Los Angeles County Office of Education  
Business Enhancement System Transformation (BEST) Project  
Community College Advisory Team (CCAT) Meeting  
June 29 – 1:30 p.m. – 4:00 p.m.  
9300 Imperial Highway, Downey, CA – EC-281

MINUTES

Attendees: See Attached.

INFORMATION

I. Welcome and Introductions

The Project Director, Paul Landry, welcomed all CCAT members. The BEST Core Team introduced themselves.

II. Community College Site Visits – Information Gleaned

The BEST Core Team presented the attached PowerPoint regarding information gleaned from the three community college visits at Glendale Community College (May 27), Santa Monica College (June 15), and El Camino College (June 17) in the areas of Human Resources, Payroll and Finance.

Mary Lang, Change Management Coordinator, BEST Core Team, requested feedback from the group regarding interest in seeing community college business practices becoming more similar between colleges. CCAT representatives agreed that it would be very difficult given the various bargaining units and other processes not mandated by the state; however, some processes such as employee onboarding may be a process that could by standardized and streamlined.

III. BEST Project Update - Informational Bulletin

Paul Landry advised that Informational Bulletin #4145 regarding a BEST Project Update would be issued shortly. He briefly discussed the contents that were to be included.

IV. Strategy Vendor - KPMG Deliverables

KPMG Project Director, Bill Bangs, spoke as to why LACOE has contracted a strategy vendor. He outlined KPMG’s six (6) specific deliverables and how each one mitigates risk, as detailed in the PowerPoint presentation.

Paul Landry asked CCAT members for volunteers to assist with scoring the Request for Proposal after proposals are received from vendors in approximately April 2016. Paul anticipates scoring the proposals to be very time consuming as it is anticipated that each proposal will be several hundred pages in length. Paul requested names to be submitted for consideration.
INPUT

V. CCAT Input – September Workshops

Lisa-Ann Hinkson, Implementation Expert, BEST Core Team, presented a group activity to plan and identify specific considerations to be given for the Community College Initial Requirements Review and Input Workshops to be held in September 2015. Members advised that attendees’ time should be used efficiently; it takes a significant amount of time for some people to get to LACOE (i.e., even if the meeting is for four hours, it’s essentially an entire day). The general consensus of the group was to rely on the BEST Core Team’s expertise when planning for each session’s date, time and length.

VI. Organizational Change Management (OCM)

a. Surveys – Initial & New
   Mary Lang presented survey results from our first survey in April 2015, as well as goals for our next survey. See attached PowerPoint for details.

b. OCM Baseline Metrics
   Jenny Shire, Change Management Coordinator, BEST Core Team, presented the time line for collecting and analyzing baseline metrics for five key processes at our pilot districts. This will help to determine the overall success of the project at a later date.

VII. Project Timeline – May 2015 to January 2017

Mark Kithcart, Project Coordinator, BEST Core Team, presented the timeline for major activities over the next 20 months.

VIII. Next Meeting – October 2015 – Date: TBD
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Business Enhancement System Transformation (BEST) Project
Community College Advisory Team (CCAT) Meeting
June 29 – 1:30 p.m. – 4:00 p.m.
9300 Imperial Highway, Downey, CA – EC-281

ATTENDANCE

<table>
<thead>
<tr>
<th>Name</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babatunde Atane</td>
<td>El Camino College</td>
</tr>
<tr>
<td>Bill Bangs</td>
<td>LACOE</td>
</tr>
<tr>
<td>Daniel Banh</td>
<td>LACOE</td>
</tr>
<tr>
<td>Chris Bonvenuto</td>
<td>Santa Monica College</td>
</tr>
<tr>
<td>David Chiang</td>
<td>LACOE</td>
</tr>
<tr>
<td>David El Fattal</td>
<td>Cerritos College</td>
</tr>
<tr>
<td>Brenda Fink</td>
<td>Citrus College</td>
</tr>
<tr>
<td>Lisa-Ann Hinkson</td>
<td>LACOE</td>
</tr>
<tr>
<td>Mark Kithcart</td>
<td>LACOE</td>
</tr>
<tr>
<td>Paul Landry</td>
<td>LACOE</td>
</tr>
<tr>
<td>Mary Lang</td>
<td>LACOE</td>
</tr>
<tr>
<td>Sean Lewis</td>
<td>LACOE</td>
</tr>
<tr>
<td>Phillip R. Norris</td>
<td>LACOE</td>
</tr>
<tr>
<td>Jeanette Shire</td>
<td>LACOE</td>
</tr>
</tbody>
</table>
Community College Advisory Team – (CCAT) Quarterly Update

Business Enhancement System Transformation

June 29, 2015
Agenda - Topics

- Welcome and Introductions
- Community College Site Visits – Lessons Learned
- BEST Project Informational Bulletin
- Strategy Vendor – KPMG Deliverables
- CCAT Input – September Workshops
- Organizational Change Management (OCM)
- Project Timeline – May 2015 to January 2017
- Next Meeting – October 2015
Community College Site Visits Lessons Learned - Contract Management

- Majority utilize Public Contract Code
- Some colleges contract with an External Company to manage construction contracts
- No standard repository for Contract Management (Excel used)
- Unable to differentiate between PO and Contract Encumbrance from the transaction code
- Both Facilities and Procurement units may develop solicitations, but may have different processes/systems
- Retainage Calculation and Payout Milestones for contract not streamlined or standardized
- No systematic way to track Stop Notices and Releases
- Bond Management needed and ability to have a detailed budget for each project
- Insurance tracking
Community College Site Visits Lessons Learned - Accounts Payable

- No real time reporting available
  - Need for reports for Invoice Aging
  - Year-End Accrual tracking

- Some colleges use external software and service (SaaS) to create and distribute 1099 forms to vendors
  - There may or may not be a consolidation of vendors used by ASB and College for 1099 reporting

- Business Processes differ from college to college
  - Need for adoption of Industry Best Practices tied to Business Processes
  - Intercepts from Gov’t entities on Vendor payments

- Contract Payments and/or Bond Payments

- Financial Aid Checks to Students

- Student Refunds (Vendor Numbers in PSFS)

- Reconciliation between three (3) systems is time consuming and difficult
  - Example: Pell Grants: Student Information System, Oracle Financials and LACOE’s PSFS
Community College Site Visits Lessons Learned - Payroll | Time and Labor

- Timecards, Leave Of Absence and Paid Time Off Accrual are manually tracked
- Some extra hours work may qualify additional accrual sick/vacation balance
- CCs are seeking a completed time card system ASAP
- Some CCs do not have visiting faculty. However, visiting faculty may pay directly from AP
- International student workers paid similar to US student workers, if any.
- Adjunct Faculty paid a flat rate with five equal payments for each Fall or Spring Semester; similar to K-12 Districts ten months certificated employee
- Adjunct Faculty work extra assignments are paid based on the job. Faculty who teach summer classes paid hourly & calculated with formula based on the Spring flat rate
- The length of the Mass Retro Processes range: 6 months to one plus year max. The Adjustments only include Earning and Retirement Reporting, the difference will report in the current payroll period with no W2-C required as the change using the cash accounting method

Reports requirements:
- W3 Total report
- EDD report for terminated employee
Community College Site Visits Lessons Learned - AR | Billing(s)

- Student Fee Revenue
  - Manual Journal Entries
  - Manually track “Control ID” (Journal ID) to reference for reconciliation and/or adjustments

- Stand-Alone Billing / Invoice Creation
  - MS Word / Excel / QuickBooks
  - Manual Journal Entries
    - Invoices / Payments
    - Write-Offs

- Manual Reconciliation
  - Student Account Receivables, Billing & Receivables, and Financial System of Record(s)
  - Various Excel Schedules
Community College Site Visits Lessons Learned - Organizational Change Management

- Business practices vary more in CCs than K-12
- Processes may not have been mapped during the last system change
- Culture=Practices that predict outcomes…One CC’s culture suggestion
  - Several OCM similarities between CC and K-12…
- Training, training, training in multiple formats matched to their actual jobs
- Very simple, fast and reliable system with no slow or down times
- Help people make the transition to new roles…control anxiety
- Integrated HR/Finance/Payroll system with real-time data
- Communicate, communicate, communicate…
- Do not create any additional work for the agencies
- Ensure an equitable cost structure for interface
- Keep doing the things that LACOE does well
Community College Site Visits Lessons Learned - General Ledger / Budget Development

- Chart of Accounts (COA)...Varies Greatly Among CCs Visited
- Need COA Mapping Session...to Find Common Ground (e.g., Fund, Object)
- Do not Need 30 Digits...Maybe 18 or 19 Plus a Couple Flexfields?
- Appears Mapping 15 Years Ago Was Not Done Concurrently with Several CCs
- Excel and Email Predominantly Used to Develop Budget
- On-Line Developmental Budget System w/ Workflow Approvals, Email Notifications, and Status Tracking is Desired and Will Work...Similar to K-12s
- Developmental Budgeting Timelines & Process...Many Similarities for CCs
- Processes/Approval Controls Vary Widely Among CCs
- There are Some Very Similar Reporting Requirements vs. K-12s
- There are Unique Reporting Requirements for CCs vs. K-12s
- Major Construction Occurring at Colleges...Asset Management Module
Community College Site Visits Lessons Learned – Human Resources

- Really Need an Electronic PR with Workflow, Email Notifications, and Tracking
- Need Onboarding and Offboarding Forms with Notifications and Workflow
- Ability for New Hires to Provide Documents Electronically to HR
- Professional Development/Mandated Training with Email Notifications
- Some Similar Reporting Requirements vs. K-12s and Other CCs (e.g., Leaves by Employee, Leaves by Union, Employees on Certain Type of Leave)
BEST Project
Informational Bulletin

- Informational Bulletin #4145 – BEST Project Update
Strategy Vendor – KPMG Deliverables

- KPMG Strategy Team has been engaged and commenced work…six deliverables
  - To provide strategy expertise….“objective voice” and recommendations
  - To reduce project risk
  - Bill Bangs, KPMG Project Director, started on April 27
  - Developing a plan for each deliverable
KPMG’s Six Deliverables

- Assist w/ Organizational Change Management (OCM) Metrics and Strategy
- Technical Landscape – Datacenter Strategy and Total Cost of Ownership
- Assist w/ Vendor Demos / “Market Analysis” to Capture Additional System Requirements
- Implementation Roadmap
- Readiness Assessment
- RFP Development and Scoring Assistance
KPMG’s Deliverables – Risk Reduction

- Del. 1: Change Management Strategy
  - Helps reduce risk by providing a sound methodology for scoring vendor proposals, including vendor demonstrations.

- Del. 2: Technical Landscape Analysis
  - Helps reduce risk by identifying and executing strategies that aid with the acceptance of the new systems and business processes.

- Del. 3: Market Review
  - Helps reduce risk by providing a 10 Year Total Cost of Ownership and by assisting with the development of an appropriate hosting strategy for the solution.

- Del. 4: Implementation Readiness
  - Helps reduce risk by enabling the validation of current requirements and the identification of additional RFP requirements.

- Del. 5: Implementation Roadmap
  - Helps reduce risk by providing an implementation approach based on a clearly defined implementation strategy.

- Del. 6: Assist with RFP Scoring
  - Helps reduce risk by showing the impact to the organization and providing a clear assessment of the organization's readiness for an ERP implementation.
CCAT Input – September Workshops

- All
# Organizational Change Management (OCM)

## Initial Survey: Goals & Results

<table>
<thead>
<tr>
<th>Test</th>
<th>Gather Feedback</th>
<th>Respond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results</strong></td>
<td><strong>Results</strong></td>
<td><strong>Results</strong></td>
</tr>
<tr>
<td>• Tool: Adequate not ideal</td>
<td>• Core findings:</td>
<td>• New requests</td>
</tr>
<tr>
<td>• Audience: Targeted</td>
<td>• Information Needs</td>
<td>• Justification</td>
</tr>
<tr>
<td>• Response Rate: Low</td>
<td>• Top Desired Outcomes</td>
<td>• Information</td>
</tr>
<tr>
<td>• 7% Net Response Rate</td>
<td>• Valuable/Positive Experiences</td>
<td></td>
</tr>
<tr>
<td>• 508 Emails</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 34 Responses</td>
<td></td>
<td></td>
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<tr>
<td>• 4/3 – 4/17/2015</td>
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</tbody>
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## Next Steps

- 20%+ Response Rate Goal
- Survey Calendar
- Raise Awareness
- Database Development
- Survey Collaborations
- Advisory Role: CCAT’s Role

## Team Effectiveness

- More than > 50% of respondents feel well-informed on the BEST Project.
- 75% find BEST Project workshops and presentations valuable and the BEST Project Team knowledgeable and professional.

## Next Steps

- Detailed relevant ERP timeline in development
- Manhattan Beach and South Bay group in June
Initial Survey: Format & Findings
Friday April 3 – Friday April 17, 2015

Desired System Improvements
- One combined HR/Finance and Payroll System: Real-time Integrated Data
- Simple, easy-to-use system
- Training, documentation and support
- Improved budget development capabilities
- Workflow (approvals)
- Attachments
- Standardized processes across agencies

Valuable/Positive BEST Experiences
- Professionalism of the BEST Team
- Collaboration
- Business Process Improvement
- Understanding Current Systems

Information Requests
- Explanation of the BEST timeline
- Additional regional presentations
Metrics Strategy: Purpose & Process

Understand Readiness & Outcomes for People, Process, & Technology on the BEST Project

Initial Metrics: Process Improvement

- Focus on the right process improvement issues/metrics to tackle: time, cost, and process complexity.
- Understand the “As-Is” baseline process measurements for a focused number of key processes. The 5 Key Processes are: Payroll, Hiring, Purchasing, Assignment Changes, and Vendor Payments.
- Measure and evaluate process improvement results as project progresses and when project concludes.
- Calibrate our efforts based on our findings.
Develop Survey Strategy for BEST Discovery Phase

Potential Survey Topic Areas:

<table>
<thead>
<tr>
<th>Change Management</th>
<th>Technical Landscape</th>
<th>Market Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation Readiness</td>
<td>Implementation Roadmap</td>
<td>Proposal Reviews</td>
</tr>
</tbody>
</table>

Design Survey Plan According to Upcoming Deliverables:

- Identify Surveys Needed to Support BEST Project Deliverables through the Selection Phase of the Project
- Identify Target Audiences for Each Survey
- Identify Anticipated Response Outcomes for Each Survey
- Identify Survey Time Table
- Identify Most Effective Survey Communication Vehicle for Target Audience
- Identify Survey Results Format

Create & Deploy Surveys According to Designated Survey Schedule
Design ‘Baseline Metrics’ Strategy for BEST Community Colleges

- Define Pilot Metrics Schedule (July)
- Identify Pilots for Metrics Analysis (July)
- Conduct Metrics Analysis at Selected Pilot Sites (August-Sept)
- Report Results of Metrics Analysis (December)

<table>
<thead>
<tr>
<th>Time Reduction Efficiency</th>
<th>Cost</th>
<th>Process Complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure lead time a requisition is created to the time that a purchase order is created.</td>
<td>Measure total cost-per-transaction in an executed monthly payroll using the current six(6) step process.</td>
<td>Measure the time and delta of steps in the Hiring Purchasing &amp; Assignment Change processes.</td>
</tr>
</tbody>
</table>
# BEST Project Timeline

**May 2015 – January 2017**

<table>
<thead>
<tr>
<th>Months</th>
<th>Major Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2015 – June 2015</td>
<td>Community Colleges Site Visits</td>
</tr>
<tr>
<td>July – August 2015</td>
<td>Market Analysis / Software Demos: For Additional Requirements only...Not Scored</td>
</tr>
</tbody>
</table>

## BEST Project Timeline
### May 2015 – January 2017

<table>
<thead>
<tr>
<th>Months</th>
<th>Major Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>July – September 2015</td>
<td>Site Visits to OCDE, LAUSD, SDCOE, Others...Lessons Learned</td>
</tr>
<tr>
<td>September 2015</td>
<td>Community Colleges Workshops</td>
</tr>
<tr>
<td>October 2015 – February 2016</td>
<td>Finalize and Issue Request for Proposal (RFP) - New System &amp; Implementation Services</td>
</tr>
</tbody>
</table>
Next Meeting

- October 2015
Receive Monthly BEST Project Updates and Periodic Informational Bulletins

www.lacoe.edu/best

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