract and streamlined protocols for getting new grants online in the system. The time before a grant can be implemented in the system has been cut from several months to under a week. While the grant system is functional for PSUs, there are efficiencies to be leveraged from more robust systems. As a part of the engagement with BerryDunn, the requirements for a GMS have been validated preparing for the solicitation development and release. The target date for award December 2026.

### **SIS IMPLEMENTATION**

After five years of planning, data analyzation and requirements development, an RFP for a modernized Student Information System (SIS) was re-issued in 2022. On November 2, 2023, the State Board of Education awarded a new five-year contract to Infinite Campus to serve as the NCSIS. Implementation occurred in two phases. Phase one began July 2024 with approximately 400,000 students enrolled across 120 PSUs going live on the new NCSIS, powered by Infinite Campus. Phase 1 consisted of approximately 60% Charter Schools and 40% LEAs. All the Phase 1 PSUs volunteered, and we had more PSUs requesting to be a part of Wave 1 than available capacity to implement. While there were conversion challenges, as there will be with an implementation of this magnitude, we note that quality of the conversion was directly related to the quality of the data within the PSU PowerSchool instance and the cleanup that occurred to get ready for the Infinite Campus migration. At this point, we are producing student transcripts and state reports (including the Principal's Monthly Report), and statewide third-party integrations are functioning as expected. We are completing work in CTE concentrators and diploma pathways.

Five Regional Support trainers were provided to assist Phase 1 PSUs through the transition, and that number is being expanded to 10 to Support Phase 2 transition and Phase 1 second year. All 228 remaining PSUs were live on the Infinite Campus NCSIS effective August 25, 2025, and the PowerSchool SIS contract ended effective June 30, 2025. This is a major milestone in the School Business Systems Modernization timeline. The new NCSIS, powered by Infinite Campus, positions staff and students, parents, NCDPI, and other stakeholders to benefit from a modern SIS. See Exhibit A (List of NCSIS Phase 1 and Phase 2 PSUs).

Ongoing SIS support will continue throughout 2026 and is planned for 2027 as PSUs transition to and optimize use of the new system. As with any enterprise data system implementation, users must adapt business processes and learn new operational procedures. To support this transition, ten regional SIS support staff have partnered closely with Infinite Campus to provide hands-on assistance, ensure effective implementation, and promote long-term success

### **ANONYMOUS REPORTING SYSTEM**

The Say Something – Anonymous Reporting System (SS-ARS) statewide implementation for the Center for Safer Schools and the annual student training requirement has saved lives and proven vital to the health and safety of students and staff. From January 1, 2023, through December 31, 2023, the system received 13,414 tips. This contract now receives recurring funding, and work is in progress to transition this contract from DPI to SBI to continue to be owned by the Center for Safer Schools.

### **PSU APPLICANT TRACKING AND STATEWIDE JOB BOARD**

In February 2023 NCDPI signed an Amendment to the PowerSchool Applicant Tracking Service contract to implement a new Interactive Consortium Job Board and new Statewide Reporting (e.g., job vacancy by job category) along with 150 additional PSU training hours for Applicant Tracking and Onboarding. Currently 94 districts and 91 charter schools are live on PowerSchool Unified Talent Applicant Tracking with the remaining districts using a tool that may be more suited to their unique needs.

The current contract expires on July 1, 2026. These services have been available to PSUs at no cost to the PSU in both this system and in the previous system. We have moved to a PSU convenience contract model in which the costs associated with Applicant Tracking Services (ATS) and Onboarding (\$.68/student) are passed through to the PSUs beginning July 1, 2025. The negotiated costs will increase to \$.70 per student July 1, 2026; which is a significant cost savings from individual PSU contracts.

### **AS/400 MAINFRAME AS A SERVICE MIGRATION**

Districts using the statewide HRMS system used to be required to have a legacy AS/400 system on premises. This requirement created significant technical complexity for the district, as most districts lacked experience with these systems to maintain and administer them properly. This presented significant risk to the district's data and their continuity of operations. As a result, NCDPI executed a contract in 2012 under Race to the Top to move these systems to the cloud at SAS, where they would be administered centrally. This saved each district the significant expense and risk of managing these systems on site. This work was completed in 2020, with only Guilford County Schools still using an AS/400 on premise due to specific customizations.

In 2024, all district AS/400 instances were migrated to DIT's new Mainframe as a Service (MFaaS) vendor Ensono, Inc. as SAS wished to exit the AS/400 hosting market. Of the 112 district instances previously hosted at SAS Institute 95 were migrated to Ensono and 20 were permanently terminated. The amendment to the master NCDIT Mainframe-as-a-service contract with Ensono covers five years, a three-year initial term plus two optional one-year extensions. NCDPI is collecting costs associated with the contract. The cost is \$15,000 annually for districts actively using HRMS (DPI's in-house legacy HR management system) or

the SunPac financial package. Districts using the AS/400 to access historical data access only will pay \$7,500 annually. This agreement will end in 2028 and districts who have not migrated their production and historical data to another solution by that time will need to negotiate with Ensono directly or procure their own hosting service.

## **ONGOING WORK**

### **LICENSURE MODERNIZATION**

The previous bid for the licensure system was cancelled due to the ongoing licensure reform work. The licensure RFP has been released and responses are under review, with an anticipated award date of 3<sup>rd</sup> quarter of 2026. The RFP includes the potential for improved reporting. Once awarded, the parallel implementation of the solution will be conducted so that data and process validation can take place.

### **IDENTITY AND ACCESS MANAGEMENT (IAM) MODERNIZATION**

An RFP for a new statewide identity and access management system was cancelled in September 2024 due to a lack of sustainable funding. DPI will rebid the IAM in 2026. This is a critical infrastructure system that provides secure access to applications and ensures all students and teachers can reach the needed resources.

### **PSU FINANCIAL AND HR/PAYROLL ERP SYSTEMS MIGRATION**

In 2018, after an RFP process, two vendors were selected to provide modernized ERP systems to North Carolina PSUs. Two vendors were selected with input from multiple stakeholders, including NCDPI staff and PSU finance and HR officers: Tyler Technologies, for their Munis platform, and CherryRoad Technologies as an integrator for Oracle Cloud ERP. The implementation costs for these systems were higher than expected relative to the systems currently in use in PSUs due to the expanded configuration and automation capabilities, but operational costs were relatively consistent.

The ERP modernization initiative was initially funded at \$29M in 2018, with an additional \$86.5M appropriated in 2021 to advance the directive. However, this phased funding approach did not align with the full scope of migrating all PSU ERP environments. From the outset, the original comprehensive budget projection estimated \$169M (approximately \$218M in 2026 adjusted dollars) to fully execute the enterprise-wide transformation, including \$108M (approximately \$139M in 2026 adjusted dollars) dedicated solely to the LEA ERP component in 2019/20. The gap between appropriated funds and the documented total cost of ownership reflects structural undercapitalization rather than scope expansion. To complete the migration in a secure, compliant, and operationally sustainable manner, while avoiding further technical debt, fragmented implementations, and downstream remediation costs, expanded funding is

required to align current appropriations with the originally validated enterprise investment model.

Because of the size and scope of these projects, many PSUs were hesitant to be the first to move to a new system, especially while managing COVID-19 and staffing shortages.

Fourteen districts signed up for the original pilots for the Tyler MUNIS and CherryRoad Oracle Cloud and ERP solutions. Several dropped out of the program for several reasons; mostly around complexity or personnel changes due to COVID (Cabarrus, Cleveland, Chapel–Hill Carrboro, Harnett, Stanly, Craven, Northampton, and Macon). Six PSUs did not wait for funding or pilot completion and chose to self-fund their programs with the hope of getting funding later (Cumberland, Forsyth, Lexington City, Rowan-Salisbury, The Math and Science Academy of Apex [TMSA]). Of those six, Lexington City and TMSA have dropped out.

Gaston, New Hanover and Swain are fully live on a full ERP (Financial and HR). Swain successfully went live on Tyler Munis HR/Payroll in January 2023. For a variety of reasons ranging from staffing turnover experienced by both the vendors and PSUs to unexpected complexities in implementation, most of the 14 original implementations were delayed at least twice, and many were canceled.

Approximately 77 districts currently use the server-based LINQ (v6), with 49 of those now hosted by LINQ and 28 of those still hosted on-premises. Eight districts and 229 charters now use LINQ's cloud-based ERP solution. Twenty-five districts still use SunPac hosted on virtual AS/400 systems hosted by Ensono. Serenic (now Sylogist, owners of SunPac) recently purchased WenGAGE, which is the Oklahoma Statewide K-12 cloud-based ERP system and rebranded the product to SylogistEd. SylogistED is being piloted in Durham County Schools and Asheboro City Schools. Asheboro City Schools went live on SylogistED Financials and HR/Payroll in July 2024. SylogistED announced to their SunPac customers on November 10, 2023, that all 31 SunPAC users had to move to SylogistED or another ERP solution by July 1, 2026. Sylogist announced in February 2026, they have extended that deadline to June 30, 2028. In February of 2026, Sylogist revised their End-of-Support date for SunPac to 7/1/2028. This date aligns well with the planned sunset of the legacy A/S400 & MFaaS capabilities. Appendix B lists each PSU's current ERP and Payroll provider. Note that most charter schools use LINQ Cloud for UERS reporting but may use another provider for payroll, typically tied to their Educational Management Organization.

The level of complexity and strain on local personnel associated with upgrading legacy, and often customized, on-premise K-12 HR and Financial systems to modern cloud-based ERP systems while maintaining continuity of operations has been significant and there have been numerous lessons learned by all parties that will help inform future migrations. DPI is now ensuring that PSUs have a much better understanding of the time availability necessary for key roles, level of effort, level of complexity, and the total cost of ownership involved in a



migration to a new ERP system. Temporary staff augmentation for key roles is a critical component of successful implementation and differs depending on the solution chosen. Key local personnel may need to spend 50% of their time during the implementation phase focusing on learning the new application, identifying new workflows and processes, testing scenarios, and change management.

After ransomware attacks in several PSUs that impacted financial functions, the General Assembly included a provision in S.L. 2021-180, Section 7.79, to require migration to a cloud-based ERP system for all PSUs and Charter Schools. S.L. 2022-74 Section 7.1.(a) revised Section 7.79 to articulate the requirement for PSUs to store backup copy of their HR and financial data that meets the following criteria by June 30, 2023:

- Immutable (unable to be deleted)
- Recent enough to allow for recovery from a ransomware attack
- Off-site

All PSUs meet the backup requirements as of January 1, 2025. It also requires PSUs to move to cloud-based HR and Financial systems, providing a mechanism for NCDPI to establish a funding program for PSUs choosing to select solutions other than Tyler MUNIS or Oracle Cloud ERP from an approved provider. NCDPI performed an analysis fit-gap study of all LEA ERP systems currently in use in North Carolina late 2023 (Oracle, MUNIS, SylogistED, and LINQ). All four vendors have some deficiencies.

The funding provided in the previous biennium budget allowed new projects to start in Winston-Salem Forsyth, who is using Tyler MUNIS and in Guilford County Schools and Charlotte-Mecklenburg Schools, both using Oracle Cloud ERP. The first MOU since the program pause was issued to Guilford County Schools in February 2023 covering a portion of the implementation costs for IBM Consulting, Inc. to implement Oracle Cloud ERP. The Guilford MOU includes a repayment requirement of up to 100% should the district fail to complete their implementation within 3.5 years.

The MOU that was issued between Guilford County Schools and NCDPI and CMS and NCDPI has been updated based on lessons learned during pilots to delineate expectations more clearly for both the Agency and the PSUs, and to ensure that funds are best utilized to ensure successful implementations. All new MOUs will include a clause requiring return of funds if the PSU terminates their project prior to Go-Live. This is an important lesson learned from early implementations as PSUs in the first wave were able to withdraw with only a financial burden to DPI. New MOUs also require the PSU to provide a plan to ensure internal resources are available to allow adequate time to implement ERP. Based on our projections for the remaining (approximately 99) districts, DPI expects at least \$45 million in additional funding from the General Assembly will be necessary to complete implementation in all remaining districts. This considers the fact that PSUs will be required to contribute a larger share of their

own funds to the project. This was implemented based on experiences in the initial implementations

#### **PSU FINANCIAL AND HR SYSTEMS DECISION ANALYSIS AND SUPPORT**

The decision on which ERP solution to select varies greatly from PSU to PSU based on their specific needs. For the largest districts, they need an enterprise-level ERP system. Conversely, the products that are a best-fit for the smallest PSUs are not nearly configurable enough for the largest PSUs to support their more complex operations.

In Fall 2023, NCDPI engaged with the four largest North Carolina district finance and HR/Payroll vendors to perform a fit-gap analysis of their cloud-based ERP software applications to develop a tool to support PSUs in selecting an ERP vendor. Each vendor assisted with the completion and participated in interviews and demonstrations. The LEA ERP Fit-Gap Study Report is comprehensive and is available to PSU Finance and HR personnel.

The fit-gap analysis provides a comprehensive source of information for public school units and other stakeholders to make the best decisions based on their specific needs. This will include estimates of the total cost of ownership of each solution, the staffing and resources required to migrate, and the resources and timelines required for any migrations.

In addition to helping PSUs evaluate the technical capabilities of each platform, this tool will help districts in determining if they have the resources to migrate to the ERP platform of their choice. Many ERP implementations fail and the most common reasons for this failure are (1) not being prepared for the size and scope of the project, (2) not having appropriate project management capacity internally, (3) not augmenting staff or making critical resources available for a migration of this complexity.

The PSU must ensure their best functional leads are available for the project and relieve them of some of their operational burdens. Leading industry experts have said that projects with less than 50% commitment to these resources experience a high degree of failure. Some corporate advisory firms (Gartner) have indicated key district resources in Finance and HR/Payroll need to dedicate up to 80% of their time to the implementation during key phases to be successful. NCDPI recommends temporarily backfilling these key positions for at least 50% of the time. NCDPI meets with PSU HR and Finance Officers to interpret the analysis and offer best practices and lessons learned to help inform the decision-making and process.

Based on our analysis and projections of the districts that will adopt Cloud ERP solutions in the next five years, we anticipate the state will need to fund an additional \$45 million to cover a portion of the implementation costs for PSUs (50%-80%). See Exhibit B – PSU ERP Cost Projection for a breakdown of these costs. The following products are subject to change based on PSU needs.

NCDPI will work in partnership with the Enterprise Business Systems Advisory Committee (EBSAC) to benchmark various ERP vendors to ensure that PSUs have access to the vendors that bring the highest conformity to the finance and HR functional needs. Ongoing challenges have been encountered, specifically in finance departments, with the current ERP vendors. To better understand the areas of improvement, new benchmarking will be conducted to provide confidence in the vendor partners that are available to PSUs to contract to modernize their operations.

DPI and the PSU advisory will explore establishing regional Centers of Excellence aligned to the most broadly adopted ERP platforms to strengthen implementation and operational support. By augmenting functional expertise, technical configuration knowledge, data conversion practices, and change management resources within defined regions, DPI and PSUs could reduce duplicative effort, accelerate onboarding, and improve implementation quality. These Centers of Excellence serve as shared knowledge hubs supporting standardized best practices, peer collaboration, ongoing training, and post-go-live optimization while preserving local control. This model would enhance scalability, lower total cost of ownership over time, and increase the likelihood of consistent, successful ERP migrations statewide

#### PSU ENTERPRISE RESOURCE PLANNING (ERP) IMPLEMENTATION SCHEDULES

| <b>LEA Name</b>                      | <b>Status</b> | <b>Product</b> | <b>Finance Go Live</b> | <b>HR Go Live</b> |
|--------------------------------------|---------------|----------------|------------------------|-------------------|
| Anson County Schools                 | In Progress   | LinqCloud      | 2/1/2025               | 2/1/2025          |
| Person County Schools                | In Progress   | LinqCloud      | 3/1/2025               | 3/1/2025          |
| Charlotte-Mecklenburg Schools        | In Progress   | Oracle         | 7/1/2025               | 1/1/2027          |
| Guilford County Schools              | In Progress   | Oracle         | Qtr 4 -2025            | Qtr 4 -2025       |
| Asheboro City Schools                | In Progress   | SylogistEd     | 7/1/2024               | 7/1/2024          |
| Haywood County Schools               | Paused        | SylogistEd     | 7/1/2025               | 7/1/2025          |
| Macon County Schools                 | Live          | SylogistEd     | 1/1/2025               | 1/1/2025          |
| Pitt County Schools                  | In Progress   | SylogistEd     | 7/1/2025               | 7/1/2025          |
| Randolph County School System        | Paused        | SylogistEd     | 3/1/2025               | 3/1/2025          |
| Rowan-Salisbury Schools              | Live          | SylogistEd     | 4/1/2025               | 4/1/2025          |
| Sampson County Schools               | Live          | SylogistEd     | 1/1/2025               | 1/1/2025          |
| Stanly County Schools                | In Progress   | SylogistEd     | 7/1/2025               | 7/1/2025          |
| Union County Public Schools          | Paused        | SylogistEd     | 7/1/2025               | 7/1/2025          |
| Winston Salem/Forsyth County Schools | Live          | Tyler Munis    | 7/1/2025               | 1/1/2026          |
| Carteret County Public Schools       | Scheduled     | LinqCloud      | TBD                    | TBD               |
| Catawba County Schools               | Scheduled     | LinqCloud      | TBD                    | TBD               |
| Chatham County Schools               | Scheduled     | LinqCloud      | TBD                    | TBD               |
| Craven County Schools                | Scheduled     | LinqCloud      | TBD                    | TBD               |
| Weldon City                          | Scheduled     | LinqCloud      | TBD                    | TBD               |

|                                          |           |             |           |           |
|------------------------------------------|-----------|-------------|-----------|-----------|
| Brunswick County Schools                 | Paused    | SylogistEd  | TBD       | TBD       |
| Columbus County Schools                  | Scheduled | SylogistEd  | TBD       | TBD       |
| Durham Public Schools                    | Live      | LinqCloud   | 2025      | 2025      |
| Weldon City Schools                      | Scheduled | SylogistEd  | TBD       | TBD       |
| Yancey County Schools                    | Scheduled | SylogistEd  | TBD       | TBD       |
| Currituck County Schools                 | Live      | LinqCloud   | 5/1/2024  | 4/1/2024  |
| Edenton-Chowan Schools                   | Live      | LinqCloud   | 7/1/2024  | 7/1/2024  |
| Hyde County Schools                      | Live      | LinqCloud   | 1/1/2023  | 1/1/2023  |
| Elizabeth City-Pasquotank Public Schools | Live      | LinqCloud   | 10/1/2024 | 10/1/2024 |
| Washington County Schools                | Live      | LinqCloud   | 7/1/2024  | 7/1/2024  |
| Elkin City Schools                       | Live      | LinqCloud   | 2/1/2023  | 2/1/2023  |
| Clay County Schools                      | Live      | LinqCloud   | 3/1/2023  | 3/1/2023  |
| Elizabeth City                           | Live      | LinqCloud   | 10/1/2024 | 10/1/2024 |
| Asheboro City Schools                    | Live      | SylogistEd  | 7/1/2024  | 7/1/2024  |
| Macon County Schools                     | Live      | SylogistEd  | 1/1/2025  | 1/1/2025  |
| Sampson County Schools                   | Live      | SylogistEd  | 1/1/2025  | 1/1/2025  |
| Gaston County Schools                    | Live      | Oracle      | 7/1/2021  | 1/1/2022  |
| New Hanover County Schools               | Live      | Tyler MUNIS | 10/1/2021 | 10/1/2021 |

**Note:**

There is an ERP Go-Live blackout month in June to allow PSU / DPI Year End Financial Closeout.

### **OPERATIONAL DATA STORE FRAMEWORK AND DATA ANALYTICS**

An updated DPI Statewide Data Integration and Consolidated Reporting plan is being implemented focusing on increasing interoperability utilizing modern standards for data, application integration, and an advanced analytical layer for federal and state reporting including UERS reporting.

DPI applied for a 2023 State Longitudinal Data System (SLDS) grant in June 2023 and was awarded \$3.75M from the Department of Education in late September 2023. This is a four-year grant award that helps fund a multi-year effort to modernize the K-13 data system that feeds NC SchoolWorks and the DPI's operational and longitudinal data stores.

This effort will allow on-demand data visualizations and support the effort to collect and track new data related to essential durable skills. These secure K-12 education environments would be different than researcher or publicly available de-identified data accessed via NCLDS or other portals.

Implementation will begin in earnest pending the implementation of the new SIS and the mainframe modernization (described below) as these are dependencies for this project.

### **NEW WORK**

## AGENCY FINANCIAL MAINFRAME MODERNIZATION

As part of the statewide initiative, NCDPI went live on the North Carolina Financial System (NCFS), which replaced the North Carolina Accounting System (NCAS), on October 5-10, 2023. The work to integrate DPI workflows and downstream systems with NCFS is still ongoing.

For decades, NCDPI ran a separate copy of the old North Carolina Accounting System (NCAS), where accounting ledgers from each PSU were recreated monthly, aggregated, and then transferred to NCAS at the Office of the State Controller. The mainframe system provided the Cash Management/Cash Request system for PSUs and non-Units. The data exchange process from PSUs to NCDPI using Region F was old and cumbersome, with limited analytics capability and limited flexibility. This legacy system became end-of-life June 30, 2024.

This is a high-risk project, as it involves cash requests and allotments from PSUs and non-Units, a new PSU chart of accounts, a new Grants Management application, and accounting for Federal grants that includes reporting of the grant year. For this reason, the project was divided into three phases of work.

The goals of this project are to:

- Provide a modern environment for NCDPI to adopt a standards-based approach to receive data from PSUs
- Receive data in a timely manner to allow more accurate reporting and decision-making, to reduce the reporting burden on PSUs
- Enable DPI ensure data quality from the PSU and Agency
- Implement a streamlined process to aggregate PSU budget data for transfer to OSC.
- Automate data analysis and visualizations

**Phase I – Requirements Gathering and Prototyping.** With the age of this system, many requirements were not fully documented or well understood by all stakeholders. It became difficult to develop and quantify a complete set of requirements to provide to a vendor to develop a new solution. In Phase I, DPI IT and School Business services have engaged in the development of a population of prototype applications, developed in-house, to replace functionality originally on the mainframe and to be able to fill the gap.

As part this phase, a new web-based Cash Request system was launched in July/August 2024 for Federal Cash Requests. This application was well received by PSU CFOs and staff and the ability to request State Cash was added in October 2024. The mainframe cash application has been deprecated and is no longer being used by PSUs. Additional development must occur to address needed enhancements or investigate commercial solutions.

Secondly, a new mechanism to receive and report on accounting ledgers (UERS files) from PSUs has been developed using the cloud database engine and Tableau Server. Additional development work and data visualizations are ongoing. This went live in July 2024 for

validating and processing monthly UERS files. This work was complicated by significant data quality issues for PSU ERP vendors related to the new Payroll Summary file and the new Chart of Accounts, but these issues are improving each month.

Finally, a set of Tableau data visualization dashboards was developed using the data from these systems. This is ongoing work to provide continuous improvement in functionality and streamline interfaces. The dashboards are hosted on a website called DART (School Business Data Analytics and Reporting Tool) and provide PSUs with just-in-time access to their financial data from DPI.

**Phase II: Planning.** With the requirements and needs for a new system being better understood. NCDPI partnered with BerryDunn, a financial consulting firm, to perform a needs and market analysis based on the current state of operations. The result will inform either a solicitation for a product or a development plan for an in-house application.

**Phase III: Implementation.** In consultation with the BerryDunn report, DPI will implement the plan recommended.

#### **PSU NCEDCLOUD IAM SYSTEM MODERNIZATION**

The current PSU Staff and Student Identity and Access Management System (NCEDCLOUD) solution provided by Identity Automation implemented in 2012/2013 providing Single Sign On (SSO) and an Application Portal. This project was rebid in 2023 to capture evolving needs such as application rostering and service provisioning. However, ongoing available funding was insufficient to award the contract, and the RFP was cancelled in September of 2024.

## MODERNIZATION TIMELINE

### Licensure

- RFP development 2024
- Bidding phase Fall 2025

### Student Information System

- RFP development 2022
- Bidding phase Spring 2023
- Implementation phase Spring 2024 and Spring 2025

### AS/400 Mainframe as a Service and HRMS Sunset

- End of Life Spring 2028

### DPI Agency Finance and School Business Reporting

- NCFS Integrations Summer 2024
- NCFS Financial System Conversion Fall 2024
- Migrated UERS audit processing to cloud database and Tableau Server 2024
- Agency Finance School Business Modernization RFP 2026
- Implementation phase 2026/2027

### PSU Finance/HR ERP Modernization

- Sixteen districts migrated as of March 1, 2025
- Ninety-nine districts must migrate in next six years

### PSU Identity and Access Management (IAM) Modernization

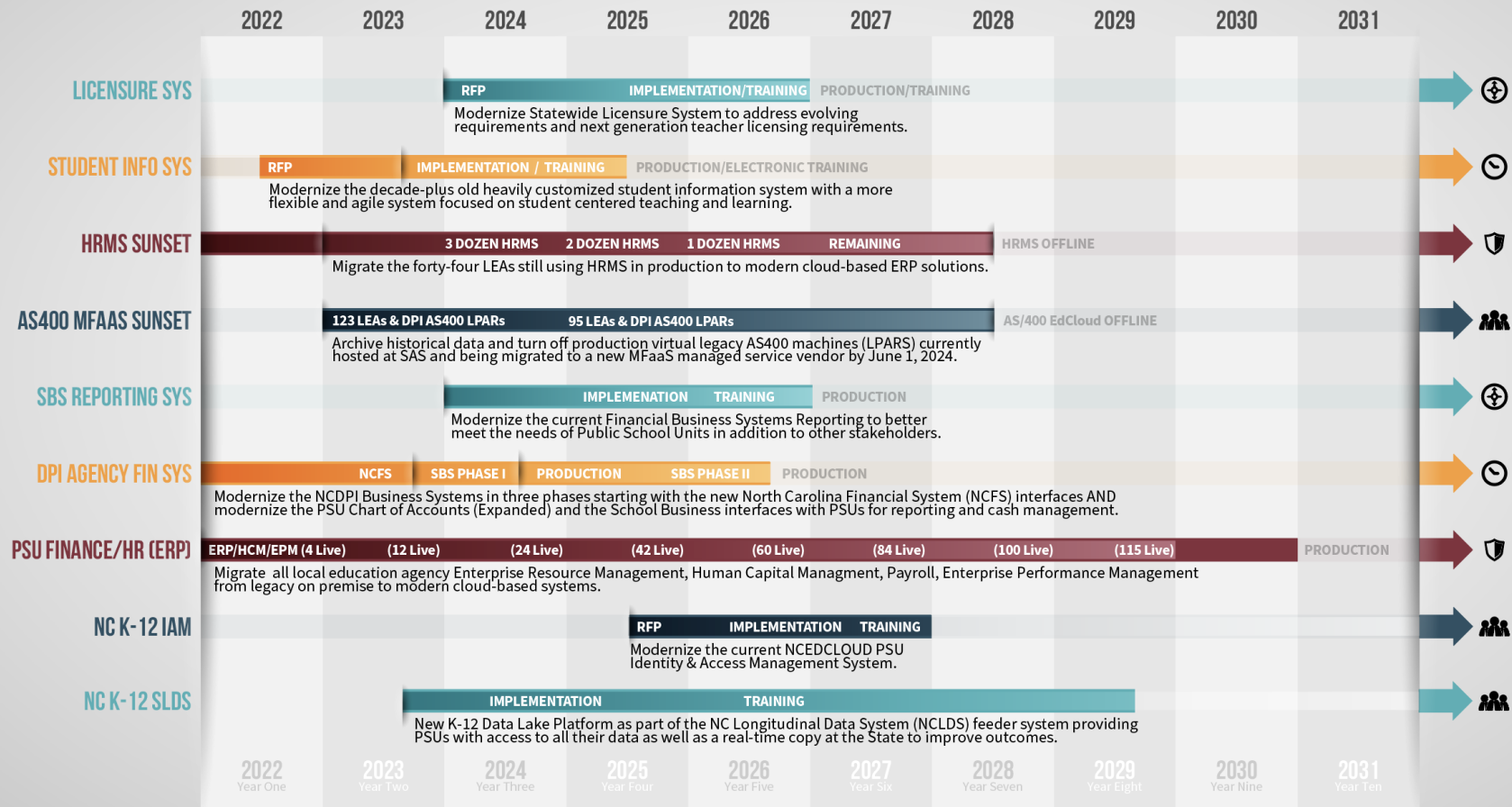
- RFP developed 2024
- Bidding phase 2026
- Implementation phase 2027

### K-12 Consolidated Data and Reporting Enhancements (SLDS)

- Awarded SLDS Grant from USED in late 2023 to modernize infrastructure and interoperability
- SLDS Grant is a four-year Grant

# NC K-12 SCHOOL BUSINESS SYSTEMS MODERNIZATION PLAN

7 . 5 Y E A R E R P T I M E T A B L E





## BUDGET

The current funding from S.L. 2021-180 is budgeted, as required by OSBM, to cover current PSU implementations, one-time SIS implementation costs, Agency Finance ("Region F") Modernization, Online Licensure Modernization, K-12 Data System Modernization, merging the Financial Transparency Dashboard & School Report Card, AS/400 Mainframe as a Service migration. The budget does not include projected PSU ERP implementations for districts not already under an active MOU.

NCDPI is projecting a need for, at minimum, an additional \$45M to continue and accelerate PSU ERP modernization. For example, the current funding available to SBSM is not projected to be sufficient to provide pro-rated one-time implementation cost funding for Wake County Schools Oracle Cloud ERP modernization project implementation which is projected to cost at least \$25M and run from 2026/2027-2030/2031. Current funding will only support a small handful of additional MOUs.

Based on the current project state, we expect the project to continue longer than originally expected with current support. Since the beginning, the program has expended approximately \$29M towards LEA ERP Modernization with another \$13.5M committed via current MOUs for a total of \$42.5M towards this implementation. Another \$36M has been expended on AS400 migrations and hosting, migrating from TeacherMatch to PowerSchool Applicant Tracking/Onboarding, Grants Management, Integrations, School Report Card/Financial Transparency (GDAC), Agency School Business "Region F", SIS Modernization, and Program Management. Out of the remaining approximately \$58M only a small amount of funds is available for LEA ERP Modernization (less than \$5M) due to remaining costs of SIS Implementation, Online Licensure, Agency School Business "Region F" Modernization, Consolidated Data and Reporting Modernization, and Identity and Access Management Modernization.

# PRC 153 SBSM MOU Obligation of Funding as Of December 31, 2025

| Date of signed MOU | Updated signed MOU | Vendor   | LEA | LEA Name             | MOU Total Allotment \$ | Expenditures \$ |              |              |              |              |              |                   | Remaining Balance from MOU | FY26 Expenditures | Total Remaining on Contract |
|--------------------|--------------------|----------|-----|----------------------|------------------------|-----------------|--------------|--------------|--------------|--------------|--------------|-------------------|----------------------------|-------------------|-----------------------------|
|                    |                    |          |     |                      |                        | FY20            | FY21         | FY2          | FY23         | FY24         | FY25         | Total FY20 – FY25 |                            |                   |                             |
| 9/26/19            | 11/10/203/18/24    | CRT >AST | 600 | CMS                  | \$ 17,024,925          | \$ 5,110,612    | \$4,535,950  | \$4,039,953  | \$ 332,549   | \$-          | \$1,500,000  | 13,524,924.94     | \$ 4,127,331.37            | \$872,668.69      | \$4,127,331.37              |
| 8/15/19            |                    | CRT      | 130 | Cabarrus             | \$ 4,056,500           | \$ 2,181,000    | \$ 468,918   | \$ -         |              | \$ -         | \$ -         |                   | \$ 1,881,723.06            | -                 | \$1,881,723.06              |
| 8/15/19            |                    | CRT      | 230 | Cleveland            | \$ 2,912,450           | \$ 658,972      | \$ -         | \$ -         |              | \$ -         | \$ -         |                   | \$ 2,253,478.00            | -                 | \$2,253,478.00              |
| 3/12/20            | 5/7/20             | CRT      | 430 | Harnett              | \$ 3,399,200           | \$ 1,265,489    | \$ 241,456   | \$ -         |              | \$ -         | \$ -         |                   | \$ 2,128,009.22            | -                 | \$2,128,009.22              |
| 3/20/20            | 5/7/20             | CRT      | 360 | Gaston               | \$ 4,625,002           | \$ 1,417,892    | \$ 1,979,992 | \$ 2,198,796 | \$ 329,977   | \$ -         | \$ -         | 4,445,107.69      | \$ 179,894.31              | -                 | \$179,894.31                |
| 8/8/19             | 5/7/20             | Tyler    | 650 | New Hanover          | \$1,364,380            | \$ 842,375      | \$ 522,005   | \$ 771,401   | \$ 383,126   | \$ -         | \$ -         | 1,224,486.97      | \$ 139,893.03              | -                 | \$139,893.03                |
| 8/8/19             |                    | Tyler    | 681 | Chapel Hill-Carrboro | \$ 426,753             | \$ 98,357       | \$ -         | \$ -         |              | \$ -         | \$ -         |                   | \$ 520,585.63              | -                 | \$520,585.63                |
| 8/13/19            | 5/7/20             | Tyler    | 250 | Craven***            | \$ 927,533             | \$ 417,124      | \$ 321,780   | \$ 10,244    | \$ 264,032   | \$ -         | \$ -         |                   | \$ (0.37)                  | -                 | \$(0.37)                    |
| 8/13/19            | 7/7/20             | Tyler    | 560 | Macon***             | \$ 246,957             | \$ -            | \$ 216,167   | \$ 245,307   | \$ 23,567    | \$7,856      | \$ -         |                   | \$ 63,751.57               | -                 | \$ 63,751.57                |
| 8/13/19            | 5/7/20             | Tyler    | 870 | Swain                | \$199,316              | \$ -            | \$ 172,830   | \$ 152,500   | \$ 135,766   | \$ 15,000    | \$ -         | 138,550.14        | \$ 75,765.86               | -                 | \$ 75,765.86                |
| 8/15/19            |                    | Tyler    |     | Stanly-Albemarle     |                        | \$101,947       | \$ -         | \$ -         |              | \$ -         | \$ -         |                   | \$ 323,962.00              | -                 | \$323,962.00                |
| 8/23/19            | 9/29/20            | Tyler    |     | Northampton**        |                        | \$ -            | \$ 178,052   | \$ 205,680   | \$ 47,650    | \$ -         | \$ -         |                   | \$ 127,456.92              | -                 | \$127,456.92                |
| 5/2/23             |                    | Tyler    | 340 | Forsyth              | \$2,292,038            |                 |              |              |              | \$ 1,036,198 | \$ 914,392   | 147595.87         | \$ 1,935,002.23            | \$357,035.77      | \$1,935,002.23              |
| 3/29/23            |                    | IBM      | 410 | Guilford             | \$8,691,835            | \$ -            | \$ -         | \$ -         | \$ 957,418   | \$ 6,451,917 | \$ 3,000,000 | 6,346,319.63      | \$ 7,351,829.28            | \$820,005.52      | \$7,351,829.28              |
| 3/10/20            | 5/7/20             | Tyler    | 900 | Union                | \$2,309,204            | \$ 742,313      | \$ 1,343,049 | \$ 1,523,204 | \$ 775,831   | \$ -         | \$ -         | 1,586,169.96      | \$ 1,512,221.84            | -                 | \$1,512,221.84              |
| YTD                |                    |          |     | TOTAL                | \$ 36,506,700          | 6,508,785.72    | 5,090,267.62 | 5,895,346.56 | 1,640,652.20 | 4,133,711.10 | 805,423.73   | 23,268,763.20     | \$ 13,237,936.80           | \$2,049,709.98    | \$5,270,661.69              |

## Original 5 Year Preliminary Budget Planning Table from 2019-2020 (Pre-COVID):

|                        | 19-20 All Pilots | 20-21        | 21-22        | 22-23        | 23-24        | 24-25        | Total         |
|------------------------|------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Program Administration | \$2,096,598      | \$1,872,000  | \$1,872,000  | \$1,872,000  | \$1,872,000  | \$1,457,000  | \$11,041,598  |
| LEA Modernization      | \$19,804,411     | \$18,821,756 | \$19,791,431 | \$18,791,431 | \$17,146,756 | \$13,857,405 | \$108,213,190 |
| Agency Modernization   | \$503,078        | \$712,921    | \$18,697,008 | \$16,697,008 | \$0          | \$0          | \$36,610,015  |
| Stabilization          | \$1,759,050      | \$2,441,000  | \$1,000,000  | \$750,000    | \$500,000    | \$250,000    | \$6,700,050   |
| Data Transparency      | \$2,649,700      | \$1,050,000  | \$1,050,000  | \$1,050,000  | \$450,000    | \$450,000    | \$6,699,700   |
| Total                  | \$26,812,837     | \$24,897,677 | \$42,410,439 | \$39,160,439 | \$19,968,756 | \$16,014,405 | \$169,264,553 |

## FUTURE NEEDS

The completion of ERP modernization remains a critical need for PSUs and DPI. DPI continues to maintain HRMS, a 30-plus-year-old system Supporting HR functions in thirty-six LEAs along with the Division of Child Development and Early Education at the Department of Health Human Services. Most LEAs continue to rely on decades-old systems for basic financial and HR functionality, and the migration to a modern cloud-based ERP system is cost and resource prohibitive for many districts. DPI plans to deprecate the HRMS at the end of the 2027-2028 school year by supporting schools as they transition to a fully integrated ERP system.

To continue PSU ERP implementation, a \$45 million expansion budget appropriation will be needed. This amount is based on PSU feedback indicating vendor selection and anticipated costs. Exhibit B in this report details this need. It should be noted that as systems are modernized, the ongoing subscription and maintenance costs have increased. This is not an abnormal outcome of modernizing software systems as software costs and inflationary factors have driven costs up. As the projects are completed and in operation, increased funding for ongoing subscription costs may be needed. DPI is potentially unable to proceed with the implementation of a new licensure system and a new IAM system without increased appropriate funding.

## Exhibit A

| <b>SIS Wave I PSUs (120)</b>           | <b>SIS Wave II PSUs (228)</b>           |
|----------------------------------------|-----------------------------------------|
| Anson County Schools                   | Achievement Charter Academy             |
| Ashe County Schools                    | Aggie Academy                           |
| Avery County Schools                   | Alamance Community School               |
| Beaufort County Schools                | Alamance-Burlington Schools             |
| Washington Montessori                  | Alexander County Schools                |
| Bladen County Schools                  | Alleghany County Schools                |
| ArtSpace Charter                       | Apprentice Academy HS of NC             |
| Invest Collegiate - Imagine            | Ascend Leadership Academy: Lee County   |
| The Franklin School of Innovation      | Asheville City Schools                  |
| Burke County Schools                   | Asheville PEAK Academy                  |
| Carolina International School          | Aspire Trade High School                |
| Valor Preparatory Academy              | Bertie County Schools                   |
| A.C.E. Academy                         | Brevard Academy                         |
| Caldwell County Schools                | Brunswick County Schools                |
| Oak Hill Charter School                | Buncombe County Schools                 |
| Camden County Schools                  | Cabarrus County Schools                 |
| Carteret County Public Schools         | Camp Lejeune                            |
| Catawba County Schools                 | Cape Fear Center for Inquiry            |
| Hickory City Schools                   | Cardinal Charter Acad at Wendell Falls  |
| Chatham Charter                        | Cardinal Charter                        |
| Woods Charter School                   | Carolina Charter Academy: CFA           |
| Willow Oak Montessori                  | Carter G Woodson School                 |
| Cherokee County Schools                | Caswell County Schools                  |
| Pinnacle Classical Academy             | Central Park School For Children        |
| Whiteville City Schools                | Central Wake Charter High School        |
| Craven County Board of Education       | Chapel Hill-Carrboro City Schools       |
| Riverside Leadership Academy           | Charlotte Lab School                    |
| Cumberland County Schools              | Charlotte Secondary School              |
| Alpha Academy                          | Charlotte-Mecklenburg Schools           |
| The Capitol Encore Academy             | Chatham County Schools                  |
| Currituck County Schools               | Classical Charter Schools of Leland     |
| Dare County Schools                    | Classical Charter Schools of Southport  |
| Thomasville City Schools               | Classical Charter Schools of Whiteville |
| Eastern NC School for the Deaf         | Classical Charter Schools of Wilmington |
| NC School for the Deaf                 | Clay County Schools                     |
| Governor Morehead School for the Blind | Cleveland County Schools                |

|                                          |                                          |
|------------------------------------------|------------------------------------------|
| North Carolina Virtual Public School     | Clover Garden                            |
| Davidson Charter Academy                 | Columbus County Schools                  |
| Davie County Schools                     | Commonwealth High School                 |
| KIPP Durham College Preparatory          | Community Public Charter                 |
| Edgecombe County Public Schools          | Community School of Digital and Visual A |
| NC Leadership Charter Academy            | Concord Lake STEAM Academy               |
| Appalachian State U Academy Middle Fork  | Cornerstone Charter Academy              |
| Wake Preparatory Academy                 | Corvian Community School                 |
| Gates County Schools                     | Crosscreek Charter School                |
| Graham County Schools                    | DAC Education Services (fka Div Prisons) |
| Granville County Schools                 | Davidson County Schools                  |
| Triad Math and Science Academy           | D.C. Virgo Preparatory Academy           |
| The College Preparatory and Leadership A | Dillard Academy                          |
| Weldon City Schools                      | Discovery Charter School                 |
| KIPP Halifax College Preparatory         | Dogwood Classical Academy                |
| Harnett County Schools                   | Doral Academy North Carolina             |
| Anderson Creek Academy                   | Duplin County Schools                    |
| Haywood County Schools                   | Durham Charter School                    |
| Shining Rock Classical Academy           | Durham Public Schools                    |
| Hyde County Schools                      | East Voyager Academy                     |
| American Renaissance School              | East Wake Academy                        |
| Jackson County Public Schools            | East Carolina Community School           |
| Catamount School                         | Edenton-Chowan Schools                   |
| Johnston County Public Schools           | Elizabeth City-Pasquotank Public Schools |
| American Leadership Academy - Johnston   | Elkin City Schools                       |
| Lee County Schools                       | Emereau: Bladen                          |
| Central Carolina Academy                 | Endeavor Charter                         |
| Lincoln Charter School                   | Eno River Academy                        |
| Macon County Schools                     | Envision Science Academy                 |
| Martin County Schools                    | Evergreen Community Charter              |
| Bear Grass Charter School                | Excelsior Classical Academy              |
| Lake Norman Charter                      | Falls Lake Academy                       |
| Metrolina Regional Scholars Academy      | FernLeaf Community Charter School        |
| Community School of Davidson             | Forsyth Academy                          |
| KIPP: Charlotte                          | Fort Bragg                               |
| ALA Charlotte                            | Francine Delany New School               |
| Bradford Preparatory School              | Franklin Academy                         |
| The Math and Science Academy of Charlott | Franklin County Schools                  |
| Mallard Creek STEM Academy               | Gaston County Schools                    |
| Bonnie Cone Classical Academy            | Gate City Charter Academy                |

|                                      |                                           |
|--------------------------------------|-------------------------------------------|
| Tillery Charter Academy              | Girls Leadership Academy of Wilmington    |
| Southwest Charlotte STEM Academy     | Global Scholars Academy                   |
| Bonnie Cone Leadership Academy       | GO BIG Great Opportunities & Boundless I  |
| Moore County Schools                 | Greene County Schools                     |
| Nash County Public Schools           | Greensboro Academy                        |
| Island Montessori Charter            | Guilford Preparatory Academy              |
| American Leadership Academy-Coastal  | Guilford County Schools                   |
| Wilmington School of the Arts        | Halifax County Schools                    |
| KIPP Gaston College Preparatory      | Haliwa-Saponi Tribal School               |
| Orange County Schools                | Henderson Collegiate                      |
| Pamlico County Schools               | Henderson County Schools                  |
| Arapahoe Charter School              | Hertford County Schools                   |
| Pender County Schools                | Hobgood Charter School                    |
| Person County Schools                | Hoke County Schools                       |
| Bethel Hill Charter                  | Honor Prep                                |
| Roxboro Community School             | Iredell Charter Academy of Arts & Science |
| Carolina Community Academy           | Iredell-Statesville Schools               |
| Polk County Schools                  | Jackson Day School                        |
| Asheboro City Schools                | Johnston Charter Academy                  |
| Richmond County Schools              | Jones County Schools                      |
| CIS Academy                          | Kannapolis City Schools                   |
| Rockingham County Schools            | Kestrel Heights School                    |
| Bethany Community School             | Lake Lure Classical Academy               |
| Rowan-Salisbury Schools              | Lakeside Charter Academy                  |
| Faith Academy                        | Langtree Charter Academy                  |
| Rutherford County Schools            | Legacy Classical Academy                  |
| Sampson County Schools               | Lenoir County Public Schools              |
| Clinton City Schools                 | Lexington City Schools                    |
| Gray Stone Day School                | Lincoln County Schools                    |
| Swain County Schools                 | Madison County Schools                    |
| Union Day School                     | Marjorie Williams Academy                 |
| ALA Monroe                           | Matthews Charter Academy                  |
| Vance County Schools                 | Maureen Joy Charter                       |
| Magellan Charter                     | McDowell County Schools                   |
| Casa Esperanza Montessori            | Millennium Charter Academy                |
| Triangle Math and Science Academy    | Rising Leaders Academy                    |
| Longleaf School of the Arts          | Mitchell County Schools                   |
| Warren County Schools                | Monroe Charter Academy                    |
| Pine Springs Preparatory Academy     | Montgomery County Schools                 |
| The Math and Science Academy of Apex | Moore Montessori Community School         |

|                             |                                          |
|-----------------------------|------------------------------------------|
| NERSBA Early College        | Mooresville Graded School District       |
| Watauga County Schools      | Mount Airy City Schools                  |
| Wayne County Public Schools | Mountain City Public Montessori          |
| Yadkin County Schools       | Mountain Discovery Charter School        |
|                             | Mountain Island Charter                  |
|                             | Movement Freedom                         |
|                             | Movement School Eastland                 |
|                             | Movement School Northwest                |
|                             | Movement School Southwest                |
|                             | Nalanda Charter School                   |
|                             | North Carolina Cyber Academy             |
|                             | NC Health and Human Services             |
|                             | NC Virtual Academy                       |
|                             | NCDPS Juvenile Education Services        |
|                             | Neuse Charter School                     |
|                             | The New Dimensions School                |
|                             | New Hanover County Schools               |
|                             | Newton Conover City Schools              |
|                             | Next Generation Academy                  |
|                             | Niner University Elementary School       |
|                             | North East Carolina Preparatory School   |
|                             | North Oak Academy                        |
|                             | Northampton County Schools               |
|                             | Northeast Academy of Aerospace & AdvTech |
|                             | Old Main Stream                          |
|                             | Onslow County Schools                    |
|                             | Oxford Preparatory School                |
|                             | Paul R Brown Leadership Academy          |
|                             | Peak Charter Academy                     |
|                             | Perquimans County Schools                |
|                             | Phoenix Academy Inc                      |
|                             | Piedmont Classical High School           |
|                             | Piedmont Community Charter               |
|                             | Pine Lake Preparatory                    |
|                             | Pioneer Springs Community School         |
|                             | Pitt County Schools                      |
|                             | Pocosin Innovative Charter               |
|                             | PreEminent Charter School                |
|                             | Quality Education Academy                |
|                             | Queen's Grant Community School           |

|  |                                          |
|--|------------------------------------------|
|  | Quest Academy                            |
|  | Raleigh Charter High School              |
|  | Raleigh Oak Charter School               |
|  | Randolph County School System            |
|  | Reaching All Minds Academy               |
|  | Research Triangle Charter                |
|  | Research Triangle High School            |
|  | Revolution Academy                       |
|  | RISE Southeast Raleigh Charter School    |
|  | River Mill Academy                       |
|  | Roanoke Rapids City Schools              |
|  | Public Schools of Robeson County         |
|  | Rocky Mount Preparatory                  |
|  | Rolesville Charter Academy               |
|  | Sallie B Howard School                   |
|  | Sandhills Theatre Arts Renaiss           |
|  | Scotland County Schools                  |
|  | Socrates Academy                         |
|  | Southeastern Academy                     |
|  | Southern Wake Academy                    |
|  | Stanly County Schools                    |
|  | Steele Creek Preparatory Academy         |
|  | Sterling Montessori Academy              |
|  | Stewart Creek High School                |
|  | Stokes County Schools                    |
|  | Success Institute Charter School         |
|  | Sugar Creek Charter                      |
|  | Summerfield Charter Academy              |
|  | Summit Charter                           |
|  | Summit Creek Academy                     |
|  | Surry County Schools                     |
|  | Telra Institute                          |
|  | The Academy of Moore County              |
|  | The Arts Based School                    |
|  | The Expedition School                    |
|  | The Experiential School of Greensboro    |
|  | The Exploris School                      |
|  | The Hawbridge School                     |
|  | The Institute for the Development of You |
|  | The Mountain Community Sch               |



|  |                                           |
|--|-------------------------------------------|
|  | Thomas Academy                            |
|  | Thomas Jefferson Classical Academy        |
|  | Tiller School                             |
|  | Transylvania County Schools               |
|  | Two Rivers Community School               |
|  | Tyrrell County Schools                    |
|  | Union Academy Charter School              |
|  | Union Preparatory Academy at Indian Trail |
|  | Union County Public Schools               |
|  | United Community School                   |
|  | Unity Classical Charter School            |
|  | Uwharrie Charter Academy                  |
|  | Vance Charter School                      |
|  | Voyager Academy                           |
|  | Wake Forest Charter Academy               |
|  | Wake County Schools                       |
|  | Washington County Schools                 |
|  | Water's Edge Village School               |
|  | Wayne Preparatory                         |
|  | Wayne STEM Academy                        |
|  | West Lake Preparatory Academy             |
|  | West Triangle High School                 |
|  | Wilkes County Schools                     |
|  | Wilmington Preparatory Academy            |
|  | Wilson Preparatory Academy                |
|  | Wilson County Schools                     |
|  | Winston Salem / Forsyth County Schools    |
|  | Winterville Charter Academy               |
|  | Yancey County Schools                     |
|  | Youngsville Academy                       |
|  | Z.E.C.A. School of Arts and Technology    |
|  | Agape Achievement Academy                 |

**Exhibit B**  
**6yr Cost Projections – Future PSU ERP Implementations**

| LEA | LEA Name                    | Current HR System | Current Finance System | ADM    | FTE  | Cloud Subscription First Year Costs | One Time Implementation Cost | Managed Services First Year Costs<br>If Not Included In Cloud Subscription | Onsite Implementation Expenses | 3rd Party & Consulting Fees<br>(Only Including Wake, but Majority likely have some costs here) | Total     |
|-----|-----------------------------|-------------------|------------------------|--------|------|-------------------------------------|------------------------------|----------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------|-----------|
| 010 | Alamance-Burlington Schools | LINQ HR           | LINQ                   | 23,266 | 2494 | \$162,862                           | \$628,182                    |                                                                            | \$125,636                      |                                                                                                | \$916,680 |
| 040 | Anson County Schools        | HRMS              | SunPac                 | 3,371  | 434  | \$23,597                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$41,591  |
| 060 | Avery County Schools        | LINQ HR           | LINQ                   | 2,074  | 368  | \$14,518                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$32,512  |
| 070 | Beaufort County Schools     | LINQ HR           | LINQ                   | 6,796  | 836  | \$47,572                            | \$16,990                     |                                                                            | \$3,398                        |                                                                                                | \$67,960  |
| 080 | Bertie County Schools       | HRMS              | LINQ                   | 2,316  | 318  | \$16,212                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$34,206  |
| 090 | Bladen County Schools       | HRMS              | LINQ                   | 4,522  | 601  | \$31,654                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$49,648  |
| 110 | Buncombe County Schools     | HRMS              | LINQ                   | 24,842 | 2907 | \$173,894                           | \$62,105                     |                                                                            | \$12,421                       |                                                                                                | \$248,420 |
| 111 | Asheville City Schools      | LINQ HR           | LINQ                   | 4,576  | 652  | \$32,032                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$50,026  |
| 120 | Burke County Schools        | LINQ HR           | LINQ                   | 12,636 | 1445 | \$88,452                            | \$31,590                     |                                                                            | \$6,318                        |                                                                                                | \$126,360 |
| 130 | Cabarrus County Schools     | HRMS              | LINQ                   | 33,232 | 3410 | \$232,624                           | \$83,080                     |                                                                            | \$16,616                       |                                                                                                | \$332,320 |
| 132 | Kannapolis City Schools     | LINQ HR           | LINQ                   | 5,695  | 667  | \$39,865                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$57,859  |
| 140 | Caldwell County Schools     | LINQ HR           | LINQ                   | 11,967 | 1445 | \$83,769                            | \$29,918                     |                                                                            | \$5,984                        |                                                                                                | \$119,670 |
| 150 | Camden County Schools       | LINQ HR           | LINQ                   | 1,668  | 236  | \$11,676                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$29,670  |
| 160 | Carteret County Schools     | LINQ HR           | LINQ                   | 9,006  | 1010 | \$63,042                            | \$22,515                     |                                                                            | \$4,503                        |                                                                                                | \$90,060  |
| 170 | Caswell County Schools      | LINQ HR           | LINQ                   | 2,703  | 351  | \$18,921                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$36,915  |
| 180 | Catawba County Schools      | LINQ HR           | LINQ                   | 16,503 | 1805 | \$115,521                           | \$41,258                     |                                                                            | \$8,252                        |                                                                                                | \$165,030 |
| 181 | Hickory City Schools        | HRMS              | LINQ                   | 4,282  | 481  | \$29,974                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$47,968  |
| 182 | Newton Conover City Schools | LINQ HR           | LINQ                   | 3,115  | 386  | \$21,805                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$39,799  |
| 190 | Chatham County Schools      | HRMS              | LINQ                   | 9,102  | 1190 | \$63,714                            | \$22,755                     |                                                                            | \$4,551                        |                                                                                                | \$91,020  |
| 200 | Cherokee County Schools     | LINQ HR           | LINQ                   | 3,432  | 498  | \$24,024                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$42,018  |
| 210 | Edenton-Chowan Schools      | HRMS              | SunPac                 | 2,043  | 289  | \$14,301                            | \$14,995                     |                                                                            | \$2,999                        |                                                                                                | \$32,295  |
| 230 | Cleveland County Schools    | HRMS              | LINQ                   | 15,198 | 2007 | \$106,386                           | \$37,995                     |                                                                            | \$7,599                        |                                                                                                | \$151,980 |

|     |                                   |         |        |        |      |             |           |  |           |  |             |
|-----|-----------------------------------|---------|--------|--------|------|-------------|-----------|--|-----------|--|-------------|
| 240 | Columbus County Schools           | HRMS    | SunPac | 6,175  | 771  | \$40,138    | \$50,000  |  | \$10,000  |  | \$100,138   |
| 241 | Whiteville City Schools           | LINQ HR | LINQ   | 2,326  | 268  | \$16,282    | \$14,995  |  | \$2,999   |  | \$34,276    |
| 250 | Craven County Schools             | HRMS    | SunPac | 13,764 | 1426 | \$96,348    | \$34,410  |  | \$6,882   |  | \$137,640   |
| 260 | Cumberland County Schools         | HRMS    | SunPac | 52,933 | 5984 | \$195,867   | \$855,729 |  | \$171,146 |  | \$1,222,742 |
| 270 | Currituck County Schools          | HRMS    | SunPac | 4,082  | 459  | \$26,533    | \$50,000  |  | \$10,000  |  | \$86,533    |
| 280 | Dare County Schools               | LINQ HR | LINQ   | 5,351  | 706  | \$37,457    | \$14,995  |  | \$2,999   |  | \$55,451    |
| 290 | Davidson County Schools           | LINQ HR | LINQ   | 19,455 | 2204 | \$136,185   | \$48,638  |  | \$9,728   |  | \$194,550   |
| 291 | Lexington City Schools            | HRMS    | SunPac | 3,216  | 404  | \$20,904    | \$50,000  |  | \$10,000  |  | \$80,904    |
| 292 | Thomasville City Schools          | LINQ HR | LINQ   | 2,386  | 302  | \$16,702    | \$14,995  |  | \$2,999   |  | \$34,696    |
| 300 | Davie County Schools              | LINQ HR | LINQ   | 6,544  | 681  | \$45,808    | \$16,360  |  | \$3,272   |  | \$65,440    |
| 310 | Duplin County Schools             | LINQ HR | LINQ   | 10,472 | 1180 | \$73,304    | \$26,180  |  | \$5,236   |  | \$104,720   |
| 330 | Edgecombe County Public Schools   | HRMS    | LINQ   | 6,306  | 768  | \$44,142    | \$15,765  |  | \$3,153   |  | \$63,060    |
| 350 | Franklin County Schools           | LINQ HR | LINQ   | 8,310  | 1035 | \$58,170    | \$20,775  |  | \$4,155   |  | \$83,100    |
| 370 | Gates County Schools              | LINQ HR | LINQ   | 1,715  | 250  | \$12,005    | \$14,995  |  | \$2,999   |  | \$29,999    |
| 380 | Graham County Schools             | LINQ HR | LINQ   | 1,206  | 206  | \$8,442     | \$14,995  |  | \$2,999   |  | \$26,436    |
| 390 | Granville County Schools          | LINQ HR | LINQ   | 7,690  | 926  | \$53,830    | \$19,225  |  | \$3,845   |  | \$76,900    |
| 400 | Greene County Schools             | LINQ HR | LINQ   | 3,578  | 393  | \$25,046    | \$14,995  |  | \$2,999   |  | \$43,040    |
| 420 | Halifax County Schools            | LINQ HR | LINQ   | 2,776  | 368  | \$19,432    | \$14,995  |  | \$2,999   |  | \$37,426    |
| 421 | Roanoke Rapids City Schools       | LINQ HR | LINQ   | 3,022  | 366  | \$21,154    | \$14,995  |  | \$2,999   |  | \$39,148    |
| 422 | Weldon City Schools               | HRMS    | SunPac | 941    | 153  | \$6,117     | \$50,000  |  | \$10,000  |  | \$66,117    |
| 430 | Harnett County Schools            | HRMS    | SunPac | 20,894 | 2310 | \$146,258   | \$52,235  |  | \$10,447  |  | \$208,940   |
| 440 | Haywood County Schools            | HRMS    | SunPac | 7,329  | 915  | \$47,639    | \$50,000  |  | \$10,000  |  | \$107,639   |
| 450 | Henderson County Schools          | HRMS    | LINQ   | 13,684 | 1520 | \$95,788    | \$34,210  |  | \$6,842   |  | \$136,840   |
| 460 | Hertford County Schools           | HRMS    | SunPac | 2,939  | 477  | \$19,104    | \$50,000  |  | \$10,000  |  | \$79,104    |
| 470 | Hoke County Schools               | LINQ HR | LINQ   | 9,357  | 939  | \$65,499    | \$23,393  |  | \$4,679   |  | \$93,570    |
| 490 | Iredell-Statesville Schools       | LINQ HR | LINQ   | 20,753 | 2247 | \$145,271   | \$51,883  |  | \$10,377  |  | \$207,530   |
| 491 | Mooreville Graded School District | LINQ HR | LINQ   | 6,128  | 694  | \$42,896    | \$15,320  |  | \$3,064   |  | \$61,280    |
| 500 | Jackson County Public Schools     | LINQ HR | LINQ   | 3,834  | 476  | \$26,838    | \$14,995  |  | \$2,999   |  | \$44,832    |
| 510 | Johnston County Schools           | LINQ HR | LINQ   | 36,635 | 3880 | \$1,154,003 | \$264,138 |  | \$230,801 |  | \$1,648,942 |
| 520 | Jones County Schools              | LINQ HR | LINQ   | 1,146  | 188  | \$8,022     | \$14,995  |  | \$2,999   |  | \$26,016    |
| 530 | Lee County Schools                | HRMS    | SunPac | 10,240 | 1234 | \$66,560    | \$50,000  |  | \$10,000  |  | \$126,560   |

|     |                                   |         |        |        |      |           |             |  |           |  |             |
|-----|-----------------------------------|---------|--------|--------|------|-----------|-------------|--|-----------|--|-------------|
| 540 | Lenoir County Public Schools      | HRMS    | SunPac | 9,863  | 1030 | \$64,110  | \$50,000    |  | \$10,000  |  | \$124,110   |
| 550 | Lincoln County Schools            | LINQ HR | LINQ   | 11,537 | 1342 | \$80,759  | \$28,843    |  | \$5,769   |  | \$115,370   |
| 570 | Madison County Schools            | LINQ HR | LINQ   | 2,288  | 357  | \$16,016  | \$14,995    |  | \$2,999   |  | \$34,010    |
| 580 | Martin County Schools             | HRMS    | SunPac | 3,438  | 465  | \$22,347  | \$50,000    |  | \$10,000  |  | \$82,347    |
| 590 | McDowell County Schools           | LINQ HR | LINQ   | 6,665  | 801  | \$46,655  | \$16,663    |  | \$3,333   |  | \$66,650    |
| 610 | Mitchell County Schools           | HRMS    | SunPac | 1,868  | 311  | \$12,142  | \$50,000    |  | \$10,000  |  | \$72,142    |
| 620 | Montgomery County Schools         | HRMS    | SunPac | 4,110  | 515  | \$26,715  | \$50,000    |  | \$10,000  |  | \$86,715    |
| 630 | Moore County Schools              | LINQ HR | LINQ   | 12,852 | 1577 | \$89,964  | \$32,130    |  | \$6,426   |  | \$128,520   |
| 640 | Nash-Rocky Mount Schools          | HRMS    | SunPac | 15,489 | 1788 | \$100,679 | \$50,000    |  | \$10,000  |  | \$160,679   |
| 660 | Northampton County Schools        | HRMS    | SunPac | 1,755  | 265  | \$12,285  | \$14,995    |  | \$2,999   |  | \$30,279    |
| 670 | Onslow County Schools             | HRMS    | SunPac | 27,166 | 2961 | \$264,138 | \$1,154,003 |  | \$230,801 |  | \$1,648,942 |
| 680 | Orange County Schools             | LINQ HR | LINQ   | 7,576  | 993  | \$53,032  | \$18,940    |  | \$3,788   |  | \$75,760    |
| 681 | Chapel Hill-Carrboro City Schools | LINQ HR | LINQ   | 12,573 | 1807 | \$88,011  | \$320,612   |  | \$64,122  |  | \$472,745   |
| 690 | Pamlico County Schools            | HRMS    | LINQ   | 1,348  | 229  | \$9,436   | \$14,995    |  | \$2,999   |  | \$27,430    |
| 700 | Elizabeth City-Pasquotank Schools | HRMS    | SunPac | 5,734  | 705  | \$37,271  | \$50,000    |  | \$10,000  |  | \$97,271    |
| 710 | Pender County Schools             | LINQ HR | LINQ   | 9,682  | 975  | \$67,774  | \$24,205    |  | \$4,841   |  | \$96,820    |
| 720 | Perquimans County Schools         | LINQ HR | LINQ   | 1,770  | 216  | \$12,390  | \$14,995    |  | \$2,999   |  | \$30,384    |
| 730 | Person County Schools             | HRMS    | LINQ   | 4,712  | 621  | \$32,984  | \$14,995    |  | \$2,999   |  | \$50,978    |
| 740 | Pitt County Schools               | HRMS    | SunPac | 24,361 | 2744 | \$158,347 | \$50,000    |  | \$10,000  |  | \$218,347   |
| 750 | Polk County Schools               | LINQ HR | LINQ   | 2,264  | 322  | \$15,848  | \$14,995    |  | \$2,999   |  | \$33,842    |
| 770 | Richmond County Schools           | HRMS    | SunPac | 7,627  | 946  | \$49,576  | \$50,000    |  | \$10,000  |  | \$109,576   |
| 780 | Robeson County                    | HRMS    | LINQ   | 24,260 | 2932 | \$169,820 | \$655,020   |  | \$131,004 |  | \$955,844   |
| 790 | Rockingham County Schools         | HRMS    | SunPac | 12,914 | 1291 | \$83,941  | \$50,000    |  | \$10,000  |  | \$143,941   |
| 810 | Rutherford County Schools         | LINQ HR | LINQ   | 8,497  | 1182 | \$59,479  | \$21,243    |  | \$4,249   |  | \$84,970    |
| 821 | Clinton City Schools              | HRMS    | LINQ   | 3,094  | 374  | \$21,658  | \$14,995    |  | \$2,999   |  | \$39,652    |
| 830 | Scotland County Schools           | LINQ HR | LINQ   | 5,920  | 804  | \$41,440  | \$14,800    |  | \$2,960   |  | \$59,200    |
| 850 | Stokes County Schools             | LINQ HR | LINQ   | 6,228  | 850  | \$43,596  | \$15,570    |  | \$3,114   |  | \$62,280    |
| 860 | Surry County Schools              | HRMS    | LINQ   | 8,346  | 1011 | \$58,422  | \$20,865    |  | \$4,173   |  | \$83,460    |
| 862 | Mount Airy City Schools           | LINQ HR | LINQ   | 1,665  | 214  | \$11,655  | \$14,995    |  | \$2,999   |  | \$29,649    |
| 880 | Transylvania County Schools       | LINQ HR | LINQ   | 3,449  | 490  | \$24,143  | \$14,995    |  | \$2,999   |  | \$42,137    |
| 890 | Tyrrell County Schools            | LINQ HR | LINQ   | 692    | 105  | \$4,844   | \$14,995    |  | \$2,999   |  | \$22,838    |

|     |                             |                |                |         |       |                    |                     |                    |                    |                    |                     |
|-----|-----------------------------|----------------|----------------|---------|-------|--------------------|---------------------|--------------------|--------------------|--------------------|---------------------|
| 910 | Vance County Schools        | LINQ HR        | LINQ           | 6,301   | 956   | \$44,107           | \$15,753            |                    | \$3,151            |                    | \$63,010            |
| 920 | Wake County Schools         | Oracle On Prem | Oracle On Prem | 160,700 | 18423 | \$950,000          | \$21,000,000        | \$1,700,000        | \$750,000          | \$5,500,000        | \$29,900,000        |
| 930 | Warren County Schools       | LINQ HR        | LINQ           | 2,506   | 322   | \$17,542           | \$14,995            |                    | \$2,999            |                    | \$35,536            |
| 950 | Watauga County Schools      | HRMS           | LINQ           | 4,691   | 597   | \$32,837           | \$14,995            |                    | \$2,999            |                    | \$50,831            |
| 960 | Wayne County Public Schools | LINQ HR        | LINQ           | 19,005  | 2353  | \$133,035          | \$47,513            |                    | \$9,503            |                    | \$190,050           |
| 970 | Wilkes County Schools       | LINQ HR        | LINQ           | 9,922   | 1196  | \$69,454           | \$24,805            |                    | \$4,961            |                    | \$99,220            |
| 980 | Wilson County Schools       | LINQ HR        | LINQ           | 11,924  | 1244  | \$83,468           | \$29,810            |                    | \$5,962            |                    | \$119,240           |
| 990 | Yadkin County Schools       | LINQ HR        | LINQ           | 5,606   | 715   | \$39,242           | \$14,995            |                    | \$2,999            |                    | \$57,236            |
| 995 | Yancey County Schools       | HRMS           | SunPac         | 2,255   | 347   | \$14,658           | \$50,000            |                    | \$10,000           |                    | \$74,658            |
|     | <b>Totals</b>               |                |                |         |       | <b>\$7,351,979</b> | <b>\$27,270,249</b> | <b>\$1,700,000</b> | <b>\$2,182,027</b> | <b>\$5,500,000</b> | <b>\$44,004,245</b> |