AGENDA

INFORMATION

I. Welcome and Introductions

II. Level 2 Flowcharting Status

III. Requirements Writing Update
   - Purchasing
   - Accounts Payable
   - General Ledger
   - Budget Development
   - Payroll
   - Human Resources

IV. Informational Bulletin #4064 – Initial Requirements Regional Workshops

V. BEST Project Major Activities (March 2015 – August 2015), including Phase III

BRAEK

VI. Strategy Vendor Update – Selection, Scope and Expectations

VII. BEST Project Change Management – Approach, Survey & Metrics

INPUT

VIII. CAT Input – OCM Metrics

IX. CAT Input – Initial Requirements Regional Workshops

X. Q & A

XI. Next Meeting – July 2015 – Date: TBD
# BEST Project

## Level 2 Flowcharting Progress

as of: 3/31/2015

<table>
<thead>
<tr>
<th>Financials</th>
<th>Payroll</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchasing</td>
<td>Accounts Payable</td>
<td>Personnel Commission</td>
</tr>
<tr>
<td></td>
<td>Budget Development</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Accounts Receivable/Billing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inventory</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Asset Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>General Ledger</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Payroll</td>
<td></td>
</tr>
<tr>
<td>Alhambra USD</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Cerritos College</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>Downey USD</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>Glendale USD</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Hacienda-La Puente USD</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>LACOE</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Lynwood USD</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Palisades Charter HS</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Redondo Beach USD</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Santa Monica Malibu USD</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LEGEND</strong></th>
<th>Flowchart 100% Complete</th>
<th>Flowchart In Progress</th>
</tr>
</thead>
</table>
## BEST Project

### Level 2 Flowcharting Progress

**as of: 3/31/2015**

<table>
<thead>
<tr>
<th>LACOE - SFS 1st Floor</th>
<th>Retirement Reporting</th>
<th>Credentials</th>
<th>Payroll</th>
<th>HRS Operations</th>
<th>Legal Claims</th>
<th>HRS Employee Services (Payroll)</th>
<th>HRS Employee Services</th>
<th>HRS Systems Support</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEGEND</strong></td>
<td>Flowchart 100% Complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>95%</td>
<td></td>
</tr>
</tbody>
</table>

|-----------------------|----------------------------------------|-------------------------------|----------------------------------------|--------------------------|-------------|-----------|----------------|----------------|

<table>
<thead>
<tr>
<th>Banking &amp; Payroll Taxes</th>
<th>Accounting &amp; Budget Support</th>
<th>Commercial Claims</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BEST PROJECT

BUSINESS
ENHANCEMENT —
SYSTEM
TRANSFORMATION
BEST Project
Requirements Writing Update

Presenters:
Paul Landry, Sean Lewis, Lisa-Ann Hinkson, David Chiang, and Daniel Banh

Update for Core Advisory Team (CAT) Meeting
April 2, 2015
Requirements Writing

“Mini-Teams” Metrics

- 61 Team Members have collaborated on >1,800 initial requirements to date

- 37 Requirement Writing Sessions...to date

INITIAL REQUIREMENTS
Requirements Gathering
Methodology

- Mini-Teams meet for several hours a week to write requirements
- Review Level 2 (Business Process) flowcharts to identify requirements from Pilot Districts
- Review sample requirements from other county/city agencies for discussion topics
- Invite Pilot District representatives to attend our requirement writing sessions
Purchasing Requirements
Writing Update

Presenter: Sean Lewis

Update for Core Advisory Team (CAT) Meeting
April 2, 2015
Purchasing Requirement Topics

- General Purchasing system requirements
- Workflow approval configuration
- Vendor setup & maintenance
- Master Agreements / Item Catalogs (new)
- eProcurement (new)
Purchasing Requirement Topics (Continued)

- Purchase Requisition creation & management
- Bid / Quote solicitations and awards (new)
- Purchase Order creation & management
- Receiver creation & management
- Reports, inquiries, and queries
Purchasing Collaboration Opportunities

- Inventory
- Asset Management
- Accounts Payable
Accounts Payable Requirements
Writing Update

Presenter: Lisa-Ann Hinkson

Update for Core Advisory Team (CAT) Meeting
April 2, 2015
Accounts Payable Requirement Topics

- Vendor and Vendor Self-Service
- Invoice / e-Invoice
- Payment Vouchers
- Credit Memos
- Automated Matching
- Credit Card (P-Card Processing)
- Disbursements (Warrants, EFTs)
Accounts Payable Requirement Topics (Continued)

- Disbursement Cancellations
- Warrant / RA Printing
- Check Reconciliation
- Year-End Receipt Accruals
- 1099 / 1042 Processing
- Federal and California External Reporting
- Workflow (all AP docs)
- Interfaces and Reports
Accounts Payable Collaboration Opportunities

- **Coordination with Payroll**
  - Remittance of garnished employee wages to Garnishor Entity
  - Reimbursement of Employee Travel/Mileage

- **Coordination with Procurement**
  - Vendor setup for 1099 / 1042 reportable vendors
  - Automated Matching
  - Retainage release on Vendor Contract Payments

- **Coordination with SFS-Banking Unit**
  - Warrant Reconciliation
  - Payroll Taxes Remittance
General Ledger Requirements
Writing Update

Presenter: David Chiang

Update for Core Advisory Team (CAT) Meeting
April 2, 2015
General Ledger Requirement Topics

- Chart Of Accounts
- Journal Entries
- SACS Validation and DAT File
- Reports / Output
- Workflow Approvals
- Dashboard
General ledger Collaboration Opportunities

- **Payroll**
  - Recording of Payroll Liability in General Ledger through system integration
  - Remitting Payroll Liabilities to Federal and State Agencies

- **SFS Banking**
  - Remitting Payroll Liabilities to Federal and State Agencies
    - Through ERP Payroll System
    - Through ERP Accounts Payable
Budget Development Requirements
Writing Update

Presenter: David Chiang

Update for Core Advisory Team (CAT) Meeting
April 2, 2015
Budget Development Requirements Writing Update

- **PC Budget Demo session**
  - Initial Budget Development
  - On-going Budget Maintenance

- **Budget Development Requirement Writing Sessions** to be scheduled
Budget Development Collaboration Opportunities

- **Payroll**
  - How to extract and import payroll related data
    - Object Code 1xxx to 3xxx (Salaries and Benefits)

- **General Ledger**
  - How to extract and import expenditures related data
    - Object Codes 4xxx to 6xxx (Books and Supplies, Services and Other Operating Expenditures, and Capital Outlay)
Payroll and Time & labor Requirements Writing Update

Presenter: Daniel Banh

Update for Core Advisory Team (CAT) Meeting
April 2, 2015
Payroll Requirement Topics

- Legal Claims
- Third Party Payment for Garnishment payees
- ERP Concurrent Payroll Processing
- Earnings, Deductions, ER Liability & Non-Payroll Payment
- W4
- Payment methods
- Costing (GL Account)
- Transfer to GL
Payroll Requirement Topics (Continued)

- Check Writer
- NACHA (ACH)
- Balance Adjustment
- Quarter end and Fiscal Year End process
- Calendar year end process
- System configuration
- Standard Payroll Reporting
- Tax Withholding Rules.
Time & Labor Requirement Topics

- Online Timecards
- Approval workflow
- Timekeeper
- Time entry rules
- Integrations
  - Time & Labor, Payroll and PTO Plans
Human Resource Requirements
Writing Update

Presenter: Paul Landry

Update for Core Advisory Team (CAT) Meeting
April 2, 2015
Human Resource Requirements Writing Update

- Captured over 250 Human Resource Requirements to date
- At the Initial Requirements Review and District Input Workshops, 13 Human Resource topics will be covered
Human Resource Requirement Topics

- Electronic Personnel Requisition (ePR)
- Employee & Manager Self-Service
- Employment Checklist
- Assignment Changes
- Personal Changes
- Attachments
- Termination Checklist
Human Resource Requirement Topics (Continued)

- Workflow Approvals/Notifications – Key Areas
- Reporting Regulatory
- Reporting – Non-Regulatory & Ad-Hoc
- Leave Management
- Recruitment
- On-boarding
Next Steps

- Review and Understand Current Customizations
- Regional Meetings with Districts to review Initial System Requirements in late April/May (Informational Bulletin #4064)
- Meeting with Community Colleges to discuss their specific requirements
March 18, 2015

TO: Superintendents  
   Business Administrators  
   Human Resources Administrators  
   Los Angeles County School Districts, Charter Schools, and Joint Powers Authorities

FROM: Paul Landry  
   Project Director, BEST Project  
   Technology Services

SUBJECT: Business Enhancement System Transformation (BEST) Project – Initial Requirements Review and District Input Workshops

As a follow-up to Informational Bulletin # 4049, the BEST Project is a multi-year initiative to replace the PeopleSoft Financial System (PSFS) and legacy Human Resource System (HRS) with an integrated Human Capital Management (HCM) and Financial System, often referred to as an Enterprise Resource Planning (ERP) System.

The BEST Core Project Team has been working over the past year with 10 pilot agencies, including seven unified school districts (i.e., Alhambra, Downey, Glendale, Hacienda La Puente, Lynwood, Redondo Beach, and Santa Monica Malibu), Cerritos College, LACOE, and Palisades Charter High School, to streamline their business processes. Additionally, we have captured
As a follow-up to Informational Bulletin # 4049, the BEST Project is a multi-year initiative to replace the PeopleSoft Financial System (PSFS) and legacy Human Resource System (HRS) with an integrated Human Capital Management (HCM) and Financial System, often referred to as an Enterprise Resource Planning (ERP) System.

The BEST Core Project Team has been working over the past year with 10 pilot agencies, including seven unified school districts (i.e., Alhambra, Downey, Glendale, Hacienda La Puente, Lynwood, Redondo Beach, and Santa Monica Malibu), Cerritos College, LACOE, and Palisades Charter High School to flowchart their business processes. Additionally, we have captured initial requirements for the new integrated ERP System.

We are inviting K-12 school district fiscal and human resource personnel to register for regional workshops throughout Los Angeles County to review the initial requirements for the new ERP System and provide input/feedback to the BEST Core Project Team. Each three-day workshop will cover the same information. As such, attendees are asked to register for only one of the regional workshop locations. Sessions A and B will run concurrently each day. There is no charge to attend any of these workshops. The agenda for each workshop day is as follows:

8:00 a.m. – 8:45 a.m.  
Sign-in and Continental Breakfast
8:45 a.m. – 9:15 a.m.  
Welcome, Introductions, and Overview for the Day
9:15 a.m. – 10:30 a.m.  
Review Initial Requirements and Solicit Feedback/Input
10:30 a.m. – 10:45 a.m.  
Break
10:45 a.m. – 12:00 p.m.  
Review Initial Requirements and Solicit Feedback/Input
12:00 p.m. – 1:30 p.m.  
Lunch and Debriefing

Serving Students • Supporting Communities • Leading Educators
Please encourage your staff to register to attend one of the workshops by using the following links:

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Modules/Functional Requirements to Be Reviewed</th>
</tr>
</thead>
</table>
| Monday, April 20, 2015 | Kellogg Conference Center Cal Poly Pomona Pomona, CA | ➢ Session A: General Ledger & Budget Development  
➢ Session B: Inventory |
| Tuesday, April 21, 2015 | Kellogg Conference Center Cal Poly Pomona Pomona, CA | ➢ Session A: Human Resources  
➢ Session B: Purchasing |
| Wednesday, April 22, 2015 | Kellogg Conference Center Cal Poly Pomona Pomona, CA | ➢ Session A: Payroll  
➢ Session B: Accounts Payable |
| Tuesday, April 28, 2015 | Saugus Union School District 24930 Avenue Stanford Santa Clarita, CA 91355 | ➢ Session A: General Ledger & Budget Development  
➢ Session B: Inventory |
| Wednesday, April 29, 2015 | Saugus Union School District 24930 Avenue Stanford Santa Clarita, CA 91355 | ➢ Session A: Human Resources  
➢ Session B: Purchasing |
| Thursday, April 30, 2015 | Saugus Union School District 24930 Avenue Stanford Santa Clarita, CA 91355 | ➢ Session A: Payroll  
➢ Session B: Accounts Payable |
| Monday, May 4, 2015 | Los Angeles County Office of Education – Education Center East 9525 Imperial Highway Downey, CA 90242 | ➢ Session A: General Ledger & Budget Development  
➢ Session B: Inventory |
| Tuesday, May 5, 2015 | Los Angeles County Office of Education – Education Center East 9525 Imperial Highway Downey, CA 90242 | ➢ Session A: Human Resources  
➢ Session B: Purchasing |
| Wednesday, May 6, 2015 | Los Angeles County Office of Education – Education Center East 9525 Imperial Highway Downey, CA 90242 | ➢ Session A: Payroll  
➢ Session B: Accounts Payable |
BEST Project Plan Major Milestones – Phases I, II, and III
As of April 2, 2015

PHASES I – II (Planning)

PHASE III (Implementation)
Actual Dates TBD

Legend: ◆ - Project Plan Major Milestone  SV # - Strategy Vendor Deliverable #

File/Date: BEST Project Major Milestones I, II, III / 4-02-2015
“Peopleware’ is as important, if not more important than the hardware, software, and connecting infrastructures.”

-Strategy Vendor
Phases 1-11 (OCM Planning) – Objectives Based Navigational Approach

Phases III (OCM During System Implementation) – Shift to Task Based Workstream Approach

PHASE III (Implementation) Actual dates TBD

Legend: ◆ - Project Plan Major Milestone   SV # - Strategy Vendor Deliverable #
Phase 1-2 OCM Approach Development Process

We’re Listening

1 = data point
2 = take notice
3 = possible pattern
What We’re Hearing → Guarded Optimism

• Good foundational engagement evident

• Most recognize and welcome the need for change
  
  • A Few Caveats:

  • Agencies are skeptical (History)

  • Some employees are fearful (Jobs)

  • Complex relationship issues
Organizational Change Management ("OCM") on The BEST Project

Objectives & Guiding Principles

Understand
- Focus
- Transparency
- Communication

Engage
- Inclusion
- Candor
- Relationships

Adopt
- Rigor
- Readiness

Endorse
- Value
- Simplicity
Organizational Change Management ("OCM") on The BEST Project

Change Challenges

- Complexity (Systems, Processes, & Relationships)
- Constraints (Resources & Priorities)
- Culture (Embedded Practices & Patterns)
- Currency (Demonstrated Value: Used & Useful)

Understanding

Engagement

Adoption

Endorsement
# The BEST Project: Phase 1 & 2
## OCM Approach

<table>
<thead>
<tr>
<th>Objective</th>
<th>Guiding Principles</th>
<th>Significant Challenge</th>
</tr>
</thead>
</table>
| Understand| 1. Focus  
3. Transparency  
3. Communication | Complexity             |
| Engage    | 4. Candor  
5. Inclusion  
6. Relationships | Constraints            |
| Adopt     | 7. Rigor  
8. Readiness | Culture                |
| Endorse   | 9. Value  
10. Simplicity | Currency               |

## Navigation
The Approach in Action: Ask The Right Question

Where Are We & What is Needed Next?

**Objective**
UNDERSTANDING

**Guided Actions**
1. Metrics
2. Website
3. Online Survey

**Principles**
FOCUS
TRANSPARENCY
COMMUNICATION

**Challenge**
COMPLEXITY
Activity: Consider the Benefits
Help Us to Shape the Conversation

Q: What would happen if we could address the payroll process issues you have identified and outlined?

The Districts Speak:

“We could save overtime costs from payroll.”

“We could improve the work-life balance for our staff”

“We could focus on reconciliations and position control if we had more time. 85% of our budget is salary and benefits, so Position Control is critical for us.”

“I could respond to my Superintendent’s request for more analysis and provide them with better data for their decisions”
**Activity: Consider the Benefits**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Process Improvement Choices</th>
<th>Rank the processes.</th>
<th>Improve the process.</th>
<th>Consider the benefits.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Savings</td>
<td>1. Purchasing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Assignment Changes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Hiring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost Savings</td>
<td>4. Payroll</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process Streamlining (Complexity)</td>
<td>5. Vendor Payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other Process?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. **Purchasing**
2. **Assignment Changes**
3. **Hiring**
4. **Payroll**
5. **Vendor Payments**

Which of these processes needs the most improvement in your district? What is an example of an improvement you could make today to improve your #1-ranked process? What would be the positive impact of this improvement?