



DeKalb County School District Board of Education Update

ERP (Munis) Project

*Board Retreat
January 27, 2020*

Agenda

- Historical Perspective
- ERP System Selection Process
- ERP System Implementation Project Status
- Getting the Project Back on Track

Historical Perspective

Honeywell 200

- First computerized ERP System run by DISPAC Department

1966

1977

Honeywell Bull

- DISPAC Department moved from Indian Creek to North Decatur Road
- Upgraded Bull to Model 80 Bull
- Mini Computers in schools to put terminals on employees' desks.

IBM AS/400 – TERMS

- TERMS bought out by CrossPointe

1997

2017

Tyler Technologies – Munis

ERP System Selection Process

What is Enterprise Resource Planning (ERP)?

Systemic activity that ...

- Integrates financial, budget, and procurement data as well as centralizes tasks and processes districtwide.
- Manages and analyzes employee recruitment, compensation, retention, training, and development.



Rationale for New ERP System in 2015

The following applications used to support the district's ERP processes:

- CrossPointe/TERMS (*HR and Finance Management*)
- PATS (*Applicant Onboarding*)
- HR Portal (*Position Control*)
- School Books (*Local school bookkeeping*)

Concerns in 2015 to present:

- Challenge with internal controls available with these individual systems
- Need for updated technology to support data integration and control capabilities
- Highly customized systems makes it harder to upgrade
- Aged systems and server approaching obsolete, limited to no support from vendor

DCSD ERP RFP Process

- The district hired Northstar Innovations to complete an assessment of the district's ERP process needs.
- Results of this assessment formed requirements for RFP 16-477 released to public in August 2015.
- 10 vendors responded, 3 identified as leading candidates (Infor, Phoenix and Tyler Technologies) in October 2015
- A cross-divisional RFP evaluation team of seventeen (17) District Personnel (Finance, Human Resources, Operations, and Information Technology) selected Tyler Technologies and the Munis ERP solution in March 2016
- BOE approved award of RFP 16-477 to Tyler Technologies on July 11, 2016.



About Selected Vendor: Tyler Technologies

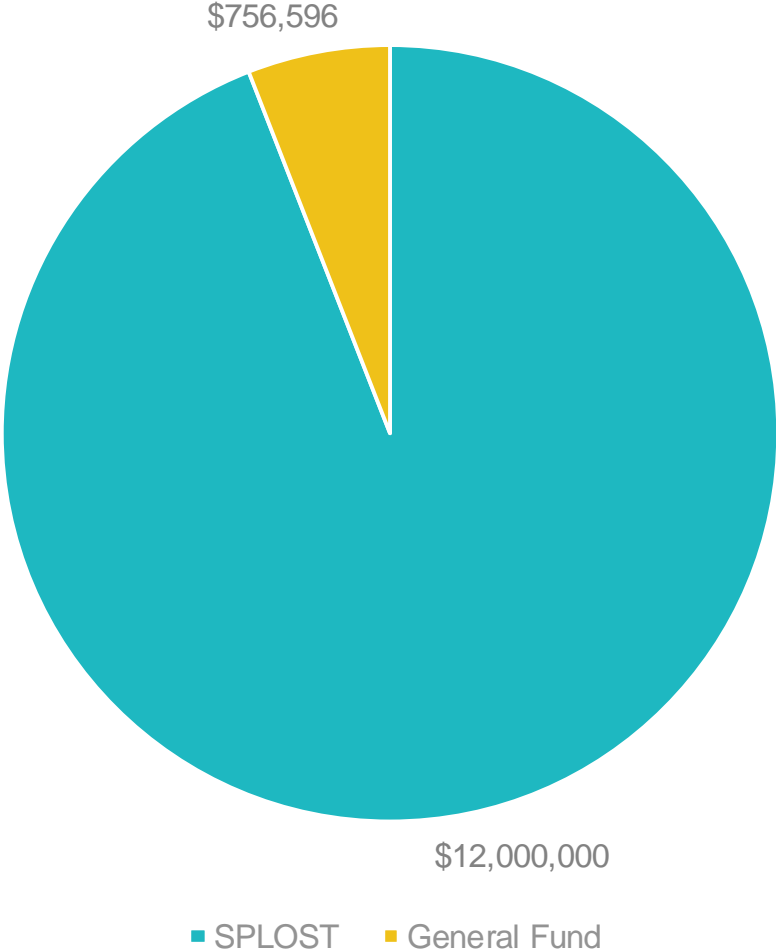
- Tyler Technologies was founded in 1966, exclusively serving the public sector since 1998, with 30+ years dedicated to school solutions
- There are 16 Georgia school districts using Munis.
- Metro-Atlanta districts using Munis.
 - Cherokee County School District
 - Clayton County Public Schools
 - Cobb County School District
 - Forsyth County Schools
 - Henry County Schools
 - Rockdale County Public Schools



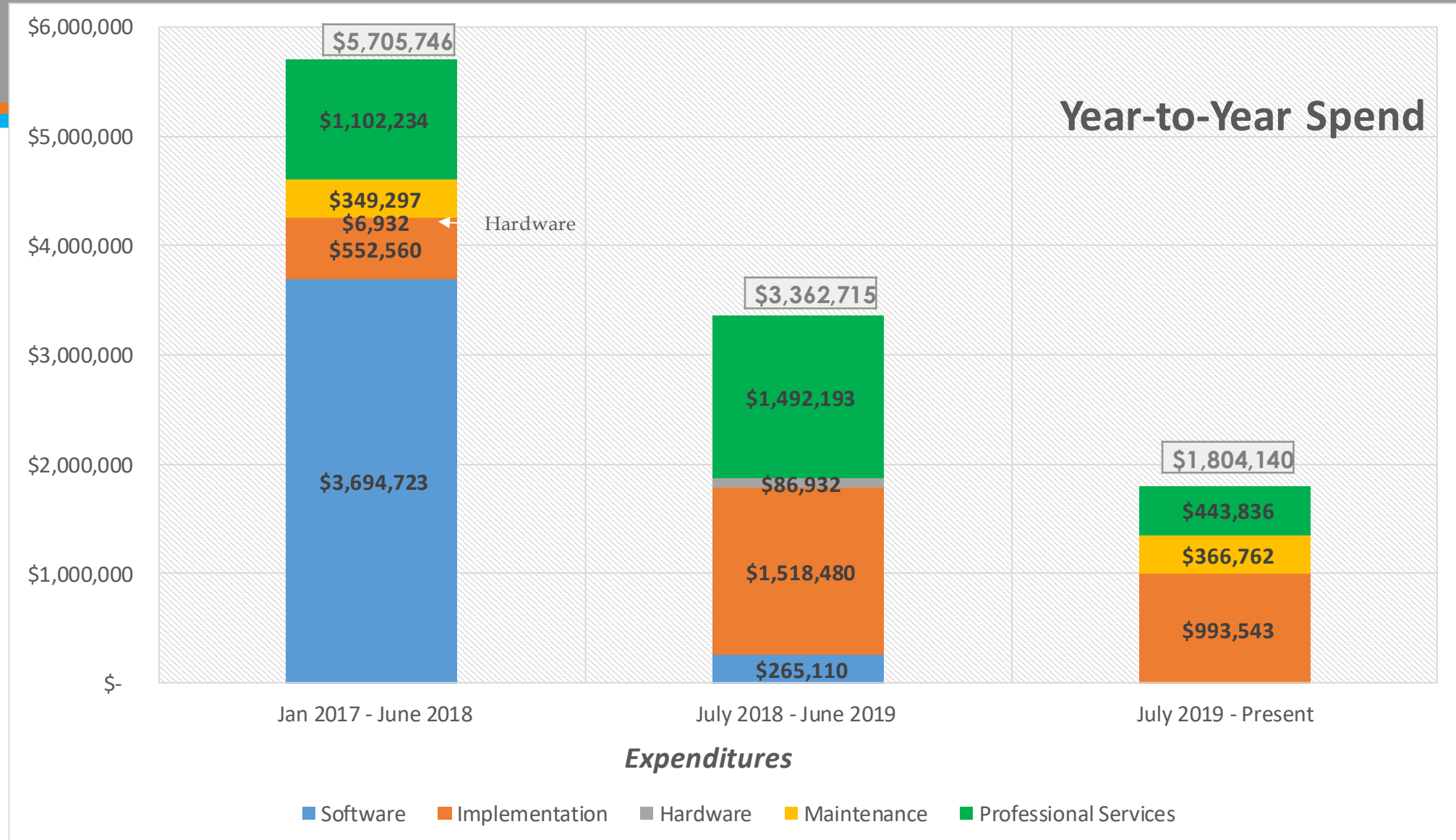
ERP System Project Status

Budget Allocation

Budget Sources



COST CENTER

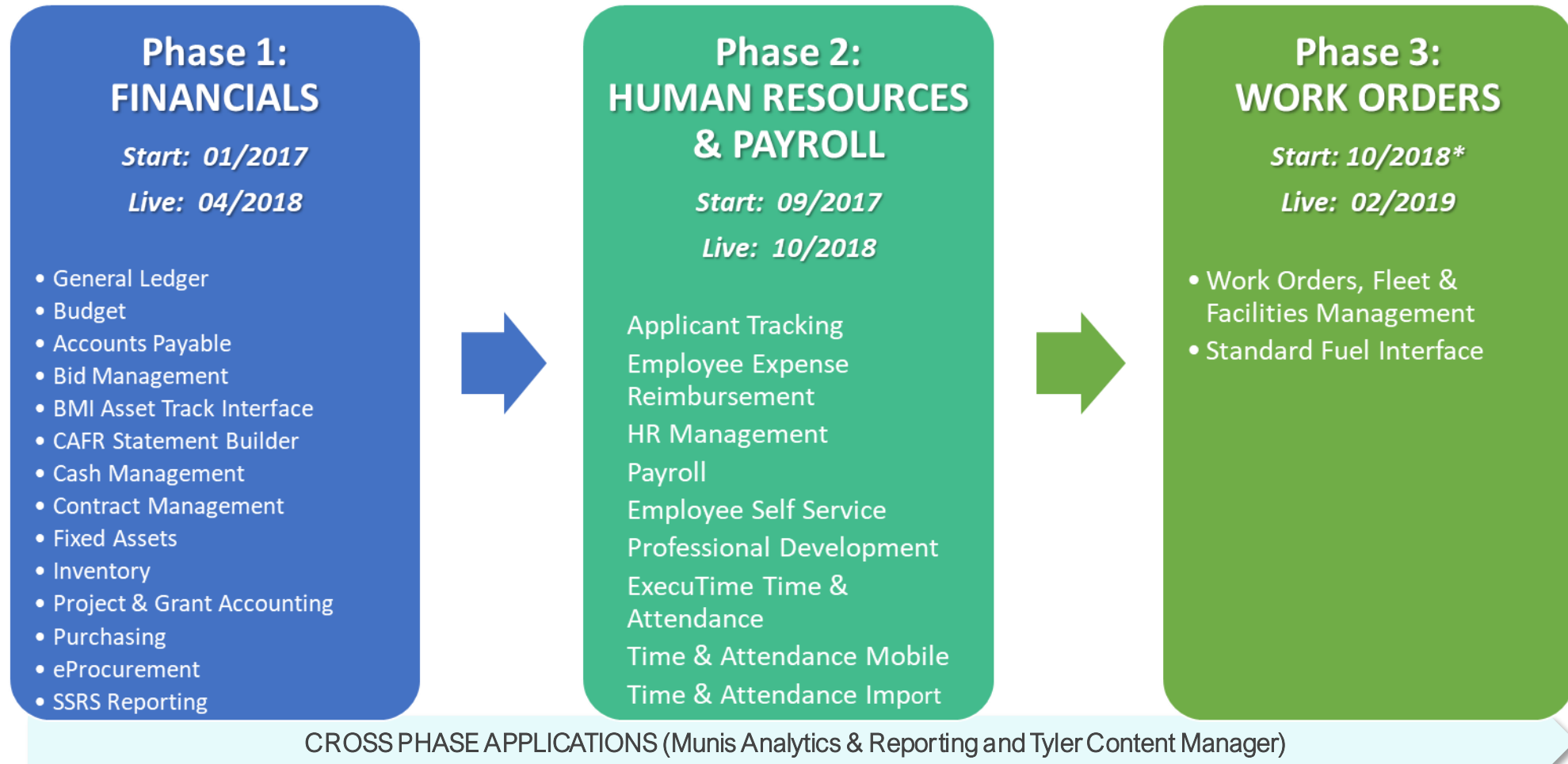


\$10,872,601 of the originally approved \$12,756,596 is the total project spend-to-date.

DeKalb County School District's ERP requirements:

- Address Financial, Human Resource, and Transportation functionality
- Replace the district's existing legacy ERP ecosystem
 - CrossPointe/TERMS (*HR and Finance Management*)
 - PATS (*Applicant Onboarding*)
 - HR Portal (*Position Control*)
 - School Books (*Local school bookkeeping*)
- Provide a state-of-the-art workflow capable system
- Improve communication between functional areas and provide a hierarchy for approvals
- Improve, document, and standardize processes

Original Schedule: Project Phases, Timelines, & Deliverables



The original BOE-approved amount in July 2016 not to exceed \$12,756,596 (\$12 M E-SPLOST V and \$756,596 for annual costs for years 4/5 [SY 2020-2021 and SY 2021-2022]).

Project Successes

To date....

49,137

invoices
processed

21,752

purchase orders
processed

21,049

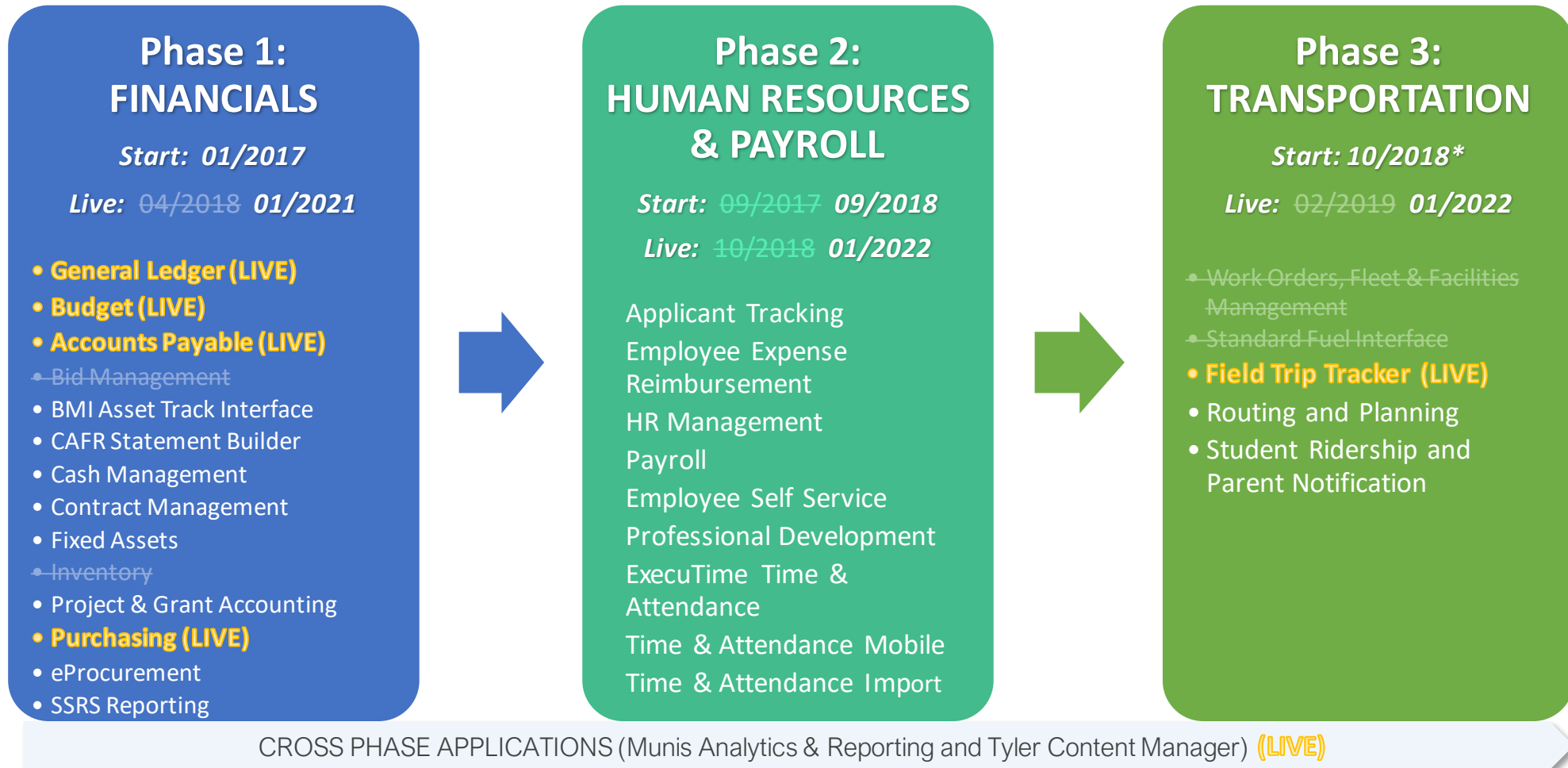
checks
processed

10,549

field trips
processed in
TripTracker

- Improved controls over district purchasing and budgets
- Reduced paper processes supporting Finance functions
- Enhanced efficiency with the Vendor Self Service (VSS) Portal

Current Schedule: Project Phases, Timelines, & Deliverables



The current spend for the project is \$10,872,601.07.

Project Challenges

- Origin of project champion and sponsorship – IT-Led and should have been a collaborative partnership with Finance, HR, IT, & Operations
- Multiple changes in leadership, project scope, & project management
- Loss of key staff with institutional knowledge (Finance, HR, & IT)
- Insufficient staff capacity
- Data conversion impossible due to data accuracy issues
- Abandonment of Tyler's project management methodology
- Milestones and dates slippage
- Budget drain caused due to extended assistance with configuration and repeated training

Summary of Current State

- Timeline has slipped for this project and is being recalibrated.
- Budget is being re-assessed to ensure completion of the project.
- Staff capacity is being assessed for adds, moves, and changes.
- The project goals, resources, and budget are being reconfigured.

**Getting the project
back on track**



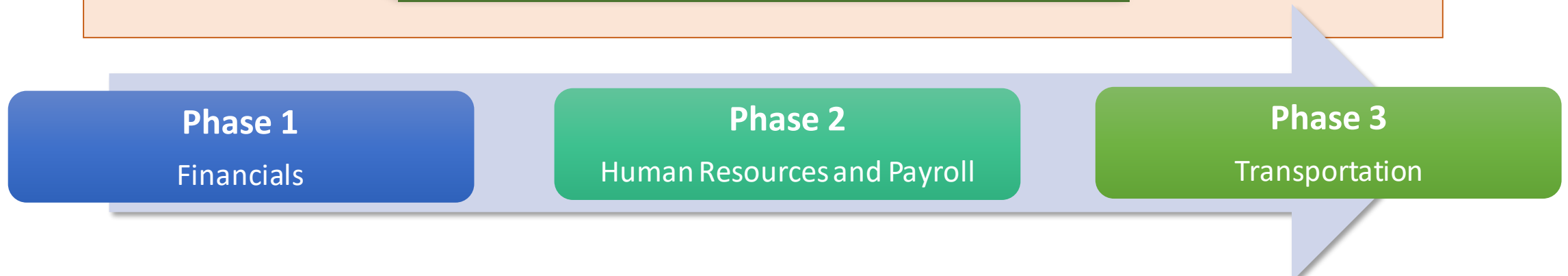
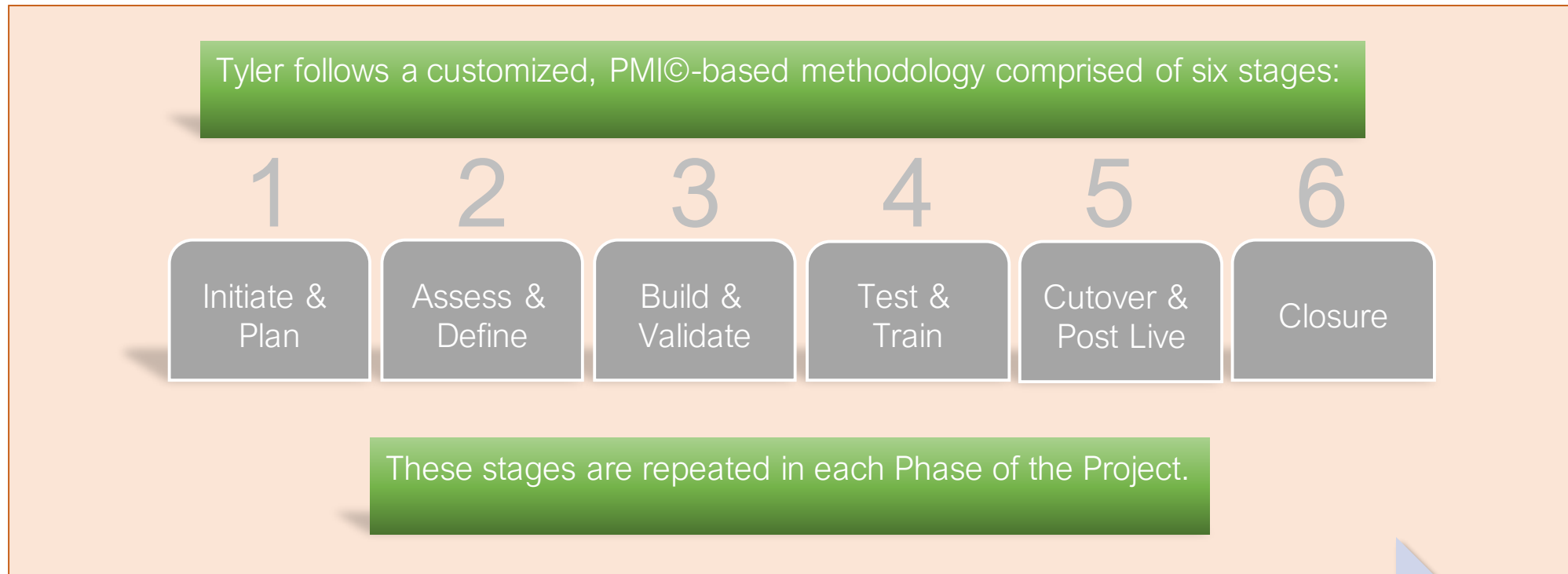
Strategy 1: Re-align and empower new ERP project leadership structure and responsibilities.

- Finance will be guiding the ERP project with partnership from HR, IT, and Operations.
- IT will continue to provide system set up, on-going maintenance, and system support structure.
- Project Management Resources will be reassigned to Finance and HR from IT.



Strategy 2:

Align and connect new leadership structure with vendor and return to proven methodology with an updated timeline.



Strategy 3: Analyze resources and adjust implementation strategy.

- Prioritize getting into **ONE** system (Munis).
- Analyze staff capacity and professional development needs.
- Reorganization of functions and roles in Finance, Human Resources, Information Technology, and Operations.



Next Steps...

- **Adjust timeline, milestones, and resources – while mitigating risks.**
 - Extend Go Live for ALL Phases to January 1, 2022.
 - Request additional funding -- \$4.0 Million (Budget Request FY21) + \$1.5 Mill (February 2020 SPLOST)
- **Re-organize staff to be successful – right people in the right seat and on the right bus.**
 - Finance Reorganization for SY 2020-2021 (budget request FY 21)
 - HR/IT/Operations Reorganization for SY 2020-2021 (budget neutral)



Next Steps (cont'd)...

- **Identify third-party managed services to assist until Go Live.**
 - Accounting, Payroll, Onboarding, Compensation (2020-2022)
- **Verify and prepare data for integration into Munis.**
 - Data Cleanup, Quality Assurance Testing (both internal and third-party assistance) (2020-2022)
- **Review system processes and procedures**
 - Amend/Create New Board Policies and Administrative Regulations (2020-2022)
 - Create new standard operating procedures (SOPs) (2020-2022)



End of Presentation