

Business Operations
Ofelia San Pedro, Deputy Superintendent

SUBJECT: REQUEST APPROVAL FROM THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, TO SELECT SAP PUBLIC SERVICES, INC. AS THE PROVIDER OF ENTERPRISE RESOURCE PLANNING (ERP) SOFTWARE, PURSUANT TO REQUEST FOR PROPOSALS NO. 102-FF04

COMMITTEE: INNOVATION, EFFICIENCY & GOVERNMENTAL RELATIONS

The purpose of this Request For Proposals, opened on May 31, 2006, is to select the Enterprise Resource Planning (ERP) software that will provide the District with an integrated business solution, for finance and human resources.

The Enterprise Resource Planning software will provide a single, uniform program across operational activities, within Finance and Human Resources. Currently, the District utilizes cumbersome legacy systems that do not communicate with one another across functions and locations. This leads to inefficient processes that involve many manual and duplicate efforts by staff. The ERP software solution will reduce the aforementioned inefficiency, thereby, providing for central office to better service our schools, improve the effectiveness of essential District operations, reduce/eliminate paperwork and redundant manual processes, increase accountability and transparency in the use of public funds, and provide better and timely data for decision makers and stakeholders. This project is part of the District's Comprehensive Information Technology Blueprint, approved by the School Board at the December 14, 2005, meeting.

Phase I of the multi-year project, awarded to AnswerThink, was an analysis of the District's current business practices. Best practices from both the public and private sector were identified, and a gap analysis was completed based on current processes compared to the ideal future environment. Along with District staff, Answerthink mapped out a future environment for the District comprised of existing processes that are currently effective and new processes that were deemed both highly valuable and highly achievable. This information was used to draft a detailed RFP for ERP software which clearly identified over 2500 specific process requirements across Finance and Human Resources.

Phase II is the selection of software only. The attached reports from the ERP subcommittee, dated June 29, 2006, and July 18, 2006, summarize the subcommittee's findings and evaluation methods, resulting in a suggestion for an ERP software solution to the Selection Committee. Equally important, these reports provide a framework of best practices to achieve ERP success that has been aggregated from independent research companies, as well as visits to and calls with comparable K-12 Districts engaging in ERP implementations.

Six (6) vendors responded to the advertised solicitation. A meeting of the Selection Committee to evaluate proposals received in response to the Request For Proposals was held on June 15, 2006. Four (4) proposals were presented for consideration, Oracle USA, Inc. (Peoplesoft Enterprise Application), Oracle USA, Inc. (E-Business Application), Tyler Technologies' MUNIS Division and SAP Public Services, Inc. Tyler Technologies' MUNIS Division was deemed non-responsive. After significant discussion, a motion was passed to recommend three vendors, Oracle USA, Inc. (Peoplesoft Enterprise Application), Oracle USA, Inc. (E-Business Application) and SAP Public Services, Inc., to participate in oral presentations and scripted demonstrations of the software. On June 19-27, 2006, the Selection Committee, Steering Committee and Project Management Office subcommittee were called to hear presentations from the three (3) vendors. The committee convened on June 29, 2006, to receive the report from the sub-committee, regarding the scripted demonstrations and reference checks. After significant discussion, a motion was passed to have subcommittee teams consisting of subject matter experts visit Los Angeles Unified School District, Chicago Public Schools, Orange County Public Schools and St. Johns County School District, to view the products in use. A final meeting of the Selection Committee was held on July 18, 2006. The Selection Committee chose to recommend SAP Public Services, Inc. for award.

Phase III will entail the issuance of a Request For Proposals for implementation services and the selection of a qualified vendor. The Request For Proposals will specifically detail the need for the responding vendors to have the ability to implement SAP Public Services, Inc. ERP software, should the School Board approve SAP as the recommended software. Upon receipt and evaluation of the proposals for implementation services, a full total cost of ownership will be prepared. In turn, the Board will then be provided with an agenda item that shall encompass the total cost of the ERP project, as well as recommended authorizations of contract amounts for both the software vendor and the implementation services vendor.

Phase IV will be the Implementation Phase of the software. The implementation services vendor will work with District staff to write the integration requirements, determine performance specifications and develop the final hardware requirements. More so, this vendor will assist in the development of timelines, and will ensure timely implementation of the ERP software. Additionally, this phase will include the training of District personnel in the new system and workflow processes.

RECOMMENDED: That The School Board of Miami-Dade County, Florida, **AUTHORIZE** the Superintendent of Schools to select SAP Public Services, Inc., pursuant to Request For Proposals No. 102-FF04 – ENTERPRISE RESOURCE PLANNING (ERP) SOFTWARE. In turn, the District will be authorized to send out Request For Proposals for the implementation of SAP Public Services, Inc., ERP software. Subsequently, the District will present the School Board with a recommendation for an implementation services vendor; recommendations to enter into contract negotiations with both the software and implementation services vendors; and a Total Cost of Ownership analysis for the ERP initiative.

1. SAP PUBLIC SERVICES, INC.
3999 WEST CHESTER PIKE
NEWTON SQUARE, PA 19073

Highest Rated Proposal.

Request for Proposals 102-FF04
Enterprise Resource Software (ERP)

Selection Committee

Ms. Ofelia San Pedro, Deputy Superintendent, Business Operations

Mr. Martin A. Berkowitz, Chief Financial Officer

Ms. Mariaelena Vidal, Executive Officer, Human Resources

Ms. Patricia Freeman, Director, MWBE and Related Services

Ms. Deborah Karcher, Executive Officer, Information Technology Services

Ms. Kathleen Caballero, Director, Region II

Mr. Richard Porto, CIO, City of Miami

Mr. Allen Vann, Chief Auditor (non-voting)

Mr. Joseph Gomez, Assistant Superintendent, Procurement Management
Services (non-voting)

Ms. Linda Leasburg-Kramer, Supervisor, Procurement Management (non-voting)

Request for Proposals 102-FF04
Enterprise Resource Software (ERP)

Steering Committee

Ms. Kimberly Gaines, Compensation Administration
Mr. Allen Vann, Auditing
Ms. Deborah Karcher, Information Technology Services
Mr. Martin A. Berkowitz, Finance
Ms. Maria Vidal, Human Resources
Mr. Joseph Gomez, Procurement Management
Mr. George Balsa, Performance Improvement
Ms. Kathleen Caballero, Region II Operations
Ms. Tiffanie Pauline, Budget
Mr. Salomon Guajardo, Budget
Ms. Connie Pou, Controller
Ms. Silvia Rojas, Treasury

PMOs

Mr. Peter Shulman, Business Operations
Ms. Dina Pearlman, Audit
Mr. Eric Ojeda, Accounts Payable
Mr. Christopher DeOgburn, Compensation Administration
Mr. Joseph Flynn, Risk and Benefits
Ms. Odalis Garces, Payroll
Mr. Terrance Ferguson, Accounting
Mr. Leonardo Fernandez, Treasury
Mr. William Bevan, Human Resources
Ms. Cindy Soell, HR (Recruiting and Staffing)
Ms. Joanne Koski, Procurement
Ms. Linda Jones, Information Technology Services
Ms. Judy Marte, Grants
Ms. Ana Ramos, Budget
Ms. Genie Sanchez, Budget

To: ERP Software Selection Committee for RFP No. 102-FF04 (the "RFP")

From: ERP Subcommittee as appointed by the Selection Committee on 6/15/06

Re: REQUEST FOR PROPOSAL NO. 102-FF04 Enterprise Resource Planning Software (ERP)

Date: 6/29/2006

Based upon a directive from Selection Committee on the June 15, 2006 meeting, a subcommittee was created to evaluate the following three software vendors and provide a suggestion to the Selection Committee at today's public meeting:

- Oracle: Peoplesoft
- Oracle: E-business
- SAP

This subcommittee was composed of M-DCPS employees with functional knowledge of Finance, Human Resources and Procurement. The software suggestion and support documentation provided in this report represents the collective opinion of the subcommittee.

The analysis of the subcommittee was based upon a total of twenty-four hours of scripted demonstrations for each vendor, a review of the RFP responses provided by the vendors, as well as telephone reference checks for each product. The scope of this subcommittee's evaluation did not exceed the following criteria, as detailed in the RFP, to assess the software vendors:

- Proposer(s)'s ability to provide items specified in the RFP;
- Live demonstration of their product
- Site visits of or conference calls with references, if required
- Overall support services provided by the proposer(s), detailed descriptions of the company's plan to support the implementation of this program for M-DCPS;
- Software price;
- Ability to accommodate M-DCPS district volume (schools, students, vendors, and employees)
- Ability to prevent unauthorized access to sensitive data through role based security and/or encryption schemes;
- Toll free support line available to all sites;
- Software maintenance costs and associated multi-year caps;
- Required additional hardware/software costs if any;
- Training costs;
- Any additional unidentified costs associated with operating the application.

Based upon this aforementioned criteria, the subcommittee suggests the Selection Committee recommend SAP to the School Board at the July 12, 2006 School Board Meeting.

However, Oracle's E-business software also proved extremely capable and would meet much of the District's ERP needs.

Please refer to the following page for documentation on functional-specific analyses by the subcommittee. Please note that the following documentation was not used as a method of scoring the vendors, but rather this documentation served as a tool the subcommittee utilized to outline their opinions on each vendor's capability within module-specific functions. While the individual module demonstrations reflected varying degrees of performance, the subcommittee's suggestion is based upon consideration of the totality of each vendor's offerings.

The subcommittee trusts that the information being provided will assist the Selection Committee as it continues in its decision making process. The subcommittee stands ready to discuss the methods and details of its analyses, or to conduct further investigation.

Suggested Vendors in Functional Areas*

<u>Functional Area</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	<u>Narrative</u>
General Overview	E-Business**	SAP	Peoplesoft**	"General Overview" encompasses end-user interface, reporting, look & feel, tools and more.
ITS/Security	SAP	Peoplesoft	E-Business	SAP will allow us to leverage our SQL talent. In turn, costs can be reduced by keeping our existing database. More so, SAP is a Cognos platinum partner.
Accounts Payable	E-Business	SAP	Peoplesoft	EB brings us closest to the future state vision and requires the fewest customizations.
Accounts Receivable	E-Business	SAP	Peoplesoft	EB meets functionality requirements with intuitive end-user interface.
Business Performance Reporting	SAP	E-Business	----	SAP offers flexible integration with current Budget projects. SAP can accommodate multiple scenarios and "what if" functions.
Cash & Capital Management	E-Business	Peoplesoft	SAP	Note Treasury department is currently looking to continue using Sunguard
Finance & Operational Planning	SAP	E-Business	----	SAP offers flexible integration with current Budget projects. SAP can accommodate multiple scenarios and "what if" functions.
Fixed Assets	E-Business	SAP	Peoplesoft	EB meets functionality requirements with intuitive end-user interface.
General Ledger	E-Business	SAP	Peoplesoft	EB meets functionality requirements with intuitive end-user interface.
Outlook	SAP	E-Business	----	SAP offers flexible integration with current Budget projects. SAP can accommodate multiple scenarios and "what if" functions.
Grants	SAP	Peoplesoft	E-Business	SAP requires the least customization in this area. LAUSD provided a strong recommendation.
Contract Mgmt.	E-Business	Peoplesoft	SAP	EB functionality in this areas best accomodates the future-state requirements detailed in the District's ERP Phase 1 initiative
Inventory Mgmt.	E-Business	SAP	Peoplesoft	EB functionality in this areas best accomodates the future-state requirements detailed in the District's ERP Phase 1 initiative

Suggested Vendors in Functional Areas*

<u>Functional Area</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	<u>Narrative</u>
Procurement Transactional	E-Business	Peoplesoft	SAP	EB functionality in this areas best accommodates the future-state requirements detailed in the District's ERP Phase 1 initiative
Sourcing	E-Business	Peoplesoft	SAP	EB functionality in this areas best accommodates the future-state requirements detailed in the District's ERP Phase 1 initiative
Supply Data Mgmt.	E-Business	Peoplesoft	SAP	EB functionality in this areas best accommodates the future-state requirements detailed in the District's ERP Phase 1 initiative
Benefits	E-Business	Peoplesoft	SAP	EB meets the majority of the districts benefits requirements, more so than the other vendors.
Compensation Administration	E-Business	Peoplesoft	SAP	EB offers easy configuration of complex contractual business rules.
Organizational Effectiveness	SAP	E-Business	Peoplesoft	SAP can be leveraged in large K12 districts (e.g. LAUSD, Broward, Orange) to accommodate this functional area
Exit Management	SAP	E-Business	Peoplesoft	SAP can be leveraged in large K12 districts (e.g. LAUSD, Broward, Orange) to accommodate this functional area
Payroll	E-Business	SAP	Peoplesoft	EB can best meet our unique requirements, requires less configuration and is more user-friendly than the other vendors.
Recruiting & Staffing	SAP	E-Business	Peoplesoft	SAP can be leveraged in large K12 districts (e.g. LAUSD, Broward, Orange) to accommodate this functional area
Time & Attendance	E-Business	SAP	Peoplesoft	EB can best meet our unique requirements, requires less configuration and is more user-friendly than the other vendors.
Travel & Expense	SAP	E-Business	Peoplesoft	SAP provides the most comprehensive offering to meet our Travel & Expense needs.

*Vendors not listed are not suggested for use

**E-Business and Peoplesoft are referred to as "EB" and "PS", respectively, in the narrative portion.

To: ERP Software Selection Committee for RFP No. 102-FF04 (the "RFP")

From: ERP Subcommittee as appointed by the Selection Committee on 6/15/06

Re: REQUEST FOR PROPOSAL NO. 102-FF04 Enterprise Resource Planning Software (ERP)

Date: July 18, 2006

Based upon a directive from Selection Committee on the June 29, 2006 meeting, the subcommittee was asked to complete site visitations of the following school districts to evaluate their ERP software solutions:

- Los Angeles Unified School District (SAP)
- Chicago Public Schools (Oracle E-Business)
- Orange County Public Schools (SAP)
- St. Johns County School District (Oracle E-Business)

The members of the subcommittee that visited each of the aforementioned districts were comprised of M-DCPS employees with functional knowledge of Finance, Human Resources and Procurement. The software summary and support documentation provided in this report represents the collective opinion of the subcommittee.

The scope of this subcommittee's evaluation did not exceed the following criteria, as detailed in the RFP, to assess the software vendors:

- Proposer(s)'s ability to provide items specified in the RFP;
- Live demonstration of their product
- Site visits of or conference calls with references, if required
- Overall support services provided by the proposer(s), detailed descriptions of the company's plan to support the implementation of this program for M-DCPS;
- Software price;
- Ability to accommodate M-DCPS district volume (schools, students, vendors, and employees)
- Ability to prevent unauthorized access to sensitive data through role based security and/or encryption schemes;
- Toll free support line available to all sites;
- Software maintenance costs and associated multi-year caps;
- Required additional hardware/software costs if any;
- Training costs;
- Any additional unidentified costs associated with operating the application.

On June 29, 2006 the subcommittee suggested the Selection Committee recommend SAP to the MDCPS School Board. Our suggestion remains unchanged based upon the site visitations and feedback from existing K-12 users. A summary report of both vendor's strengths and weaknesses, as observed, is below:

SAP

Strengths:

- Currently 4 of the top 10 public school districts in the country use SAP. More over, 4 of the largest Florida districts use SAP. Currently these Florida districts have technology and code written to interface with the State that MDCPS could leverage. Should MDCPS implement SAP, over 1 million students in the state of Florida will be impacted by systems running SAP. This is a potentially powerful tool to effect change at the state level.
- Very robust product as specifically shown by the following modules: Grants; Payroll; Budget; E-Recruiting. This includes real-time updates in all modules (not batch)
- Forces organizations into "best practice" scenarios, thereby forcing accountability and process control.
- "Out-of-the-box" reporting and report creation are both very user friendly
- Adobe fill-able forms and MS Office partnership (Duet)
- "Content Help" creation tool is user friendly and robust

Weaknesses:

- The application is more rigid than Oracle E-Business. Customizations are more difficult to create.
- No training tool embedded in the software. A third-party provider is needed to fill this void.
- Multiple assignments can be are needed for SAP according to LAUSD. However, LAUSD discovered a workaround known as a "super position."

Summary:

SAP appears to be a more powerful package "out-of-the-box." However, SAP is less flexible and forgiving of process deviation. MDCPS must establish commitment to processes and best practices of SAP to successfully implement this ERP software solution.

Oracle E-Business

Strengths

- Oracle Database seamlessly integrates to Oracle E-Business product.
- Built-in real-time data warehouse
- UPK – User Productivity Kit is an effective training tool

- The iProcurement, Public Sector Budgeting, and General Ledger modules, as demonstrated by Chicago, work well and can be implemented effectively.

Weaknesses:

- Lack of K12 implementations nationwide. There is very little ability to leverage the experience of peer districts, especially in Florida.
- Updates done via a batch process
- HR modules do not meet needs for K12 and third-party bolt-ons have been needed to provide functionality

Summary:

Oracle E-business requires considerably more configuration and modification “out of the box” to fit the needs of K12. Additionally, a lack of peer support and existing body of K12 experience would add to the difficulty of implementing this software solution.

Additional Notes:

Cost: Based upon the site visitations and reference calls, the subcommittee believes the Total Cost of Ownership of both products is very similar over a 10-year span.

Employment: Based upon the site visitations and reference calls, the subcommittee believes that there are significant hurdles in acquiring/developing/retaining talent for both SAP and Oracle E-business.

Kronos: Chicago is using Kronos effectively for time and attendance. All employees swipe a time card each day.

Please refer to the attached report for school-district specific findings.

Regardless of the ERP Software the Selection Committee recommends to the School Board, the subcommittee felt a duty to report on the essential ERP strategies they learned about during their site visits and reference calls. Below are major areas and initiatives that must be addressed prior to any implementation and may be helpful for the Selection Committee in making a software recommendation to the School Board.

1. Spend the time to research and map out as-is work-flow and plan new processes according to Best Practices. MDCPS must expand on the work done with Answerthink over the Phase 1 initiative to provide a deeper understanding of our current and future processes.
2. MDCPS must be committed to the use of Best Practices. This commitment must be evident within and from all levels, departments, and school sites.

Configuring and customizing ERP software to meet our existing processes will be a costly endeavor that often does not provide the enhanced effectiveness and efficiencies that ERP systems are capable of providing.

3. ERP implementations require proper and sufficient staff allocation. This includes positioning subject matter experts in each department to be dedicated solely to ERP. These positions should be backfilled over the course of the implementation.
4. MDCPS must accurately estimate hardware needs. Based upon site visits to Los Angeles and Chicago, our subcommittee noted that current estimates of MDCPS hardware needs have been underestimated and should be re-visited.
5. The ERP initiative must have the continued support and commitment from all levels of the district to mandate the cooperation and departmental commitment to change of process. This includes, but is not limited to, cabinet members, School Board members, union representatives, principals and teachers.
6. MDCPS must remember that the ERP initiative is to help us better serve our students.

Please refer to the attached report for school-district specific findings. The subcommittee trusts that the information being provided will assist the Selection Committee as it continues in its decision making process. The subcommittee stands ready to discuss the methods and details of its findings, or to conduct further investigation.

Distri	Los Angeles Unified School District (LAUSD)	Chicago Public (CPS)	Orange County Public Schools	St Johns County District	col
Contact	Anne Valenzuela-Smith, Executive Director ERP	Jerome Goudeock, Director HR and Finance Info Systems Prasad Nettem, IT	Pat Yankowich, Business Process Specialist Charles Thompson, CIO	Conley Weiss, CFO	
Software Used	SAP	E-Business	SAP 4.7	Oracle E-Business 11i	
General Information					
Employees	86,000	47,000	20,000	3,000	
Students	746,000	427,000	177,000	14,600	
ERP Budget	\$95 million over a 5-year span.	ERP Budget for E-business (1999) \$40 million (2004) purchased more modules for 2.5 million plus 1.4 million annual maintenance cost. CPS is currently installing Oracle PeopleSoft for HR even though they purchased HR for E-Business in 1999. PeopleSoft fits their business process better.			
Resources	200 dedicated staff: 100 internal, 100 contracted. Note LAUSD currently in implementation.	In addition to functional areas it takes 11 IT resources to support E-Business			
Integrator	Deloitte & Touche	Solbourne and Outside Contractors	SAP and Ciber	Solbourne and Outside Contractors	
Time Spent on Process mapping	1 year	2 years	9 months	n/a	
System software is running	AIX (IBM)	UNIX but moving to Linux		Linux	
Project Implementation	Project being implemented in 3 phases over 27 months not including mapping time. Currently live with General	Current Utilized Oracle Applications Public Sector General Ledger, Public Sector Payables, Public	1 st implementation (1999) 9 months, second release (2005) took 1 year, including process mapping. They	18 months (12 months to go live and 6 months of monitoring and fixes) Only implemented Finance. Did not utilize HR. Not	

District	Los Angeles Unified School District (LAUSD)	Chicago Public Schools (CPS)	Orange County Public Schools	St Johns County School District
	<p>Ledger, Funds Management, Projects, Grants, A/R, and Cost Distribution.</p>	<p>Sector Receivables, Public Sector Budgeting, Purchasing, iProcurement, iSupplier Portal, Treasury, Cash Management, Human Resources, Position Control. Project still not fully implemented.</p>	<p>considered this a misstep in their implementation. Implemented all modules. Not all functionalities are being utilized in all modules.</p>	<p>all functionalities in finance being utilized.</p>
<p>Recommendations for a Successful Implementation</p>	<ul style="list-style-type: none"> • Perform detail process mapping • Minimize customizations • Focus on training • Implement finance first • Have Integrator provide a physical location for the implementation team • Take you best people out of their current positions for your ERP implementation • Make certain your implementer makes your software partner a meaningful partner in your implementation • Make certain your implementer has K12 experience • Only provide access to users that have been properly trained 	<ul style="list-style-type: none"> • Develop a purge strategy • Hire a strong application DBA and an Oracle DBA • Oracle programmer must have strong PLSQL skills • If you outsource your hardware maintenance make sure you have tight service level agreements (SLA) • Run Real Application Cluster (RAC) in your QA environment as well as your production environment • You need additional third party tools for a successful implementation • Dedicated change management and training team 	<ul style="list-style-type: none"> • Planning and communication is critical. • Upper management must be the support and drive process. They need to be the champion of the cultural change. • Develop MOU with unions and keep ultimate users involved in process • Stressed need to define processes. This is critical. Take the time and don't be afraid to delay implementation until this is done right. 	<ul style="list-style-type: none"> • Don't piecemeal implement all at once. • Make sure implementer has K12 experience. Carefully interview personnel. • Make sure SME/Business Lead is removed from daily activity • Training and Implementing go hand in hand

District	Los Angeles Unified School District (LAUSD)	Chicago Public (CPS)	Orange County Public Schools	St Johns County District
	<ul style="list-style-type: none"> • Only turn on features when users have been trained • Network with others that have implemented before you • Upper management must champion this project • Signed charter • Reference check every member on the implementation team • Have implementer demonstrate their project management tools • Include acceptable minimum requirements in your contracts for example a 2 second response time • Require in contract that the only reason the implementer can remove someone from the implementation team is if they leave their company • Have representatives from schools and unions on the implementation team • In-house team should 		<ul style="list-style-type: none"> • District must take ownership of objectives and process. Software vendor and implementer will be more than willing to do but success will be achieved in district developing, understanding and owning objectives and process. • Implementer should have K-12 experience. • Business Process Specialist should be removed from daily activities and recommend placing off-site if possible. 	

District	Los Angeles Unified School District (LAUSD)	Chicago Public Schools (CPS)	Orange County Public Schools	St Johns County School District
	<p>have a functional team, a technology and an organizational readiness team.</p>			
<p>Outstanding Features Demonstrated</p>	<ul style="list-style-type: none"> • Grants module 	<ul style="list-style-type: none"> • Purchasing • XML Publisher 	<ul style="list-style-type: none"> • Account Inquiry • Deferred Compensation • E-Recruiting • Reporting 	

District	Los Angeles Unified School District (LAUSD)	Chicago Public (CPS)	Orange County Public Schools	St Johns County District
Concerns	<ul style="list-style-type: none"> • Report showing account available balance could not be demonstrated • GUI is being used for power users • GUI does not work on a Macintosh • Cost of SAP resources • One of the first feature users turn off is workflow • Workflow is managed manually • No standardized naming of the account structure elements between modules • We under estimated the number of servers require • Some feature are not working with web version 	<ul style="list-style-type: none"> • M-DCPS hardware estimates are too low. Chicago has 6 servers just for the production environment. • Oracle screens were customized for schools • Reporting is being done out of two systems • Java is being used for power users • CPS had performance issues with their hardware. They have decided to outsource hardware management for their PeopleSoft project. • Batch process required to update general ledger although reflected in funds inquiry immediately • CPS paid maintenance on modules they had not implemented • CPS did not have dedicated resources for this project • High turnover 	<ul style="list-style-type: none"> • Implemented all modules at one time during the first implementation and it was a disaster. Needs to be phased. • Implementer should have K-12 experience. Their buy-in is necessary to succeed. Advertise process. • Corporate culture resulted in first implementation going wrong. • Did too many customizations first implementation 	<ul style="list-style-type: none"> • Took more steps at school site do perform similar functions as compared to software at Orange County • System froze during "T" account transaction. • Major restructuring was required in IT department • No state user group and only 7 to 10 schools nationally using. Useful for DBA only • Most activities are still very manual. Payroll sheets are printed • schools send to district for input. Requisitions entered free-form. • Budgets done in excel. • Have no confidence in HR functions and use PATS third party software for HR recruitment. • HR database required update for a minimum of 10 lines for each employee. Too time consuming to manage database.

District	Los Angeles Unified School District (LAUSD)	Chicago Public Schools (CPS)	Orange County Public Schools	St Johns County School District
	<p>Additional Notes</p> <ul style="list-style-type: none"> • SAP audits to verify you have proper license once a year • Additional third party tools are required to for a successful implementation 	<p>Additional Notes</p> <ul style="list-style-type: none"> • CPS is going live with PeopleSoft HR first quarter 2007 • CPS changed the system to fit current processes in first implementation • They said the organization was not ready for an ERP in 1999 • CPS has 10 years of historical data • Kronos is being used and everybody swipes a card including the Superintendent • Payroll clerks still enter sick and vacation requests • All unions have the same fringe benefits • Bus Drivers are contracted • 2004 CPS went live with Public Sector Budgeting. It took 5 months and 20 resources. • AP and Purchasing departments were able to substantially reduce staff • CPS cautioned us not to implement 		<ul style="list-style-type: none"> • Can get report showing year end numbers but loose detail • Use a SQL database search every night against data to search for errors in order to maintain integrity. • Application does not work on Apple. Used to be a very heavy Apple district and is now a heavy PC user. • Very small district. CFO still reviews each schools budget and expenditures. All schools are visited once a month. • State selected for audit of ERP implementation and was critical.

Distr	Los Angeles Unified School District (LAUSD)	Chicago Public (CPS)	Orange County Public Schools	St Johns County District	Job
		<p>ERS in AP because of the problems they had with their vendors</p> <ul style="list-style-type: none"> • Mainframe hardware support is being outsourced • CPS has two scheduled shut downs a week. One day is for database maintenance and another day for all other required maintenance. • Large implementation companies not always best choice 			

District	Los Angeles Unified School District (LAUSD)	Chicago Public Schools (CPS)	Orange County Public Schools	St Johns County School District
<p>Comments heard in District Presentations</p>	<ul style="list-style-type: none"> Buy a car you pick SAP, build a car you pick Oracle The good thing about SAP is that it is integrated and the bad thing about SAP is that it is integrated SAP is less flexible than Oracle 		<ul style="list-style-type: none"> Install vanilla and make sure the customization is required due to state or board procedure requirement. Can't have too much hardware Create multiple environments (development, testing, training etc.) State and national user groups are very useful Personnel have been difficult to find but once hired they have stayed. Three thoughts from school user – Change is good, - Timesaver and Greater Accountability From School site - The power of the software has overridden any negatives. All problems the first year were blamed on SAP It became an easy target. Base on school sites 	<ul style="list-style-type: none"> State would not provide and approve code links for mandatory reporting Oracle did a lot of customization. Later discovered product could actually do without customization but personnel sent for implementation were not aware of all product functionalities.