MINUTES

Attendees: See Attached.

INFORMATION

I.  WELCOME AND INTRODUCTIONS

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

II.  SITE VISITS – LESSONS LEARNED

    The BEST Core Team presented lessons learned from their site visit on August 14, 2015, to San Diego County Office of Education (SDCOE). The purpose of the site visit was to learn from the MITI Project’s experiences. Topics covered during the site visit included: Pre-implementation – Sales Cycle, Project Management, Project Strategy, Organizational Change Management, Systems Applications, various technical topics, Training, Help Desk – Support, and Output Management – Reporting. Members of the BEST Team conducted a roundtable discussion to apprise the CCAT members of specific lessons learned, and answered CAT member questions regarding the site visit.

III.  MARKET ANALYSIS – SOFTWARE DEMONSTRATIONS

    Paul Landry advised that 7 software vendor companies completed demonstrations of their software solutions in July and August, 2015. The demonstration’s scope included key processes across: Time and Labor, Payroll, Accounts Payable, General Ledger, Human Resources, and Purchasing. These demonstrations were not scored. The BEST Core Team provided CCAT members with general observations and feedback concerning the demonstrations.

IV.  ORGANIZATIONAL CHANGE MANAGEMENT (OCM)  

    BASELINE METRICS ANALYSIS WITH PILOTS

    Mary Lang, BEST Project Change Management Coordinator, presented the BEST Core Team’s approach to capturing and analyzing baseline metrics at six pilot districts including: Alhambra USD, Downey USD, Glendale USD, LACOE, Lynwood USD, and Cerritos College. Time, cost and process complexity are the three core metrics being focused on across five key processes (Payroll, Hiring, Purchasing, Vendor Payments, and Assignment Changes). The first baseline metrics analysis has been completed for LACOE; the analysis on the remaining five districts are scheduled to be completed by December 2015. The goal of this analysis to co-develop an “As-Is”
process metrics report, and identify business process improvement opportunities with best practice tips.

V. STRATEGY VENDOR – KPMG DELIVERABLES

Bill Bangs, KPMG Project Director (Strategy Vendor), highlighted KPMG’s role in the BEST Project and identified their major deliverables: Change Management Strategy, Technical Landscape Analysis, Market Review, Implementation Roadmap, and Implementation Readiness. Bill also presented the timeline for their deliverables and how it ties into the overall project plan for the BEST Project.

VI. PROJECT TIMELINE – MAJOR ACTIVITIES
(October 2015 through January 2017)

Paul Landry presented the overall project timeline for October 2015 – January 2017, outlining major Project tasks including: remaining site visits, Request for Proposal (RFP) development, vendor selection, and contract negotiations.

VII. COMMUNITY COLLEGE WORKSHOP REVIEW

Paul Landry presented a brief overview of the Community College Workshops held the previous weeks including topics covered and general feedback received during the workshops. Over 45 representatives from eight community colleges attended.

INPUT

VIII. ORGANIZATIONAL CHANGE MANAGEMENT (OCM) SURVEYS

Mary Lang presented a survey strategy for 2 upcoming surveys to be distributed in October 2015. Mary requested feedback on when was the best time to solicit information via survey. Mary also requested feedback on proposed survey questions to be distributed on the topics of Human Capital Management (HCM) systems, and Time and Labor/AB 1522.

IX. INPUT FOR ARCHIVING AND DATA CONVERSION

Paul Landry led a discussion regarding potential archiving and data conversion standards. Paul asked for member input regarding the number of years of data that should be retained in the new system and how often they inquire on previous data (e.g.,
data 1 year old, 2 years old, 3 years old, or 4 or more years old). CAT members provided estimated percentages for each of these scenarios as follows:

- 80% - 85% - Current (Calendar or Fiscal) Year Data
- 5% - 10% - One to Two Year-Old Data
- 3% - 5% - Two to Four Year-Old Data
- 2% - 5% - Four or More Year-Old Data

X. NEXT MEETING – JANUARY 2016 – Date: TBD
Los Angeles County Office of Education  
Business Enhancement System Transformation (BEST) Project  
Community College Advisory Team (CCAT) Meeting  
October 1, 2015 – 1:30 PM – 3:30 PM  
Education Center - 202

**ATTENDANCE**

<table>
<thead>
<tr>
<th>Name</th>
<th>District</th>
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<tbody>
<tr>
<td>Bill Bangs</td>
<td>LACOE</td>
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<td>Daniel Banh</td>
<td>LACOE</td>
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<td>Rosalinda Buchwald</td>
<td>Citrus College</td>
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<td>David Chiang</td>
<td>LACOE</td>
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<td>David El Fattal</td>
<td>Cerritos College</td>
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<td>Brenda Fink</td>
<td>Citrus College</td>
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<td>Lisa-Ann Hinkson</td>
<td>LACOE</td>
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<td>Mark Kithcart</td>
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<td>Paul Landry</td>
<td>LACOE</td>
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<td>Mary Lang</td>
<td>LACOE</td>
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<td>Sean Lewis</td>
<td>LACOE</td>
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<tr>
<td>Phillip R. Norris</td>
<td>LACOE</td>
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</tbody>
</table>
Community College Advisory Team (CCAT) Meeting Update - BEST PROJECT - FINAL

October 1, 2015
Agenda - Topics

- Welcome and Introductions  
  Paul Landry

- Site Visits – Lessons Learned  
  BEST Team

- Market Analysis  
  BEST Team

- OCM Baseline Metrics with Pilots  
  Mary Lang

- Strategy Vendor – KPMG Deliverables  
  Bill Bangs

- Project Timeline – Major Activities  
  Mark Kithcart

- Community College Workshop Review  
  TBD

  Break

- Organization Change Management  
  Mary Lang

  - Survey – Time and Labor
  - Reports

- Input for Archiving and Data Conversion  
  Paul Landry

- Next Meeting – January – Date: TBD  
  All
Site Visits Lessons Learned

- San Diego County Office of Education (MITI Project) Site Visit - August 14:
  - The MITI Project is a 6 year Business and Systems Transformation Initiative to be completed January 2017
- Site Visit Purpose:
  - To learn from the MITI Project’s experience, success, and challenges
  - In the spirit of collaboration, professionalism, and for the benefit of The BEST Project
Site Visits Lessons Learned

- Topics Covered:
  - Pre Implementation – Sales Cycle
  - Project Management
  - Project Strategy (Various Topics)
  - Organization Change Management
  - Systems Applications (GL, HR, Payroll, etc.)
  - Technical – Customizations, Interfaces, data conversion
  - Training
  - Help Desk - Support
  - Output Management - Reporting
Site Visits Lessons Learned

- **Payroll**
  - Don’t underestimate the complexity of PERS and STRS reporting
  - Test, Test, and Test Some More

- **Readiness Assessment**
  - Take ownership and support of new system early ("Own It") in Project
  - Knowledge transfer from System Implementer to COE staff...early and often is critical
  - Plan for Tiers of Support...to support initial and subsequent Wave(s)
  - Build a deep bench
  - Full-time dedicated staffing is critical
Site Visits Lessons Learned

Technical Considerations

Environments (e.g., Pristine, Production, Development, Testing, Training, Sandbox, Staging):

- What...clearly define all environments needed throughout Project and Post Go Live
- When environments are needed and when they will be updated/refreshed
- Who will use them and related security access for each environment
- How they will be used and frequency of updates
- What data will be in each environment & what migration path (and timing) is for these environments
Site Visits Lessons Learned

Technical Considerations (continued)

**Hosted Solution**
- Contract considerations...there are many
- Managed Services (e.g., response time troubleshooting, COE visibility)
- Multi-Tenancy...need to really understand pros and cons
- Single Sign On (SSO)...have to plan and really test this infrastructure
- Impact on COE internal IT staff
- Clear Role Definitions for Supporting New System (COE) vs. Host Vendor is critical
Site Visits Lessons Learned

Other Lessons Learned??

➢ Financials
➢ Organizational Change Management (OCM)
➢ Human Resources

Round Table Discussion
Market Analysis – Software Demonstrations

- 7 Software Vendor companies completed software demonstrations: July – August 2015
- They were not scored
- The demonstration’s scope included key processes across:
  - Time and Labor
  - Payroll
  - Accounts Payable
  - General Ledger
  - Human Resources
  - Purchasing
Market Analysis – Software Demonstrations

- Other factors considered/noted:
  - Ease of use
  - Process or Real Time data availability
  - Data Extraction
  - Functional and Technical considerations
Market Analysis – Software Demonstrations

Round Table Discussion
OCM METRICS: CONTEXT

Inside the Box: What We Can Do To Help

Outside of the Box: What Are Our Challenges?

OBJECTIVES
What We Want to Achieve

UNDERSTANDING
- Focus
- Transparency
- Communication

CONSTRAINTS
- Inclusion
- Candor
- Relationships

ENGAGEMENT
- Rigor
- Readiness

ADOPTION
- Value
- Simplicity

CURRENCY
- Complexity

Los Angeles County Office of Education
OCM IN ACTION: ASK THE RIGHT QUESTION

Where are we and what needs to happen next?

• Understanding
• Engagement
• Endorsement

• Metrics
OCM Metrics Progress Since July CAT Meeting

1. Executed 1st Baseline Metrics Analysis (BMA)
2. Conducted Pilot BMA Kickoff Meetings
   Cerritos College, Alhambra, Glendale, Lynwood, (RBUSD, DUSD: TBD)

Why? Improve & Measure
What? 3 Core Metrics Time, Cost, Process Complexity
How? 5 Key Processes measured
   Payroll, Hiring, Purchasing, Vendor Payments, Assignment Changes

Where? LACOE
       Select Pilots
When? July – August, 2015
      Oct. – Dec, 2015
BENEFITS

• The “As-Is” Process Metrics Report
• BPI Opportunities
• Best Practices Tips

Example: Summary Observations | LACOE
KPMG’S DELIVERABLES SCOPE

Change Management Strategy
- Change Agent Network
- Baseline Metrics Analysis
- Workforce Development Plan
- Change Management Strategy

Market Review
- Vendor Demonstrations
- Post-Mortem

Technical Landscape Analysis
- Validate existing LACOE Cost Analysis
- Risks Analysis and Mitigation
- Alternatives Analysis
- Total Cost of Ownership Analysis

Implementation Roadmap
- ERP Strategy
- Implementation Approach Options and Budget
- Implementation Approach Recommendation

Implementation Readiness
- Business Skills Assessment
- Organization Impact Assessment
- Staffing Model
- Readiness Risk Analysis
# KPMG’s Deliverables Timeline

<table>
<thead>
<tr>
<th>#</th>
<th>Task Name</th>
<th>May '15</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
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<th>Sep</th>
<th>Oct</th>
<th>Nov '16</th>
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<td>1</td>
<td>Deliverable 1: Change Management Strategy Approach with Recommendations</td>
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<td>Deliverable 3: Market Review/Analysis of Potential Software Vendors</td>
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<td>Deliverable 4: Implementation Readiness</td>
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<td>Deliverable 5: RFP Development and Implementation Roadmap</td>
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<td>Deliverable 6: Scoring of Responses/Proposals to RFP</td>
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<td>August – October 2015</td>
<td>Site Visits to OCDE, LAUSD, SDCOE, Others... Lessons Learned</td>
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<td>September 2015</td>
<td>Community Colleges Workshops</td>
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<td>October 2015 – February 2016</td>
<td>Finalize and Issue Request for Proposal (RFP) - New System &amp; Implementation Services</td>
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OCM Survey Progress
Since July CAT Meeting

✓ Developed 1\textsuperscript{st} integrated survey calendar
✓ Collaborated on unified survey strategy
✓ Developed proposed next topics

➢ CCAT support needed; Survey 2
➢ Topic vetting
➢ Delivery support
## SURVEY STRATEGY
### PURPOSEFUL & ALIGNED WITH CUSTOMER’S REALITIES

<table>
<thead>
<tr>
<th>Topics</th>
<th>Purpose</th>
<th>Key:</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
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### Planned

| 2014             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |
| 2015             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |
| 2016             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |
| 2017             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |

### Executed

| 2014             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |
| 2015             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |
| 2016             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |
| 2017             |                  |     |     |     |     |     |     |     |     |     |     |     |     |      |

*Note: The table details planned and executed topics along with their respective months and key indicators.*
SURVEY #2

TOPIC: HUMAN CAPITAL MANAGEMENT MODULES

“HR” vs. “HCM”?
SURVEY #2 B

TOPIC: TIME & LABOR & AB-1522

1. Have you purchased a Time and Labor system?
2. Do you plan to purchase a Time and Labor System in the next two years?
3. How are you complying with AB-1522?
4. If you have a T&L system, what do you feel is lacking?

A) Open to this topic? B) Leveraging the CAT members
ARCHIVING

% of Time Looking Up Data in PSFS or HRS:

- Current Year or Fiscal Year Data?
- Last Year or Last Fiscal Year Data?
- Two to Four Years Old Data?
- 5 Years or Older?
ARCHIVING

Archiving vs. Disposal Considerations:

Class 1 – Permanent Records
Class 2 – Optional Records
Class 3 – Disposable Records
DATA CONVERSION

HRS Information – How Many Years to Convert?
PeopleSoft Financial System – How Many Years and What Data to Convert?