

SAN DIEGO CITY SCHOOLS  
Office of School Site Support

District Wide Applications Update  
April 27, 2004

Introductory Statement

The district is implementing new systems to support Student Information, Special Education, Finance, Payroll, and Human Resources. This report and presentation are to inform the board as to the status of the District Wide Applications (DWA) implementation and request board approval for 1) Increase to Empower Solutions of \$950K; 2) Increase to Forest Glen LLP of \$54K; and 3) Addition of six positions for production support, at an approximate annual cost of \$540K.

Background

The district's legacy software applications were no longer a viable solution for the business needs of an organization the size and complexity of San Diego City Schools (SDCS). For years we struggled with the reporting capabilities that are required by federal, state, and local agencies as we go about our daily business. Our business processes were based on a 'paper' system that is slow and inefficient for our current business needs. We were losing revenue because our legacy systems were not able to gather and report needed data.

This is a complex problem that SDCS staff was requested to analyze and make recommendations to the board. During our analysis various experts assisted staff in the analysis and recommendations. External partners helped with the initial analysis, made recommendations to Executive Committee, and assisted in project management and procedures for mapping our current business processes. Experts inside and outside the district helped with an analysis of our current infrastructure. Forest Glen LLP assisted with the project architecture, project planning, contract negotiations and data preparation; Gartner Consulting assisted with the implementation RFP, the analysis, and selection of the implementation partner and contract negotiations.

Actions previously approved by the board include:

1. November 27, 2001—Presentation to the Board of Education outlining strategies to provide improved efficiency and effectiveness by implementing new DWA for Student Information Systems, Human Resources, and Finance. The board approved the release of the RFP for software for Student Information, Human Resources, and Finance.
2. August 6, 2002—Staff reported to the board its recommendation for software applications. The board approved the release of the RFP for the implementation/integration of selected software. The board also approved the negotiation of contracts with vendors for software and implementation partners for: Student Information System (C-Innovations Zangle), Human Resources and Financial Systems (PeopleSoft).
3. On November 11, 2002, the board approved the budget and contracts for the purchase of software from C-Innovations, 4GL, and PeopleSoft. At this time the board also approved implementation contracts with C-Innovations and Empower Solutions.

4. On September 9, 2003, the board was presented an informational update for the DWA.

Staff, working with our implementation partners, have spent the last 16 months on the implementation of the new Student Information System, Special Education System, Financial System, Payroll/Human Resources System, and the Portal web access to these applications.

The Student Information System (Zangle) was being piloted at the school sites within the University City cluster, as well as, Twain and Garfield high schools. The pilot is now complete and Zangle is currently being rolled-out to the remaining schools in the district. The schedule for the roll-out has been modified to accommodate the addition of the High School Renewal Schools. Current implementations are occurring at the Mission Bay and Serra clusters.

Encore (formerly 4GL), our Special Education System, has completed the pilot phase of its implementation at the University City cluster, Twain, and Garfield. Encore is currently being rolled-out to the remaining schools in the district. The schedule has been accelerated to complete the implementation by August 2004. This will allow the district to recoup mandated costs earlier, as well as, mitigate the data conversion challenges when students move from an Encore school to a school that has not yet implemented the new system.

Phase I of the PeopleSoft Portal and Financial Systems went into production on November 3, 2003. Phase I of the PeopleSoft Human Resources System went live on November 10, 2003. Phase I of the PeopleSoft Payroll System went live on January 1, 2004. The payroll system go-live date was changed to mitigate any issues with the production of W-2's. Subsequent W-2 production was completed on time without problem.

Phase I Go-Live issues have been identified. In implementing this large, complex, integrated system a number of issues have been identified. Staff is working with our implementation partner as well as our employees to resolve these issues. Strategies that have been put in place to mitigate issues include: formation of a Crisis Action Team in IT to immediately resolve technical system issues; focus groups of users have been created to address HR and Financial issues; Remedy Help Desk has been implemented to track and record issues and resolutions and targeted training has been implemented to address specific training issues.

The major issues that have been identified and are being addressed are:

- 40-Digit Chart Field is now required on almost every transaction
- Quality of data from originating sources is poor
- New Employee ID numbers are required to log on to systems
- Forced business changes
- System-Wide Performance problems (technical, processing time)
- No processing of requisitions without proper account codes
- Backlog of requisitions
- Outstanding issues regarding payroll deductions and account codes
- Backlog of vouchers in Accounts Payable (Over 60 percent of the work coming into Accounts Payable had incorrect account codes)
- Purchase Order matching issues (Three-way checking implemented)
- Budget Planning Module not yet functional as delivered

Extended Phase I production support has delayed the implementation of Phase II. Scope as well as cost of production support will impact Phase II.

Our original support plan was to have a Production Support Team which would consist of Subject Matter Experts (SME's) within the functional areas of Finance and Human Resources. During the early implementation period, the district was confronted with the budget crisis. In July of 2003, the budget crunch resulted in early retirement, layoffs, and staff reductions. Reductions in Human Resources and Finance staff which were planned after implementation (2004) of PeopleSoft occurred in 2003. The remaining district staff was unable to provide the level of production support required after go-live. As a work around, production support is currently being provided by Empower Solutions.

The district's revised plan is to provide a SDCS Production Support Team at a level in alignment with the original plan prior to July 2003 staff reductions. We can then transition from Empower to our own internal Production Support Team. This will eliminate the need for expensive professional consulting for production support.

The enclosed presentation, DWA Project Status, will outline all of the Phase I go-live issues for Zangle, Encore, and PeopleSoft and describe how the district is mitigating each issue.

#### Instructional Implications

Once systems are installed, teachers, administrators, and central office staff will have current, accurate, up-to-date information and the tools necessary to make data-driven decisions regarding students. Examples could include: using up-to-date information in the placement/articulation of students; tracking students' progress toward reaching desired goals; real-time access to budget and human resources information.

#### Facilities Implications

Infrastructure upgrades in the computer room for backup power have been completed.

#### Budget Implications

To complete Phases I and II of the DWA, the budget previously approved by the board will have to be increased. The value of the Empower Solutions contract will need to be increased by \$950K. These funds will be from state school facility funds to support the completion of required Phase I functionality.

To continue to support the implementation of Phase II of the DWA, the contract for Forest Glen will have to be increased in value by \$54K. These funds will be from state school facility funds to support the completion of required Phase I functionality.

To provide production support on an on-going basis, six additional positions (2-HR, 2-FI, 2-IT) will cost approximately \$540K on an annual basis. These positions will be funded from unrestricted resources and are subject to funding availability during the FY 04/05 budget development process.

#### Public Support and Engagement Implications

None.

Policy Implications

To be determined as business process re-engineering is planned.

Recommendation

The superintendent recommends approval of the increase in contract services to Empower Solutions by \$950K and Forest Glen LLP for project architect services by \$54K. In addition, the superintendent recommends approval of six additional positions for on-going production support, at an approximate annual cost of \$540K the cost of which is subject to pending job classification studies.

Attachment: DWA Update—PowerPoint Presentation

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